

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.

2010 Accomplishments →

- Expanded the RockStat program to include internal service providers such as Human Resources, IT, and Finance. The inclusion of these services allows for process improvement, better service delivery, and accountability in business practices to our operational partners.
- Successfully completed the fifth year of participation in the national ICMA benchmarking program which allowed the city's departments to utilize internal data captured through the Hansen/RockStat system to establish internal benchmarks and the external data supplied by the ICMA annual report for performance measurement.
- Partnered with the Information Technology Department in the redesign of the City of Rockford website.
- Formalized the geographic reporting process for the 2009 RockStat meetings which will allow for a more effective utilization of organizational resources.
- Completed the comprehensive strategic planning process that better integrates organizational goals with departmental needs.
- Appointed a volunteer Educational Liaison to assist the Mayor in communicating and building partnerships with educational leaders in the Rockford community.
- Implemented the Mayor's Education Advisory Board which developed a vision, strategic plan and timeline for charter school implementation and to develop appropriate venues for community engagement and information sharing.
- Rewrote special events ordinance to allow the city the ability to better control costs, security, and life safety issues.
- Worked with event organizers and city staff to lower event costs and better manage city assets as related to special events. Overall reduction in costs for special events to the City is anticipated to be approximately \$125,000 for 2010.
- Partnered with the Sister City program and the RAEDC to create and implement a unique, inclusive and comprehensive approach to global initiatives.

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- Developed the Mayor's Public Education and Government (PEG) Advisory Board which will advise the City administration on the best practices in managing the need to absorb the PEG responsibilities on a local level.
- Provided support to the Green Team Initiative which has implemented the first review of the Greenhouse Gas Emissions Inventory, which should allow the City to move towards creating a better environment for residents.
- Worked with the Downtown Venues, Festivals, and Special Events Advisory Group to implement changes to the MetroCentre operations as well as develop a long-term vision for other arts and entertainment venues and initiatives for the City.
- Continued efforts in the community with regard to improving community-police relations through the Department of Justice mediation process.
- Successfully completed the Wanxiang Solar Facility development, in addition to the development of a solar farm on Chicago-Rockford International Airport property.
- Worked with the Rock River Development Partnership to develop implementation strategies for downtown redevelopment, including an outdoor market that began in Summer 2010.

2011 Goals and Objectives →

- Build and maintain strong financial stewardship including budgeting and resource analysis.
- Develop service delivery options for the City organization, including outsourcing and service consolidation with other units of government to foster organizational sustainability.
- Advocate for the continuation of the Rebuilding Rockford Capital Investment Initiative.
- Engage and support citizen involvement in City planning and activities.
- Build and support intergovernmental relationships, collaboration, and advocacy.
- Provide accountability through approving, monitoring, and updating annual plan elements.
- Support staff development, diversity and staff execution of strategic plan.
- Continue work in establishing opportunities for international trade and economic growth.

Mayor's Office

Budget Summary

| MAYOR'S OFFICE BUDGET SUMMARY | | | | | |
|--------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|--------------------------------------|
| APPROPRIATION | <u>2009</u> <u>ACTUAL</u> | <u>2010</u> <u>BUDGET</u> | <u>2010</u> <u>ACTUAL</u> | <u>2011</u> <u>BUDGET</u> | <u>INCREASE</u> <u>(DECREASE)</u> |
| PERSONNEL | \$625,202 | \$636,248 | \$511,917 | \$533,589 | (\$102,659) |
| CONTRACTUAL | 162,773 | 156,025 | 144,194 | 146,855 | (9,170) |
| SUPPLIES | 9,283 | 12,350 | 11,772 | 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>\$797,258</u> | <u>\$804,623</u> | <u>\$667,883</u> | <u>\$692,794</u> | <u>(\$111,829)</u> |

| STAFFING REVIEW | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>INCREASE</u> <u>(DECREASE)</u> |
|------------------------|-------------|-------------|-------------|-------------|--------------------------------------|
| TOTAL | <u>8.00</u> | <u>8.00</u> | <u>6.00</u> | <u>5.00</u> | <u>(1.00)</u> |

| FUNDING SOURCE | <u>2010</u> <u>AMOUNT</u> | <u>2010</u> <u>PERCENTAGE</u> | <u>2011</u> <u>AMOUNT</u> | <u>2011</u> <u>PERCENTAGE</u> |
|------------------------------|------------------------------|----------------------------------|------------------------------|----------------------------------|
| PROPERTY TAXES | | | | |
| FRINGE BENEFIT REIMBURSEMENT | \$86,457 | 10.1 | \$73,021 | 10.5 |
| PURCHASE OF SERVICES | \$0 | 0.0 | 0 | 0.0 |
| GENERAL REVENUES | <u>718,166</u> | <u>80.4</u> | <u>619,773</u> | <u>89.5</u> |
| TOTAL | <u>\$804,623</u> | <u>90.5</u> | <u>\$692,794</u> | <u>100.0</u> |

Budget Analysis

The 2011 budget of \$692,794 represents a \$111,829 (13.9%) decrease from 2010. Personnel expenses fell a total of \$102,660, primarily due to the elimination of the Assistant City Administrator position (\$79,580) and associated decreases in IMRF (\$13,800) and health insurance (\$15,300). Increases occurred as a result of the reclassification of support staff (\$6,200) and unemployment expense (\$500).

