



# City of Rochelle

## **FY2023 - City of Rochelle, Illinois Budget**



### **Final Version**

Last updated 04/18/23



# TABLE OF CONTENTS

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<b>Introduction</b>	<b>5</b>
Transmittal Letter	6
GFOA Distinguished Budget Award	41
History of the City	42
Mission & Vision Statement	50
Organization Chart	51
S.W.O.T. Analysis	54
Performance Measures	55
Demographics	69
Economic Profile	73
Fund Structure	77
Basis of Budgeting	78
Financial Policies	79
Budget Process	136
Budget Impacts	138
Glossary	147
<b>Budget Overview</b>	<b>157</b>
Executive Overview	158
Strategic Plan	163
Short-term Factors	180
Priorities & Issues	181
Utilities Long Range Financial Plan	182
Personnel Summary and Changes	183
Compensation Study	188
<b>Fund Summaries</b>	<b>193</b>
Fund Summary Comparison	194
General Fund	203
Audit Fund	209
Insurance Fund	213
Illinois Municipal Retirement	218
Social Security	222
Ambulance	226
Motor Fuel	230
Utility Tax	234
Travel and Tourism	238
Sales Tax	242
Lighthouse Pointe TIF	246
Foreign Fire Insurance	251
Downtown and Southern Gateway TIF	255
Overweight Trucks Permits	259
Northern Gateway TIF	264
Capital Improvement	268
Stormwater Management	272



Water Fund .....	277
Water Reclamation Fund .....	281
Solid Waste Fund .....	285
Electric Fund .....	289
Tech Center/Advanced Communications .....	294
Airport .....	298
Railroad .....	302
Golf Course .....	306
Network Administration Fund .....	311
Administrative Services .....	315
Fire Pension Fund .....	319
Police Pension Fund .....	323
<b>Departments .....</b>	<b>327</b>
Mayor and Council .....	328
City Clerk .....	333
Municipal Building .....	340
City Attorney .....	344
City Manager .....	347
Police .....	356
Fire .....	361
Street .....	367
Community Development .....	377
Cemetery .....	389
Engineering .....	394
Technology Center/Advanced Communication .....	404
Hotel Tax/Tourism .....	411
Economic Development .....	419
Audit .....	427
Insurance .....	430
IMRF .....	434
Social Security .....	437
Ambulance Replacement .....	440
Downtown TIF .....	444
Northern Gateway TIF .....	450
Foreign Fire Insurance .....	453
Lighthouse Pointe TIF .....	459
Overweight Truck Permit .....	462
Capital Improvement .....	465
Stormwater Management .....	470
Electric .....	473
Solid Waste .....	486
Network Administration .....	490
Airport .....	494
Railroad .....	502
Administrative Services .....	513
Golf Course .....	521
Water .....	525
Water Reclamation .....	532
Motor Fuel Tax .....	539

<b>Capital Improvements</b> .....	<b>542</b>
Capital Improvement Plan .....	543
One year plan .....	548
Multi-year plan .....	558
<b>Debt</b> .....	<b>578</b>
Government-wide Debt .....	579
Debt by Type Overview .....	598

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# INTRODUCTION

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## Transmittal Letter

Jeffrey A. Fiegenschuh, ICMA-CM, MPA



### Budget Report to Mayor Bearrows & City Council

**DATE:** November 7, 2022  
**To:** Mayor Bearrows & City Council Members  
**FROM:** Jeffrey A. Fiegenschuh, MPA, ICMA-CM, City Manager  
**RE:** CY 2023 City and Utilities Budget

It is my pleasure to submit to you the Operating and Capital Improvement Budgets for the City of Rochelle and Rochelle Municipal Utilities for the Calendar Year (CY) beginning January 1, 2023. The numbers reflected in this document are part of the PowerPoint presentation for the November 7, 2022, budget workshop. The entire City of Rochelle proposed CY 23 budget is \$106,601,478.

Proposed General Fund Revenues for CY 2023 are estimated to be \$13,405,888. Expenditures for the new fiscal year total approximately \$14,702,934 with General Fund Capital Outlays of approximately \$1,010,000. The projected deficit of \$1,297,406 includes additional capital projects (to spend down large GF cash fund balance), spending ARPA funds (received in 22 and spent in 23) and hiring additional police staff to cover further anticipated retirements. Projects funded by transfers from the landfill, the Non-Home Rule Sales Tax, Utility Tax and Motor Fuel Tax are included in the Capital Improvement Fund and not part of the general fund balance. The Utilities (Electric, Water, Water Reclamation, Advanced Communications & Technology Center, Railroad, Landfill, Golf Course and Airport) proposed budgeted expenses are \$68,816,595 of which \$17,143,391 is for capital outlays. All other Funds, including Special, Capital Improvement, Downstate Police and Fire Pensions and Internal Service total \$23,081,950.

In preparing this budget document, our team worked to ensure it is informative and easy to understand. This Executive Summary and an electronic version of the Budget Presentation are available on the city's website and Facebook page.

Staff believes the CY 23 budget represents the City of Rochelle's ongoing mission to provide a safe, connected, and innovative community with professional, personalized, and impartial services. The spending, specifically all capital expenditures, falls in line with the 2022 strategic planning document that has been adopted by the full City Council. Our team worked to ensure that all spending can be tied back to the 6 core areas approved by the City Council.

#### **STRATEGIC PLAN GOALS**

- Economic & Business Development
- Financial & Management Stability
- Quality of Life
- Community Inclusiveness & Engagement
- Infrastructure Effectiveness & Improvement
- Core Service Delivery

It remains the intention of staff that this budget reflects the priorities of our elected officials. The key priorities that have guided efforts in developing the budget include the following:

- Revenues have been estimated at realistic and conservative levels based on estimates due to inflationary pressures and other increased costs.
- Basic services are financed at appropriate levels, with an emphasis on over hiring the PD
- Numerous staffing positions could become vacant due to retirements (outside of the PD). Due to the uncertain economic climate, these positions will not be filled.
- Investment in infrastructure continues to be a priority. This includes projects funded with utility rates, the non-home rule sales tax, utility taxes, motor fuel taxes, rail revenues, transfers from the landfill fund and the general fund cash balance.
- Incentives to expand the local tax base to encourage growth include a property tax Rebate program for new and redeveloped housing and the waiver of building permits for small businesses. Other incentives include the Lee/Ogle Enterprise Zone, the city's three TIF districts, the opportunity zone, foreign trade zone #176, the downtown historic district & the façade improvement program. A continuation to improve the city's overall appearance is being supported through renewed investments in all major corridors of the community. This includes promotion of the three TIF districts, continued infrastructure improvements including drainage improvements and beautification efforts. The city has a renewed interest in investment on and near Highway 251 South of the overpass. The redevelopment of the Hickory Grove property continues to be a top priority in 2023.
- Continued investments in the city's utility infrastructure including funding for the completion major electric distribution upgrades, significant upgrades at the diesel generation plant, phase two of upgrades at the WWTP, a new iron removal plant at well #8, lining within the sanitary sewer system and other equipment upgrades. These projects are being funded through 2021/2022 Alternate Revenue Bonds (electric), utility rates and several grants, including EDA and CDBG.
- The city is issuing RFPs for its Workers Compensation and Property Insurance. We have realized significant savings since 2017 and hope to keep finding more ways to save as it relates to insurance needs.
- The budget includes funding for phase 2 renovations for new RMU location on south 7<sup>th</sup> Street and building improvements at city hall, the police department, fire station and utility billing office. The key priority for 2022 was to consolidate most utility operations. This was completed, including moving engineering to the RMU location. Administrative services moved to the utility billing office and community development moved to city hall.

The city continues to address fiscal pressures presented by the following issues:

- Initiatives by the legislature to prematurely close the Prairie State generating plant. This could have long-term negative impacts on utility rates.
- Increasing inflationary pressures and borrowing costs. Possibility of economic recession.
- Continued regulations forcing further upgrades to Water and Water Reclamation treatment facilities.
- Airport revenues continue to lag operational and capital expenses.
- State of Illinois business climate and budget deficits.
- Possible funding cuts in Local Government Distributive Fund (LGDF).
- Potential for significant revenue increase through a new rail transload center.

#### **CITY OF ROCHELLE SIGNIFICANT FUNDS**

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

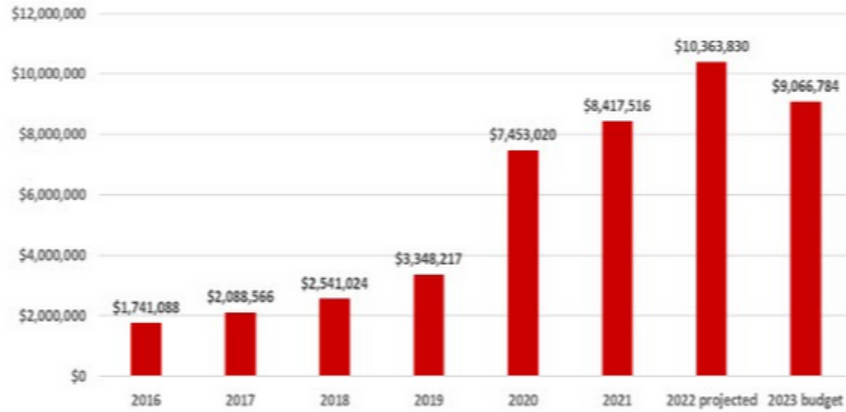
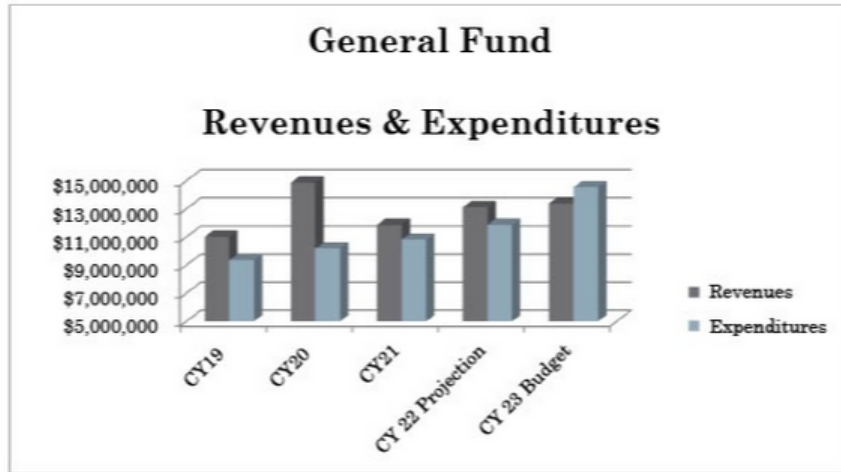
The General Fund budget supports many of the day-to-day activities of the city. The Departments housed within this Fund include Street, Cemetery, Engineering, Police, Fire, City Hall, Administration, Economic Development, and Community Development.

The total General Fund Budget for the new calendar year contains \$14,702,934 in expenditures. These allocations reflect our commitment to provide core services to our community and were developed using the best available information and most current revenue projections. The Budget for the new calendar year includes an overall increase in expenditures of \$2,836,028 from the CY 2022 final 12 month estimated expenditures.

These increases in spending relate directly to an attempt to spend down the city's large general fund cash balance by increasing one-time expenditures. This includes 2022 ARPA funds, over hiring in the police department, reallocation of funds for major equipment purchases and building improvements. The increases also reflect average wage increases of 2%-3.5% for nonunion employees and new collective bargaining agreements being negotiated with the IAFF and IBEW.

The major revenue sources of the General Fund include sales tax, property taxes, LGDF revenue sharing, video gaming fees, charges for services, licenses, and transfers-in from other funds (enterprise funds). Other revenues generated that are allocated for capital improvement costs include the non-home rule sales tax, utility taxes and the state motor fuel tax. The city continues to budget \$220,000 of all EMS revenues back to the ambulance fund to pay for equipment upgrades and all gaming revenues are split equally between the police and fire pension funds.

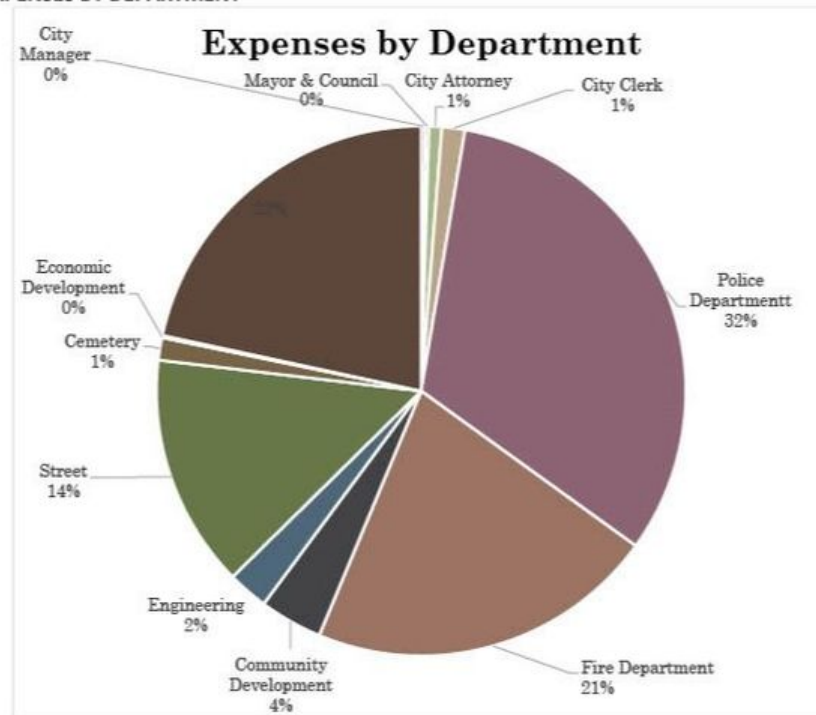
## GENERAL FUND REVENUES & EXPENSES



Staff is projecting a General Fund Balance of approximately \$9,066,784 at the conclusion of the new fiscal year. This represents a decrease of approximately \$1.3 million from the current year end projections. The cash reserve policy approved by the city council requires 15% of the General Fund Budget be available in cash at any time. The City's total cash on hand exceeds the minimum cash policy required amounts by approximately \$6.8 million. Lastly, all outstanding long-term debt held by the city is obligated to the TIF and Enterprise Funds. The only general fund debt is Alternate Revenue Bonds that will be retired in 2026.



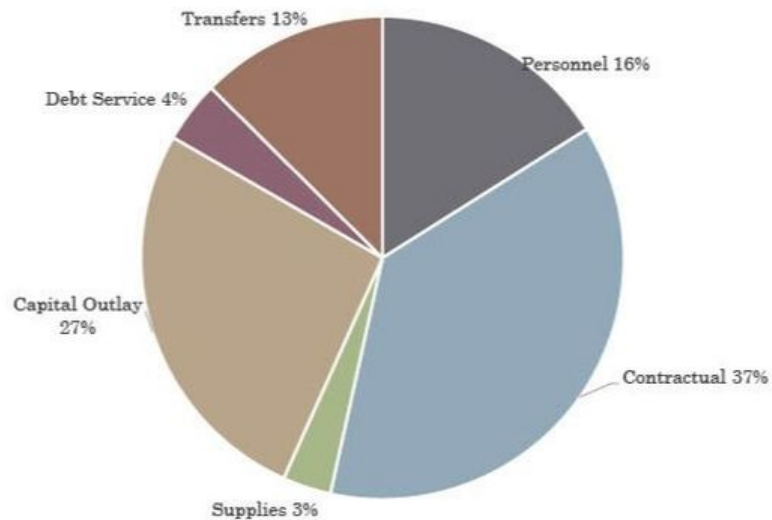
## EXPENSES BY DEPARTMENT



The major expenses for the General Fund include Public Safety, Administration, Streets & Cemetery, Community Development, and Engineering. Within each department, the major expenses include Personnel Services (salaries and benefits), Contractual Services, Supplies and Capital Outlay.

Typically, in local government most of the expenses are related to Personnel costs. Staff is pleased that our community is within the industry norm of personnel costs as it relates to the entire budget. Our goal is to stay at or below 70%. This year, personnel costs are at 60% (This does not include administrative services and network administration). Due to power purchase costs and Capital Investments, city-wide, Personnel costs are below 17% of the overall municipal budget.

## Total City/RMU Expenditures Summary



### MAJOR REVENUE SOURCES OF THE GENERAL FUND

#### City Property Tax Rate

The final budget is based on a Property Tax Request of \$2,849,771.51, which equates to a rate of \$1.0010778 per \$100 of assessed valuation. This is an increase of \$53,292.88 over the previous fiscal year. The overall amount allocated to the General Fund is increasing approximately 8% from the previous fiscal year. The City Council and staff have done a good job controlling the growth of the city's overall Property Tax rate. Since 2013, the rate has remained between \$1.00 and \$1.05 except for 2018, which saw a Levy increase due to actual valuations being less than those estimated by Ogle County. The proposed levy rate will once again decrease in 2023 from \$1.043 to \$1.010. Below are several charts highlighting the city's Equalized Assessed Value and Tax Levy request.



For homeowners in the City of Rochelle, the city's total Property Tax requests accounts for less than 13% of their overall consolidated county-wide Property Tax bill. Below are three examples of what a typical homeowner will pay in city Property Tax levied in 2022 and paid in 2023 based on the estimated EAV and Levy amount approved by the city council. As you can see, a 2% increase in the city's tax request equates to the average homeowner's bill decreasing between \$10-\$22 in the new year. Our overall tax rate continues to remain relatively flat due to increased residential property values and additional industrial and commercial growth coming out of the enterprise zone.

**Residential  
Taxpayer  
Tax Levy  
Impact**

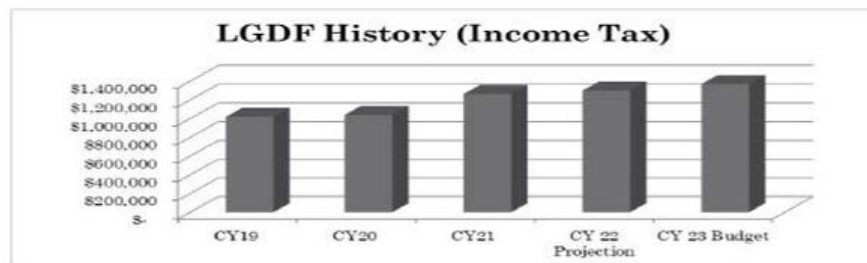
		2021	Same \$ 2022 Rate	1% incr 2022 Rate	2% incr 2022 Rate	3% incr 2022 Rate
<u>Market Value</u>	<u>EAV</u>	<u>1.043070</u>	<u>0.991875</u>	<u>1.001024</u>	<u>1.010778</u>	<u>1.020443</u>
\$100,000	\$33,333	\$347.69	\$330.63	\$333.67	\$336.93	\$340.15
\$150,000	\$50,000	\$521.54	\$495.94	\$500.51	\$505.39	\$510.22
\$200,000	\$66,667	\$695.38	\$661.25	\$667.35	\$673.85	\$680.30

CITY OF ROCHELLE						
REAL ESTATE TAX RATE EXTENSION FOR TAX YEAR 2022						September 23, 2022
2% Increase						
		2021	2021	OGLE COUNTY		
		ACTUAL	ACTUAL	EAV		
		LAST YRS	TAXES	ESTIMATED 2022	2022	EXTENDED
DESCRIPTION	MAX. RATE	RATE	LEVIED		RATE	2022
						LEVY
			268,100,764			
GENERAL CORPORATE	0.2500	0.119640	320,755.75	281,938,536	0.128159	361,331.00
BOND (AIRPORT)	NO LIMIT	0.022900	61,395.07	281,938,536	0.021244	59,894.00
IMRF	NO LIMIT	0.059680	160,002.54	281,938,536	0.040789	115,000.00
FIRE PROTECTION	0.0750	0.075000	201,075.57	281,938,536	0.075000	211,453.90
FIRE PENSION	NO LIMIT	0.168500	451,749.79	281,938,536	0.149288	420,901.00
POLICE PROTECTION	0.0750	0.075000	201,075.57	281,938,536	0.075000	211,453.90
POLICE PENSION	NO LIMIT	0.291770	701,807.37	281,938,536	0.273233	770,350.00
AUDIT	NO LIMIT	0.011190	30,000.48	281,938,536	0.009931	28,000.00
INSURANCE	NO LIMIT	0.139870	374,992.54	281,938,536	0.133008	375,000.00
SOCIAL SECURITY	NO LIMIT	0.089520	240,003.80	281,938,536	0.085125	240,000.00
CROSSING GUARD	0.0200	0.020000	53,620.15	281,938,536	0.020000	56,387.71
STREET LIGHTING	0.0500	0.000000	-	281,938,536	0.000000	-
TOTAL LEVY:		1.043070	\$ 2,796,478.63		1.010778	\$ 2,849,771.51
FUND	% CHANGE	\$ CHANGE	LESS EXCLUSION:			\$ 59,894.00
FIRE PENSION FUND	-6.83%	(\$30,849)	2022 TAXES LEVIED:			\$ 2,789,877.51
POLICE PENSION FUND	9.77%	\$68,543	2022 TAXES LEVIED LESS EXCLUSION:			\$ 2,735,083.56
GENERAL FUND	8%	\$64,099				
OTHER FUNDS	-5.84%	-\$46,999				
			NET \$ INCREASE-PREV. YR			2.00%

#### Local Government Distributive Fund

The national economy continues to show signs of some larger scale issues. However, due to increases in state income tax collections, staff feels confident the local government distributive fund (LGDF) revenues will remain strong and increase in 2023. LGDF revenues are one of the major revenue sources the city relies on for general fund expenditures and is typically a good indicator of the state and national economy. In 2016, the state decreased LGDF funds by 10% to local governments. In the 2019 budget however, half of that cut was restored. Based on IML estimates, staff anticipates collecting \$1,369,670 in LGDF funds in 2023.

