

Mayor's Office

Mission Statement

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

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

2011 Accomplishments →

- Made significant strides in securing capital funds for downtown Rockford, securing \$8 million River Edge Redevelopment Zone Grant and \$4 million in capital funding for the RAVE Authority and BMO Harris Center. The Redevelopment Grant will allow the City to engage in economic revitalization geared toward attracting new investment and bringing more jobs to our central city.
- Successfully implemented various outsourcing and service consolidation initiatives to foster organizational sustainability as recommended by Baker-Tilly's 2011 Outsourcing Assessment Report.
- Finished 2011 with a positive fund balance.
- Partnered with the City Council and the community in extending the City's 1% infrastructure sales tax for an additional five years to continue funding Rebuilding Rockford initiatives.
- Partnered with Winnebago County and police agencies in our region on a new crime initiative known as "Operation Clean Sweep" which has allowed the City to deploy a substantial and consistent response to the chaos of drugs, gangs, and violent crimes.
- Created a positive working partnership with the Rockford Public School District 205 that will allow us to make progress toward long-term community and school improvement.
- Worked with City Council to establish a dialogue between the City, County and School District regarding fiscal consolidation opportunities.
- Partnered with City Council, R.A.V.E., and the Coronado Performing Arts Center on the creation of Energy Performance Contracts that have brought modern "green" energy systems to our Coronado Theater and BMO Harris Bank Center.
- Consistently engaged in discussion with our criminal justice partners to help address the City's crime rate.

2012 Goals and Objectives →

- Continue implementation of the Outsourcing Subcommittee recommendations on outsourcing and process improvement.

Mayor's Office

- Work with our regional partners to successfully implement the City's municipal aggregation program to save residential home owners and small businesses significant dollars on electricity bills.
- Improve the health and wellness of our City employees and community at large through the creation of the "Healthy Rockford Network."
- Partner with local arts educators, arts professionals, and arts supporters to determine how we can leverage our resources to build a world class arts education network.
- Continue working with the Rockford Public Schools administration to implement their "Readiness Rocks" strategy, particularly through the Neighborhood School Community Zone initiative between the City and District 205.
- Work with District 205 and Alignment Rockford towards implementing our community's first High School Academy.
- Engage and support citizen involvement in City planning and activities.
- Continue making progress on "Reclaiming First," the City's financial plan to invest \$30 million in an expansion and modernization of the Rockford region's amateur sports industry, with the first project being the Ingersoll Sports Facility (aka Founders Landing Sports Village).
- Build a lasting partnership with the Rockford Airport Authority, Winnebago County, and other regional public and private partners to ensure long-term growth and job creation at the Rockford Airport, specifically focusing on air cargo job expansion.
- Build and support intergovernmental relationships, collaboration, and advocacy.
- Continue work in establishing opportunities for international trade and economic growth.
- Develop a new and improved solid waste and recycling collection contract for Rockford residents.
- Implement \$3 million in state and federal funds to design a state-of-the-art train station to bring passenger rail back to Rockford.
- 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

Budget Summary

MAYOR'S OFFICE BUDGET SUMMARY					
APPROPRIATION	<u>2010</u> <u>ACTUAL</u>	<u>2011</u> <u>BUDGET</u>	<u>2011</u> <u>ACTUAL</u>	<u>2012</u> <u>BUDGET</u>	<u>INCREASE</u> <u>(DECREASE)</u>
PERSONNEL	\$511,917	\$533,589	\$432,388	\$463,645	(\$69,944)
CONTRACTUAL	144,194	146,855	127,422	141,045	(5,810)
SUPPLIES	11,772	12,350	6,855	12,350	0
OTHER	0	0	0	0	0
CAPITAL OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>\$667,883</u>	<u>\$692,794</u>	<u>\$566,665</u>	<u>\$617,040</u>	<u>(\$75,754)</u>

STAFFING REVIEW	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>INCREASE</u> <u>(DECREASE)</u>
TOTAL	<u>8.00</u>	<u>6.00</u>	<u>5.00</u>	<u>4.00</u>	<u>(1.00)</u>

FUNDING SOURCE	<u>2011</u> <u>AMOUNT</u>	<u>2011</u> <u>PERCENTAGE</u>	<u>2012</u> <u>AMOUNT</u>	<u>2012</u> <u>PERCENTAGE</u>
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENT	\$73,021	10.5	\$65,079	10.5
PURCHASE OF SERVICES	\$0	0.0	0	0.0
GENERAL REVENUES	<u>619,773</u>	<u>89.5</u>	<u>551,961</u>	<u>89.5</u>
TOTAL	<u>\$692,794</u>	<u>100.0</u>	<u>\$617,040</u>	<u>100.0</u>

Budget Analysis

The 2012 budget of \$617,040 represents a \$75,754 (10.9%) decrease from 2011. Personnel expenses fell a total of \$69,940, as a result of the elimination of the Senior Administrative Assistant.

Contractual expenses decreased a total of \$5,810 due to decreases in telephone expenses (\$3,290), service contracts (\$2,760), risk management (\$3,670) and microcomputer expenses (\$8,400). These are offset by an increase in building rental expense (\$9,800).

The supply accounts remained unchanged from 2011.

In 2011, the Mayor's Office spent \$566,665, or 81.8% of its budgeted allocation. Over the past several years, 81% to 104% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for the Mayor's Office in 2012.