Contractual expenses decreased a total of \$9,170 due to decreases in telephone expenses (\$3,700) as a result of phone plan management and building rental (\$6,000). These are offset by increases in microcomputer expense (\$250) and vehicle repairs (\$300).

The supply accounts remained unchanged from 2010.

In 2010, the Mayor's Office spent \$667,883, or 83% of its budgeted allocation. Over the past several years, 83% to 104% of the budget has been spent.

Capital Equipment

There are no capital items budgeted for the Mayor's Office in 2011.

Mayor's Office

Personnel Review

| MAYOR'S OFFICE | | | | |
|------------------------------------|--------------------------|----------------------------------|----------------------------------|---------------------------------|
| BENEFITS AND SALARIES | | 2010 | 2011 | INCREASE/ (DECREASE) |
| SALARY | | <u>BUDGET</u> | <u>BUDGET</u> | |
| PERMANENT | | \$421,955 | \$348,578 | (\$73,377) |
| TOTAL SALARIES | | <u>\$421,955</u> | <u>\$348,578</u> | <u>(\$73,377)</u> |
| BENEFITS | | | | |
| ILLINOIS MUNICIPAL RETIREMENT | | \$85,151 | \$71,319 | (13,832) |
| UNEMPLOYMENT TAX | | 378 | 900 | 522 |
| WORKMEN'S COMPENSATION | | 928 | 802 | (126) |
| HEALTH INSURANCE | | 124,488 | 109,200 | (15,288) |
| LIFE INSURANCE | | 468 | 390 | (78) |
| PARKING BENEFITS | | <u>2,880</u> | <u>2,400</u> | <u>(480)</u> |
| TOTAL BENEFITS | | <u>\$214,293</u> | <u>\$185,011</u> | <u>(29,282)</u> |
| TOTAL COMPENSATION | | <u>\$636,248</u> | <u>\$533,589</u> | <u>(102,659)</u> |
| | | | | |
| POSITION TITLE | POSTION RANGE | 2010 <u>EMPLOYEES</u> | 2011 <u>EMPLOYEES</u> | INCREASE/ (DECREASE) |
| MAYOR | ELECTED | 1.00 | 1.00 | 0.00 |
| CITY ADMINISTRATOR | E-16 | 1.00 | 1.00 | 0.00 |
| ASSISTANT CITY ADMINISTRATOR | E-10 | 1.00 | 0.00 | (1.00) |
| EXECUTIVE COORDINATOR TO THE MAYOR | E-8 | 1.00 | 1.00 | 0.00 |
| SR. ADMINISTRATIVE ASSISTANT | E-6 | 1.00 | 1.00 | 0.00 |
| ADMINISTRATIVE ASSISTANT | E-5 | <u>1.00</u> | <u>1.00</u> | <u>0.00</u> |
| TOTAL PERSONNEL | | <u>6.00</u> | <u>5.00</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.

2010 Accomplishments →

- Approved 2010 budget.
- Approved 2010-2014 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.

2011 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.

City Council

Budget Summary

| CITY COUNCIL BUDGET SUMMARY | | | | | |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| APPROPRIATION | 2009 <u>ACTUAL</u> | 2010 <u>BUDGET</u> | 2010 <u>ACTUAL</u> | 2011 <u>BUDGET</u> | INCREASE (DECREASE) |
| PERSONNEL | \$365,233 | \$409,523 | \$370,170 | \$416,330 | \$6,807 |
| CONTRACTUAL | 61,710 | 123,575 | 124,051 | 165,740 | 42,165 |
| SUPPLIES | 1,235 | 900 | 750 | 900 | 0 |
| OTHER | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$428,178</u> | <u>\$533,998</u> | <u>\$494,971</u> | <u>\$582,970</u> | <u>\$48,972</u> |

| STAFFING REVIEW | 2008 <u>14.00</u> | 2009 <u>14.00</u> | 2010 <u>14.00</u> | 2011 <u>14.00</u> | INCREASE (DECREASE) <u>0.00</u> |
|------------------------|----------------------|----------------------|----------------------|----------------------|---------------------------------------|
| ELECTED | | | | | |

| FUNDING SOURCE | 2010 <u>AMOUNT</u> | 2010 <u>PERCENTAGE</u> | 2011 <u>AMOUNT</u> | 2011 <u>PERCENTAGE</u> |
|-------------------------------|-----------------------|---------------------------|-----------------------|---------------------------|
| PROPERTY TAXES | | | | |
| FRINGE BENEFIT REIMBURSEMENTS | \$32,769 | 6.1 | \$33,222 | 5.7 |
| GENERAL REVENUES | <u>501,229</u> | <u>93.9</u> | <u>549,748</u> | <u>94.3</u> |
| TOTAL | <u>\$533,998</u> | <u>100.0</u> | <u>\$582,970</u> | <u>100.0</u> |

Budget Analysis

The 2011 budget of \$582,970 represents a \$48,972 (9.2%) increase from the 2010 budget. Personnel expenses increased \$6,800 as a result of increased health insurance premiums (\$11,150) and IMRF (\$440). These were offset by the approval of eight aldermen to take a 5% reduction in pay for 2011 (\$4,800).

Contractual expenses for City Council increased \$42,165 through an increase in service contracts by an amendment to seek outside counsel from a reduction in the Legal Department budget (\$50,000). This was offset by decreases to travel (\$5,000) and building rental (\$2,800).