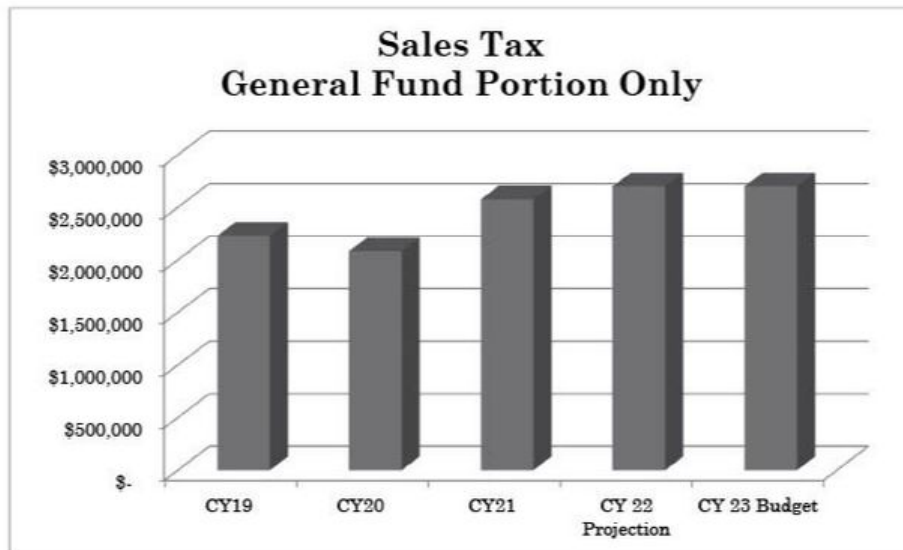
As our team moves forward, it is important to remind our state legislators how important LGDF funds are to our local community and toward meeting their numerous unfunded mandates. The funds are not state aid, but dollars collected by the state on behalf of cities. Further, we need to continue to remind the state to pay this shared revenue in full and in a timely manner.



### State Collected Sales Tax

Since 2016, the city's 1% State Shared Sales Tax has been increasing with 2023 projections on par with the record collections in 2022. The general sales tax receipts constitute approximately 15%-20% of the general fund revenues, depending upon the year. Continued increases are crucial to the funding of future initiatives and is a good indicator of the overall health of the local economy. The state-shared 1% Sales Tax is one of the best indicators of actual sales within the community. Even with inflationary pressures and product shortages staff is estimating conservatively for these tax collections in the new fiscal year. Positively, Rochelle continues to see new businesses opening including Midwestern Clothing Company, Starbucks, Majeski Motors and RP Lumber taking over the previous Stock and Field facility. All new businesses add to our sales and property tax growth. This is another reason it is so important to promote shopping locally in the Rochelle area.

### **SALES TAX – GENERAL FUND PORTION ONLY**



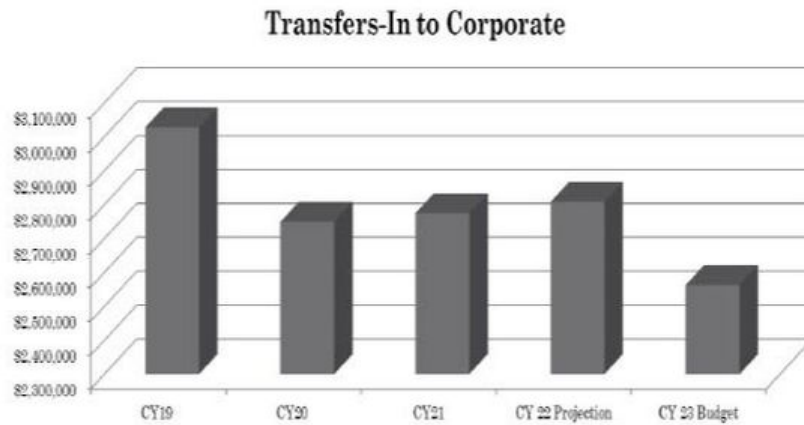
### Transfers-In from Other Funds

Like many other communities across the country, the city transfers in revenue from other funds as Payments in Lieu of Taxes. Payments in Lieu of Taxes are tax payments that would be made to the City if the utilities were privately-owned through Sales Tax Collections and Property Taxes. These payments are predominant within communities that have their own Utility Enterprise Funds. The transfers typically account for 20%-25% of overall General Fund revenues. This year the percentage decreased to approximately 18% from 22% in the previous fiscal year. The transfers are based on previous year audited utility revenues.

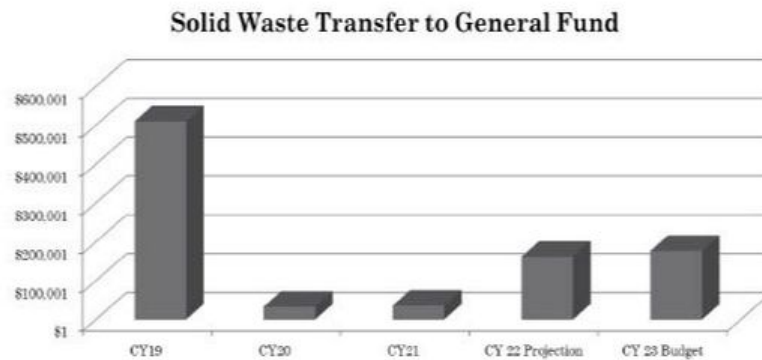


Due to changes in budget practices and the retirement of Revenue Bonds that had extremely restricted covenants, the major Enterprise Funds will contribute 5% of the previous year's audited revenues to the General Fund. Staff will be presenting an ordinance in February to the City Council that caps all future transfers from the Enterprise Funds at 5% of the previous year's audited revenues. The Enterprise Funds include, Electric, Water, Water Reclamation, Landfill/Solid Waste, Tech Center/Advanced Communications, and the City Industrial Railroad (CIR). Due to the amount of work the Public Works crews spend dealing with landfill-related issues, additional funds continue to be transferred to cover their time, including a larger portion of the Public Works Director's salary.

#### TRANSFERS-IN TO CORPORATE



#### SOLID WASTE TRANSFER TO GENERAL FUND



**Enterprise Funds**

The City of Rochelle Enterprise Funds, also commonly known as Proprietary Funds, consist of four Major Funds that include Electric, Water, Water Reclamation and Tech Center/Advanced Communications. The Airport, Solid Waste, Golf Course and Railroad are considered minor utilities within the Enterprise Funds.

**UTILITY REVENUES FROM OPERATIONS**





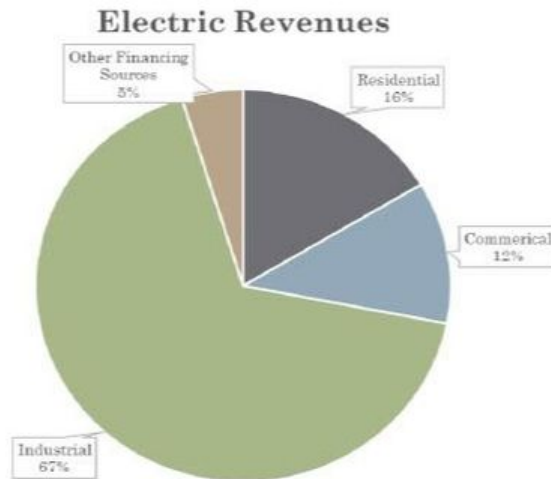
### Electric

The single largest utility fund and overall city fund is the Electric Fund. This fund covers all the costs associated with the purchase, distribution, and utility billing to all properties within the RMU service territory. The combined budget for the Electric Department CY 23 is approximately \$45,960,491. Revenues for the department are estimated to be \$41,253,420 in 2023. This deficit is due to the continuation of capital projects being funded through Alternate Revenue Bonds issued in 2022 for large generation and distribution related projects.

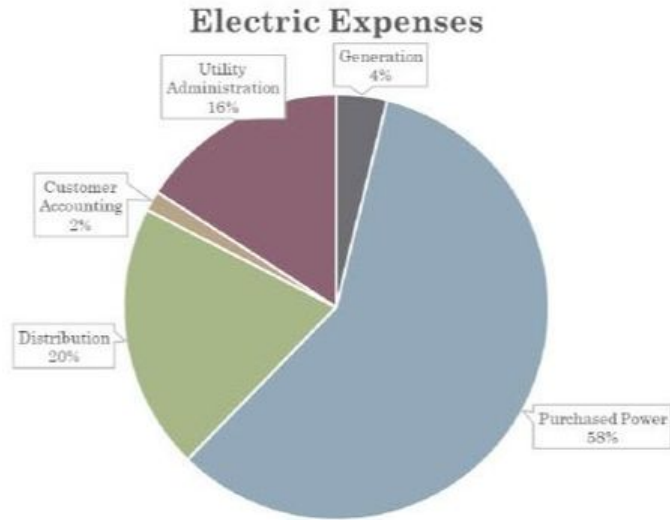
The largest expense in the Electric Department is the cost to purchase power. It is estimated that RMU will spend approximately \$26,800,000 on the purchase of power in CY 2023. This accounts for roughly 58% of the Electric Department budget. The recent sale of the transmission owned assets helped to increase the Departmental Reserves by approximately \$7,000,000. The city also used a portion of the proceeds of the sale to defease the 2014 and 2015 Revenue Bonds. This move will save our rate payers over \$2.9 million in interest payments and \$1.7 million in annual Debt Service Payments. Overall, the department continues to see marginal increases in sales and a healthy reserve fund balance. Additionally, in 2021 and 2022 the city issued a total of \$19,000,000 in Alternate Revenue Bonds to fund further system improvements including a new substation on the west side of its service territory along with improvements at the power plant.

No major staffing changes are being considered in 2023. The budget includes maintaining current staffing levels, especially within the generation plant. Ensuring front line staffing remains constant is extremely important for effective utility operations and ensuring employee safety.

### REVENUES



## EXPENSES



The CIP is a significant portion of the budget. Based on priorities of the city council to update infrastructure, the overall CIP for electric in 2023 is approximately \$6.4 million. Each of these recommended expenditures constitutes a major investment in RMU's infrastructure and service ability.

### Electric Capital Outlay Projects

PROJECT	DESCRIPTION	AMOUNT
Overhead Distribution	System improvements to the distribution lines. Includes materials such as poles, transformers, conductors and bolts. RMU maintains 270 miles of overhead and underground distribution lines	\$285,000
Distribution Upgrades-PH2	Includes new 5.9 mile connection of 34.5kv line from Prologis Park Substation to new Centerpoint Substation. Distribution sub with 20 MVA 34.5 to 13.8 kv	\$5,401,333
5KV Conversion	Convert the 5kV to 15kV system to more reliable service.	\$102,000
Distribution-Underground	Blanket to repair and maintain underground lines due to age	\$204,000
Power Plant Upgrades	General maintenance and upgrades.	\$500,000

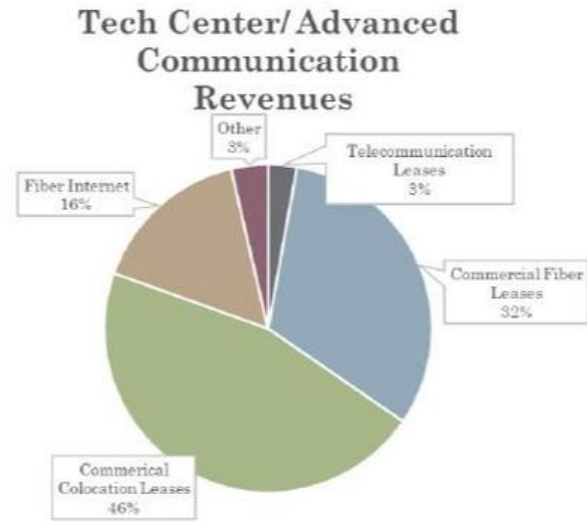
PROJECT	DESCRIPTION	AMOUNT
Downtown Beautification	Various electric related improvements downtown	\$51,000
Line Truck Replacement	Replacement of 1 bucket truck	\$285,000
Substation Maintenance	General maintenance blanket for all 3 substations	\$50,000
Streetlights	Replacement of streetlights with LED lighting throughout the community	105,000
Total		\$6,408,833

#### **Technology Center & Advanced Communications**

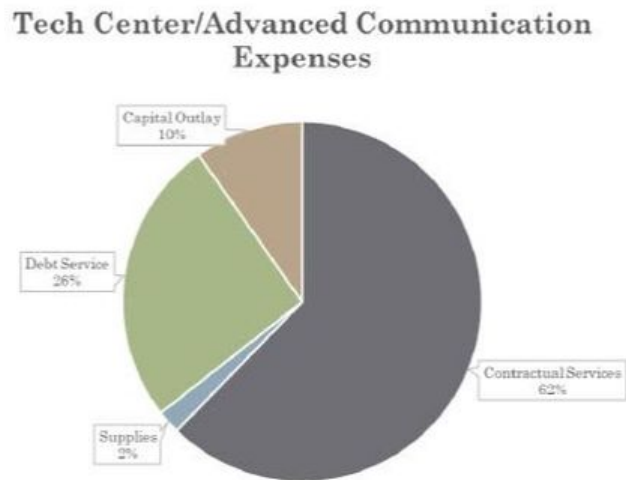
In 2017, the Technology Center and Advanced Communications Funds were combined into one distinct fund. This Fund serves all fiber and internet customers, along with all collocation and remote server clients. In 2017, the combined fund had a deficit of over \$1,100,000. The new Director of Advanced Communications has overseen this department and focused attention to outdated contracts, an inefficient billing system and major updates to the city's cybersecurity protocols. Because of these efforts, overall revenues have increased and at the end of 2022 the fund is projected to maintain a positive cash balance.

Projected revenues for 2023 are \$1,416,500, while expenditures are estimated to be \$1,638,631. Staff within the department is showing a renewed focus on seeking new customers to increase revenues and updating equipment that is over 20 years old. These efforts are leading to a more efficient system that provides faster and more reliable services to our customers. Important initiatives for the department in 2023 include improvements to the tech center, investments in updating outdated equipment, conducting additional cybersecurity assessments and hiring an engineer to assist with expanding collocation services.

**TECH CENTER/ADVANCED COMMUNICATIONS REVENUE**



**TECH CENTER/ADVANCED COMMUNICATIONS EXPENSES**



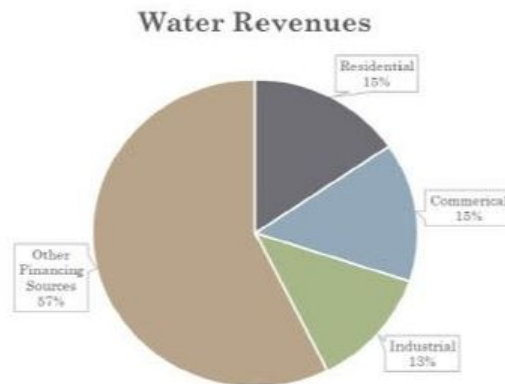
#### TECHNOLOGY CENTER/ADVANCED COMMUNICATIONS/NETWORK ADMIN CAPITAL OUTLAY

PROJECT	DESCRIPTION	AMOUNT
Battery Room Design Upgrade	Design, engineering and construction costs to upgrade existing battery room to allow more collocation space	\$75,000
Fiber Infrastructure Upgrades	Changes to network configuration for city data, SCADA and customer enhanced security. Includes adding switches and replacing hardware	\$25,000
Network infrastructure and Tech Center AV system	Network Infrastructure components within city departments and updates to AV system at Tech Center	\$100,000
Total		\$200,000

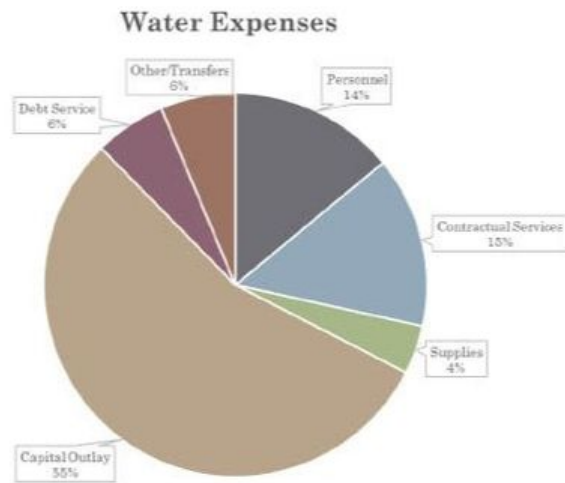
#### Water/Water Reclamation

The combined Water and Water Reclamation Funds Revenues continue to see slight increases due to recently approved rate increases, state revolving loan funds for capital projects including work at the WWTP and the construction of an iron removal system at well #8. The total revenue for the combined funds in CY 23 is estimated to be \$15,606,445. This total includes rates, fees, ILEPA loans, water tower leases and other miscellaneous revenues. Currently there is a cash reserve in the Water/Water Reclamation Funds, however the city is short of the required 365 days of cash in the water fund. The reduction in reserves in the water fund is due to cash funding several large capital project. The reserves were established to help fund future projects without relying completely on loans and rate increases. A list of the major capital projects contained in both departments is found below.

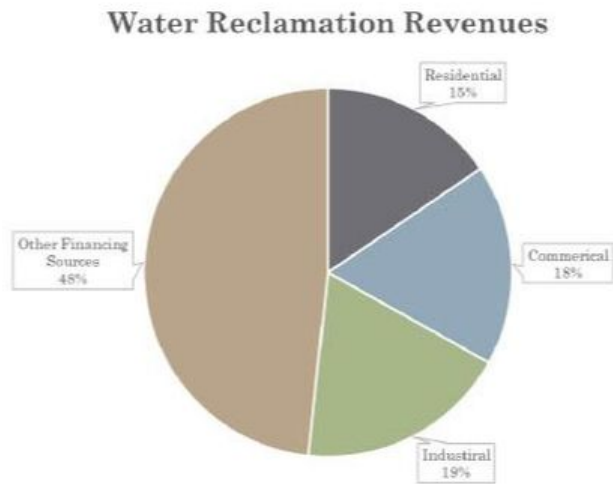
#### WATER REVENUES



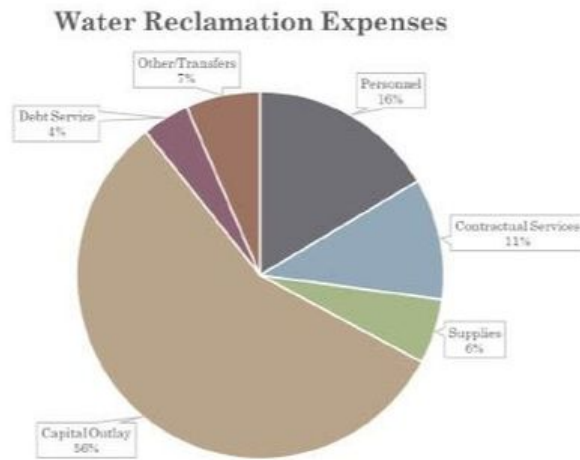
## WATER EXPENSES



## WATER RECLAMATION REVENUES



## WATER RECLAMATION EXPENSES



## WATER/WATER REC CAPITAL OUTLAY

PROJECT	DESCRIPTION	AMOUNT
Water Well #8-Caron Road	Construct a new well house and treatment plant to remove high iron.	\$3,600,000
Heavy Equipment	New equipment for both departments	\$200,000
Pilot Travel Stop Contribution-Water	Water department contribution to Pilot for extending utilities beyond I-39	\$85,000
Wash Water Towers	Washing each tower	\$12,000
Water Main Replacement Blanket	Repair and maintenance of water main system	\$102,000
Water Maintenance Blanket	Materials for preventative maintenance and repair	\$102,000



PROJECT	DESCRIPTION	AMOUNT
WWTP Updates Phase 2	Complete update and replacement of the Treatment Plant.	\$3,500,000
Camera Truck	Replace old camera truck that is used to televise sanitary sewer lines	\$250,000
WATER Reclamation Maintenance Blanket	Preventative maintenance and replacement of Water Reclamation infrastructure to avoid failure.	\$136,131
Sewer Line Replacement/Lining	Replace or repair deteriorating sewer lines throughout the City.	\$127,500
Pilot Travel Stop Water Rec Reimbursement	Infrastructure investment for the project.	\$85,000
Manhole Lining-Water Rec	Line deteriorating manholes city-wide.	\$64,927
Water Meter Replacement	This is split between water and water rec	\$50,000
Total Water/Water Rec		\$8,314,558

#### MINOR ENTERPRISE FUNDS (AIRPORT, RAILROAD, SOLID WASTE AND GOLF COURSE)

##### Rochelle Municipal Airport

The Rochelle Municipal Airport is an asset to the community. Over the past five years, the airport has expanded its infrastructure through numerous capital and maintenance projects. To date, over \$5,000,000 has been expended on these projects, which are funded through the FAA and IDOT. The grants are allocated at 95% with a 5% local match. In the past, the local match has come from bond funds, the general fund, and the CIR. The local match in CY 2022 was approximately \$48,000, with the FAA/IDOT covering just over \$900,000 of the costs.