Mayor's Office

Personnel Review

MAYOR'S OFFICE				
BENEFITS AND SALARIES		2011	2012	INCREASE/ (DECREASE)
SALARY		<u>BUDGET</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERMANENT		\$348,578	\$304,024	(\$44,554)
TOTAL SALARIES		<u>\$348,578</u>	<u>\$304,024</u>	<u>(\$44,554)</u>
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		\$71,319	\$63,328	(7,991)
UNEMPLOYMENT TAX		900	900	0
WORKMEN'S COMPENSATION		802	851	49
HEALTH INSURANCE		109,200	91,572	(17,628)
LIFE INSURANCE		390	390	0
PARKING BENEFITS		<u>2,400</u>	<u>2,580</u>	<u>180</u>
TOTAL BENEFITS		<u>\$185,011</u>	<u>\$159,621</u>	<u>(25,390)</u>
TOTAL COMPENSATION		<u>\$533,589</u>	<u>\$463,645</u>	<u>(69,944)</u>
POSITION TITLE	POSTION <u>RANGE</u>	2011 <u>EMPLOYEES</u>	2012 <u>EMPLOYEES</u>	INCREASE/ (DECREASE)
MAYOR	ELECTED	1.00	1.00	0.00
CITY ADMINISTRATOR	E-16	1.00	1.00	0.00
EXECUTIVE COORDINATOR TO THE MAYOR	E-8	1.00	1.00	0.00
SR. ADMINISTRATIVE ASSISTANT	E-6	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT	E-5	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.00</u>	<u>4.00</u>	<u>(1.00)</u>

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.

2011 Accomplishments →

- Approved 2011 budget.
- Approved 2011-2015 Capital Improvement Plan.
- Approved a number of development agreements to grow and expand the City's economic base.
- Established dialogue between the City, County and School District regarding fiscal consolidation opportunities.

2012 Goals and Objectives →

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

Budget Summary

CITY COUNCIL BUDGET SUMMARY					
APPROPRIATION	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>INCREASE (DECREASE)</u>
PERSONNEL	\$370,170	\$416,330	\$355,446	\$372,937	(\$43,393)
CONTRACTUAL	124,051	165,740	158,382	198,950	33,210
SUPPLIES	750	900	1,151	900	0
OTHER	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$494,971</u>	<u>\$582,970</u>	<u>\$514,979</u>	<u>\$572,787</u>	<u>(\$10,183)</u>
STAFFING REVIEW					
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>INCREASE (DECREASE)</u>
ELECTED	<u>14.00</u>	<u>14.00</u>	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>
FUNDING SOURCE					
		<u>2011 AMOUNT</u>	<u>2011 PERCENTAGE</u>	<u>2012 AMOUNT</u>	<u>2012 PERCENTAGE</u>
PROPERTY TAXES					
FRINGE BENEFIT REIMBURSEMENTS		\$33,222	5.7	\$33,883	5.9
GENERAL REVENUES		<u>549,748</u>	<u>94.3</u>	<u>538,904</u>	<u>94.1</u>
TOTAL		<u>\$582,970</u>	<u>100.0</u>	<u>\$572,787</u>	<u>100.0</u>

City Council

Budget Analysis

The 2012 budget of \$572,787 represents a \$10,180 (1.8%) decrease from the 2011 budget. Personnel expenses decreased \$43,393 with significant reductions in health insurance policies offset by a \$4,800 increase as a result of reversal 2011 voluntary pay reductions.

Contractual expenses for City Council increased \$33,210 through an increase in building rental (\$4,800) and service contracts (\$30,000) offset by a decrease to risk management (\$2,240).

In 2011, the City Council spent \$514,979, or 88.3% of its budgeted allocation. Over the past several years, 86% to 103% of the budget has been spent.

Personnel Review

CITY COUNCIL				
BENEFITS AND SALARIES		2011	2012	INCREASE/ (DECREASE)
SALARY		<u>BUDGET</u>	<u>BUDGET</u>	
PERMANENT		\$168,000	\$168,000	\$0
SALARY SAVINGS		(4,800)	0	4,800
TOTAL SALARIES		<u>\$163,200</u>	<u>\$168,000</u>	<u>\$4,800</u>
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		32,836	\$33,413	\$577
WORKER'S COMPENSATION		386	470	84
HEALTH INSURANCE		212,576	163,254	(49,322)
LIFE INSURANCE		1,092	1,092	0
PARKING BENEFITS		6,240	6,708	468
TOTAL BENEFITS		<u>\$253,130</u>	<u>\$204,937</u>	<u>(\$48,193)</u>
TOTAL COMPENSATION		<u>\$416,330</u>	<u>\$372,937</u>	<u>(\$43,393)</u>
PERSONNEL				
POSITION TITLE	POSTION RANGE	2011 <u>EMPLOYEES</u>	2012 <u>EMPLOYEES</u>	INCREASE/ (DECREASE)
	ELECTED	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>14.00</u>	<u>14.00</u>	<u>0.00</u>