In 2010, the City Council spent \$494,971, or 92.7% of its budgeted allocation. Over the past several years, 86% to 103% of the budget has been spent.

City Council

Personnel Review

| CITY COUNCIL | | | | |
|-------------------------------|--------------------------|----------------------------------|----------------------------------|---------------------------------|
| BENEFITS AND SALARIES | | 2010 | 2011 | INCREASE/ (DECREASE) |
| SALARY | | <u>BUDGET</u> | <u>BUDGET</u> | |
| PERMANENT | | \$168,000 | \$168,000 | \$0 |
| SALARY SAVINGS | | <u>0</u> | <u>(4,800)</u> | <u>(4,800)</u> |
| TOTAL SALARIES | | <u>\$168,000</u> | <u>\$163,200</u> | <u>(4,800)</u> |
| BENEFITS | | | | |
| ILLINOIS MUNICIPAL RETIREMENT | | 32,399 | \$32,836 | \$437 |
| WORKER'S COMPENSATION | | 370 | 386 | 16 |
| HEALTH INSURANCE | | 201,422 | 212,576 | 11,154 |
| LIFE INSURANCE | | 1,092 | 1,092 | 0 |
| PARKING BENEFITS | | <u>6,240</u> | <u>6,240</u> | <u>0</u> |
| TOTAL BENEFITS | | <u>\$241,523</u> | <u>\$253,130</u> | <u>\$11,607</u> |
| TOTAL COMPENSATION | | <u>\$409,523</u> | <u>\$416,330</u> | <u>\$6,807</u> |
| | | | | |
| POSITION TITLE | POSTION RANGE | 2010 <u>EMPLOYEES</u> | 2011 <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.

2010 Accomplishments →

- Performed all aspects of major litigation and obtained summary judgment and/or dismissals in the following major litigation matters: Cooper v. City of Rockford [officer-involved shooting fatality], Lawson [false arrest/imprisonment], James Johnson v. Rockford Police Department [false arrest/imprisonment], Anderson-Bey v. Martin, et al.[failure to protect].
- Expanded resident participation in Weed and Seed coffee hour, garden projects and neighborhood outreach programs.
- Applied for and received Reentry Employment Initiative Technical Assistance Grant to receive in-depth training and technical assistance to address gang prevention and reentry efforts.
- Applied for and received Technical Assistance Grant for in-depth on-site training on Economic Development and Community Engagement and Sustainability.
- Assisted in program development and implementation that resulted in rehabilitation projects on 17 homes in the Ellis Heights and Kishwaukee Weed and Seed Sites.
- Developed draft legislation and a local initiative to target nuisance properties with local landlords through participation with Housing Task Force.
- Supervised and directed the implementation of a new City-wide system for Freedom of Information requests in compliance with the revised FOIA statute of 2010.
- Trained City employees in the new system to act as liaison officers or FILOs for direct contact with the public. The system is "paperless" and may be monitored in real-time with several dashboards.
- On a daily interactive basis, performed function as City-wide FOIA officer, OMA Officer and de facto Local Records Act Officer. Oversaw implementation of the City-wide e-mail retention software.
- Supervised staff development and training in court representation for the police subpoena process.
- Continued online CLE for Legal Department staff resulting in an overall cost savings to the Department.

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 .
- Prosecution of driving under the influence and major traffic violations in Circuit Court.
- Assisted Loves Park and our retained lobbyist in the reauthorization of the Industrial Jobs Recovery Act, an incentive the City successfully used for many job creation and retention projects, most recently for the Wanxiang solar panel manufacturing plant and solar farm.
- Supported the successful application for \$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.

2011 Goals and Objectives →

- Increase economic activity by supporting development projects.
- Finalize right of way acquisition for Morgan Street Bridge, 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.
- Successful implementation of Solicitation Impound Ordinance.
- 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.
- Develop partnership with District 205 to target and assist students reading below grade level.
- Create vibrant neighborhoods by supporting Code Enforcement, Weed and Seed Programs and Neighborhood Associations.
- With community partners, implement a re-entry program for parolees wherein they receive housing and job skills training.
- Create foreclosure database to track all foreclosures within the City and streamline foreclosure defense actions.

Legal Department

- Finalization and implementation of cable franchise renewal.
- Continue annual negotiation of animal control services intergovernmental agreement and reduction of City costs for animal services.
- Revision of City's towing and impound ordinance for improved cost recovery and protection from predatory towing practices.
- Maintain efficient services and control costs through support of labor negotiations.
- Transition driving under the influence and traffic prosecutions to the State's Attorney's office.
- Explore outsourcing opportunities within the Legal Department and support outsourcing activities throughout the organization.
- Systems analysis and improvement in City-wide debt collection practices.