Air traffic at the facility continues to see significant growth. In 2022, staff recorded 10,624 take-offs and landings (April through September) compared to 10,013 in 2021 during the same period. Ramp reconstruction had a direct effect on the number of pilots able to utilize the airport in 2021. In 2022 hanger utilization was up 95% and fuel sales were up 30% over the previous year.

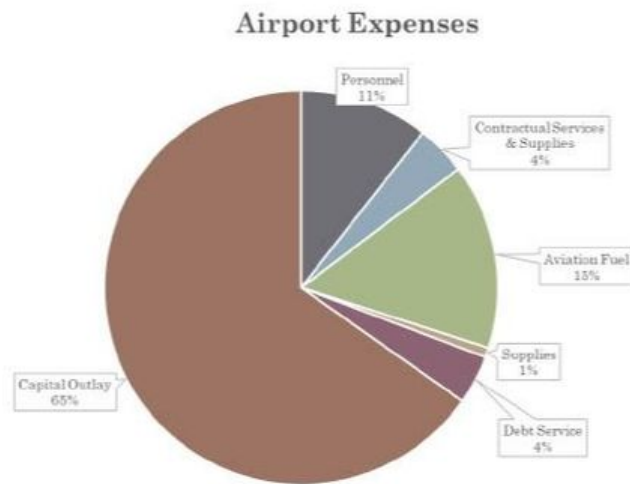
Recent improvements at the Airport include the runway reconstruction, construction of a new Taxiway Alpha, reconstruction of the entire center ramp, reconstruction of the ABCD Access Taxiway, and the addition of counterpoise lightning suppression to the runway lighting system.

The growth of the Chicagoland Skydiving Center and the Flight Deck Bar & Grill draws thousands of people from across the country every year. In 2022, there were approximately 50,000 sky diver drops. This infusion of people benefits our hotels, restaurants, gas stations and grocery stores throughout their season.

## AIRPORT REVENUES



## AIRPORT EXPENSES



#### **The City Industrial Rail (CIR)**

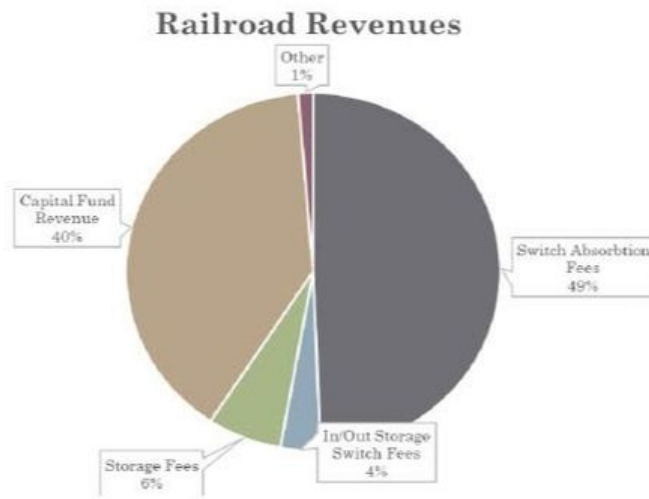
Over the past five years the CIR has experienced significant changes. Now that the Rochelle Transloading Center has been established, we are serving more industries in our area with rail services. CIR revenues are estimated to be approximately \$1,000,000 for fiscal year 2022. The RTC will undergo an expansion in 2023 with the addition of intermodal services to begin in summer of 2023. GREDCO and the City are collaborating to pave a portion of the RTC and build a Container Yard (CY). The city's portion of the project is being funded by a grant through the State of Illinois. GREDCO is working with CHS on a partnership to develop the CY. The increased traffic through the CIR in 2023 is expected to increase rail revenues by 15%-20%.

Additionally, major maintenance projects are scheduled on the CIR for 2023. The Caron Road and Steam Plant Road Crossings will be removed and replaced. These projects include the replacement of the rail, ties and pavement on all sides of the crossings. The project will be paid for by funds that are set aside each year from the annual income that the CIR derives from its operations.

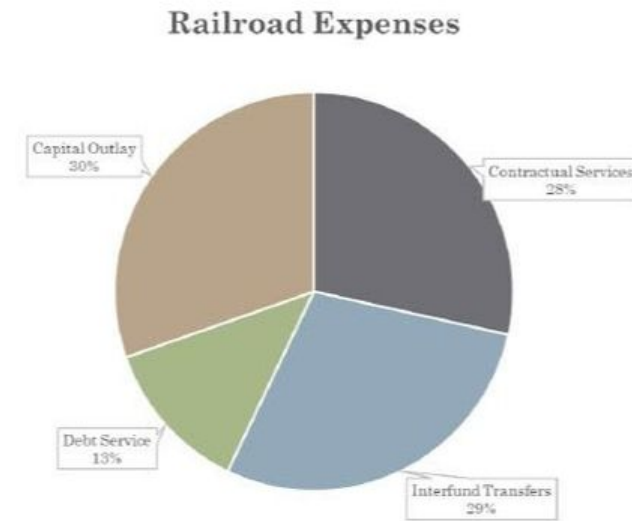
For more than a decade the city has been discussing with the BNSF the construction of a new BNSF/CIR interchange near Elva Road. Federal grant funding programs are coming available for closing of at-grade crossings and the city will be pursuing grant funding along with BNSF contributions to install a new main line switch and extend the CIR south to Elva Road. This project would remove the current BNSF traffic from the three crossings on Caron and Steam Plant Roads. Estimated cost of the new switch and CIR expansion is \$12M.

The CIR revenue covers the cost of the bond that funded the Railroad Quiet Zone, the annual fee to participate in the Lee-Ogle Enterprise Zone, nearly all costs associated with operating the Economic Development Department, transfers for airport project matching funds and contributes approximately \$50,000 to the city and GREDCO operations. Additionally, the CIR sets aside 40% of its revenue for matching future federal and state grants which cover 50%-80% of capital/maintenance projects.

## RAILROAD REVENUES



## RAILROAD EXPENSES

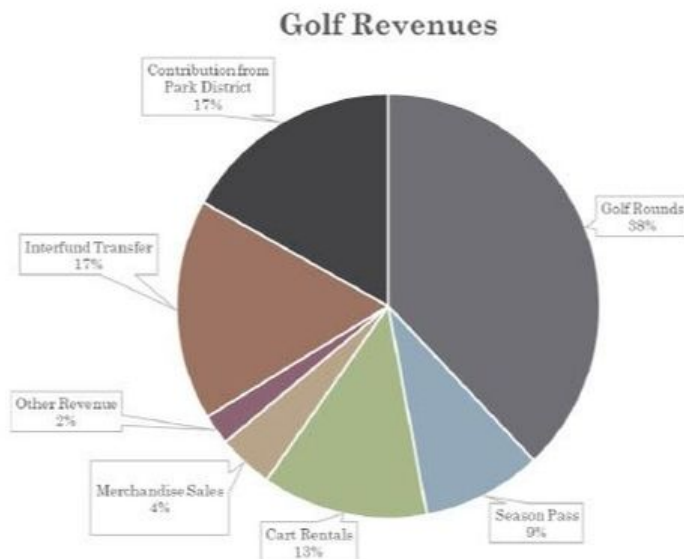


### The Rochelle Municipal Golf Course

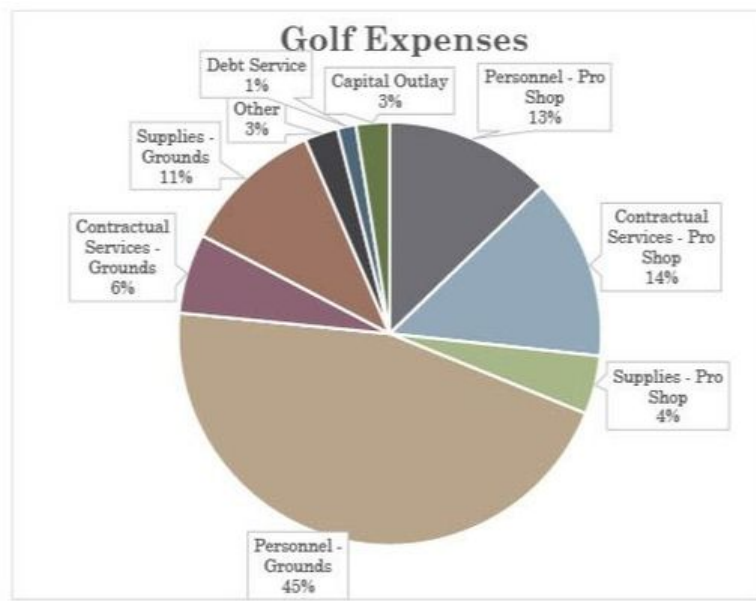
The Rochelle Municipal Golf Course (Fairways) continues to provide a valuable recreational service to our community. In 2022, the golf course had a record year selling close to 13,000 rounds. In 2023, staff anticipates that number to match or exceed this total. The facility has averaged 78 season passes and over 17 group outings during the same time. The Golf Course manager and his team have made major improvements since 2017 that include all new LED lighting in the Pro Shop and cart barn, new stamped patio between the Pro Shop and Salt 251, replacement of irrigation pump and drive, storm water improvements on the south end of the course, removal of dead trees from the course and replacement of two mowers.

Despite the economic issues facing our economy in 2022, the golf course revenues increased due to increased usage. During the 2022 season, usage increased by over 1,500 rounds and the net revenue over expenses is estimated to be exceed \$20,000. Staff continues to do a great job of marketing the course and bringing in people from the state and region.

### **GOLF REVENUES**



## GOLF EXPENSES



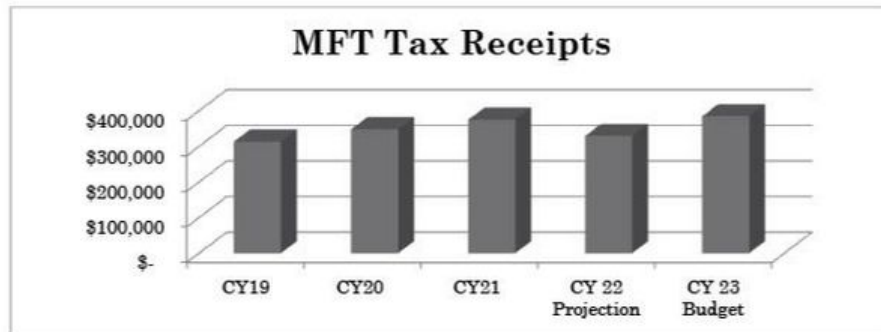
## OTHER FUNDS (MFT, TIF, UTILITY TAX, NON-HOME RULE SALES TAX AND HOTEL/MOTEL TAX)

### Motor Fuel Tax Fund

Motor Fuel Tax Funds are used for infrastructure and transportation related projects. The Motor Fuel Tax is levied and collected by the state and redistributed back to localities based on a per capita basis. For CY 23, staff is estimating collections of approximately \$432,000 (based on Illinois Municipal League data). Although we are coming out of a pandemic, the gas tax increase from 2019 should net additional revenue for the city. All MFT funds must be used for street related projects. Annually the city funds a large portion of the Seal Coat Program with MFT dollars. Other projects that will be partially funded with MFT dollars in 2023 and coming years include 7<sup>th</sup> Ave Bridge over Kyte River and miscellaneous resurfacing projects. The City of Rochelle received \$210,000 in Rebuild Illinois Funds in 2022 and expects to receive approximately half of that in 2023.



## MOTOR FUEL TAX



### Tax Increment Financing Funds

The City of Rochelle now has three TIF funds. The Lighthouse Pointe TIF was established in 2010 for public improvements near the Walmart and retail out-lots on Route 38. The funds generated by this TIF can only be utilized in the TIF area and are used to fund debt service and other redevelopment projects. Aside from the debt service payments, the largest expense in the Lighthouse Pointe TIF is the reimbursement to both school districts. In 2022 and 2023 the city will be utilizing funds from this TIF to install new lighting near Walmart and along Highway 38. The budget in 2022 and 2023 for this project totals \$900,000.

Established in 2016, the Downtown and Southern Gateway TIF received its first increment in 2017. The increment the city receives continues to increase annually. Staff anticipates collecting approximately \$292,000 in revenue for CY 23. The budget for CY 22 is \$387,000, with the city utilizing a fund balance to pay two development agreements off early. Some of the projects planned for 2023 listed below:

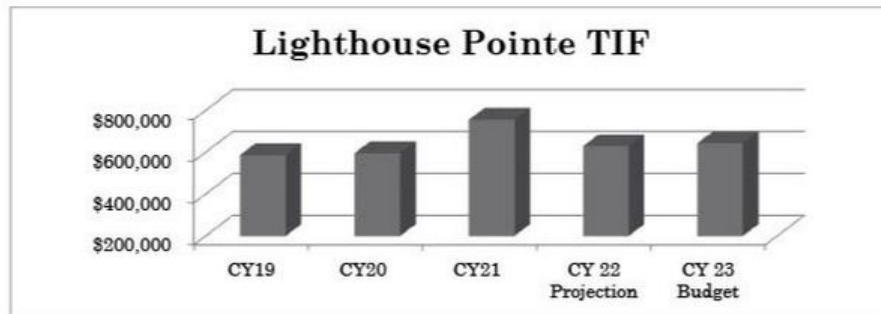
#### **Downtown Revitalization:**

Flowerpots, Benches and Banners	\$25,000
Page Park Updates/Parkin lot updates	\$80,000
Downtown Façade Improvements	\$15,000
Development Agreements	\$80,000
Possible Property Acquisition/Redevelopment	\$80,000

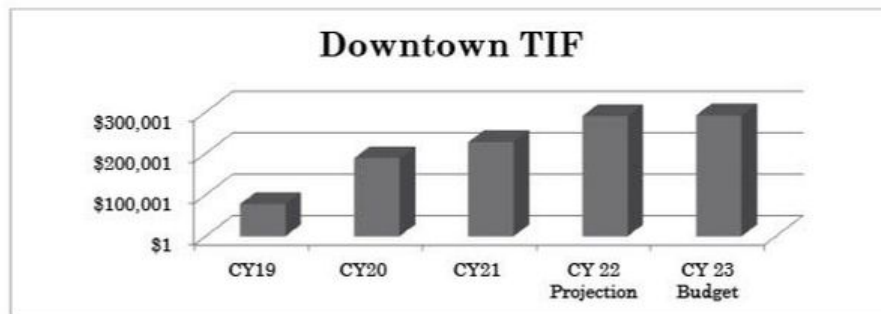
The third TIF, commonly known as the Northern Gateway TIF, was established in August 2018. The TIF is projected to generate \$111,000 in 2023. The total budgeted for 2023 is approximately \$100,000. Projects include Benny's Corner Market Development agreement and the redevelopment of the Hickory Grove site. All expenditures for the Hickory Grove redevelopment will be funded through the Solid Waste Fund and then reimbursed through the Northern Gateway TIF. Our team will continue working aggressively to fund future projects in this area.



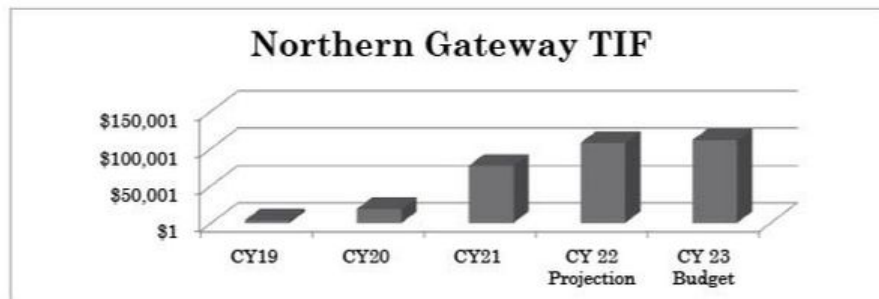
**LIGHTHOUSE POINTE TIF**



**DOWNTOWN TIF**



## NORTHERN GATEWAY TIF



Aside from Motor Fuel Tax, the two other revenue sources the city utilizes to fund Capital Improvements include the  $\frac{3}{4}\%$  Non-Home Rule Sales Tax and the Utility Tax. Both revenue sources, as set by code, are to be used for infrastructure improvements and Property Tax relief.

### Utility Tax

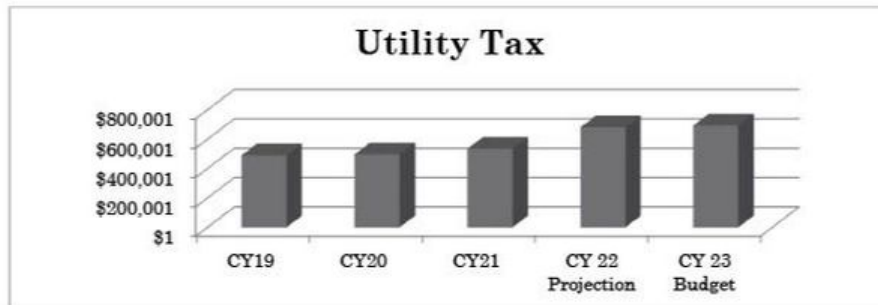
In CY 23, it is projected that the Utility Tax Fund will generate \$850,000. This increase is based on the tax increase approved in 2018, inflationary pressures and additional growth in industrial and commercial electric load. Projects being funded in the coming year include the Sidewalk Replacement Program along with street and storm water improvements throughout the community. The Utility Tax must be reapproved by council every five years. This tax was reauthorized in 2022 without an increase.

### Non-Home Rule Sales Tax

Non-Home Rule units of local government are authorized to impose a Home Rule Sales Tax and certain Non-Home Rule units of local government are authorized to impose a Non-Home Rule Sales Tax. The Non-Home Rule Sales Tax is in 0.25% increments with a 1% maximum rate limit. The city's Non-Home Rule Sales Tax rate is .75%.

Staff is anticipating the tax will generate approximately \$1,450,000 in revenues in CY 2023. The funds will be utilized to fund infrastructure improvements along with covering the payment for the 2018 Alternate Revenue Bonds. The annual debt service payment is approximately \$656,000 and the final payment will be on January 1, 2027. The bonds helped fund the following projects: South Main Street expansion and reconstruction, 6<sup>th</sup> Street reconstruction, West 2<sup>nd</sup> Avenue reconstruction and numerous storm sewer projects throughout the community. Of the remaining funds, \$200,000 will be transferred back to the General Fund to cover the salary and benefits of two street department employees who spend their time maintaining newly constructed infrastructure. The remaining funds will be transferred to the CIP to help fund projects in 2023.

#### UTILITY TAX



#### NON-HOME RULE SALES TAX



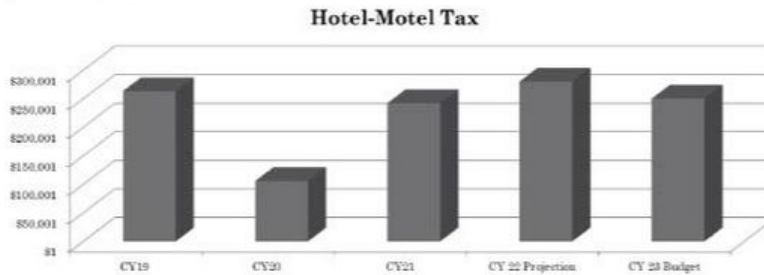
#### Hotel/Motel Tax Fund

The city's other minor fund that contributes greatly to the overall economic viability of the community is the Hotel/Motel Tax Fund. The revenues generated by this tax can only be spent on items related to the promotion of tourism in the community. Prior to the pandemic the annual revenue derived from the local Hotel/Motel Tax was consistent and generated about \$256,000 annually. During the pandemic, the city witnessed a large decrease in tax revenue collections. Along with the revenue declines due to lower hotel utilization, the city council approved a moratorium on hotel/motel tax collections and allowed the local hotel operators to keep the collections to assist with their businesses. This program is no longer in effect and the city, once again, collects the entire amount.

In 2023, staff anticipates a full recovery to pre pandemic revenue levels. Projects planned for funding in CY 23 include expending \$135,000 in ARPA funds for building improvements at Railfan Park, community mural funding, continuation of the *Spark* Retail Project sponsored by the Retail Advisory Board and other marketing projects. The other major expense in the Hotel/Motel Tax Fund is the \$60,000 contribution to the golf course. This is the sixth year of the seven-year

agreement with the Park District. Another possible use of future funds will be to assist in the redevelopment of the Hickory Grove site.

#### HOTEL/MOTEL TAX



#### Hotel/Motel Tax Community Growth Events & Projects

##### Community Events:

Irish Hooley	\$6,000
Railroad Days	\$5,000
Heritage Festival	\$8,000
Hay Day	\$8,000
Christmas Walk	\$5,000
Cinco de Mayo	\$8,000
Misc. Events	\$20,000
(Outdoor Markets, Hispanic Heritage Festival, Family Swim Night, Movie in the Park etc.)	