Legal Department

Mission Statement

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

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

2011 Accomplishments →

- Performed all aspects of major litigation and obtained summary judgment and/or dismissals in the following major litigation matters: Anderson-Bey [due process], Doig [auto accident], Gourneau [negligent inspection], Camelin [excessive force], Lewis [fail to maintain property], and McFadden [negligent tree removal/res ipsa loquitor].
- Supervised the City-wide system for Freedom of Information Requests in compliance with the revised FOIA statute of 2010 using SharePoint. The City-wide system processed nearly 2,500 requests during the past year. Researched and drafted responses to Requests for Review to Public Access Counselor.
- Assisted with development and implementation of the police towing and impoundment of vehicles used to flee from police.
- Continuing implementation of "Leads Online" for the recovery of stolen property from pawnbrokers.
- Complete revision of the General Order for the Evidence Division of the Rockford Police Department, including development of new protocol with the Coroner's Office for the processing of found property, evidence and its disposal in the event of the death of the suspect.
- Processed over 200 liability claims against the City.
- Served in a risk management capacity for all direct service departments.
- Supervised the police subpoena process and provided court representation when issues arose in the subpoena process.
- Prosecuted driving under the influence and traffic violations through March 4, 2011, in Circuit Court. Transitioned driving under the influence and traffic prosecution to the State's Attorney's Office. Continue to prosecute ordinance violations in Circuit Court. This provided for reduction in Legal department staffing costs without substantial reduction in revenues.
- On a daily interactive basis, performed function as City-wide FOIA officer, OMA Officer and Local Records Act Officer.

Legal Department

- Representation of the City disciplinary and contract grievances, interest arbitration with PB&PA Unit 6 and continuing labor relations matters with all City bargaining units.
- Continuing participation in the 17th Judicial Circuit Court's Truancy Advisory Board.
- Completed the acquisitions for the Morgan Street Bridge project and \$5 million in grade crossing protection funding from the Illinois Commerce Commission, reducing present and future costs for the Morgan Street Bridge and local rail operations.
- Drafted and assisted in the implementation of new outdoor design guidelines and festival zone vendors.
- Drafted and obtained several administrative search warrants to allow inspectors to secure dangerous properties and abate nuisances.
- Staffed the executive committees of each Weed and Seed site, which were successful in obtaining several training grants, extending the life of the grant and reallocating budgetary items to more effectively serve the communities.
- Created and co-chaired Rockford Alliance Against Sexual Exploitation aimed at reducing prostitution and the demand for purchased sex in our community.
- Participated in crime free multi housing training of land lords.
- In an effort to reduce the impacts of liquor establishments on neighborhoods, developed more stringent guidelines for conditions of approval of liquor licenses before the Liquor Advisory Board.

2012 Goals and Objectives →

- Increase economic activity by supporting development projects.
- Finalize right of way acquisition for North Main, Churchill Park storm water management and other infrastructure improvement projects.
- Support Community Development Department through effective drafting and review of development and incentive agreements.
- Reduce crime by effective ordinance adoption and enforcement and support of Weed and Seed initiatives.
- Support transition to geographic policing.
- Increase living wage jobs by continuing expansion of Minority Procurement Policy.
- Create a qualified and educated workforce by supporting Community Education Partnership Initiatives.

Legal Department

- Create vibrant neighborhoods by supporting Code Enforcement, Weed and Seed Programs and Neighborhood Associations.
- 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.
- Explore outsourcing opportunities within the Legal Department and support outsourcing activities throughout the organization.
- Passage and implementation of revised City towing ordinances.
- Revision and implementation of new procedure for police tow vehicle impounds.
- Passage and implementation of administrative procedure for applications under the Public Safety Employee Benefits Act.

Budget Summary

LEGAL DEPARTMENT BUDGET SUMMARY					
APPROPRIATION	2010 ACTUAL	2011 BUDGET	2011 ACTUAL	2012 BUDGET	INCREASE (DECREASE)
PERSONNEL	\$1,623,498	\$1,327,735	\$1,362,464	\$1,220,965	(\$106,770)
CONTRACTUAL	198,609	279,740	197,916	364,220	84,480
SUPPLIES	16,293	23,700	14,777	23,700	0
OTHER	0	0	0	0	0
CAPITAL	0	0	0	0	0
TOTAL	<u>\$1,838,400</u>	<u>\$1,631,175</u>	<u>\$1,575,157</u>	<u>\$1,608,885</u>	<u>(\$22,290)</u>

STAFFING REVIEW	2009	2010	2011	2012	INCREASE (DECREASE)
TOTAL	20.00	17.00	12.00	12.00	0.00

FUNDING SOURCE	2011 AMOUNT	2011 PERCENTAGE	2012 AMOUNT	2012 PERCENTAGE
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	\$179,846	11.0	\$169,365	10.5
MAGISTRATE FINES	665,000	40.8	665,000	41.3
PURCHASE OF SERVICES	534,100	32.7	666,100	41.4
GENERAL REVENUES	<u>252,229</u>	<u>15.5</u>	<u>108,420</u>	<u>6.8</u>
TOTAL	<u>\$1,631,175</u>	<u>100.0</u>	<u>\$1,608,885</u>	<u>100.0</u>

Budget Analysis

The 2012 budget of \$1,608,885 is a \$22,290 (1.4%) decrease from the 2011 budget. Personnel costs decreased \$106,770 due to the reversal of severance pay for retiring City Attorney (\$53,873),

Legal Department

reduction in overtime (\$6,000), and elimination of Assistant City Attorney position (\$128,760). This is offset by an increase in health insurance premiums (\$23,140).

Overall contractual expenses increased \$84,480. The primary increases were in risk management (\$56,170) and professional legal fees (\$12,200). Supplies remained the same.

In 2011, the Legal Department spent \$1,575,157, or 96.6% of its budgeted allocation. Over the past several years, 96% to 104% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2012.