Budget Summary

| LEGAL DEPARTMENT BUDGET SUMMARY | | | | | |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|------------------------|
| APPROPRIATION | 2009 ACTUAL | 2010 BUDGET | 2010 ACTUAL | 2011 BUDGET | INCREASE (DECREASE) |
| PERSONNEL | \$1,667,594 | \$1,620,773 | \$1,623,498 | \$1,327,735 | (\$293,038) |
| CONTRACTUAL | 184,447 | 201,890 | 198,609 | 279,740 | 77,850 |
| SUPPLIES | 15,261 | 18,750 | 16,293 | 23,700 | 4,950 |
| OTHER | 0 | 0 | 0 | 0 | 0 |
| CAPITAL | 0 | 0 | 0 | 0 | 0 |
| TOTAL | <u>\$1,867,302</u> | <u>\$1,841,413</u> | <u>\$1,838,400</u> | <u>\$1,631,175</u> | <u>(\$210,238)</u> |
| STAFFING REVIEW | 2008 | 2009 | 2010 | 2011 | INCREASE (DECREASE) |
| TOTAL | 20.00 | 20.00 | 17.00 | 12.00 | (5.00) |
| FUNDING SOURCE | 2010 AMOUNT | 2010 PERCENTAGE | 2011 AMOUNT | 2011 PERCENTAGE | |
| PROPERTY TAXES | | | | | |
| FRINGE BENEFIT REIMBURSEMENTS | \$229,451 | 12.5 | \$179,846 | 11.0 | |
| MAGISTRATE FINES | 650,000 | 35.3 | 665,000 | 40.8 | |
| PURCHASE OF SERVICES | 497,100 | 27.0 | 534,100 | 32.7 | |
| GENERAL REVENUES | 464,862 | 25.2 | 252,229 | 15.5 | |
| TOTAL | <u>\$1,841,413</u> | <u>100.0</u> | <u>\$1,631,175</u> | <u>100.0</u> | |

Budget Analysis

The 2011 budget of \$1,631,175 is a \$210,238 (11.4%) decrease from the 2010 budget. Personnel costs decreased \$293,040 due to the retirement of a City Attorney and layoff of two Administrative Assistant positions, an Office Assistant and an Assistant City Attorney (\$215,440) as duties shifted to the State's Attorney's office, IMRF (\$50,740), workers compensation (\$500), health insurance (\$47,600), parking benefits (\$960) and life insurance (\$150) all decreased with the reduction in

Legal Department

staff. Increases that also contribute are the unemployment (\$1,630), retiree health insurance expense (\$15,000), and overtime expense (\$6,000).

Overall contractual expenses increased \$77,850. The primary increase was in legal professional fees (\$129,500) to compensate for the reduction in staff. Service contracts (\$900), travel (\$1,000) and education expense (\$4,500) also increased. The increases were partially offset by decreases in telephone expense (\$2,500) and building rental (\$6,000). Outside legal professional fees were reduced \$50,000 by an amendment from the City Council to seek outside legal counsel for their own use.

Supplies increased by \$4,950 due to increases in books expense (\$1,950) and computer supplies (\$3,000).

In 2010, the Legal Department worked with the Winnebago County State Attorney's Office to transition out of prosecuting DUI and traffic violations. This transition will also include the positions involved solely in the prosecutions to be eliminated from the Legal Department. The department anticipates a minimal reduction of revenue from the transition.

In 2010, the Legal Department spent \$1,838,400, or 99.8% 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 2011.

Legal Department

Personnel Review

| LEGAL DEPARTMENT | | | | |
|-------------------------------|--------------------|--------------------|--------------------|---------------|
| BENEFITS AND SALARIES | | | | |
| | 2010 | 2011 | INCREASE/ | |
| SALARY | BUDGET | BUDGET | (DECREASE) | |
| PERMANENT | \$1,119,506 | \$953,105 | (\$166,401) | |
| TEMPORARY | 0 | 0 | 0 | |
| SEVERANCE | 0 | 53,873 | 53,873 | |
| OVERTIME | 0 | 6,000 | 6,000 | |
| MERIT PAY | 0 | 0 | 0 | |
| SALARY ADJUSTMENT | 0 | (102,912) | (102,912) | |
| TOTAL SALARIES | \$1,119,506 | \$910,066 | (\$209,440) | |
| BENEFITS | | | | |
| ILLINOIS MUNICIPAL RETIREMENT | \$225,916 | \$175,177 | (\$50,739) | |
| UNEMPLOYMENT TAX | 1,071 | 2,700 | 1,629 | |
| WORKER'S COMPENSATION | 2,464 | 1,969 | (495) | |
| HEALTH INSURANCE | 255,970 | 208,364 | (47,606) | |
| LIFE INSURANCE | 1,326 | 1,170 | (156) | |
| RETIREE HEALTH INSURANCE | 0 | 14,729 | 14,729 | |
| PARKING BENEFITS | 14,520 | 13,560 | (960) | |
| TOTAL BENEFITS | \$501,267 | \$417,669 | (\$83,598) | |
| TOTAL COMPENSATION | \$1,620,773 | \$1,327,735 | (\$293,038) | |
| | 2010 | 2011 | INCREASE/ | |
| POSITION TITLE | EMPLOYEES | EMPLOYEES | (DECREASE) | |
| POSITION RANGE | | | | |
| LEGAL DIRECTOR | E-14 | 1.00 | 1.00 | 0.00 |
| CITY ATTORNEY | E-11 | 4.00 | 3.00 | (1.00) |
| LAND TRANSACTIONS OFFICER | E-7 | 1.00 | 1.00 | 0.00 |
| ASSISTANT CITY ATTORNEY I | E-8 | 2.00 | 2.00 | 0.00 |
| DIVERSITY PROCUREMENT OFFICER | E-8 | 1.00 | 1.00 | 0.00 |
| SR. ADMINISTRATIVE ASSISTANT | E-6 | 1.00 | 1.00 | 0.00 |
| ADMINISTRATIVE ASSISTANT | E-5 | 5.00 | 4.00 | (1.00) |
| OFFICE ASSISTANT | E-2 | 2.00 | 2.00 | 0.00 |
| PERSONNEL ADJUSTMENT | | 0.00 | (3.00) | (3.00) |
| TOTAL PERSONNEL | | 17.00 | 12.00 | (5.00) |