##### Community Contributions (General Fund/RMU Community Relations):

Rochelle Chamber	\$8,500
Senior Center	\$25,000
Flagg Rochelle Museum	\$12,000
4 <sup>th</sup> of July Fireworks	\$15,000
Municipal Band	\$14,000

#### STAFF LEVELS AND COSTS

In an effort to find cost reductions, in both 2017 and 2019, the city council authorized two separate separation incentives for qualified employees. To date, 12 employees have chosen to participate, with only two employees being replaced. During this time the program has saved the city and utility departments over \$1,000,000 annually.

Another goal of this budget to ensure all staffing is being funded by the appropriate departments. Therefore, 10 positions are included in the Administrative Services Department. They include the City Manager, Director of Community Engagement/Assistant to the City Manager, Finance Director and staff associated with Finance, the Human Resource Director, and appropriate staff, Industrial Development Manager and Sustainability Coordinator. The new GIS position is being funded through the Network Administration budget.

All Funds, both general and utilities contribute based on a predetermined formula. Moving these salaries to this department ensures that all funds are being adequately charged for that position's salary and benefits. This will ensure a more equitable funding level for these positions going forward.

Another looming cost, but extremely important benefit to offer, is the city's healthcare plan. The organization continues to provide a competitive benefit package to our employees. As a result, in 2017 the City opted to join the QCHIP (Quad Cities Health Insurance Pool) which is a subgroup of the IPBC (Intergovernmental Cooperative Benefits Cooperative). This group has over 37,000 employees and dependents from across Central and Northern Illinois. This cooperative allows the city to pool its buying power with other municipal organizations to stabilize rates long-term. For 2023, the city anticipates an increase of no more than 3% for health insurance benefits. The city has established a health insurance committee to look at ways to cut costs including offering a high deductible plan accompanied with a Health Savings Account, an HMO plan and changing benefits such as co-pays. In the last round of union negotiations, a new tier was added for employee health contributions so new employees pay a larger portion.

**Full-Time Employees**

General Fund (Includes elected officials)	72 Full-Time Employees
Internal Service	14 Full-Time Employees
Enterprise Funds	<u>46 Full-Time Employees</u>
<b>TOTAL</b>	<b>132 Full-Time Employees</b>

Non-union labor costs have been budgeted between 2%-3.5%. These salaries are based on the compensation study that was approved in 2018. All union labor costs are set by recently approved collective bargaining agreements and have been averaging 3%-3.25% increases.

**DEBT SERVICE**

As directed by the mayor and city council, staff continues to attempt to pay down the city's outstanding debit. However, due to continued historically low interest rates, the city council authorized the issuance of up to \$18 million in Alternate Revenue Bonds to fund electric related infrastructure upgrades. Aside from this new debt the City continues to pay down all of its other long-term debt obligations. Below is a list of the outstanding debt for the city and RMU. Total debt will decrease by approximately \$3.4 million in CY 23.

Outstanding Debt	As of 1/1/23	Principal Payments	As of 12/31/23
Electric (Bond)	\$ 15,265,000	\$ 970,000	\$ 14,295,000
Electric (Building)	\$ 1,007,509	\$ 292,491	\$ 715,018
Technology Center	\$ 1,915,000	\$ 300,000	\$ 1,615,000
Water Reclamation	\$ 4,766,723	\$ 259,104	\$ 4,507,619
Water	\$ 6,039,586	\$ 346,903	\$ 5,692,683
Airport	\$ 345,000	\$ 50,000	\$ 295,000
Lighthouse Pointe TIF	\$ 1,705,000	\$ 170,000	\$ 1,535,000
Golf	\$ 4,689	\$ 4,689	\$ -
General Fund (Quiet Zone)	\$ 825,000	\$ 165,000	\$ 660,000
General Fund (Cap Impr)	\$ 2,970,000	\$ 550,000	\$ 2,420,000
General Fund (Fire Dept)	\$ 288,385	\$ 17,500	\$ 270,885
General Fund (Street Dept)	\$ 575,150	\$ 117,722	\$ 457,428
Railroad (GREDCO)	\$ 494,813	\$ 164,938	\$ 329,875
<b>TOTAL</b>	<b>\$ 36,201,855</b>	<b>\$ 3,408,347</b>	<b>\$ 32,463,633</b>



**FUND SUMMARY**

	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>% Change</b>
<u>General Fund</u>			
Revenues	\$12,117,647	\$13,405,888	+11%
Expenditures	\$13,072,825	\$14,702,934	+12%
<u>Special Revenue Funds</u>			
Revenues	\$10,836,025	\$5,150,485	-47%
Expenditures	\$14,390,959	\$9,235,006	-36%
<u>Water Fund</u>			
Revenues	\$4,393,107	\$7,739,712	+76%
Expenditures	\$5,048,098	\$7,606,759	+51%
<u>Water Reclamation Fund</u>			
Revenues	\$6,073,788	\$7,866,733	+30%
Expenditures	\$6,285,757	\$7,901,706	+26%
<u>Solid Waste</u>			
Revenues	\$698,041	\$927,719	+33%
Expenditures	\$2,100,754	\$1,665,870	-21%
<u>Electric Fund</u>			
Revenues	\$47,279,313	\$41,253,423	-13%
Expenditures	\$39,364,118	\$45,960,491	+17%
<u>Airport</u>			
Revenues	\$604,269	\$2,178,761	+360%
Expenditures	\$556,267	\$2,181,642	+392%
<u>Railroad</u>			
Revenues	\$2,013,062	\$1,013,062	-50%
Expenditures	\$2,574,639	\$1,509,316	-41%
<u>Golf Course</u>			
Revenues	\$376,800	\$355,800	-6%
Expenditures	\$376,643	\$352,180	-6%
<u>Technology Center</u>			
Revenues	\$1,697,400	\$1,416,500	-16%
Expenditures	\$1,624,016	\$1,638,631	0%



#### **Recent Positive Steps**

To balance the challenges addressed above, the City of Rochelle has taken the following steps:

- Review of Utility Rates periodically. Included in the current CY 23 Budget is a rate increase for the hydroponic rate for the electric department. In both 2020 and 2021, the city council approved multi-year rate increases for water and water reclamation customers.
- In CY 20, the city extended its Purchase Power Agreement with NextEra energy that will provide low and stable wholesale power rates for the next eleven years. This again will help to lead to savings for our ratepayers. The city will continue to monitor the market and look to find ways to increase its renewable portfolio.
- The city recently signed a demand response agreement with CPower. This agreement could potentially save the utility and its customers money by reducing demand costs during high peak times. The City recently approved a contract with Panoptic Solutions to conduct residential energy audits.
- The City applied for federal funding to assist with weatherizing and providing energy efficiencies funds to low-income utility customers.
- The City was allocated over \$1.2 million in ARPA funds. The city council authorized these funds for revenue replacement to help fund upgrades to water infrastructure, storm water infrastructure, updates to the railfan park and purchasing energy efficiency products for utility customers.
- The City Council approved an agreement to cap cell one without doing the exhumation at the landfill. Included in this plan is a ramp up of landfill waste that will allow for a closure of the facility within 25 years. This ramp up will significantly increase revenues available to the community through the landfill fund.
- To continue promoting the Airport for corporate and recreational usage, the City budgeted funds in the coming CY for taxiway and runway improvements. The city will be creating a Revenue Enhancement Plan for the Airport to ensure its long-term solvency.
- The CY 23 Budget includes funds for the expansion of the Façade and Building Improvement Program to include the entire community. This program continues to be extremely successful.
- The city was awarded a \$1.1 million downtown improvement grant from the state of IL. These funds will be utilized for improvements throughout the downtown corridor.

- Staff budgeted funds to complete the construction of the new substation south of I-88. Funds are also budgeted to begin the design work for a new substation on the west side of the RMU service territory near Mighty Vine.
- Staff budgeted funds to begin hiring additional police officers in anticipation of more retirements. My goal is to make sure each retirement is replaced with a new officer.
- Included in the budget are funds to begin work for Phase II of the Water Reclamation Plant upgrades. The project includes rehabilitating 30 million gallons of wet weather storage lagoons, rehab of the secondary clarifiers, upgrading the sand filters to a cloth media filtration system, upgrading the 2<sup>nd</sup> half of the aeration system to meet phosphorous regulations, and adding a 2<sup>nd</sup> barscreen and additional piping work.
- Staff continues conservation measures, where possible, to minimize the impact of rising energy costs. City/RMU facilities continue to install LED lighting in buildings and streetlights and is looking at installing solar panels on city/utility facilities.
- The Economic Development department is working on multiple prospects that are considering Rochelle due to access to transportation outlets and City-owned railroad system. The City is also renewing its efforts to open more channels of communication with our existing businesses.
- Funds are included for the full implementation of the City's new asset management and ERP systems. This also includes a new GIS system.
- Funds are budgeted for the design of a new iron removal plant at Well #8.
- Budgeted funds to complete the remodel of the utility/engineering facility on S 7<sup>th</sup> Street along with security upgrades at the utility billing office.
- Staff will continue working with the Mayor and City Council to find new grant opportunities for expanding programs for our residents.
- The city council recently approved a new strategic plan.

#### **CONCLUSION**

Rochelle has numerous priorities for the coming fiscal year. The city is utilizing general fund balances for building and infrastructure improvements along with hiring additional police

officers. The budget adequately funds the needs of the city and sets the appropriate spending policies of the elected officials. Yet, future year budgets may present the community with challenges. It is anticipated that there may be an economic downturn at some point in 2023. The city needs to prepare for this and set appropriate spending levels in the future if this economic downturn becomes a reality.

This budget system allows the city to better prioritize spending based on policies and programs deemed most important by our Mayor and City Council. Staff will continue to bring ideas to our elected leaders that aid in stabilizing the city budget and growing our community long-term.

**Finally, every Department played an important and valuable role in the development of this budget blueprint. Staff has been very helpful and forthright in providing information and suggestions. The City of Rochelle should be proud of its dedicated employees who understand today's economic environment.**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Rochelle  
Illinois**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Monill*

Executive Director

## History of the City of Rochelle



Established in 1853, the City of Rochelle has grown to a population of over 9,500. With a small-town look and feel, Rochelle offers large-town services and an outstanding quality of life. Rochelle has long been known as the *Hub City*. Major transportation arteries crisscross here: the north-south distribution corridor of I-39 and the east-west research corridor of I-88 with two state routes — Illinois 38 and 251. Lincoln Highway 38 stretches from California to New York State. With a population of 9,524, Rochelle ranks in the upper quartile for Diversity Index when compared to the other cities, towns and Census Designated Places (CDPs) in Illinois. The formal boundaries for the City of Rochelle encompass a land area of 12.98 sq. miles and a water area of 0.02 sq. miles.

The Lincoln Highway through Rochelle was originally a Potawatomi Indian trail. In 1853, Robert P. Lane purchased land from Charlotte Bartholomew, Sheldon Bartholomew's widow, near the settlement known as Hickory Grove, and the community became officially known as Lane. After a hanging scandal, the citizens renamed their village Rochelle. Because of the incident on Cherry Street in the late 1800s, Lane became known as Hangman's Town. The Lane Leader was established in 1858 and published a special edition on the hanging on June 20, 1861. Prominent citizens went to trial for the murder but were found not guilty. After the hanging, Lane's growth stagnated. Someone noticed a Rochelle Salts (laxative) bottle on the shelf and suggested the town needed a "good cleaning out". In 1866, the Illinois General Assembly changed the name to Rochelle.

Alternate unofficial names for Rochelle include Hickory Grove, Lane, Lane Depot, Loblolly Grove and Story.

From then, the town grew to the largest city in Ogle County. The Flagg Township Historical Museum offers times gone by in many forms in the 1884 city hall, which is on the national Register of Historic Places. Rochelle offers suburban amenities with the heathy atmosphere of the small town where actress Joan Allen grew up.

Rochelle is a caring and progressive community that works together to meet challenges and solve problems. Its parks, schools, industries, city-owned utilities, and retail businesses contribute to the modern spirit of the community and have much to offer both lifelong residents and guests.

The junction of the Burlington Northern Santa Fe with the Union Pacific Railroad provides an excellent opportunity to access two western transcontinental railroads. The City Industrial Rail (CIR) provides dual access to both mainlines. The Rochelle transportation system can serve over 80 million people in 15 different states, including Canada, in less than 24 hours. With world-class capability, Rochelle has become a transportation hub for high-speed broadband fiber.

Positioned in a rapidly changing region, Rochelle is influenced by the expansion of the Chicago and Rockford metropolitan areas and the growing national reliance on intermodal transportation services and cold storage/distribution services. Rochelle is experiencing steady industrial, commercial, and retail growth. It is home to two state-of-the art domestic and Dutch hydroponic greenhouses supplying fresh lettuce, kale, and tomatoes to some of the largest grocers in the Midwest.

Tourist attractions include the Lincoln Highway and Rail Fan Park. The viewing platform at the *diamond* intersection of the mainline railroads attracts thousands of visitors from around the world. Annual celebrations like Memorial Day, Fourth of July, Heritage Festival, Railroad Days, Farmers Markets and the Hispanic Festival are opportunities for community involvement, fellowship, entertainment, and fun.



## ELECTED OFFICIALS AND ADMINISTRATION

### MAYOR & CITY COUNCIL

<b>MAYOR</b>	John Bearrows	jbearrows@rochelleil.us	Term 2019-2023
<b>COUNCIL</b>	Tom McDermott	tmcdermott@rochelleil.us	Term 2019-2023
<b>COUNCIL</b>	Bil Hayes	bhayes@rochelleil.us	Term 2019-2023
<b>COUNCIL</b>	John Gruben	jgruben@rochelleil.us	Term 2019-2023
<b>COUNCIL</b>	Dan McDermott	dmcdermott@rochelleil.us	Term 2021-2024
<b>COUNCIL</b>	Kate Shaw Dickey	kshaw-dickey@rochelleil.us	Term 2021-2024
<b>COUNCIL</b>	Rosaelia Arteaga	rarteaga@rochelleil.us	Term 2021-2024

### ADMINISTRATIVE OFFICIALS

<b>CITY MANAGER</b>	Jeff Fiegenschuh	jfiegenschuh@rochelleil.us
<b>CITY CLERK</b>	Rose Hueramo	rhueramo@rochelleil.us
<b>DEPUTY CLERK</b>	Jennifer Thompson	jthompson@rochelleil.us
<b>ASSISTANT TO THE CITY MANAGER</b>	Jennifer Thompson	jthompson@rochelleil.us

### MANAGEMENT STAFF

<b>CEMETERY</b>	Tim Isley	tisley@rochelleil.us
<b>COMMUNITY DEVELOPMENT</b>	Michelle Pease	mpease@rochelleil.us
<b>ECONOMIC DEVELOPMENT</b>	Jason Anderson	janderson@rochelleil.us
<b>ELECTRIC</b>	Blake Toliver	btoliver@rmu.net
<b>ENGINEERING</b>	Sam Tesreau	stesreau@rochelleil.us
<b>EMERGENCY MANAGEMENT</b>	Terry Inman	tinman@rochelleil.us
<b>FIBER, INTERNET AND PHONE</b>	Pat Brust	pbrust@rmu.net
<b>FINANCE</b>	Chris Cardott	ccardott@rochelleil.us
<b>FIRE DEPARTMENT</b>	Chief David Sawlsville	dsawlsville@rochelleil.us
<b>FAIRWAYS PUBLIC GOLF COURSE</b>	Mitch Hamilton	mhamilton@rochelleil.us
<b>GIS SPECIALIST</b>	Casey Heuer	cheer@rmu.net
<b>HUMAN RESOURCES AND RISK MANAGEMENT</b>	Nancy Bingham	nbingham@rochelleil.us
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<b>WATER AND WATER RECLAMATION</b>	Adam Lanning	alanning@rmu.net

### PROFESSIONAL CONSULTANTS

<b>FIRM</b>	<b>CONTACT</b>	<b>FUNCTION</b>
Peterson, Johnson and Murray Chicago, LLC	Dominick L. Lanzito	City Attorney
Fletcher and Sipple	Janet Gilbert	Railroad Attorney
Hewitt and Wagner, Attorneys at Law	Brent Wagner	Prosecutor
Sikich LLP	Anthony Cervini	Auditor
Chapman and Cutler, LLP	Larry White	Bond Counsel
Robert W. Baird and Co.	Stephan C. Roberts	Underwriter

Please use the information below if you wish to contact the City of Rochelle

Jeff Fiegenschuh, City Manager  
City of Rochelle  
420 N 6th Street  
Rochelle, Illinois 61068  
(815) 561-2000





## CITIZEN BOARDS AND COMMISSIONS

Resolution R96-3 approved in 1996 revised the Rochelle Municipal Code to end the current terms of all members of City Boards and Commissions as of June 30 and make new appointments to begin July 1 of each year. In preparation for the newly appointed terms, it was found the activity of these five boards and committee activities are no longer needed for the operation of the city's business. Currently, the Trucking Advisory Committee, Utility Advisory Board, Stormwater Advisory Commission, Airport Advisory Board, and Railroad Advisory Board have vacant openings. These past years it has been difficult to find volunteers for these boards and committees to fill the vacancies. Any issues that these boards have discussed in the past are handled by staff and the city manager with direct reporting to the Mayor and City Council.

### AIRPORT ADVISORY BOARD - 7 Members (Choose Chairperson) and 3-Year Terms

The Board serves in an advisory capacity to the City Manager, Community Development Director, and the City Council on policies related to the Rochelle Municipal Airport including operational, financial, and expansion issues.

NAME	TERM EXPIRES JULY 1
Gary Dunn	2023
Norman Jenkins, Sr.	2025
<b>John "Skip" Kenney, Chairperson</b>	2025
Rick Kettley	2023
Claude McKibben	2025
Joel Thompson	2023
Dale Meyers	2023
<b>TWO AT-LARGE MEMBERS</b>	
Dennis Swinton	2023
Vacancy	2024

### FIRE PENSION BOARD

The Rochelle Fire Pension Fund is a pension fund operating under the constitutional and statutory provision of the State of Illinois Pension Code. It is governed by a board of Trustees and funded by contributions from its participants, taxes levied by the City and from investment earnings. The Fund provides for benefits upon retirement and disability or death for eligible participants as provided for by state statutes.

The Fire Pension Board meets at least quarterly as designated by the President in the Fire Department Basement.

NAME	TERM EXPIRES APRIL 30
Chris Cardott	2023
Jillian Condon	2024
Dan Miller	2024
<b>Zach Prewett, President</b>	2023
Jason Underwood	2022

### GOLF COURSE ADVISORY BOARD

The Board serves in an advisory capacity to the City Manager, Golf Course Director, and the City Council on policies related to the Fairways Public Golf Course, including operational, financial, and maintenance issues.

NAME	TERM EXPIRES JULY 1
<b>Dennis Berg, Chairperson</b>	2022
Don Gerald	2022
Mark D Gillis	2022
Robert Johns	2024
Dennis Stewart	2024

## PLANNING & ZONING COMMISSION

The Planning & Zoning Commission's primary duties relate to the Comprehensive Plan, zoning ordinance and subdivision regulations while serving as an advisory board to the City Council. The Planning Commission meets on the first Monday of each month at 6:00pm at City Hall. Members are appointed by the Mayor with the consent of the City Council. The Planning & Zoning Commission consists of seven members who must live within 1.5 miles of Rochelle and four at-large members with no residency requirement. Members serve five-year terms.

NAME	TERM EXPIRES JULY 1
<b>Kurt Wolter, Chairperson</b>	2025
Wendell A. Colwill	2025
Diane McNeilly	2025
Dennis Swinton	2025
Mike Myers	2026
Will McLachlan	2026
Claude McKibbon	2026
<b>FOUR-AT-LARGE MEMBERS</b>	
Vacancy	2026
Vacancy	2025
Vacancy	2026
Vacancy	2025

## BOARD OF POLICE & FIRE COMMISSIONERS

The Board of Fire and Police Commissioners is appointed by the Mayor with the consent of the City Council. The Commission develops eligibility lists for police and fire appointments and hears appeals concerning employee disciplinary action.

NAME	TERM EXPIRES JULY 1
<b>Robert Johns, Chairperson</b>	2023
Jim May	2022
Gregg Olson	2024

## POLICE PENSION BOARD

The Rochelle Police Pension Fund is a pension fund operating under the constitutional and statutory provision of the State of Illinois Pension Code. It is governed by a Board of Trustees and funded by contributions from its participants, taxes levied by the City and from investment earnings. The Fund provides for benefits upon retirement and disability or death for eligible participants as provided for by state statutes.

The Police Pension Board meets at least quarterly as designated by the President in the Conference Center at City Hall.

NAME	TERM EXPIRES APRIL 30
Chris Cardott	2023
Bill Haan	2024
Roger Johanning	2025
<b>Ryan Kovacs, President</b>	2025
Jillian Condon	2024

## RAILROAD ADVISORY BOARD

The Board serves in an advisory capacity to the City Manager and City Council, through the Director of the City Railroad. The RAB advises on policies related to the City of Rochelle Industrial Railroad (CIR), including operational, financial, and expansion issues. The Economic Development Director currently serves as the Director of the Railroad.

NAME	TERM EXPIRES JULY 1
Dale Meyers	2024

Steve Truckenbrod	2024
<b>Randy Wakenight, Chairperson</b>	2023
Robert Wingate	2023
Ken Wise	2023

## RETAIL ADVISORY BOARD

The Retail Advisory Board serves in an advisory capacity to the City Manager and City Council, through the Industrial Development Manager. The RAB brings community awareness of the importance of local shopping, support for entrepreneurship, and the growth of commercial and retail opportunities. Members are appointed and terms do not expire.