Personnel Review

LEGAL DEPARTMENT				
BENEFITS AND SALARIES		2011	2012	INCREASE/ (DECREASE)
SALARY		BUDGET	BUDGET	(DECREASE)
PERMANENT		\$953,105	\$792,064	(\$161,041)
TEMPORARY		0	0	0
SEVERANCE		53,873	0	(53,873)
OVERTIME		6,000	0	(6,000)
MERIT PAY		0	0	0
SALARY ADJUSTMENT		(102,912)	0	102,912
TOTAL SALARIES		\$910,066	\$792,064	(\$118,002)
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		\$175,177	\$164,987	(\$10,190)
UNEMPLOYMENT TAX		2,700	2,160	(540)
WORKER'S COMPENSATION		1,969	2,218	249
HEALTH INSURANCE		208,364	231,504	23,140
LIFE INSURANCE		1,170	936	(234)
RETIREE HEALTH INSURANCE		14,729	16,848	2,119
PARKING BENEFITS		13,560	10,248	(3,312)
TOTAL BENEFITS		\$417,669	\$428,901	\$11,232
TOTAL COMPENSATION		\$1,327,735	\$1,220,965	(\$106,770)
	POSITION	2011	2012	INCREASE/ (DECREASE)
POSITION TITLE	RANGE	EMPLOYEES	EMPLOYEES	(DECREASE)
LEGAL DIRECTOR	E-14	1.00	1.00	0.00
CITY ATTORNEY	E-11	3.00	3.00	0.00
LAND TRANSACTIONS OFFICER	E-7	1.00	1.00	0.00
ASSISTANT CITY ATTORNEY I	E-8	2.00	1.00	(1.00)
DIVERSITY PROCUREMENT OFFICER	E-8	1.00	1.00	0.00
SR. ADMINISTRATIVE ASSISTANT	E-6	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT	E-5	4.00	4.00	0.00
OFFICE ASSISTANT	E-2	2.00	1.00	(1.00)
PERSONNEL ADJUSTMENT		(3.00)	0.00	3.00
TOTAL PERSONNEL		12.00	12.00	0.00

Finance Department

Mission Statement

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

Primary Functions → There are four primary operating functions within the Finance Department.

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

2011 Accomplishments →

- Received the Distinguished Budget Award for the 27th consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 31st consecutive year from the Government Finance Officers' Association.
- Implemented applicable GASB statements in order to stay in compliance with Generally Accepted Accounting Practices.
- Continued working with Public Works on the parking ticket system process improvement plan which includes installing new parking ticket software.
- Investigated and began conversion of Business Licenses to a new system platform.
- Continue cross training of Finance staff and process improvements with the Department.
- Completed 2010 Pension Fund Audit and transmit the audited information to the Actuary by April 30th.
- Completed transition to NOVATime timekeeping system for Community Development and began transition for Police.
- Implemented a system which converts accounts payable originally paid by check to electronic card payments through PNC Bank.

Finance Department

- Purchased and implemented new Contract Management system to improve expenditure tracking and reporting.
- Supported the Outsourcing Subcommittee of the Mayor's Task Force on Finance and Budget in reviewing various City operations for outsourcing or process improvement potential, including coordinating and reporting on ongoing implementation progress.

2012 Goals and Objectives →

- Achieving the Distinguished Budget Presentation Award for the 28th consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 32nd consecutive year from the Government Finance Officer's Association.
- Implement applicable GASB statements in order to stay in compliance with Generally Accepted Accounting Practices.
- Continue working with Public Works on the parking ticket system process improvement plan which includes installing new parking ticket software.
- Continue cross training of Finance staff and process improvements with the Department.
- Issue debt to finance projects as necessary.
- Install a payment kiosk that provides 24-hour payment capability for water bills and look for other ways to reroute lobby traffic during peak periods.
- Implement a single log in to access multiple billing accounts with the same owner and make one payment for all accounts.
- Complete 2011 Pension Fund Audit and transmit the audited information to the Actuary by April 30th.
- Bring the rest of Police, Fire, and Human Services Departments, and the Library on to the NOVATime timekeeping system.
- Continue implementation of the Outsourcing Subcommittee recommendations on outsourcing and process improvement.

Finance Department

Budget Summary

FINANCE DEPARTMENT BUDGET SUMMARY					
APPROPRIATION	2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	INCREASE (DECREASE)
PERSONNEL	\$2,583,360	\$2,489,406	\$2,461,514	\$2,579,554	\$90,148
CONTRACTUAL	1,097,760	1,048,080	963,435	1,198,485	150,405
SUPPLIES	20,341	25,869	16,945	25,869	0
OTHER	2,423,525	4,406,367	4,377,423	3,200,380	(1,205,987)
CAPITAL	0	0	0	0	0
ENCUMBRANCE	0	0	0	0	0
TOTAL	<u>\$6,124,986</u>	<u>\$7,969,722</u>	<u>\$7,819,317</u>	<u>\$7,004,288</u>	<u>(\$965,434)</u>

STAFFING REVIEW	2009	2010	2011	2012	INCREASE (DECREASE)
TOTAL	<u>34.00</u>	<u>34.00</u>	<u>32.00</u>	<u>32.00</u>	<u>0.00</u>

FUNDING SOURCE	2011 <u>AMOUNT</u>	2011 <u>PERCENTAGE</u>	2012 <u>AMOUNT</u>	2012 <u>PERCENTAGE</u>
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENTS	\$240,843	3.5	\$240,660	3.0
PURCHASE OF SERVICES	2,149,800	31.0	2,492,200	31.3
FROM OTHER GOVERNMENTS	250,000	3.6	250,000	3.1
GENERAL REVENUES	<u>5,329,079</u>	<u>65.5</u>	<u>4,021,428</u>	<u>65.7</u>
TOTAL	<u>\$7,969,722</u>	<u>100.0</u>	<u>\$7,004,288</u>	<u>100.0</u>

Budget Analysis

The 2012 budget of \$7,004,288 is a decrease of \$965,434 (12.1%) from the previous year. Personnel expenses increased \$90,148 due to step and longevity increases in salaries (\$8,450), rate increases for IMRF (\$7,860), and health insurance (\$71,838).