Performance Measurements

| | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Estimate |
|---|----------------|----------------|----------------|------------------|
| Claims filed | 568 | 310 | 199 | 225 |
| Fines collected | \$1,229,982 | \$1,252,606 | \$1,180,844 | \$1,200,000 |
| Ordinance/traffic tickets issued/prosecuted | 24,997 | 23,946 | 23,000 * | 23,000 |
| Ordinances drafted/presented | 260 | 243 | 153 | 250 |
| Resolutions drafted/presented | 120 | 128 | 167 | 175 |

*2010 Issued/prosecuted is estimated

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.

2010 Accomplishments →

- Received the Distinguished Budget Award for the 26th consecutive year and the Certificate of Achievement for Excellence in Financial Reporting for the 30th consecutive year from the Government Finance Officers' Association.
- Provided a training session to Water Customer Service on the City's responsibilities and procedures in online payment processing.
- Completed transition to NOVATime timekeeping system for Finance, IT, Human Resources, Public Works and Mayor's Office.
- Implemented Munis General Billing to invoice and track fire alarm monitoring fees and fire relay calls. All invoicing of receivables should be complete by the end of 2010 to save time and provide more timely access to accurate receivable information.
- Implemented MUNIS General Billing to invoice parking and other miscellaneous receivables.
- Began working with Public Works on the parking ticket system process improvement plan which includes installing new parking ticket software.
- Recommend and implement changes to business license rates and requirements as well as develop better enforcement measures.

Finance Department

- Continued cross training of Finance staff and process improvements within the Department.
- Issued debt to finance projects as necessary.
- Managed the City's public safety pension plans and the City's investment portfolio.
- Completed the Pension Fund audits and actuarial information by June 15th.
- Implemented a new five day notice process prior to water turn offs.
- Set up unemployment and deferred compensation accounts to submit files electronically.
- Provided purchasing training to all appropriate City staff.
- Completed first City-wide copier rental bid, to better control costs and management of overall printing activity. Estimated savings from the new contract are approximately \$120,000.
- Completed first request for proposals for insurance broker services and successfully transitioned to a new broker.
- Began reporting on budget performance at Rockstat meetings.

2011 Goals and Objectives →

- Achieving the Distinguished Budget Presentation 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 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.
- Convert Business Licenses to a new system platform.
- 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.

Finance Department

- Complete 2010 Pension Fund Audit and transmit the audited information to the Actuary by April 30th
- Bring the rest of Community Development, Police, Fire, and Human Services Departments, and the Library on to the NOVATime timekeeping system.
- Implement a system which converts accounts payable originally paid by check to electronic card payments through PNC Bank.

Budget Summary

| FINANCE DEPARTMENT BUDGET SUMMARY | | | | | |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|------------------------|
| APPROPRIATION | 2009 ACTUAL | 2010 BUDGET | 2010 ACTUAL | 2011 BUDGET | INCREASE (DECREASE) |
| PERSONNEL | \$2,532,562 | \$2,502,313 | \$2,583,360 | \$2,489,406 | (\$12,907) |
| CONTRACTUAL | 1,136,303 | 1,060,995 | 1,097,760 | 1,048,080 | (12,915) |
| SUPPLIES | 20,903 | 21,905 | 20,341 | 25,869 | 3,964 |
| OTHER | 3,450,416 | 3,354,917 | 2,423,525 | 4,506,367 | 1,151,450 |
| CAPITAL | 0 | 0 | 0 | 0 | 0 |
| ENCUMBRANCE | 0 | 0 | 0 | 0 | 0 |
| TOTAL | <u>\$7,140,184</u> | <u>\$6,940,130</u> | <u>\$6,124,986</u> | <u>\$8,069,722</u> | <u>\$1,129,592</u> |
| STAFFING REVIEW | | | | | |
| TOTAL | 2008 | 2009 | 2010 | 2011 | INCREASE (DECREASE) |
| | <u>34.00</u> | <u>34.00</u> | <u>32.00</u> | <u>32.00</u> | <u>0.00</u> |
| FUNDING SOURCE | | | | | |
| | 2010 AMOUNT | 2010 PERCENTAGE | 2011 AMOUNT | 2011 PERCENTAGE | |
| PROPERTY TAXES | | | | | |
| FRINGE BENEFIT REIMBURSEMENTS | \$236,608 | 3.4 | \$240,843 | 3.5 | |
| PURCHASE OF SERVICES | 2,153,600 | 31.0 | 2,149,800 | 31.0 | |
| FROM OTHER GOVERNMENTS | 250,000 | 3.6 | 250,000 | 3.6 | |
| GENERAL REVENUES | <u>4,299,922</u> | <u>65.6</u> | <u>5,429,079</u> | <u>65.5</u> | |
| TOTAL | <u>\$6,940,130</u> | <u>100.0</u> | <u>\$8,069,722</u> | <u>100.0</u> | |

Budget Analysis

The 2011 budget of \$8,069,722 is an increase of \$1,129,592 (16.3%) from the previous year. Personnel expenses decreased \$12,900 due to changes in salaries (\$7,000) and reversal of the 2010 salary adjustment (\$43,600). Increases include rate increases for IMRF (\$3,100), unemployment (\$3,700), health insurance (\$29,000) and retiree health insurance (\$1,600).