Jacob Becker	Amanda Kost
MiKe Carr	Manish Patel
Kate Shaw-Dickey	Michelle Pease
Jeff Fiegenschuh	Caitlyn Ratchkova
Peggy Friday	Jock Sommese
Tricia Herrera	Jenny Thomspon
LaCretia Konan	

## STORMWATER ADVISORY COMMISSION - 7 Members (Mayor Appoints Chairperson) 3-Year Terms

The Commission acts as advisors to the City Engineer and the City Manager with reference to the operation and control of stormwater management matters within the City. The Stormwater Commission meets at least bi-monthly as designated by the chairperson. Members are appointed by the Mayor with the consent of the City Council.

NAME	TERM EXPIRES JULY 1
David Casey	2024
Terry Danner	2023
Jim May	2024
Blake Vogeler	2024
Vacancy	2024
Vacancy — Member-at-Large	2023
Vacancy — Member-at-Large	2024

## TIF JOINT REVIEW BOARD

Annually, the Joint Review Board (JRB) for each Tax Increment Financing District (TIF) must meet to discuss the annual report filed with the State of Illinois. A JRB is initially established when a new TIF is under consideration and the JRB makes a recommendation to the City Council. The JRB is composed of certain taxing districts affected by the TIF.

There are currently three active TIFs in Rochelle:

Lighthouse Pointe TIF

Downtown and Southern Gateway TIF

Northern Gateway TIF

## TRUCKING ADVISORY COMMITTEE

The Trucking Advisory Committee was established on July 1, 2013, according to the City Code; Chapter 94, Section 542. The purpose of this committee is to provide information to the City Manager, Mayor, and City Council on all issues related to trucking in and about the City of Rochelle.

NAME	TERM EXPIRES JULY 1
Patricia Burch	2024
Joel Thompson	2026
Vacancy	2024

Vacancy - Member at Large	2024
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## UTILITY ADVISORY BOARD

The Rochelle Utility Advisory Board (UAB) consists of six members that serve four-year terms and are appointed by the Mayor. The UAB is an advisory board to the City Council on issues of utility consumption rates, suggested code amendments, and general service policies related to the utilities not designated by the City Council or City Manager.

RMU, like other public power utilities, is operated by our local government to provide Rochelle with reliable, responsive, not-for-profit utility services. The Rochelle Municipal Utilities has played a major role in the growth and progress experienced by Rochelle. New projects and system improvements are initiated annually to provide quality customer service.

NAME	TERM EXPIRES JULY 1
Vacancy	2026
Tom Byro	2024
<b>Claude McKibben, Vice-Chairman</b>	2024
Richard Ohlinger	2026
Mike VanHouton	2026
Vacancy, Chairperson	2024

# Mission and Vision Statement



## OUR VISION

A vibrant community where everyone can thrive.

## OUR MISSION

To provide a safe, connected and innovative community with professional, personalized and impartial services.

## OUR VALUES

The City of Rochelle's Strategic Plan is guided by three fundamental elements: our mission, our vision, and our core values. Our Mission Statement is based on the principles of high quality and continuous improvement. Our Vision Statement presents a compelling future toward which our Strategic Plan is directed. Both our mission and our vision are founded on the following basic values that guide all our actions and that reflect what we expect from our employees and elected officials. And in a word, we are...

**Economic and Business Development** means we create a simplified range of opportunities for all types of business recruitment and retention. We value strong collaborations with elected officials and regional economic development organizations to promote and market the region for industrial and commercial growth.

**Capable | Business-friendly | Growing | Intentional**

**Financial Management and Stability** means we believe integrity, fiscal responsibility, and prudent stewardship of public funds is essential for citizen confidence in government. We are committed to attainable performance measures based on a secure strategic plan.

**Transparent | Stable | Accountable | Stewards**

**Community Inclusivity and Engagement** means we value the cultural and social diversity that is reflected in our community. We welcome the changes and new perspectives that this diversity brings.

**Individuals | Respectful | Compassionate | Ethical**

**Infrastructure Effectiveness and Improvement** means we provide a maintained and reliable infrastructure for all members of the community while continuing to find innovative ways to improve the delivery of services.

**Affordable | Local | Sustainable | Strategic Planners**

**Core Service Delivery** means we encourage employees to exercise independent judgment in meeting customer needs through professional behavior. We support continuing education and training for all staff members.

**Proactive | Servants | Best Practices | Dedicated**

## WHAT IS MEANS TO BE A CITY OF ROCHELLE EMPLOYEE

City of Rochelle employees are considered an asset to the community and the organization. They are known for their excellence and commitment to high-quality and efficient services that are responsive to the community's diverse and ever-changing needs. The team helps make Rochelle a vibrant and enjoyable community to live and work in.

It is expected that all employees, regardless of their responsibilities, take the collective mission of the City of Rochelle to heart. *The City of Rochelle is committed to providing fiscally responsible, high-quality, responsive services to the community. They have the opportunity to perform quality work and to contribute to the success of the organization. Employees are supported and encouraged to enhance personal growth while working with a dynamic variety of individuals from within and outside the organization.*

In 2018, the city council approved a new strategic plan. Part of this plan includes the implementation of five key strategic priority areas along with updated short and long-term goals. As a member of the team, employees are asked to help implement the key initiatives in their work and actions every day. These priorities guide all the policy decisions made by staff and the council.

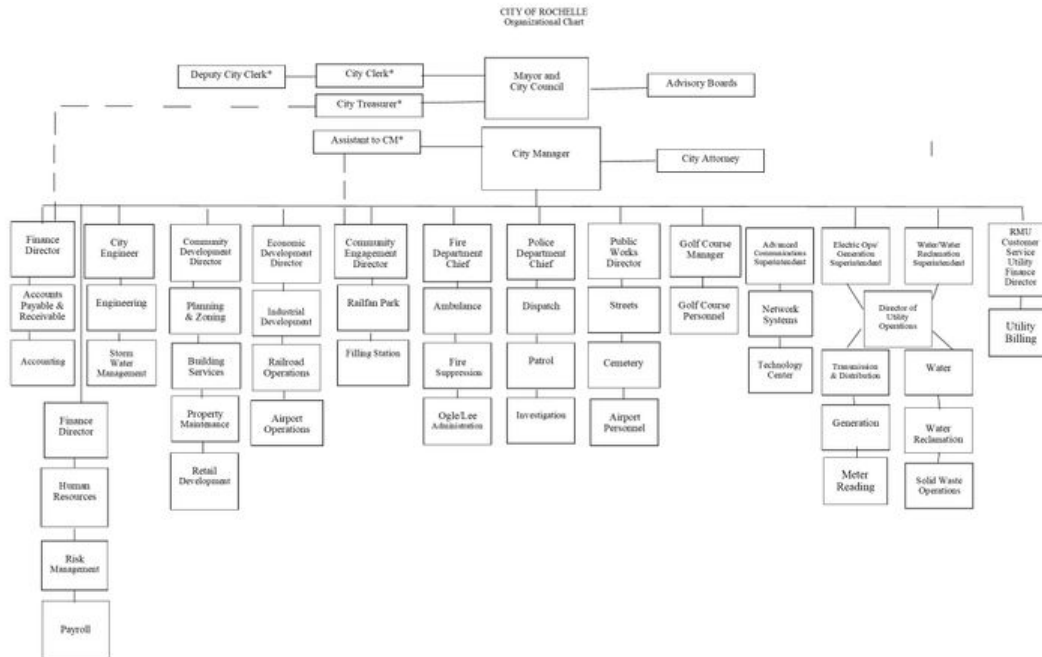
City employees must embrace the timeless spirit of public service, while constantly seeking new ways to increase the efficiency of city operations. Customer service supports and enhances the relationships with constituents. Even brief interactions are opportunities for good service.

The hallmark of a great small town is the knowledge people have of one another, and the willingness to use that knowledge to make each other's lives easier. As city employees, they operate a not-for-profit service organization that is vitally important to those who reside, do business, or visit Rochelle.





# CITY OF ROCHELLE ORGANIZATION CHART



Established in 1975, the Greater Rochelle Economic Development Corporation (GREDCO) exists to promote and grow the industrial base in Rochelle by streamlining the site preparation and railroad expansion efforts, in conjunction with the City of Rochelle.

POSITION	NAME	EMPLOYER
President	Richard Ohlinger	Retired
Vice President	Claude McKibben	Retired
Treasurer	Bruce Seldal	Central Bank Illinois
Secretary	Clyde Gelderloos	Retired
Administrator	Tricia Herrera	Rochelle Chamber of Commerce
Member	Dr. Laurie Borowicz	Kishwaukee College
Member	Pat Burch	Roy's Transfer
Member	Dale Meyers	Meyers Furniture
Member	Tom Huddleston	Huddleston McBride Drainage Co.
Member	Dan Lundquist	Americold Logistics
Member	Mike Myers	Jeff Perry Auto Group
Member	Jason Harper	Rochelle Township High School
Member	Hugh McKiski	Mayor, Village of Steward
Member	Gregg Olson	Rochelle Community Hospital
Ex-Officio Member	Tom Demmer	Lee County Industrial Development Association
Ex-Officio Member	John "Skip" Kenney	Ogle County Board
Ex-Officio Mayor	John Bearrows	City of Rochelle

Ex-Officio City Manager	Jeff Fiegenschuh	City of Rochelle
Ex-Officio Economic Development Director	Jason Anderson	City of Rochelle
Ex-Officio Industrial Development Manager	Peggy Friday	City of Rochelle

# S.W.O.T. Analysis

## 2023 Organizational SWOT Analysis

The analysis of strengths, weaknesses, opportunities, and threats is typically known by its acronym: SWOT. SWOT analysis is one of the first steps in the strategic planning process and has many applications in addition to municipal planning. For our purposes, we will consider how the city's own strengths and weaknesses as well as the opportunities and threats posed by external forces affect the city's ability to achieve the vision described in the Strategic Plan. This will help us to develop a realistic action plan for the implementation of the Comprehensive Plan. While these four terms are hardly specialized vocabulary, it is always helpful to be specific about definitions. It is important to realize that the strengths and weaknesses both represent characteristics of the city within its own borders. In contrast, opportunities and threats come from outside the city.

Strengths are city assets, whether something physical, such as the scenic quality of the downtown, or something less tangible, such as a high degree of satisfaction with police and fire protection services. Conversely, weaknesses are things that the city lacks, things that the city does not do well administratively, or things, including physical aspects, that detract from the overall quality of life. Opportunities are positive qualities or assets that exist in the region beyond the city limits – things that benefit (or could benefit) the city but are not controlled by the city. Threats are external forces that are or may soon become detrimental to the city in some way. City residents seemed particularly sensitive to threats, which is only to be expected given the high level of satisfaction they expressed with their quality of life. There is particular concern about attracting and retaining a qualified workforce and growing the population and filling our schools with students to contribute to the consolidated school system.

### Strengths

- Strong Support Staff who are experts in their positions
- Knowledgeable & dedicated department heads - the right people in the right positions
- City-owned utilities that are reliable, regionally competitive and fiscally sound
- Invested elected officials - supportive and knowledgeable
- New Growth in the Industrial and Downtown Corridors
- Forward-thinking staff and elected officials willing to implement new programs and make changes
- Increasing EAV
- Cash on hand for major funds

### Weaknesses

- Covid-19 Pandemic ramifications
- Continued issues with the State of Illinois
- Need for more diversity in the workplace
- Sometimes we operate in silos
- Non-Home Rule authority

### Opportunities

- More emphasis on collaboration with local taxing districts
- Continued growth of the City-owned fiber and communications system and fiber to the home system
- Continue expanding presence in a regional area
- New development opportunities in the southern corridor & Highway 251 and 38 corridors
- Business Development District south of 88 at Love's and the Airport
- Moving toward a program/performance-based budget with new ClearGov budget software
- Utility load continues to grow
- Updated zoning codes in 2021
- Continued development in the downtown area
- Development of multi-use paths and walking spaces
- Staff development

### Threats

- Covid-19 Pandemic
- State fiscal issues
- Future Local Government Distribution Fund (Income Tax) cuts
- Losing good department employees with vast institutional knowledge
- Lack of commitment to infrastructure
- Not promoting a culture that promotes employee participation and that operates in silos
- Future capital costs in the Utility Departments - Development must help pay for development

# Performance Measures

Since the adoption of the 2018 Strategic Plan, staff has placed more focus on policy implementation and evaluation. Performance Measures were first incorporated into the City's culture and budget documents in 2020, realizing the COVID-19 Pandemic and working remotely has had some influence on the baseline data and collection. Thanks to the increased attention to performance outcomes, the City is making strides toward governing with data and understanding the impact of programs and services. On August 26, 2019, the Rochelle City Council approved a resolution approving the City of Rochelle's 143 Performance Measures. As part of the Vision, Mission and Values Statements, it is important to have Council support for the program.

## What is Performance Management?

Performance Management is made up of a broad range of approaches and practices that governments use for managing operations effectively, budgeting wisely and prioritizing programs. These strategies help governments determine the level of success or failure arising from operational and policy decision-making and create opportunities to correct course based on that information. Performance Management encompasses a range of tools, including tracking and analyzing data, benchmarking against comparable jurisdictions, conducting evaluations, and applying process improvements. The process for conducting Performance Management is illustrated below:



## What are Best Practices?

**Building performance indicators aligned with the most important strategic goals.**

**Measure the impact on people.**

**Seek to tie outcomes to inputs.**

**Design a performance management system collaboratively and iterate over time.**

**Research and integrate best practices both from within and outside your organization.**

# Rochelle Municipal Utilities (RMU) Performance Measures



## STRATEGIC PRIORITY KEY

STRATEGIC PRIORITY	CODE
Community Inclusivity and Engagement	1
Core Service Delivery	2
Economic and Business Development	3
Financial Management and Stability	4
Infrastructure Effectiveness and Improvement	5

## ELECTRIC TRANSMISSION AND DISTRIBUTION DEPARTMENT

Electric Transmission and Distribution Department	Strategic Priority	Objective	Target	2020	2021	2022
Average outage time per power failure/year (Caidi)	5	EIEI-1	Less than 60 Min.	128.5	389.14	*
Locates completed within 24 hours	2	ECS-1	80%	98%	97%	*
Requested site restorations completed vs.number requested (%)	2	ECS-2	100%	94%	95%	*
Smart meters in use compared to total number of meters in use (%)	2	ECS-3	100%	99%	99%	100%
Cost of residential electricity (cost per mW) vs. the state average	2	ECS-5	Below State Average	\$0.007	BSA	Below State Average
New underground electric lines compared to all electric lines (%)	5	EIEI-2	1%	1%	1%	<1%

\* New software unable to generate reports. Measures will be updated in 2023.

## CUSTOMER SERVICE DEPARTMENT

Customer Service	Strategic Priority	Objective	Target	2020	2021	2022
Power Cost Adjustment	2	CSCS-1	\$0.00	99%	\$0.00	\$0.00
Increase in sales over the prior year for Electric	2	CSFM-2	1%	11%	(\$175,016.88)	*
Increase in sales over the prior year for Water	2	CSFM-2	1%	20%	\$85,663	*
Increase in sales over the prior year for Water Reclamation	4	CSFM-3	1%	38%	\$317,118	*

\* New software unable to generate reports. Measures will be updated in 2023.

## WATER DEPARTMENT

Water	Strategic Priority	Objective	Target	2020	2021	2022
Hydrants that were flushed in 2021 from the 800 in inventory	5	WIE-1	Annual	850	800	100%
Main break repairs each month that are completed within 48 hours	2	WCS-1	N/A	38	22	100%
Water quality calls each month and resolution within 24 hours	2	WCS-2	100%	72	20	100%

Site restorations completed vs. number requested (%)	2	WCS-3	100%	42%	48.25%	100%
Services replaced or repaired	5	WIE-2	N/A	19	15	20
Average millions of gallons of water treated each month	5	WIE-3	N/A	67.34	94.06	90
Percent of water meters replaced monthly	5	WIE-4	10% of Total	2%	11%	30%
Valves exercised annually vs number of valves in system (1500)	5	WIE-5	500	43	31	10%

## WATER RECLAMATION DEPARTMENT

Water Reclamation	Strategic Priority	Objective	Target	2020	2021	2022
Sewer systems televised	5	WRIE-1	20% Per year	2%	2.5%	10%
Sewer systems jetted	5	WRIE-2	Less than 20% loss	4	11	20%
Sewer system obstructions or backups	2	WRCS-1	Less than 24 hours	8.5	18	<50 and <24 Hours
Lift station maintenance per month	5	WRIE-3	100%	100%	100%	100%
Gallons treated monthly	5	WRIE-4	100%	100%	100%	90%
Sewer holes inspected out of 75 per quarter (1500 total in 5 years)	5	WRIE-5	75/Quarter or 20%/Year	20%	13.75%	300

## ADVANCED COMMUNICATIONS DEPARTMENT

Advanced Communication Services	Strategic Priority	Objective	Target	2020	2021	2022
New co-location customers	2	ACSCS-1	5% Less per year	2	0	0
Residential fiber customers - penetration rate	2	ACSCS-2	5% Less per year	2	3	0
New commercial fiber customers	2	ACSCS-3	5% Less per year	10	11	4
Length of time to resolve fiber outage	2	ACSCS-4	Less than 48 hours	< 12 Hours*	< 12 Hours*	<12 Hours
Causes of fiber outages	5	ACSIE-1	Annual Info	See below **	See below **	See below **

\*Time to restore (some) power exceeded due to battery backup issues at City Hall <12 hours.

\*Causes - animals or squirrels, storm, equipment failure, and/or automobile accident.

# Community Development and Engineering Performance Measures



## COMMUNITY DEVELOPMENT DEPARTMENT

Community Development	Strategic Priority	Objective	Target	2020	2021	2022
Residential units brought online by type (Certificate of Occupancy)	3	CDEB-1	N/A	1	2	2
Increase in annual sales tax revenue	4	CDFM-1	10%	-3.15%	13.94%	18.75%
Percentage of code compliance properties remediated through citations or civil action	3	CDEB-2	80%	98%	95.75%	96.5%
Reduction of available commercial and retail sites	2	CDCS-1	5	5	10	13
Building permit applications issued (by type below)	2	CDCS-2	N/A	332	362	311
Façade Improvement Program funds disbursed	1	CDCIE-1	\$15,000	COVID-19	\$30,000	\$30,000
TIF applications are reviewed by committee and approved by the Council.	2	CDEB-4	10	0	0	2

Building Permit by Type	2020	2021	2022		Building Permit by Type	2020	2021	2022
Accessory, Structure, Commercial	2	1	0		New Construction, Commercial	3	1	2
Accessory, Structure, Residential	11	18	9		New Construction, Residential	1	3	2
Addition: Industrial	1	0	1		New Substation	0	2	0
Addition: Residential	1	1	1		Parking Lot, Commercial	5	5	8
Alteration/Repair, Industrial	2	0	0		Parking Lot, Industrial	1	0	2
Alteration/Repair, Residential	4	14	6		Patio, Commercial	0	0	1
Alteration/Repair, Commercial	2	5	1		Patio, Residential	0	0	0
Antennas, Commercial	1	1	1		Pergola, Residential	0	3	0
Awning, Commercial	0	2	0		Porch, Residential	0	3	3
Backfill, Residential	0	1	0		Radium Treatment Plan	0	0	0
Boilers, Industrial	0	1	0		Remodel, Commercial	4	5	6
Brick Face, Residential	1	0	0		Remodal, Industrial	0	4	0
Buildout, Commercial	0	0	0		Remodel, Residential	0	4	2
Cellular Equipment and Antennas	0	0	0		Remove Underground Fuel Tank	1	0	0
Concrete Pad, Industrial	0	0	0		Renovation, Demo Industrial	1	0	0
Concrete Pad, Commercial	0	0	1		Restroom, Industrial	0	1	0
Concrete Pad/Slab, Residential	15	12	8		Roofing, Commercial	8	5	10
Deck, Residential	15	17	9		Roofing, Industrial	1	1	3
Demolition, Commercial	1	3	1		Roofing, Residential	65	76	75
Demolition, Residential	2	2	1		ROW, Residential	0	2	0
Driveway, Residential	22	28	26		Sewer Repair, Commercial	3	0	0
Electrical, Commercial	4	2	1		Sewer Repair, Residential	9	8	6



Electrical, Residential	12	18	5		Sidewalk, Residential	8	14	6
Excavating, Commercial	0	0	1		Siding, Residential	22	15	16
Exterior Stairs, Residential	0	1	0		Siding, Commercial	0	0	2
Fence, Commercial	1	1	0		Sign, Commercial	23	16	10
Fence, Residential	42	34	21		Sign, Industrial	0	0	4
Fire Restoration, Residential	1	0	0		Solar, Commercial	0	1	0
Foundation, Commercial	1	0	1		Solar, Residential	0	1	1
Fuel Island, Commercial	0	0	0		Sprinkler System, Commercial	1	0	0
Garage, Residential	6	3	2		Sprinkler System, Industrial	0	1	0
Gate, Residential	0	1	0		Sprinkler System, Residential	6	0	0
HVAC, Commercial	0	0	1		Swimming Pool, Residential	6	4	8
HVAC, Industrial	1	1	0		Temp Const Eng, Commercial	0	1	0
Handicap Ramp, Residential	1	1	0		Tenant Buildout, Commercial	2	1	2
Hot Tub, Residential	0	1	2		Truck Sales, Commercial	0	0	1
Installing Charging Station	1	0	0		Upgrade to Cellular Site	0	1	0
Interior Buildout, Commercial	1	1	0		Utility Extension, Commercial	0	0	0
Interior Buildout, Industrial	0	0	0		Utility Work, ROW	6	4	12
Interior Demo, Commercial	0	1	0		Walk-In Freezer, Commercial	1	0	0
Kitchen Fire Suppression System	0	0	0		Water Service Repair, Residential	2	8	5
Lift Station, Commercial	1	0	0		Water Service Repair, Commercial	1	0	0
Mass Grading, Commercial	1	1	0					