Contractual services increased by \$150,405. This is primarily due to an increase in building rent (\$158,500) and equipment rental (\$8,890). The increases are offset by a decrease in service contracts (\$6,450), risk management (\$11,610) and microcomputers (\$4,440). Supplies remained unchanged.

Other expenses decreased by \$1,205,987 mostly due to a decrease to CIP transfers (\$1,200,000).

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

In 2011, the Finance Department spent \$7,819,317, or 98.1% of its budgeted allocation. In the past several years, 88% to 106% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2012.

Finance Department

Personnel Review

FINANCE DEPARTMENT				
BENEFITS AND SALARIES		2011	2012	INCREASE/ (DECREASE)
SALARY		<u>BUDGET</u>	<u>BUDGET</u>	
PERMANENT		\$1,648,651	\$1,657,101	\$8,450
SALARY ADJUSTMENT		<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SALARIES		<u>\$1,648,651</u>	<u>\$1,657,101</u>	<u>\$8,450</u>
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		\$337,315	\$345,175	\$7,860
UNEMPLOYMENT TAX		5,760	5,760	0
WORKER'S COMPENSATION		3,790	4,638	848
HEALTH INSURANCE		468,000	531,024	63,024
RETIREE HEALTH INSURANCE		8,034	16,848	8,814
LIFE INSURANCE		2,496	2,496	0
PARKING BENEFITS		<u>15,360</u>	<u>16,512</u>	<u>1,152</u>
TOTAL BENEFITS		<u>\$840,755</u>	<u>\$922,453</u>	<u>\$81,698</u>
TOTAL COMPENSATION		<u>\$2,489,406</u>	<u>\$2,579,554</u>	<u>\$90,148</u>
	POSTION	2011	2012	INCREASE/ (DECREASE)
POSITION TITLE	RANGE	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	
FINANCE DIRECTOR	E-14	1.00	1.00	0.00
MANAGER	E-11	3.00	3.00	0.00
FINANCIAL ANALYST	E-8	2.00	2.00	0.00
SENIOR ACCOUNTANT	E-8	3.00	3.00	0.00
ACCOUNTANT	E-7	4.00	4.00	0.00
SENIOR ADMIN. ASSISTANT	E-6	1.00	1.00	0.00
ACCOUNTING TECHNICIAN	E-5	1.00	1.00	0.00
SENIOR ACCOUNT CLERK	A-21	6.00	6.00	0.00
PURCHASING TECHNICIAN	A-23	2.00	2.00	0.00
ACCOUNT CLERK	A-19	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>32.00</u>	<u>32.00</u>	<u>0.00</u>

Performance Measures

	2009 Actual	2010 Actual	2011 Actual	2012 Projected
Purchase Orders issued	11,597	10,364	8,607	9,000
Bids/RFP's issued	211	141	134	140
Consecutive Years receiving GFOA Budget Award	25	26	27	28
Consecutive Years receiving GFOA Financial Reporting Award	30	31	32	33
Bond Issues	1	1	0	0
Investment Earnings	478,887	1,275,955	1,107,897	1,200,000

Information Technology Department

Mission Statement

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

Primary Functions →

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

2011 Accomplishments→

- Upgraded City's financial system to latest production release.
- Upgraded Police Records Management system to production release.
- Supported implementation of Police Department's I-clear system.
- Upgraded Hansen Planning / Permitting / Code Enforcement / on-line permitting systems.
- Upgraded network monitoring and alerting system.
- Implemented Phase II of enhanced data protection and recovery system.
- Upgraded SharePoint infrastructure to 2010 version.
- Upgraded Email server to 2010 version.
- Began upgrading PCs to Windows 7.
- Finalized printer consolidation project.
- Began implementation of nine-county ARRA Broadband project.
- Continued data center consolidation efforts.
- Supported the reporting needs for RockStat.

Information Technology Department

2012 Goals and Objectives→

- Finalize implementation of Dashboard project.
- Continue implementation of nine-county ARRA Broadband project.
- Finalize implementation of new ticketing system.
- Implement new False Alarm system.
- Implement new Munis modules as recommended by outsourcing subcommittee of the Mayor's Finance Advisory Board.
- Upgrade disk storage infrastructure.
- Replace City's multiple phone systems with a single system.