Contractual services decreased by \$12,915. This is due to decreases in postage related to monthly water billing (\$58,100), telephone (\$7,500), credit card collection expenses (\$18,000), building rental (\$11,800) and auditing (\$4,800). The decreases are offset by an increase in service contracts (\$41,900), miscellaneous expenses (\$40,800) related to banking fees increase for monthly water billing, advertising (\$2,000) and minimal increases in dues, subscriptions and microcomputer expenses.

Supplies increased by \$3,964 due to an increase in general office supplies. Other expenses increased by \$1,151,450 due to an increase in transfer to RMAP (\$2,500), sales tax rebate (\$17,500), transfer to Human Services (\$70,000) and an increase to CIP transfers to reflect the

Finance Department

planned 2010 transfer, which did not occur in 2010 (\$1,200,000). Decreases that offset the increase in other expenses include a decrease in miscellaneous expenses (\$78,700). This includes Winnebago County Animal Control, Sister Cities, and a reimbursement for real estate taxes on property disconnected from Edgebrook-Bradley Heights Fire Protection District and annexed to the City of Rockford during the year 2007. Other decreases include development expenses (\$50,000) and transfer to debt service (\$15,000).

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

In 2010, the Finance Department spent \$6,124,986, or 88.3% 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 2011.

Personnel Review

| FINANCE DEPARTMENT | | | | |
|-------------------------------|---------------------|---------------------------|---------------------------|---------------------------------|
| BENEFITS AND SALARIES | | 2010 | 2011 | INCREASE/ (DECREASE) |
| SALARY | | <u>BUDGET</u> | <u>BUDGET</u> | <u>(DECREASE)</u> |
| PERMANENT | | \$1,655,911 | \$1,648,651 | (\$7,260) |
| SALARY ADJUSTMENT | | 43,630 | 0 | (43,630) |
| TOTAL SALARIES | | <u>\$1,699,541</u> | <u>\$1,648,651</u> | <u>(\$50,890)</u> |
| BENEFITS | | | | |
| ILLINOIS MUNICIPAL RETIREMENT | | \$334,163 | \$337,315 | \$3,152 |
| UNEMPLOYMENT TAX | | 2,016 | 5,760 | 3,744 |
| WORKER'S COMPENSATION | | 3,643 | 3,790 | 147 |
| HEALTH INSURANCE | | 438,724 | 468,000 | 29,276 |
| RETIREE HEALTH INSURANCE | | 6,370 | 8,034 | 1,664 |
| LIFE INSURANCE | | 2,496 | 2,496 | 0 |
| PARKING BENEFITS | | 15,360 | 15,360 | 0 |
| TOTAL BENEFITS | | <u>\$802,772</u> | <u>\$840,755</u> | <u>\$37,983</u> |
| TOTAL COMPENSATION | | <u>\$2,502,313</u> | <u>\$2,489,406</u> | <u>(\$12,907)</u> |
| | POSITION | 2010 | 2011 | INCREASE/ (DECREASE) |
| POSITION TITLE | <u>RANGE</u> | <u>EMPLOYEES</u> | <u>EMPLOYEES</u> | <u>(DECREASE)</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 | 9.00 | 9.00 | 0.00 |
| TOTAL PERSONNEL | | <u>32.00</u> | <u>32.00</u> | <u>0.00</u> |

Finance Department

Performance Measures

| | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Estimate |
|---|----------------|----------------|----------------|------------------|
| Purchase Orders issued | 12,400 | 11,726 | 10,606 | 10,800 |
| Bids/RFP's issued | 188 | 204 | 141 | 160 |
| Consecutive Years receiving GFOA Budget Award | 24 | 25 | 26 | 27 |
| Consecutive Years receiving GFOA Financial Reporting Award | 28 | 29 | 30 | 31 |
| Bond Issues | 2 | 1 | 1 | 0 |
| Investment Earnings | 3,686,164 | 478,887 | 764,272 | 1,176,000 |

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 maintain personnel files, administer the City's fringe benefit program, recruit and interview job applicants, develop and implement employee training programs, and coordinate employee activities.

2010 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.
- Successful application submission to US Health & Human Service Department for reimbursement of early retiree medical expenses under Early Retiree Reinsurance Program.
- Encouraged approximately 100 more employees to take advantage of the pre-tax savings of the flexible spending program.
- Launched an employee-led Wellness Initiative which has included a spring Wellness survey, a summer Lunch and Learn series, a fall Wellness Fair, and participation in the 911 Fun Run.
- Implemented a new Pharmacy Benefit Manager (PBM) program which allowed for a seamless transition in providers for the 2010 benefit year.
- Completed annual non discrimination testing for Flexible Spending Account plan.
- Partnered with the Finance Department in the transition and addition of HR/Finance reporting responsibilities to the HR Department after the retirement of the Accounting Manager.
- Enhanced the reporting capabilities of the City's third party administrator for Family Medical Leave Act and trained timekeepers to ensure more 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.
- Worked with the Health Focus Group (HFG) to find additional methods to save costs in the City's health benefit plan.