## ENGINEERING DEPARTMENT

Engineering	Strategic Priority	Objective	Target	2020	2021	2022
Lineal feet of new curb construction	5	EIE-1	N/A	13,113	3,060	10,144
Square feet of new sidewalk construction	5	EIE-2	N/A	16,753*	11,620	42,668
Square yards in the paving plan with a good to very good rating	5	EIE-3	N/A	61,960	20,000	12,322
Square yards in the seal coat plan with a good to very good rating	5	EIE-4	N/A	15,300	15,900	77,800
Miles of bike lanes installed	5	EIE-5	N/A	.94 MI	0.00 MI	N/A
Capital Projects funding	4	EFM-1	N/A	\$5,428,614	\$2,274,679	\$4,470,963
Lineal feet of storm sewer upgrades or new construction	5	EIE-6	N/A	7,338	4,000	3,827
Drainage structure improvements	5	EIE-7	N/A	106	96	81
Number of overweight truck permits /revenue	2	ECS-1	N/A	457/\$39,988	576/\$51,464	287/\$39,732
Department requests for mapping, exhibits, GIS and average completion time	2	ECS-2	N/A	89/3 Hours	112/3 Hours	-

\*6th Street and Main Street Reconstructions

- GIS Specialist will track data in 2023

# Economic Development, Railroad and Airport Performance Measures



## ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development	Strategic Priority	Objective	Target	2020	2021	2022
Number of visits to www.excelinrochelle.com website	1	EDCI-1	2,000	1,569	3,556	7,799
Number of Intersect Illinois Requests for Information (RFI) submitted	2	EDCS-1	50%	23	16	14
Number of Intersect Illinois inquiries resulting in site visits	3	EDEB-1	100%	COVID-19	1	0
Number of retention luncheons with local businesses and industries	3	EDEB-2	12	COVID-19	COVID-19	4
New full-time equivalent jobs from Economic Development projects	3	EDEB-3	100	150	0	150
Grant dollars received	4	EDFM-1	-	\$1,028,517	\$442,146.11	\$0.00

## CITY INDUSTRIAL RAILROAD (CIR) | ROCHELLE TRANSLOAD CENTER (RTC)

City Industrial Rail (CIR)   Rochelle Transload Center (RTC)	Strategic Priority	Objective	Target	2020	2021	2022
Number of rail cars received/delivered at the Rochelle Transload Center	3	CIREB-1	N/A		375	417
Number of Union Pacific (UP) rail cars switched by City Industrial Rail (CIR)	3	CIREB-2	N/A	2,140	2,221	3,905
The number of Burlington Northern Santa Fe (BNSF) rail cars switched to City Industrial Rail (CIR)	3	CIREB-3	N/A	905	1,461	1,905
Linear feet of new rail track installed and operational	5	CIRIE-1	N/A	9,000	0	0
City Industrial Rail (CIR) Annual Revenue	4	CIRFM-1	N/A	\$1,502,609	\$1,505,850	\$1,838,520
City Industrial Rail (CIR) Annual Revenue - City Portion	4	CIRFM-2	N/A	\$724,321	\$805,378	\$934,785
Freight Switch charges	4	CIRFM-3	N/A	\$741,102	\$1,303,277	\$1,462,891
Accessorial Switch charges	4	CIRFM-4	N/A	N/A	\$160,480	\$142,845
Storage	4	CIRFM-5	N/A	N/A	\$136,903	\$201,734
Transload Use Fees	4	CIRFM-6	N/A	N/A	\$5,100	\$31,050
Burlington Junction Railway (BJRY) \$1M Annual Revenue Guarantee	4	CIRFM-7	N/A	N/A	\$194,520	\$65,215

## ROCHELLE MUNICIPAL AIRPORT KORITZ FIELD (RPJ)

Airport	Strategic Priority	Objective	Target	2020	2021	2022
Number of aircraft tracking recorded	2	MACS-1	Not able to calculate	7,170	11,463	9,636
Number of aviation-related safety and pollution incidents	2	MACS-2	0	5	11	4
Gallons of fuel sold - Jet A	4	MAFM-1	Not able to calculate	26,866*	50,714	42,344

Gallons of fuel sold - Avgas	4	MAFM-2	Not able to calculate	19,498*	21,688	22,703
Fuel sales in dollars	4	MAFM-3	Not able to calculate	\$114,993*	216,775	\$341,526
Amount of grant dollars received	4	MAFM-4	Not able to calculate	-	-	\$59,812
Revenue from tenant occupancy	4	MAFM-5	\$11,944 Per mo-Full	\$109,186**	125,896	\$131,686

\*Construction and COVID-19 impacts

\*\*Discounts for construction; some relocated aircraft during construction

## Golf Course



### FAIRWAYS PUBLIC GOLF COURSE

Golf Course	Stragic Priority	Objective	Target	2020	2021	2022
Average revenue per available tee time (April-October)	4	GCFM-1	Set in 2020	\$14.79	\$27.19	\$28.53
Number of rounds sold	4	GCFM-2	Set in 2020	11,621	13,053	12,576
Number of rounds played — 9 vs 18 holes	4	GCFM-3	Set in 2020	713 vs 10,909	1,124 vs. 11,929	1,055 vs. 11,521
Average merchandise sales per customer	4	GCFM-4	Set in 2020	\$1.03	\$3.12	\$2.73
Number of annual memberships	4	GCFM-5	Set in 2020	46	73	75
Number of special events	1	GCCI-2	Set in 2020	3	17	14

Status: Golf in Rochelle was impacted by the COVID-19 Pandemic in 2020.

## City Clerk



### OFFICE OF CITY CLERK

City Clerk	Strategic Priority	Objective	Target	2020	2021	2022
Percent of Freedom of Information (FOIA) requests responded to within 5 days	2	CCCS-1	100%	96%	97%	-
The percentage of time agenda is posted 5 days prior to a meeting	2	CCCS-2	100%	85%	87%	-
Percent of time approved council minutes posted online within 5 days	2	CCCS-3	100%	94%	100%	-
Number of Freedom of Information Act (FOIA) public record requests	2	CCCS-4	N/A	93	88	-
Number of death certificates processed	2	CCCS-5	100%	3,791	4,006	-

2022 Data not available

## Administrative Services



### ADMINISTRATIVE SERVICES DEPARTMENT

Administrative Services	Strategic Priority	Objective	Target	2020	2021	2022
Receive Distinguished Budget Presentation Award	4	ASFM-1	Yes	Yes	Yes	Yes
Receive Certificate of Achievement in Financial Reporting (CAFR) Award	4	ASFM-2	Yes	Yes	Yes	Yes
Decrease of reportable audit findings of noncompliance	4	ASFM-3	10%	N/A	1%	N/A
Average percent of General Fund Cash Reserves for budgeted expenditures	4	ASFM-4	25%	58%	78%	77%
Average quarterly outstanding debt	4	ASFM-5	N/A	\$29,022,409	\$26,363,330	\$37,525,484
Credit rating	4	ASFM-6	A+	A+	A+	A+
Average rate of return on investments	4	ASFM-7	5 yr Treasury Rate	.29% Above	.225% Above	2.14% Below
Illinois Municipal Retirement Fund (IMRF) level	4	ASFM-8	N/A	86%	92%	94%
Illinois Municipal Retirement Fund (IMRF) unfunded liability	4	ASFM-9	N/A	(\$6,011,317)	\$1,827,338	\$1,827,338
Annual police pension funding level Year-Over-Year (YOY) Growth	4	ASFM-10	2%	-2%	4%	6%
Annual police pension unfunded liability YOY Growth	4	ASFM-11	-1%	-13%	-4%	-16%
Annual fire pension funding level YOY Growth	4	ASFM-12	2%	-1%	2%	13%
Annual fire pension unfunded liability YOY Growth	4	ASFM-13	-1%	-1%	-2%	-45%

# Human Resources, Risk Management and KnowBe4 Cyber Security Exposure/Training Performance Measures



## HUMAN RESOURCES DEPARTMENT

Human Resources	Strategic Priority	Objective	Target	2020	2021	2022
Percent of full-time staff residing in 61068 zip code	2	HRCS-1	Annual	64%	65%	56%
Average number of days to fill a vacancy from post to offer acceptance	1	HRCI-1	Less than 90	56	63	82.8
Average applicants-to-hire ratio	2	HRCS-2	Annual	40:2	55:4	14:6:1
Number of staff per 1,000 residents	2	HRCS-3	Annual	12.63	12.31	12.7
Percent of employees participating in Wellness Program	2	HRCS-4	100%	75%	71%	79%
Percent of full-time city employees electing BCBS healthcare coverage	4	HRFM-1	Statistic	92%	94%	92%

## RISK MANAGEMENT

Risk Management	Strategic Priority	Objective	Target	2020	2021	2022
The percentage of workmen's compensation claims resolved or closed within 6 months	2	RMCS-1	Annual	3%	80%	66%
Lost days due to workmen's compensation injury Year-Over-Year (YOY)	4	RMFM-2	Annual	0	180	0
Number of customer/residential claims by type	2	RMCS-2	Statistic	0	14	6

## KnowBe4 Cyber Security Exposure/Training

Cybersecurity	Strategic Priority	OBJECTIVE	TARGET	2020	2021	2022
Organization's Risk Score	4	CSFM-1	Less than 25%	15.4%	18.4%	19.3%
Security Awareness Proficiency Assessment (SAPA)	4	CSFM-2	Stastic	N/A	55%	15.5%
Phish-Phone	4	CSFM-3	Less than 27.9%	4.3%	2.5%	2.3%



## Public Relations, Marketing and Tourism Performance Measures



### PUBLIC RELATIONS, MARKETING AND TOURISM

Public Relations, Marketing and Tourism	Strategic Priority	Objective	Target	2020	2021	2022
E-Newsletter subscribers	1	PRCI-1	Less than 10%	820	834	4,039
Facebook Live City Council meeting views	1	PRCI-2	Less than 10%	17,528	10,317	4,374
Hello, Rochelle! Mobil App Downloads	1	PRCI-3	Less than 10%	864	588*	987
Nixle text alert subscribers	1	PRCI-4	Less than 10%	1,392	1,501	1,566
Social media account likes	1	PRCI-5	Less than 10%	20,777	22,314	25,428

\* New app launched in Spring 2021

# Street Department, Solid Waste and Lawnridge Cemetery



## STREET DEPARTMENT

Street Department	Strategic Priority	Objective	Target	2020	2021	2022
Number of citizen requests satisfactorily closed within 2 weeks	2	SDCS-1	100%	96%	98%	98%
The percentage of pothole service requests filled and closed out within 72 hours	2	SDCS-2	100%	96%	97%	97%
Number of street sweeping tons	2	SDCS-3	800	343	1,120	1,120
Percentage of collector and arterial streets in fair or better condition	5	SDIE-1	80%	86%	87%	87%
Tons of road salt used	2	SDCS-4	1,000	425	1,125	1,210

## SOLID WASTE

Solid Waste	Strategic Priority	Objective	Target	2020	2021	2022
Tons of waste entering landfill from residences	5	SWIE-1	55,000	49,758	11,428	9,326
Recycling diversion rate	5	SWIE-2	10%	16%	19%	20%

## LAWN RIDGE CEMETERY

Lawnridge Cemetery	Strategic Priority	Objective	Target	2020	2021	2022
Number of plots sold	4	CFM-1	25	26	34	26
Number of plots available	2	CCS-1	N/A	4,945	4,901	4,875

## Police Department Performance Measures



### POLICE DEPARTMENT

Police Department	Strategic Priority	Objective	Target	2020	2021	2022
Number of foot patrols	2	PDCS-1	1600	1,539	2,122	1,440
FOIA requests by type that are closed within five business days	2	PDCS-2	90%	100%	100%	90%
Number of traditional homicides	2	PDCS-3	0	1	0	1
Criminal investigations - detective	2	PDCS-5	96	71	66	44
Number of arrests	2	PDCS-6	N/A	243	277	481
Supportive programs within families, neighborhoods, and communities	1	PDCI-1	10	46	19	9
Number of hours of training per employee	2	PDCS-7	20	128	132	138

## Fire Department Performance Measures



### FIRE DEPARTMENT

Fire Department	Strategic Priority	Objective	Target	2020	2021	2022
National standard response time for fire calls	2	FDCS-1	90%	79%	62%	75%
Fire-Rescue calls Ogle-Lee FP* limit average response time	2	FDCS-2	6.32 Min	6.98 Min	5.79 Min	4.85 Min
Average response time for fire calls - Ogle-Lee FP* limits	2	FDCS-3	12.65 Min	8.19 Min	8.65 Min	10.59 Min
Average response time for ambulance calls - city limits	2	FDCS-4	6.32 Min	5.47 Min	5.71 Min	4.97 Min
Average response time for ambulance calls - Ogle-Lee FP* limits	2	FDCS-5	12.32 Min	10.81 Min	10.22 Min	10.77 Min
Fire compliance inspections vs percent of fire code violations corrected	2	FDCS-6	100%	100%	100%	100%
Number of hours of training per employee per quarter	2	FDCS-7	23.5	19.82	16.63	Not available
Maintain or improve the annual ISO rating	2	FDCS-8	4	4	4	4

\*FP - Fire Protection

# Population Overview



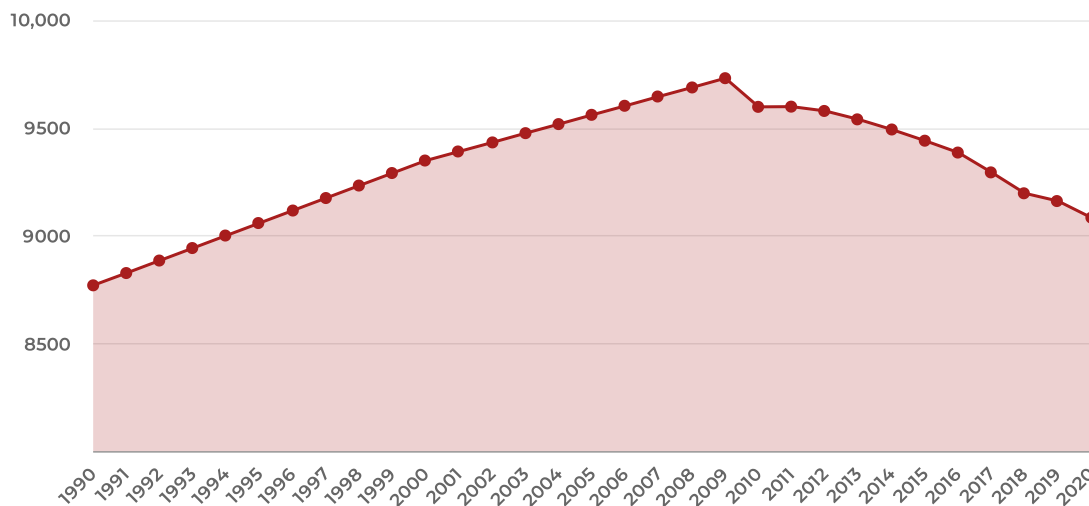
TOTAL POPULATION

**9,083**

▼ **.8%**  
vs. 2019

GROWTH RANK

**1486** out of **2730**  
Municipalities in Illinois



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



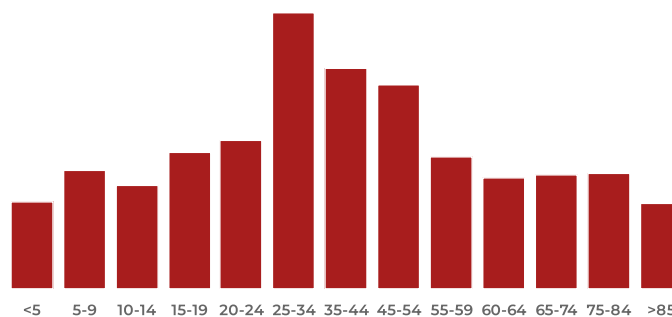
DAYTIME POPULATION

**11,161**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

\* Data Source: American Community Survey 5-year estimates

## POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

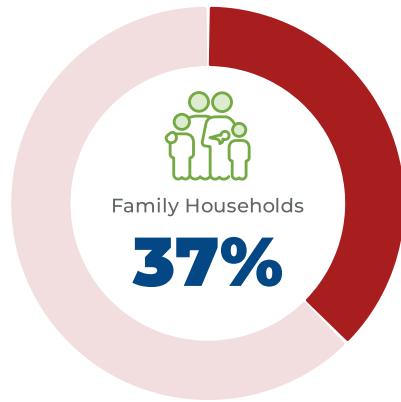
\* Data Source: American Community Survey 5-year estimates