Information Technology Department

Budget Summary

INFORMATION TECHNOLOGY FUND					
APPROPRIATION	2010 ACTUAL	2011 BUDGET	2011 ACTUAL	2012 BUDGET	INCREASE (DECREASE)
PERSONNEL	\$573,660	\$578,395	\$570,011	\$585,144	\$6,749
CONTRACTUAL	1,368,803	1,447,862	1,528,441	1,566,783	118,921
SUPPLIES	49,743	36,500	47,078	36,500	0
OTHER	<u>522,205</u>	<u>408,902</u>	<u>462,430</u>	<u>455,960</u>	<u>47,058</u>
TOTAL	<u>\$2,514,411</u>	<u>\$2,471,659</u>	<u>\$2,607,960</u>	<u>\$2,644,387</u>	<u>\$172,728</u>

STAFFING REVIEW	2009	2010	2011	2012	INCREASE (DECREASE)
	8.00	6.00	6.00	6.00	0.00

FUNDING SOURCE	2011 AMOUNT	2011 PERCENTAGE	2012 AMOUNT	2012 PERCENTAGE
INFORMATION TECHNOLOGY CHARGES				
GENERAL FUND	\$1,994,370	75.3	\$2,047,300	72.1
OTHER FUNDS	<u>655,840</u>	<u>24.7</u>	<u>793,760</u>	<u>27.9</u>
TOTAL	<u>\$2,650,210</u>	<u>100.0</u>	<u>\$2,841,060</u>	<u>100.0</u>

Budget Analysis

The 2012 budget of \$2,644,387 is an increase of \$172,728 (6.9%) from 2011. Personnel costs increased \$6,800 due to increases in IMRF (\$1,400), workers compensation (\$200), and rate increases in health insurance (\$4,800).

Contractual services increased \$118,921 from the prior year. Consulting fees increase \$74,400 as a result of increases in ATS contract fees. Other increases include maintenance office equipment (\$14,900), and building rental (\$3,500). This increase is offset by a decrease in telephone allocation (\$2,760) and service contracts (\$18,600).

Supplies remained unchanged. Depreciation increased \$47,060.

In 2011, Information Technology spent \$2,607,960, or 105.6% of its budgeted allocation. In the past several years, 75% to 109% of the budget has been spent.

Information Technology Department

Five Year Financial Forecast

The 2013-2017 forecast assumes operations will continue as they are programmed for 2012 and that costs will increase annually. Budgets are developed so funds are annually available for fixed assets. Since this is an internal service fund, charges will recover expenditures.

Information Technology Internal Service Fund 2013-2017 Financial Forecast (In 000s)

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Revenues	\$2,955	\$3,073	\$3,196	\$3,324	\$3,457
Expenditures	<u>2,750</u>	<u>2,860</u>	<u>2,974</u>	<u>3,093</u>	<u>3,217</u>
Excess (Deficit)	<u>205</u>	<u>213</u>	<u>222</u>	<u>231</u>	<u>240</u>
Beginning Balance	<u>456</u>	<u>661</u>	<u>874</u>	<u>1,096</u>	<u>1,327</u>
Ending Balance	<u>\$661</u>	<u>\$874</u>	<u>\$1,096</u>	<u>\$1,327</u>	<u>\$1,567</u>

Fixed Assets

The 2012 budget of \$480,000 for fixed assets includes the NAS/SAN Upgrade, Voice over the internet protocol phone system, and Hansen upgrades.

FIXED ASSETS INFORMATION TECHNOLOGY DEPARTMENT 2012 BUDGET		
DESCRIPTION	ACCOUNT	AMOUNT
NAS/SAN Upgrade	79928	\$170,000
10 GB Switch Blade	79928	20,000
VOIP	79928	250,000
Hansen EPACK	79928	15,000
Hansen Online SRs	79928	15,000
Hansen Call Center	79928	10,000
TOTAL CURRENT FIXED ASSETS		\$480,000

Information Technology Department

Personnel Review

INFORMATION TECHNOLOGY DEPARTMENT				
BENEFITS AND SALARIES		2011	2012	INCREASE/ (DECREASE)
SALARY		<u>BUDGET</u>	<u>BUDGET</u>	
PERMANENT		\$397,759	\$397,759	\$0
OVERTIME		0	0	0
MERIT PAY		0	0	0
SALARY ADJUSTMENT		<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SALARIES		<u>\$397,759</u>	<u>\$397,759</u>	<u>\$0</u>
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		\$81,381	\$82,853	\$1,472
UNEMPLOYMENT TAX		1,080	1,080	0
WORKER'S COMPENSATION		915	1,114	199
HEALTH INSURANCE		93,912	98,774	4,862
LIFE INSURANCE		468	468	0
PARKING BENEFITS		<u>2,880</u>	<u>3,096</u>	<u>216</u>
TOTAL BENEFITS		<u>180,636</u>	<u>187,385</u>	<u>6,749</u>
TOTAL COMPENSATION		<u>\$578,395</u>	<u>\$585,144</u>	<u>\$6,749</u>
	POSITION	2011	2012	INCREASE/ (DECREASE)
POSITION TITLE	<u>RANGE</u>	<u>EMPLOYEES</u>	<u>EMPLOYEES</u>	
IT DIRECTOR	E-14	1.00	1.00	0.00
SENIOR IT SPECIALIST	E-9	4.00	4.00	0.00
IT SPECIALIST	E-8	1.00	1.00	0.00
COMPUTER TECHNICIAN	A-21	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>6.00</u>	<u>6.00</u>	<u>0.00</u>

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.