Human Resources Department

- Conducted Supervisor/Manager Training for 70 managers and supervisors which provided attendees with a resource book on day-to-day employee relations issues and FAQ's which also provided guidance and additional resources from the Human Resource staff.
- Partnered with City departments in OSHA implementation and training.
- "Retirewise", financial educational and pre-retirement sessions for City employees, was held in the fall of 2010.
- Partnered with Public Works and Human Services in department reorganization including the creation of new job descriptions and factoring appropriate compensation.
- Conducted the annual Employee Blood Drive, United Way program, Jeans for Wishes/Make a Wish foundation 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.
- Implemented the "Put Illinois to Work" program which brought 25 summer hires to City departments at no cost to the City.
- Designing a comprehensive HR calendar which will allow employees to plan for training, benefit enrollments, and wellness opportunities.
- Managed the early retirement program which allowed 25 employees to retire at the age of 55.

2011 Goals and Objectives →

- Implement vigorous risk management program.
- Develop stronger partnerships with City departments through onsite training, work observation, and customer-focused hiring practices.
- Continue pro-active management of employee benefit program which will allow for integration of changes required by the Health Care Reform Act.
- Develop a referral and resource program for City employees that may be laid-off as a result of budget cuts.
- Reinvigorate City's training program through in-house resources, grants, and private sector partnerships.

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- Assess and identify ways to reduce City's exposure to workers' compensation claims and time lost to injury.
- 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.
- Update Rules and Regulations to reflect current laws, practices, and policies.
- Conduct in-house compensation and job audit study to allow for consistency in practice and application of pay plan.
- Grow employee Wellness program through programming, education, and enhanced communication pieces.
- Integrate City's core values and organizational philosophy into daily operations, creating a culture of excellence.

Budget Summary

| HUMAN RESOURCES DEPARTMENT BUDGET SUMMARY | | | | | |
|---|------------------|--------------------|------------------|--------------------|------------------------|
| APPROPRIATION | 2009 ACTUAL | 2010 BUDGET | 2010 ACTUAL | 2011 BUDGET | INCREASE (DECREASE) |
| PERSONNEL | \$619,557 | \$582,240 | \$593,372 | \$517,249 | (\$64,991) |
| CONTRACTUAL | 119,037 | 103,270 | 128,948 | 125,980 | 22,710 |
| SUPPLIES | 6,836 | 6,800 | 4,349 | 6,800 | 0 |
| OTHER | 0 | 0 | 0 | 0 | 0 |
| CAPITAL | 0 | 0 | 0 | 0 | 0 |
| | <u>\$745,430</u> | <u>\$692,310</u> | <u>\$726,669</u> | <u>\$650,029</u> | <u>(\$42,281)</u> |
| STAFFING REVIEW | | | | | |
| TOTAL | 2008 | 2009 | 2010 | 2011 | INCREASE (DECREASE) |
| | 7.00 | 7.00 | 6.00 | 5.00 | (1.00) |
| FUNDING SOURCE | | | | | |
| | 2010 AMOUNT | 2010 PERCENTAGE | 2011 AMOUNT | 2011 PERCENTAGE | |
| PROPERTY TAXES | | | | | |
| FRINGE BENEFIT REIMBURSEMENT | \$86,548 | 12.5 | \$72,485 | 11.2 | |
| TRANSFERS FROM OTHER FUNDS | 188,400 | 27.2 | 194,200 | 29.9 | |
| GENERAL REVENUES | 417,362 | 60.3 | 383,344 | 58.9 | |
| TOTAL | <u>\$692,310</u> | <u>100.0</u> | <u>\$650,029</u> | <u>100.0</u> | |

Human Resources Department

Budget Analysis

The 2011 budget of \$650,029 represents a \$42,281 (6.1%) decrease from the 2010 budget. Personnel costs decreased \$64,990 due to the decrease in the Director salary (\$9,800), the elimination of the Human Resources manager position (\$66,580) and the reduction in IMRF expense (\$14,450). An increase of health insurance rates (\$26,000) partially offset the decreases.

Contractual services increased \$22,710 due to an increase in service contracts for additional employee training expenses (\$26,000). Decreases in contractual services include building rental (\$2,700) and telephone expense (\$950). Supplies remained the same.

In 2010, the Human Resources Department spent \$726,669, or 105% 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 2011.

Personnel Review

| HUMAN RESOURCES DEPARTMENT | | | | |
|-----------------------------------|---------------------|-------------------------|-------------------------|---------------------------------|
| BENEFITS AND SALARIES | | 2010 | 2011 | INCREASE/ (DECREASE) |
| SALARY | | <u>BUDGET</u> | <u>BUDGET</u> | |
| PERMANENT | | \$422,404 | \$345,982 | (\$76,422) |
| TOTAL SALARIES | | <u>\$422,404</u> | <u>\$345,982</u> | <u>(\$76,422)</u> |
| BENEFITS | | | | |
| ILLINOIS MUNICIPAL RETIREMENT | | \$85,241 | \$70,788 | (\$14,453) |
| UNEMPLOYMENT TAX | | 378 | 900 | 522 |
| WORKER'S COMPENSATION | | 929 | 797 | (132) |
| HEALTH INSURANCE | | 69,940 | 95,992 | 26,052 |
| LIFE INSURANCE | | 468 | 390 | (78) |
| PARKING BENEFITS | | 2,880 | 2,400 | (480) |
| TOTAL BENEFITS | | <u>\$159,836</u> | <u>\$171,267</u> | <u>\$11,431</u> |
| TOTAL COMPENSATION | | <u>\$582,240</u> | <u>\$517,249</u> | <u>(\$64,991)</u> |
| | POSTION | 2010 | 2011 | INCREASE/ (DECREASE) |
| POSITION TITLE | <u>RANGE</u> | <u>EMPLOYEES</u> | <u>EMPLOYEES</u> | |
| 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 | 1.00 | 0.00 | (1.00) |
| HUMAN RESOURCES SPECIALIST | E-7 | 3.00 | 2.00 | (1.00) |
| ADMINISTRATIVE ASSISTANT | E-5 | 0.00 | 1.00 | 1.00 |
| TOTAL PERSONNEL | | <u>6.00</u> | <u>5.00</u> | <u>(1.00)</u> |