## Household Analysis

TOTAL HOUSEHOLDS

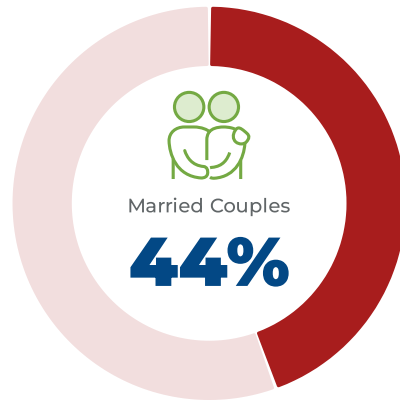
**4,035**

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



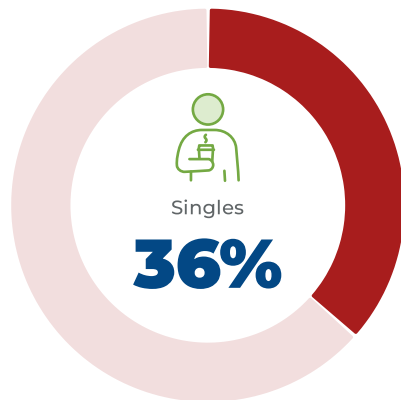
▼ 21%

lower than state average



▼ 7%

lower than state average



▲ 24%

higher than state average



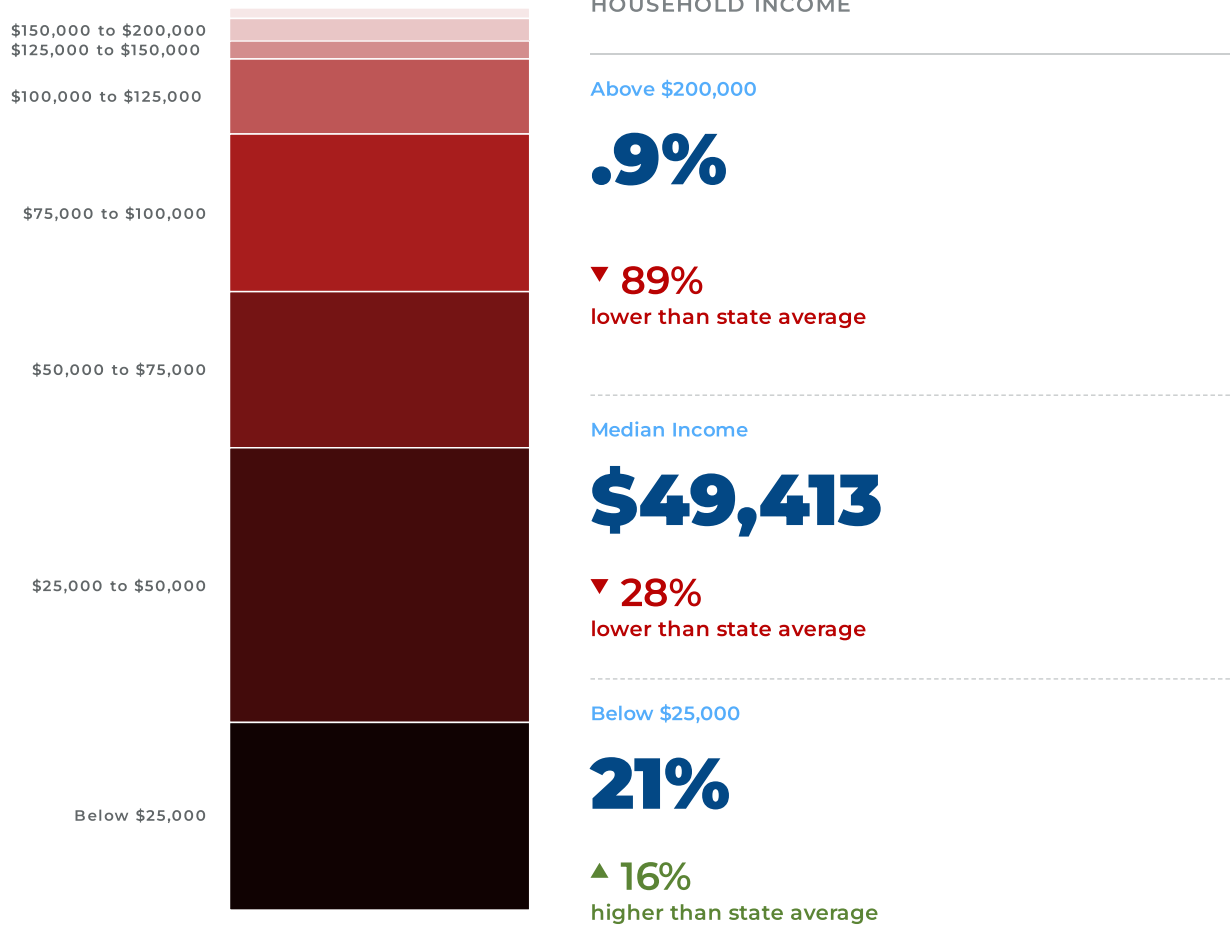
▲ 28%

higher than state average

*\* Data Source: American Community Survey 5-year estimates*

## Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



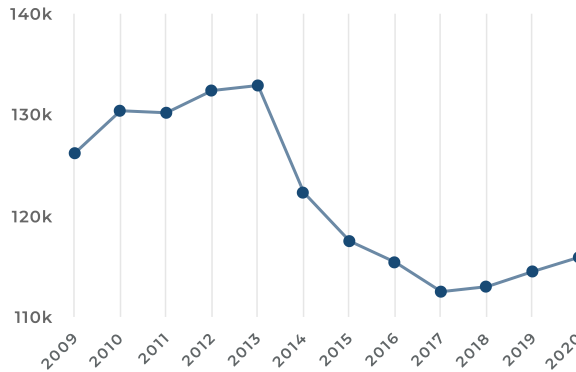


# Housing Overview



2020 MEDIAN HOME VALUE

**\$115,900**

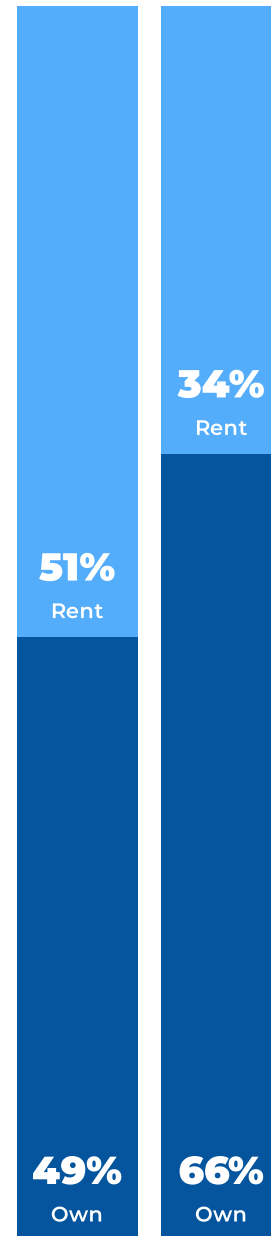


\* Data Source: 2020 US Census Bureau

(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME OWNERS VS RENTERS

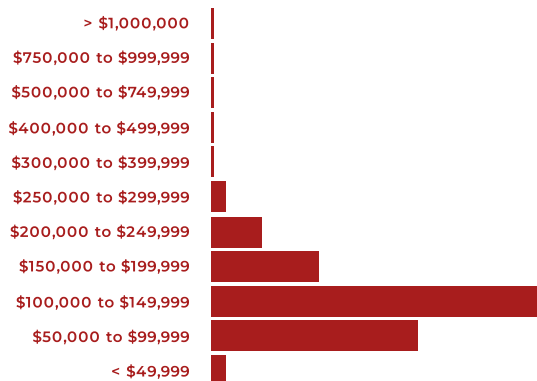
Rochelle State Avg.



\* Data Source: 2020 US Census Bureau

(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME VALUE DISTRIBUTION



\* Data Source: 2020 US Census Bureau

(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

# Economic Profile

## City of Rochelle

### Economic and Community Demographic Profile

Prepared by the Center for Governmental Studies at Northern Illinois University

#### Introduction

Every five years, the City of Rochelle engages NIU's Center for Governmental Studies (CGS) to assist with a strategic planning process that would help the City identify a future vision, determine organizational goals and shape its strategic priorities. As one component of the process, City leadership requested that an economic and demographic community profile be generated. Strategic policy goals, programs and key issue areas are often linked to the ever-changing sociodemographic character of a community. Changing demographics therefore play a crucial role in the policy and service expectations of a community. These changes may include population composition, housing availability and employment patterns and can be indicators of growth, shifts or decline. Analyzing shifts and changes in demographic and economic trends can allow Rochelle to prepare for the future, address community needs, frame the current business climate and project potential changes to the tax base that can impact service needs and budgets in the short- and long-term.

This report summarizes economic and demographic trends that affected Rochelle between 2010 and 2016. It also provides future projections and comparisons with Ogle County, the Chicago and Rockford metro areas, and neighboring communities as necessary.

#### Summary and Overall Trends

- The total population in Rochelle decreased 3.2% between 2010 and 2016 but is projected to increase 3.0% between 2016 and 2021.
- The fastest-growing age group in Rochelle was those 65 years of age and older. The median age in Rochelle (36.3) was lower than in Ogle County (41.1).
- The white population decreased from 85.4% to 82.1% between 2010 and 2016, while the Hispanic/Latino (any race) residents increased from 22.4% to 24.3%.
- The median household income was lower in Rochelle than in Ogle County, but it grew at the same rate as Ogle County between 2010 and 2016. Households with more than \$150,000 annual income are projected to be the fastest-growing income group between 2016 and 2021 in Rochelle and Ogle County.
- In 2016, the share of individuals below the federal poverty level was higher in Rochelle (15.9%) than in Ogle County (10.6%). The population in poverty increased in both Rochelle and Ogle County.
- The unemployment rate in Rochelle decreased to 5.9% in 2016 but was slightly higher than the unemployment rate in Ogle County. The labor force participation in Rochelle was slightly higher than in Ogle County, but it has decreased since 2010.
- In 2015, 45.8% of Rochelle residents worked in Ogle County while 77.4% of the jobs in Rochelle were held by people commuting from outside the city.
- The employment sectors with the largest share of 2015 employment for Rochelle residents included manufacturing, health care, and social assistance. The employment sectors with the highest projected growth in Rochelle are retail trade and transportation/warehousing.

#### Population Characteristics

Between 2010 and 2016, the total population in Rochelle decreased from 9,574 to 9,264 (3.2%). This trend is consistent with the countywide decline of 3.2%. According to projections from EASI Analytics Software, Inc. (EASI), the total population in Rochelle is predicted to increase 3.0% between 2016 and 2021.

The 2016 median age in Rochelle was 36.3 compared to 41.1 in Ogle County. In both Rochelle and Ogle County, the median age has increased since 2010. The median age is projected to grow only slightly to 36.4 between 2016 and 2021. Additional insights on the age composition of Rochelle can be gained from an examination of age cohorts in the next section.

The fastest-changing age group in Rochelle was those over age 65 (Figure 1). The number of residents over age 65 grew 7.3%. This includes the baby boom generation (people born in the U.S. between 1946 and 1965) reaching retirement age. The population category that includes ages 12 to 24 decreased 4.6%, as young adults aged out of this group and there were fewer children. The prime working age population, ages 25-44, decreased 4.0%, while the preretirement age group (45-64) decreased 6.5%.

Based on projections for 2016 to 2021, the fastest-growing age groups in Rochelle are expected to be the baby boom and silent generations (ages 65 and over). The silent generation age group is projected to grow 12.8% by 2021 as residents age in place by staying in their homes living independently if they can. Related to this trend, the active boomers age group (ages

4564) is projected to decrease slightly as some in this age group reach retirement age. The working age population is projected to increase by 4.2%. The population ages 12-24 is projected to increase 0.9%, recovering some past declines in this age group.

About 82.1% of the 2016 population in Rochelle was white, compared to 91.6% of the population in Ogle County. Nearly one-fourth (24.3%) of Rochelle residents, regardless of race, identified as Hispanic/Latino, which was considerably higher than in Ogle County (9.7%). Blacks/African Americans and Asians also represented a larger share of the population in Rochelle than Ogle County.

The white population decreased from 85.4% to 82.1% between 2010 and 2016, while the Hispanic/Latino (any race) residents increased from 22.4% to 24.3% (Figure 2). The Asian population increased from 0.8% to 1.0% and the Black/African American population increased from 2.1% to 2.8%.

The population in Rochelle will continue to diversify through 2021. The white and non-Hispanic population is projected to decrease to 80.6%. The Black/African American population is projected to increase to 3.1% of the population. The Asian and Hispanic /Latino populations are also projected to continue increasing.

### **Households, Families, and Income**

In 2016, Rochelle had 3,647 households, of which 2,133 (58.5%) were families and 1,514 (41.5%) were non-family households. Non-family households include people living alone or with unrelated roommates, as well as unmarried couples without children. In Ogle County, there was a considerably lower proportion of non-family households, at 34.7%. The average household size was 2.6 in Rochelle and 2.5 in Ogle County.

The total number of households in Rochelle decreased 3.5% between 2010 and 2016, while the total population decreased 3.2%. The number of families decreased 12.3%, while the number of non-family households increased 12.1%. By 2021, the total number of households is projected to increase 4.2%, with the number of families decreasing 0.3% and the number of non-families increasing 10.4%.

The median household income in Rochelle was \$57,172 in 2016, which was considerably lower than the median for Ogle County (\$68,095). The median income grew at approximately the same rate in Rochelle (14.1%) and Ogle County (13.9%).

The fastest-growing income category in Rochelle was households with an annual income of more than \$150,000 (an increase of 60.0%) and the number of households with income of less than \$75,000 decreased (Figure 3). The median household income is projected to increase 9.9% by 2021. There is a projected increase in the number of households with incomes between \$50,000 and \$74,999, reversing some declines in this income category. All other income levels are projected to continue either increasing or decreasing at rates comparable to past trends.

Related to household income levels are those residents in poverty. In 2016, 1,470 Rochelle residents (15.9%) had incomes that were below the federal poverty level, compared to 10.6% of residents in Ogle County (Figure 4). The poverty rate, or the percentage of residents in poverty, increased in Rochelle, but it decreased in Ogle County. The total number in poverty increased by 0.3% in Rochelle between 2010 and 2016. Ogle County experienced a similar trend, increasing by 0.6%. Poverty rates are also projected to increase through 2021, to 16.1% in Rochelle and 10.7% in Ogle County. These poverty rate projections assume the status quo and do not factor in the fluctuations in the national economy, nor any local policy interventions.

### **Labor Force and Educational Attainment**

In 2016, 62.6% of Rochelle residents of age 16 or higher were in the labor force, either working or actively seeking work (Figure 5). The labor force participation rate was slightly higher in Rochelle than in Ogle County, where 60.7% of the population ages 16 and over had a job or were looking for one. Within the Rochelle labor force, 5.9% were unemployed but looking for work, which was consistent with the Ogle County unemployment rate of 5.8%.

In 2010, 12.4% of the labor force was unemployed, and the total number unemployed in Rochelle decreased as the economy improved. However, the number of people in the labor force decreased. Although unemployment has decreased in Rochelle since the recession, some of it was attributable to people dropping out of the labor force. The population not in the labor force includes full-time students not seeking employment, as well as those who abandoned job searches due to discouragement. Information at a sub-county level is limited on the labor force status for people of working age, but not of retirement age.

The fastest-growing occupational category in Rochelle was farming/fishing/forestry, which grew 11.6% between 2010 and 2016, and is projected to increase 10.4% by 2021 (Figure 6). Employment in management, sales, services and production occupations have all decreased since 2010, although Rochelle is projected to regain some jobs in management, sales, service, and production occupations by 2021. The number of residents employed in construction and maintenance occupations increased 9.0% since 2010 and is projected to continue increasing through 2021 at a slightly slower rate (8.4%).

Compared to Ogle County, Rochelle had a slightly lower percentage of residents that held postsecondary credentials and a considerably higher percentage of residents that had not completed high school (Figure 7). In both Rochelle and Ogle County, the proportion of those holding postsecondary credentials increased, while those with no high school diploma or GED declined between 2010 and 2016.

### **Property Tax Base and Business Structure**

Between 2010 and 2015, the total equalized assessed value (EAV) in Rochelle increased 11.2%, which ran counter to the 1.7% decrease countywide (Figure 8). Most of the EAV growth was in industrial property, which has nearly doubled since 2010. The dramatic increase in industrial property is explained by Nippon Sharyo opening its manufacturing facility in 2012. Residential property values declined across most of Illinois because of lingering effects of the 2008 housing market crash.

Rochelle boasts a slightly higher rate of occupancy than Ogle County, but a lower homeownership rate. Between 2010 and 2016, occupancy decreased 3.5% in Rochelle and Ogle County, while vacancies declined by 1.5% (Figure 9). Ogle County experienced a similar trend, but housing occupancy was slightly lower than in Rochelle. Nearly two-thirds of occupied housing units in Rochelle were owner-occupied. Both Rochelle and Ogle County experienced a decline in ownership levels from 2010 to 2016 and in renter-occupied units.

The share of vacant housing units was slightly smaller in Rochelle (7.1% in 2016) than in Ogle County (7.6%), but both have experienced a small increase since 2010. The proportion of vacant units offered for sale in Rochelle was slightly lower than in Ogle County (20.5% versus 24.4% in 2016), but both experienced similar increases between 2010 and 2016.

Around one-third of Rochelle's vacant housing units were not for sale or for rent in 2016. This includes properties that had been sold or rented, but not occupied, as well as properties that have been foreclosed. This category also includes units intended for seasonal occupancy or for migrant workers, but very few of these dwellings exist in the city.

The distribution of business establishments in Rochelle was like Ogle County. The most significant differences were in accommodation and food services, which represented a larger share of the establishments in Rochelle, and construction, which represented a smaller share of the total.

The industry sector with the most establishments in Rochelle was accommodation and food services, which represented 15.4% of establishments compared to 13.3% of establishments in Ogle County (Figure 10). The second largest sector by percentage of business establishments was other services, which represented 14.1% of total establishments in 2016. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repair, laundry services, personal care services, death care services, pet care services, and others.

### **Commuter and Employment Characteristics**

Identifying commuting patterns and workforce mobility within regions can be critical to understanding the linkages and how communities, cities and counties are dependent upon each other. For the purposes of this analysis, a commuting region for Rochelle was determined based on the U.S. Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) dataset. The commuter region is a contiguous region of counties providing at least 5.0% of the employees for businesses in or at least 5.0% of the jobs for Rochelle residents (Figure 11).

In 2015, 45.8% of Rochelle residents and 45.1% of Rochelle employees worked within Ogle County. About 9.4% of Rochelle employees and 8.6% of residents commute to or from Winnebago County, which is the core of the Rockford Metropolitan Statistical Area (MSA).

Further, 8.1% of residents commute to Cook County, which is the core of the Chicago MSA. The Chicago MSA is defined as Chicago-Naperville-Elgin, IL-IN-WI MSA and is the third largest MSA by population in the United States. The Rockford MSA is the second largest metropolitan area in Illinois.

Figure 11 illustrates the commuting region in relation to the Chicago and Rockford MSA's. The counties of Kane and DuPage both represented less than 5.0% of commuters to or from Rochelle but were included because they completed a contiguous region from DeKalb County to Cook County.

There were 6,012 jobs in Rochelle and 3,488 employed Rochelle residents in 2015. Of the 6,012 jobs in Rochelle, 1,357 (22.6%) were filled by residents and 4,655 (77.4%) were filled by commuters from other communities. Rochelle drew nearly half of its workers from Ogle County, with most of the rest coming from the adjoining Chicago and Rockford MSAs (Figure 12).

The largest industry by share of employment for Rochelle residents was manufacturing, which represented 21.2% of employed residents (Figure 13). About 12.4% of residents worked in the health care sector and 11.8% worked in educational services. Those who worked in Rochelle, who were primarily commuters from outside the city, worked in a similar mix of industries, but with a significantly larger share of manufacturing employees due to the presence of several major firms in the city.

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## Data Sources

The data for this report was obtained from the sources deemed to be the most reliable and appropriate to their respective topics:

- *EASI Analytics, Inc. (EASI)*. EASI provides estimates of sub-county demographic data based on the decennial census of the population conducted by the U.S. Census Bureau and provides five-year projections. EASI estimates are typically more reliable than those publicly available in the American Community Survey, which in some cases has margins of error equal to more than a quarter of estimated values for demographic variables, even for larger communities.
- *Illinois Department of Employment Security (IDES)*. IDES' Local Area Unemployment Statistics (LAUS) program develops monthly and annual estimates of the labor force, employed, unemployed and the unemployment rate for the state, metropolitan areas, counties and municipalities that have a population of at least 25,000. Data collection procedures conform to those of the U.S. Bureau of Labor Statistics, making them directly comparable to LAUS data issued by other states, as well as the U.S.
- *U.S. Census Bureau, Longitudinal Employment Housing Dynamics (LEHD)*. While many public and private data sources provide information on employment by industry, the LEHD dataset is unique in its ability to differentiate place of employment and place of work. The LEHD dataset includes the employment industries for people who live in Rochelle but do not work in the City. Other data sources such as the Bureau of Labor Statistics are limited to place of work or place of residence.
- *Illinois Department of Revenue (IDOR)*. IDOR maintains an annual property tax statistics database that includes Equalized Assessed Value (EAV) information for all local governments that levy property taxes, with information on properties classified as commercial, industrial, residential, railroad, farm, or mining/mineral. Only commercial, industrial, and residential EAV data were included in this report for simplicity, and because the remaining property classes represent relatively minor shares of the property tax base in the study area.



# Fund Structure

The City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All the funds of the city can be divided into three categories: Fiduciary Funds, Governmental Funds and Proprietary Funds.

**GOVERNMENTAL FUNDS.** These funds are used to account for the same functions reported as governmental activities in the government-wide financial statements. Governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the calendar year.

**PROPRIETARY FUNDS.** The City's proprietary funds are all enterprise fund types. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City uses eight Enterprise Funds to account for the operations of the Electric, Water, Water Reclamation, Solid Waste, Technology Center, Airport, Railroad, and Golf.

**FIDUCIARY FUNDS.** Fiduciary Funds are used to account for resources held for the benefit of parties outside the government. The City has two Fiduciary Funds: the Police Pension Fund and the Fire Pension Fund.

## FUND TYPES

**GENERAL FUND** — The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include sales and property taxes, licenses and permits, grants, charges for services, fines and forfeitures, investment income, and transfers. This fund usually includes most of the basic operating services, such as general government, public safety, public works, public service enterprises, conservation, and development. Included in the General Fund are general administration, public safety, public works, land use and code activities, economic development and City Hall maintenance and operation. 60% of the General Fund Budget is for employee salaries and benefits.

**SPECIAL REVENUE FUNDS** — A fund type that is used to account for the accumulation of resources from special tax levies or other sources to be used for the payment of specific expenditures. The City's fourteen Special Revenue Funds are Audit Fund, Insurance Fund, I.M.R.F. (Illinois Municipal Retirement) Fund, Social Security Fund, Fire Equipment Fund, Motor Fuel Tax Fund, Utility Tax Fund, Hotel-Motel Tax Fund, Sales Tax Fund, Lighthouse TIF Fund, Foreign Fire Insurance Fund, Downtown TIF, Overweight Truck Permits, and Northern Gateway TIF.

**CAPITAL PROJECTS** — Any improvement or acquisition of major facilities with a useful life of at least five years, such as roads, bridges, buildings, or land.

**CAPITAL IMPROVEMENT FUND** - A short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

**STORMWATER MANAGEMENT FUND** - The process of controlling the stormwater runoff that comes primarily from impervious surfaces like parking lots, driveways, and rooftops. Rural areas are typically comprised of pervious areas, such as farmland, pastures, and woodlands.

**ENTERPRISE FUND** — A fund type established to account for operations that are financed and operated in a manner like private business enterprises, where the intent is that the cost of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges. The City has seven (7) Enterprise Funds; Water/Water Reclamation, Electric, Technology Center, Airport, Railroad, and Golf.

**INTERNAL SERVICES FUND** - These funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Examples include Network Administration and Administrative Services Funds.

**TRUST AND AGENCY FUND** - Accounts for assets held by the governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. These include (a) expendable trust funds; (b) nonexpendable trust funds; (c) pension trust funds; and (d) agency funds. The Police and Firefighters' Pension Funds are examples of pension trust funds.

## Cash Basis

The Fund Basis of Accounting Budgets for the Governmental Fund Types (General, Special Revenue, Debt Service and Capital Projects Funds) is adopted on a basis consistent with “Generally Accepted Accounting Principles” (GAAP), utilizing the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Expenditures are recognized when the liability has been incurred, with the exception that principal and interest payments on general long-term debt are recognized when due. The proprietary fund types are budgeted on a basis consistent with GAAP, utilizing the accrual basis of accounting, except for capital outlay and debt principal which is budgeted as an expenditure. The Comprehensive Annual Financial Report shows the status of the city's finances on the basis of GAAP and on a budgetary basis. In most cases, this conforms to the way the city prepares its budget. Exceptions are as follows:

- Capital outlay within the Enterprise Funds is recorded as assets on a GAAP basis and expended on a Budget basis.
- Debt principal payments are recorded as reductions of liabilities on a GAAP basis and expended on a Budget basis.
- Depreciation is recorded as an expense on a GAAP basis and not expended on a Budget Basis.
- Debt financing is recorded as increases in liabilities on a GAAP basis and revenue on a Budget basis.