2011 Accomplishments →

- Successfully managed the change from ECOH and UMR to Blue Cross Blue Shield as health network and third party administrator, which covers approximately 3,300 lives.
- Completed the second full year of the employee-based wellness initiative "COR Wellness".
 - Opened the city's first Wellness Center
 - Held five Lunch & Learn events which included healthy lunch choices and a speaker focused on wellness initiatives.
 - Hosted ten evening Wellness Educational sessions which focused on topics such as Back Wellness or Diabetes Prevention.
- Completed initial analysis for the transition to an automated Human Resource Information System (HRIS).
- Developed a consistent and measurable hiring process which allowed for better candidate selection and minimized vacancies in the work site.
- Began comprehensive study on employee leaves and absences.
- Worked in partnership with the Rockford Police Department to begin weekly reviews of worker's compensation and absence review.
- Continued monitoring the reporting capabilities of the City's third party administrator for Family Medical Leave Act and timekeepers to ensure accurate tracking of leave hours.
- Continued work with health insurance broker to right-size the City's health insurance fund, reversing a course from a deficit in the health insurance fund of \$2.815 million to a surplus of \$2.850 million.

Human Resources Department

- Began working with the Health Focus Group (HFG) to bring more structure to the group, empowering the employee leaders to move proactively into benefit planning.
- Conducted Supervisor/Manager Training for more than 200 managers and supervisors on topics such as Reasonable Cause, EAP Referral, and Leave Management.
- Began reviewing existing employment tests to insure that instruments are valid and reliable.
- Successfully transitioned the temporary staffing services to one vendor which allowed for better contract management and a comprehensive staffing approach.
- Moved to National Vision Administrators LLC (NVA) for vision insurance which allowed for better customer service, more providers, and a more robust benefit.
- Offered “Retirewise” financial educational and pre-retirement sessions for City employees.
- Conducted the annual Employee Blood Drive, United Way program, Chili Shoot Out and the Employee Award ceremony.
- Acted as advocate for employees for health benefit concerns allowing for more comprehensive care and the resolution to billing concerns.
- Designed a comprehensive HR calendar which will allow employees to plan for training, benefit enrollments, and wellness opportunities.
- Reviewed pharmacy and dental benefits third party administrators to insure best practices, pricing, and customer service standards are continuously met.
- Conducted Employment Law training for all managers and supervisors.

2012 Goals and Objectives →

- Investigate and hire a new third-party administrator for the City’s Worker’s Compensation program.
- Complete risk management analysis and continue with implementation of risk management program.
- Continue to develop stronger partnerships with City departments through onsite training, work observation, and customer-focused hiring practices.
- Work directly with hiring managers to develop better partnerships in the hiring practice.

Human Resources Department

- Continue pro-active management of employee benefit program which will allow for integration of changes required by the Health Care Reform Act.
- Continue developing the City's training program through in-house resources, grants, and private sector partnerships.
- Explore the potential savings by utilizing current pharmacy benefit managers for purchase of prescriptions by employees covered by workers' compensation.
- Develop union management meetings which will encourage more open communications and problems solving at the supervisory level.
- Encourage employees to participate in pre-tax savings programs such as flexible spending and the 457 plan.
- Complete Rules and Regulations update to reflect current laws, practices, and policies.
- Integrate City's core values and organizational philosophy into daily operations, creating a culture of excellence.

Human Resources Department

Budget Summary

HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY					
	2010	2011	2011	2012	INCREASE
APPROPRIATION	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$593,372	\$517,249	\$525,692	\$518,203	\$954
CONTRACTUAL	128,948	125,980	113,358	134,525	8,545
SUPPLIES	4,349	6,800	3,502	6,800	0
OTHER	0	0	0	0	0
CAPITAL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>\$726,669</u>	<u>\$650,029</u>	<u>\$642,552</u>	<u>\$659,528</u>	<u>\$9,499</u>

STAFFING REVIEW					
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	INCREASE <u>(DECREASE)</u>
TOTAL	7.00	6.00	5.00	5.00	0.00

FUNDING SOURCE				
	<u>2011</u>	<u>2011</u>	<u>2012</u>	<u>2012</u>
	<u>AMOUNT</u>	<u>PERCENTAGE</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>
PROPERTY TAXES				
FRINGE BENEFIT REIMBURSEMENT	\$86,548	12.5	\$73,942	11.2
TRANFERS FROM OTHER FUNDS	188,400	27.2	236,326	35.8
GENERAL REVENUES	<u>417,362</u>	<u>60.3</u>	<u>349,260</u>	<u>53.0</u>
TOTAL	<u>\$692,310</u>	<u>100.0</u>	<u>\$659,528</u>	<u>100.0</u>

Budget Analysis

The 2012 budget of \$659,528 represents a \$9,500 (1.5%) increase from the 2011 budget. Personnel costs increased \$1,000 due to an increase in IMRF (\$1,280) offset by a decrease in health insurance (\$2,700).

Contractual services increased \$8,550 due to increases in telephone (\$1,600), microcomputers (\$2,900) and building rental (\$4,380) allocations offset by a decrease in risk management (\$1,520). Supplies remained the same.

In 2011, the Human Resources Department spent \$642,552, or 98.8% of its budgeted allocation. Over the past several years, 92% to 105% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for 2012.