Human Resources Department

Performance Measurements

| | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Estimate |
|-------------------------------|----------------|----------------|----------------|------------------|
| Applications | 3,453 | 2,281 | 2,450 | 2,570 |
| Vacancies Filled | 87 | 49 | 38 | 20 |
| Worker's Comp Claims | 242 | 267 | 190 | 250 |
| Worker's Comp Lost Days | 663 | 1,508 | 900 | 1,050 |
| Training Sessions | 50 | 30 | 30 | 30 |
| Health Insurance Participants | 1,483 | 1,397 | 3,302 | 3,100 |
| Flex Spending Participants | 313 | 411 | 375 | 450 |

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 |
|------|---------------------------------|----------------------------|------------------------------|------|---------------------------------|----------------------------|------------------------------|
| 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% |
| 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% |
| 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% | | |

2010 Accomplishments →

- Successfully conducted the February 2, 2010 General Primary Election in which there were total of 12,508 ballots cast of the 87,357 registered voters, resulting in a 14.32% participation rate.

2011 Goals and Objectives →

- Conduct the Consolidated General Election on November 1, 2011.
- Perform training for deputy registrars as appointed.
- Print and mail 88,000 voter identification cards within the City per law.

Board of Election Commissioners

Budget Summary

| BOARD OF ELECTION BUDGET SUMMARY | | | | | |
|----------------------------------|------------------|------------------|------------------|------------------|--------------------|
| APPROPRIATION | 2009 | 2010 | 2010 | 2011 | INCREASE |
| | <u>ACTUAL</u> | <u>BUDGET</u> | <u>ACTUAL</u> | <u>BUDGET</u> | <u>(DECREASE)</u> |
| PERSONNEL | \$351,160 | 488,397 | \$364,822 | \$442,395 | (\$46,002) |
| CONTRACTUAL | 550,533 | 329,594 | 556,325 | 304,857 | (24,737) |
| SUPPLIES | 0 | 81,450 | 0 | 36,450 | (45,000) |
| CAPITAL | 0 | 25,000 | 0 | 25,000 | 0 |
| OTHER | 0 | 0 | 0 | 0 | 0 |
| TOTAL | <u>\$901,693</u> | <u>\$924,441</u> | <u>\$921,147</u> | <u>\$808,702</u> | <u>(\$115,739)</u> |

| FUNDING SOURCE | 2010 | 2010 | 2011 | 2011 |
|------------------------------|------------------|-------------------|------------------|-------------------|
| | <u>AMOUNT</u> | <u>PERCENTAGE</u> | <u>AMOUNT</u> | <u>PERCENTAGE</u> |
| PROPERTY TAXES | | | | |
| COUNTY PROPERTY TAX TRANSFER | \$924,441 | 100.0 | \$808,702 | 100.0 |
| TOTAL | <u>\$924,441</u> | <u>100.0</u> | <u>\$808,702</u> | <u>100.0</u> |

Budget Analysis

The 2011 budget is \$808,702, which is a \$115,739 (12.5%) decrease from the 2010 budget. Personnel costs decrease \$46,000 due to a decrease in temporary staff (\$43,500), IMRF (\$4,000), and overtime (\$15,000). The decreases were partially offset by increases in permanent salaries (\$3,300), employee agency wages (\$5,700), and health insurance (\$7,300).

Contractual services decreased \$24,737 due to a decrease in printing expenses (\$43,000) and an increase in postage expenses (\$19,500). Non-forwardable Voter Identification cards will be mailed to all City registrants during 2011. This will cause the mailing of forwardable, return postage paid confirmation cards, which will allow voters to mail a change of address. Other contractual decreases include advertising (\$14,500) and miscellaneous expenses (\$37,000). Increases include microcomputer maintenance (\$43,000), insurance (\$6,000), education (\$1,200), and legal (\$2,000).

Supplies decreased \$45,000 due to a decrease in general office supplies (\$17,000) and computer/supplies (\$28,000).

In 2010, the Board of Election Commissioners spent \$921,147, or 99.6% of its budgeted allocation. In the past several years, 98% to 113% of the budget has been spent.

Board of Election Commissioners

Capital Equipment

For 2011, the Board of Election Commissioners have budgeted \$25,000 for election equipment.

| CAPITAL EQUIPMENT BOARD OF ELECTIONS 2011 BUDGET | |
|---|-----------------|
| <u>DESCRIPTION</u> | <u>AMOUNT</u> |
| ELECTION EQUIPMENT FUND | <u>\$25,000</u> |
| TOTAL CAPITAL | <u>\$25,000</u> |