Human Resources Department

Personnel Review

HUMAN RESOURCES DEPARTMENT				
BENEFITS AND SALARIES		2011	2012	INCREASE/
SALARY		BUDGET	BUDGET	(DECREASE)
PERMANENT		<u>\$345,982</u>	<u>\$348,003</u>	<u>\$2,021</u>
TOTAL SALARIES		<u>\$345,982</u>	<u>\$348,003</u>	<u>\$2,021</u>
BENEFITS				
ILLINOIS MUNICIPAL RETIREMENT		\$70,788	\$72,072	\$1,284
UNEMPLOYMENT TAX		900	900	0
WORKER'S COMPENSATION		797	970	173
HEALTH INSURANCE		95,992	93,288	(2,704)
LIFE INSURANCE		390	390	0
PARKING BENEFITS		<u>2,400</u>	<u>2,580</u>	<u>180</u>
TOTAL BENEFITS		<u>\$171,267</u>	<u>\$170,200</u>	<u>(\$1,067)</u>
TOTAL COMPENSATION		<u>\$517,249</u>	<u>\$518,203</u>	<u>\$954</u>
	POSITION	2011	2012	INCREASE/
POSITION TITLE	RANGE	EMPLOYEES	EMPLOYEES	(DECREASE)
HUMAN RESOURCES DIRECTOR	E-14	1.00	1.00	0.00
COMPENSATION & BENEFITS MGR.	E-10	1.00	1.00	0.00
HUMAN RESOURCES MGR.	E-10	0.00	0.00	0.00
HUMAN RESOURCES SPECIALIST	E-7	2.00	2.00	0.00
ADMINISTRATIVE ASSISTANT	E-5	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
TOTAL PERSONNEL		<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

Performance Measurements

	2009 Actual	2010 Actual	2011 Actual	2012 Projected
Applications	3,600	2,547	1,870	2,100
Vacancies Filled	60	50	51	50
Worker's Comp Claims	242	259	233	234
Worker's Comp Lost Days	663	1,676	1,380	1,380
Training Sessions	60	30	22	50
Health Insurance Participants	1,505	1,240	1,200	1,200
Flex Spending Participants	325	384	338	321

Board of Election Commissioners

Mission Statement

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

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

	FEBRUARY/ MARCH PRIMARIES	APRIL CONSOLI- DATED	GENERAL/ NON- PARTISAN		FEBRUARY/ MARCH PRIMARIES	APRIL CONSOLI- DATED	GENERAL/ NON- PARTISAN		FEBRUARY/ MARCH PRIMARIES	APRIL CONSOLI- DATED	GENERAL/ NON- PARTISAN
1999		76,333 18,567 24.32%		2005	84,374 7,092 8.41%	88,781 33,716 37.98%	88,781 33,716 37.98%	2011		86,110 12,536 14.56%	
2000	80,753 17,467 21.63%		85,630 55,698 65.04%	2006	80,359 21,122 26.28%		82,058 38,224 46.58%	2012	89,005 20,244 22.74%		
2001	83,463 6,038 7.23%	83,665 37,343 44.63%	86,899 39,080 44.97%	2007		83,070 22,142 26.65%					
2002	83,563 27,639 33.08%		79,624 39,077 49.08%	2008	76,371 29,478 38.60%		85,871 59,609 69.42%				
2003		81,366 19,900 24.46%		2009	86,954 3,530 4.06%	87,357 22,408 25.65%					
2004	80,330 19,228 23.94%		87,937 57,905 65.85%	2010	87,357 12,508 14.32%						

2011 Accomplishments →

- Successfully conduct the Consolidated General Election in November.
- Performed training for deputy registrars as appointed.
- Printed and mailed 88,000 voter identification cards within the City per law.

2012 Goals and Objectives →

- Conduct a General Primary Election on February 20, 2012.
- Conduct the Gubernatorial General Election on November 6, 2012.

Board of Election Commissioners

Budget Summary

BOARD OF ELECTION BUDGET SUMMARY					
APPROPRIATION	2010	2011	2011	2012	INCREASE
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>(DECREASE)</u>
PERSONNEL	\$364,822	442,395	\$253,797	\$452,218	\$9,823
CONTRACTUAL	556,325	304,857	356,758	376,110	71,253
SUPPLIES	0	36,450	0	37,784	1,334
CAPITAL	0	25,000	0	25,000	0
OTHER	0	0	0	0	0
TOTAL	<u>\$921,147</u>	<u>\$808,702</u>	<u>\$610,555</u>	<u>\$891,112</u>	<u>\$82,410</u>

FUNDING SOURCE	2011	2011	2012	2012
	<u>AMOUNT</u>	<u>PERCENTAGE</u>	<u>AMOUNT</u>	<u>PERCENTAGE</u>
PROPERTY TAXES				
COUNTY PROPERTY TAX TRANSFER	\$808,702	100.0	\$891,112	100.0
TOTAL	<u>\$808,702</u>	<u>100.0</u>	<u>\$891,112</u>	<u>100.0</u>

Budget Analysis

The 2012 budget is \$891,112, which is a \$82,410 (10.2%) increase from the 2011 budget. Personnel costs increase \$9,823 due to increases in temporary staff (\$11,400), health insurance (\$5,070), and overtime (\$12,500). The increases were partially offset by decreases in permanent salaries (\$7,100) and IMRF (\$12,000).

Contractual services increased \$71,253 mostly due to an increase in printing expenses (\$47,550) and advertising (\$20,500).

Supplies increased slightly \$1,334 due to an increase in computer supplies (\$7,980) offset by a decrease in general office supplies (\$6,650).

In 2011, the Board of Election Commissioners spent \$610,555, or 75.5% of its budgeted allocation. In the past several years, 98% to 113% of the budget has been spent.

Capital Equipment

For 2012, the Board of Election Commissioners have budgeted \$25,000 for election equipment.

CAPITAL EQUIPMENT BOARD OF ELECTIONS 2012 BUDGET	
<u>DESCRIPTION</u>	<u>AMOUNT</u>
ELECTION EQUIPMENT FUND	<u>\$25,000</u>
TOTAL CAPITAL	<u>\$25,000</u>