It is critical that adequate fund balance reserves are kept to meet unexpected operating or capital demands and to cover any unanticipated revenue shortfalls.

The City follows these procedures in establishing budgetary data reflected in the financial statements:

- The city manager submits to the city council a proposed operating budget for the fiscal year commencing the following January 1. The operating budget includes proposed expenditures and the means of financing them.
- Public hearings are conducted by the city to obtain taxpayer comments.
- Subsequently, the budget was legally enacted through passage of an ordinance.
- Formal budgetary integration is employed as a management control device during the year for all funds.
- The legal level of budgetary control is at the fund level. The city manager can transfer budgeted amounts between departments; however, any revision altering both revenues and budgeted expenditures for any fund must be approved by a two-thirds council action.

Amending the Budget:

As set forth in the City Code, the City Council may amend or supplement the budget at any time after its adoption by a majority vote of the council members. The city manager has the authority to make administrative adjustments to the budget if those changes will not have a significant policy impact nor affect budgeted year-end fund balances.



# Financial Policies

The City of Rochelle's Financial Policies are the basic guidelines for the management and the city's financial operations and have been developed within the parameters set forth in the Illinois State Statute and the City of Rochelle Municipal Code. These policies assist the city council and management in preparing the budget and managing the city's fiscal affairs throughout the year. The policies will be reviewed during the budget process and modified as appropriate to accommodate changing fiscal conditions, environmental challenges and City of Rochelle initiatives. These policies help achieve a balanced budget where estimated revenues meet or exceed estimated expenditures or operating expenses, and/or a fund balance exists to mitigate non-recurring capital expenses. In 2021, three new policies were adopted and added to the Employee Handbook in response to the COVID-19 Pandemic and emerging employee safety procedures, including the Vaccination Policy, Telecommuting Policy and Procedure and Slip, Trip and Fall Prevention Policy.

## FINANCIAL

- City and RMU Investment Policy
- Bad Debt Policy
- Electric Unrestricted Cash Reserve Policy
- Fixed Asset Policy
- Fund Balance Policy
- Tax Increment Financing (TIF) Policy
- Water Reclamation Unrestricted Cash Reserve Policy
- Water Unrestricted Cash Reserve Policy

## REVENUE — Grant Policy

## EXPENDITURE — Credit Card and Charge Account Policy

## NON-FINANCIAL — Social Media Policy

## OTHER

- Administrative Policy for Mitigating Energy Transaction Risks
- Bond Disclosure Policy
- COVID-19 Pandemic Policy
- COVID-19 Vaccination Policy
- COVID-19 Temporary Leave Program
- Electronic Communications and Technology Policy
- Other Policies
- Slip, Trip and Fall Prevention Policy
- Telecommuting Policy and Procedure
- Tuition Reimbursement Policy
- Vehicle Policy

# City and RMU Investment Policy - Financial

## City and Rochelle Municipal Utilities (RMU) Investment Policy

### 1.01 Policy

It is the policy of the City of Rochelle (the City) 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.

### 1.02 Scope

This policy covers all funds governed by the City Council. It does not include IMRF, Police Pension Funds, or Fire Pension Funds, which are governed by other policies. Cash balances from various funds, which are not restricted or for special use, may be pooled to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

### 1.03 Objective

The primary objective, in order of priority, shall be:

- Legality: Conformance with federal, state and other legal requirements.
- Safety: Preservation of capital and protection of investment principal.
- Liquidity: Maintenance of enough liquidity to meet operating requirements.
- Yield: Attainment of market rate of return.

### Local Considerations:

While the City desires to achieve a return at least equal to the Illinois Funds Money Market rate, it recognizes the benefits of retaining money within the community for future growth and economic well-being. The estimated value of these benefits is either 10 % of the Illinois Funds Money Market rate or .25 % (25 basis points), whichever is the smaller amount as of the close of the last business day of the week.

The portfolio shall be reviewed quarterly as to its effectiveness in meeting the City's needs for safety, liquidity, rate of return, diversification, and its general performance.

### 1.04 Standards of Care

#### 1. Prudence

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 safety of their capital, as well as the probable income to be derived. 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. The Treasurer and Director of Administrative Services or his designees, acting in accordance with this policy and any other written procedures pertaining to the administration and management of City assets and exercising due diligence, shall be relieved of personal responsibility, if any, for credit risk or market price changes of a particular security, provided that deviations from expectations are timely noted and appropriate action is taken to control and prevent further adverse developments.

#### 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. Such individuals shall disclose to the Treasurer and Director of Administrative Services any material financial interests in financial institutions that conduct business within the City, and they shall further disclose any personal financial investment positions that could be related to the performance of the investment portfolio. In addition, such individuals should subordinate their personal investment transactions to those of the investment portfolio, particularly regarding the time of purchases and sales.

#### 3. Delegation of Authority

The investment policy shall be administered in accordance with the Public Funds Investment Act (30 ILCS 235) and all applicable State of Illinois statutes as well as relevant city codes and ordinances. Oversight of the investment policy is delegated to the Treasurer and Director of Administrative Services. Day-to-Day management and administrative responsibility for the investment policy is hereby delegated the staff of the Treasurer and Director of Administrative Services.

#### 1.05 Authorized Financial Dealers and Institutions

The Treasurer and Director of Administrative Services shall maintain a list of local financial institutions authorized to provide investment services and provide them with a copy of the City's Investment Policy. All authorized financial dealers and institutions shall, prior to receiving City funds, provide the Treasurer and Director of Administrative Services with an affirmative statement that they have read the City's investment policy and agree to conform to its requirements. These institutions shall comply with all qualifications and requirements as set forth in Illinois Compiled Statutes (30 ILCS 235/6) as well as all other laws, statutes, and fiduciary responsibilities not mentioned within this policy.

Except for the Illinois Funds Money Market Fund and Prime Fund, financial institutions shall have a local presence within the City, unless they are specifically approved by the City Council. Temporary interim deposits in outside institutions, which also require Council approval, may be permitted to establish bond issues and similar accounts.

#### 1.06 Safekeeping and Custody

##### 1. Security

All security transactions, including collateral for repurchase agreements, entered by the City, shall be conducted on a delivery-versus-payment (DVP) basis. Securities will be held by an independent third-party custodian and evidenced by safekeeping receipts and governed by a written custodial agreement. Funds invested in Repurchase Agreements shall comply with all governing laws including Illinois Compiled Statutes 30 ILCS 235/2 (g-h).

##### 2. Internal Control

The Treasurer and Director of Administrative Services is responsible for establishing and maintaining an internal control structure designed to ensure that the invested assets of the City are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The controls shall be designed to prevent the loss of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets and imprudent actions by authorized investment officers. The system of internal controls and operational procedures shall be documented in writing and made available to individuals authorized to invest funds on behalf of the City.

In addition, an annual independent review by an external auditor will be performed.

The internal controls shall address the following points.

- Control of collusion
- Separation of transaction authority from accounting
- Custodial safekeeping
- Written confirmation of telephone transactions for investments and wire transfers

#### 1.07 Authorized and Suitable Investments

Investments may be made in savings, checking, money market accounts, certificates of deposit and the Illinois Funds Money Market Fund and Prime Fund. Any other type of investment will require City Council approval. Investments shall be made that reflect the cash flow needs of the fund type being invested. All investments shall be as authorized in the Illinois Compiled Statutes (30 ILCS 235/2 sec 2) regarding the investment of public funds.

#### 1.08 Investment Parameters

##### 1. Collateralization

Funds on deposit (checking account, certificates of deposit, etc.) in excess of FDIC limits shall be secured by the deposit of marketable U.S. government or other approved securities or surety bonds issued by top-rated insurers, having a value of at least 110% of the deposits. Collateral is required as security whenever deposits exceed the insurance limits of the FDIC. The collateral required to secure City funds must be held in safekeeping and pursuant to written collateral agreements, which would prohibit the release or substitution of pledged assets without proper written notification and authorization of the City Treasurer and Director of Administrative Services. Repurchase agreements must also be collateralized in an amount of 105% of market value of principal and

accrued interest. Collateral shall be held at an independent – third party institution in the name of the City. The third-party institution shall comply with all qualifications and requirements as set forth in the Illinois Compiled Statutes 30 ILCS 235/6. All changes in collateral shall be sent to the City Treasurer and Director of Administrative Services.

## 2. Diversification

A variety of financial instruments and maturities, properly balanced, will help to ensure liquidity and reduce risk or interest rate volatility and loss of principal. Diversifying instruments and maturities will avoid incurring unreasonable risks in the investment portfolio regarding specific security types, issuers or individual financial institutions. The City shall diversify its investments to the best of its ability based on the type of funds invested and the cash flow needs of those funds. Diversification can be by type of investment, number of institutions invested in, or length of maturity.

## 3. Maximum Maturities

To the extent possible, the City shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City of Rochelle will not directly invest in securities maturing more than five years from the date of purchase. Reserve funds may be invested in securities exceeding five years if the maturity of such investments is made to coincide as nearly as practicable with the expected use of the funds.

### 1.09 Reporting

#### 1. Financial Dealers and Institutions

Monthly reports shall be provided to the City including: Account #'s, investment description, face value, purchase price, % yield on investment (net of fees), purchase dates, maturity date, custodian, and collateralization. In addition, a rate summary of the entire portfolio shall be provided on a quarterly and annual basis and compared to a benchmark of the Illinois Funds Money Market rates or other appropriate benchmark such as the average three (3) month U.S. Treasury Bill return, to determine whether market average yields are being achieved.

2. The Treasurer and Director of Administrative Services shall prepare a monthly report to the City Manager. The report shall be in a format suitable for review by the public. An annual report shall be provided to the Council.

### 1.10 Performance Standards

1. This investment portfolio shall be managed in accordance with the parameters specified within this policy. The portfolio shall obtain a comparable rate of return during a market/economic environment of stable interest rates. Portfolio performance shall be compared to the current Illinois Funds Money Market rate, or other appropriate benchmark such as the average three (3) month U.S. Treasury Bill return, to determine whether market average yields are being achieved.

#### 2. Marking to Market

A statement of the market value of the portfolio shall be issued to the City Council quarterly.

### 1.11 Investment Policy Adoption

The investment policy shall be adopted by the City Council. The Treasurer and Director of Administrative Services shall review the policy within 90 days of the end of the fiscal year and any modifications made thereto must be approved by the City Council.

Above referenced statutes may be accessed at:

<http://www.legis.state.il.us/legislation/ilcs/ilcs.asp> (<http://www.legis.state.il.us/legislation/ilcs/ilcs.asp>)

# Bad Debt Policy - Financial

## BAD DEBT POLICY — RMU CUSTOMER SERVICE

### Definitions

For the purposes of this policy, the following definitions are applicable:

- Debt — an amount owing to a Municipality.
- Debtor — person who owes the Municipality money for services rendered
- Council — Council of the Municipality
- Municipality — Rochelle Municipal Utilities

### Purpose

- 2.1 Section 98-6 of the Municipal Code of the City of Rochelle, Illinois provides for the collection of utility bills by RMU, subject to the provisions of the Code and other applicable legislation.
- 2.2 It is recognized that circumstances may arise which may make the recovery of certain debts impossible, impractical, or financially unfeasible, and that it may be in the best interests of the City that such debts be written off.
- 2.3 The purpose of this policy is to provide a framework for:
  - 2.3.1 Limiting the circumstances contemplated in 2.2;
  - 2.3.2 determining, when such circumstances have arisen, whether to write off any debts; and
  - 2.3.3 the procedures for writing off such debts.

### Policy

**1. Steps to Be Taken Before Writing Off Debt:** Before consideration is given for the write-off of any debt, the following debts should be taken:

- 3.1 Debt Collection Action — The debt collection guidelines of the Municipality should be executed and implemented. This includes sending a final notice of charges to the debtor and reporting the debt to a collection agency.
- 3.2 Tracing Debtors — In the event the debtor's address is not known, all reasonable steps must be taken to trace the debtor. A reasonable effort to trace the debtor will include, but is not limited to the following:
  - a. Utilizing the telephone directory for the last known town or city in which the debtor lived to locate the debtor; and
  - b. Utilizing the return postage information from the U.S. Postal Service. The Customer Service Supervisor shall consider all other economically viable avenues for debt recovery, including the use of tracing agents, factoring of debts, recourse against sureties, guarantors, or lessees. etc.
- 3.3 General — Should all the above efforts prove to be unsuccessful, and the debtor cannot be traced, or it would be uneconomical to take the matter any further, only then just a debt be written off.

### **2. Write Off Debts Owing to the Municipality**

- 4.1 General Conditions — The Municipality will consider debts for write-off in the following general circumstances:
  - a. When debts have not been recovered from the deceased, where their estates have been finalized, and recovery of the debts from the heirs is not possible;
  - b. When debts are owed by the debtors who cannot be traced, notwithstanding compliance with the provisions in paragraph 3.2 above;
  - c. When no source documentation is available to substantiate or prove the claims, provided that the Customer Service Supervisor must have satisfied him/herself that all reasonable steps have been taken to locate the source documents; or
  - d. When it is not economical to pursue the debt further.
  - Note: Unless affordable arrangements can be made with tracing agents or attorneys, the costs associated with the tracing of a debtor and subsequent legal costs occasioned thereby, could exceed the amount claimed. It would therefore not be in the Municipality's interest to attempt recovery of debts where the prospects of recovery are remote, and where the possibility exists that the costs associated with recovery may exceed the debt.
- 4.2 Specific Conditions — The Municipality will consider debts for write-off in the following circumstances:
  - 4.2.1 Debt associated with ownership of property — debt will not be written off except when the property is disposed of in the liquidation process and the proceeds do not cover the outstanding debt, the balance can then be written off as irrecoverable.
  - 4.2.2 Metered services debt — Debt owed to the Municipality due to consumed metered services, i.e. water and electric consumption will be regarded as irrecoverable in circumstances contemplated in 4.1 (a) to (d) above.

- 4.3 Final Action — Whenever the legal avenues, procedures and steps listed above have been exhausted, the arrear amounts should be classified as irrecoverable and should be written off by the person to whom the authority to do so has been delegated. The Customer Service Supervisor shall be given delegated authority to write off debt under the following circumstances:
  - a. All reasonable steps have been taken to recover the debt as stipulated under paragraph 3 above; and
  - b. The debt is irrecoverable in terms of any one of the conditions stipulated in paragraph 4 above.

The approval of the Council for the write-off policy of any debt does not mean that actions to recover the money will be terminated. However, further actions will be instituted depending on the costs involved and if the debt is recovered it will be recorded in the financial records as recovered. The write-off policy does not constitute forgiveness of the debt and the debt is still owed by the debtor.

# Electric Unrestricted Cash Reserve Policy - Financial

## ELECTRIC UNRESTRICTED CASH RESERVE POLICY

### I. INTRODUCTION & PURPOSE

The purpose of the Electric Fund Balance and Unrestricted Cash Reserve Policy is to maintain an adequate amount of reserves to protect Rochelle Municipal Utilities Electric's ability to provide reliable electric service during periods of power supply cost uncertainties, reductions in sales due to weather or a sluggish economy, volatile energy prices and rising capital improvement costs while maintaining stable rates. It is important for RMU Electric to maintain financial flexibility to smooth rate increases.

Rochelle Municipal Utilities ("RMU") is a department of the City of Rochelle and manages the City's advanced communication services, water, wastewater and electric utilities. RMU provides high quality and reliable services to over 7,000 metered electric customers and approximately 3,600 metered water customers throughout the Rochelle area.

RMU is governed by the City Manager and City Council. The City Council sets financial management policies, as recommended by the Utility Advisory Board (the "Board"). This Cash Reserve Policy (the "Policy") is designed to establish guidelines to ensure the fiscal stability of RMU Electric and provide guidance to the City Finance Director and RMU Electric staff in the management of its finances.

Properly designed reserve policies send a positive signal to ratepayers, investors, and regulatory and credit rating agencies that the City is committed to maintaining the long-run fiscal strength of RMU Electric. Strong and transparent financial policies, including maintaining prudent reserves for emergencies, rate stability, working capital and capital improvements, are consistent with best practices in the utility industry and are important to RMU Electric as they help to:

- Maintain the short-term and long-term financial health of RMU Electric.
- Maintain stable rates for customers and help ensure manageable rate increases.
- Fund unanticipated cost contingencies.
- Ensure funds exist for system improvements.
- Ensure cash exists for the timely payment of bills.
- Act as a significant positive credit factor in bond ratings.

### II. Unrestricted, Undesignated Reserve Policy

Undesignated reserves are the remaining unrestricted reserves that may be used for any lawful purpose and have not been designated for specific capital and operating purposes. The following Unrestricted, Undesignated Reserve Policy addresses the levels, use and replenishment of this type of unrestricted reserve.

Appropriate types and target (minimum and maximum) levels of unrestricted, undesignated reserves as prescribed below.

#### Overall Policy Statement

RMU Electric will have enough unrestricted, undesignated reserves to maintain or improve its credit ratings; ensure that operating and maintenance costs will be paid in a timely manner, to pay debt service obligations, and to invest in needed capital improvements and equipment replacement on a timely basis. In addition, RMU Electric will maintain enough reserves to minimize rate increases due to market volatility, weather impacts on demand, emergencies (such as natural disasters), and regulatory changes.

- Definition and Purpose: Ensures enough resources to pay budgeted operating and maintenance expenses, including power supply costs, recognizing the timing differences between payment of expenditures and receipt of revenues.
- Target (Minimum) Level: Equal to 90 days of operating and maintenance expenses, including power supply costs, based on the most recent audited financial statements.
- Maximum Level: Equal to 120 days of operating and maintenance expenses, including power supply costs, based on the most recent audited financial statements.
- Events or Conditions Prompting Use of the Reserve: This Reserve may be routinely used by RMU to cover temporary cash flow deficiencies caused by timing differences between revenues and incurring expense obligations and unexpected increases in operating expenses.

### III. Withdrawal & Replenishment of Reserves



RMU will treat the targeted reserve levels as practical minimums and allow reserves to increase or decrease as necessary within the minimum and maximum levels prescribed above.

To the extent that unrestricted, undesignated reserves are above the target and below the maximum, the Board and Council have the flexibility to direct staff to utilize those available funds to pay for capital projects (reducing the need for future debt), decrease outstanding debt, or fund other strategic objectives. No other action by RMU Electric would be required if reserves are between the minimum and maximum level unless directed by the Board and City Council.

If reserve funds exceed the maximum level, RMU Electric would seek the Board and City Council approval to use the excess to finance capital improvements on a pay-as-you-go basis, pay down existing debt, offset other long-term liabilities such as pension obligations, reduce rates or for other strategic purposes.

Reserve levels below the minimum targeted reserves would leave RMU Electric exposed to significant operational risks. Should RMU Electric draw down reserves below the minimum targeted level, RMU Electric will implement plans to return reserves to their minimum targeted levels within three years. Such plans will be provided within twelve (12) months.

#### **IV. Reporting and Oversight**

Reserve levels will be monitored during the fiscal year and reported in the monthly and quarterly financial reports. Reserve target (minimum) and maximum levels will be analyzed annually, and an over/under reserve determination shall be made in conjunction with year-end financial results. These results will be reported to the Board and City Council as part of the year-end financial report presentation. Should undesignated reserve levels need adjustment due to new risk factors due to changes in the industry, these will be brought to the Board and City Council as part of the year-end report.

The policy will be reviewed annually and updated (at a minimum once every three years) if there are material changes in the risk exposures or new conditions that require changes in reserve levels.

#### **V. Conclusion**

This policy provides directives to RMU Electric management and staff for decisions and recommendations related to the financial profile of RMU Electric.

In its most abbreviated form, the policy sets targets for reserve balances based on the risk profiles of the electric utilities individually and establishes tolerable maximums. The Policy also provides recommended actions when reserves deviate from the target levels.

# Fixed Asset Policy - Financial

## FIXED ASSET POLICY

### General Statement

All assets meeting the definition of a capital asset or intangible asset shall be considered an inventoried capital asset and shall be recorded in the City's asset inventory system and maintained by the Administrative Services Department. The Administrative Services Department will be responsible for accounting for all capital assets. Such assets shall be systematically and accurately recorded; properly classified as equipment (office furniture, computers, vehicles, etc.), real property (land, land improvements, buildings, building improvements), infrastructure (roads, bridges, water and sewer systems, electric systems, drainage systems, etc.), construction in progress, computer software or museum or art collections (antiques, historic flags, portraits, etc.); and adequately documented in the division's asset inventory system. All divisions shall establish an internal control structure over capital assets that provides reasonable assurance of effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations.

### Asset Valuation

Divisions shall record capital assets at historical cost or, if the cost is not readily determined, at an estimated historical cost. Cost shall include applicable ancillary costs. All costs shall be documented, including methods and sources used to establish any estimated costs.

1. Purchased Assets — the recording of purchased assets shall be made based on actual costs, including all ancillary costs, based on vendor invoice or other supporting documentation.
2. Self-Constructed Assets — All direct costs (including labor) associated with the construction project shall be included in establishing a self-constructed asset valuation. If a division is unable to specifically identify all direct costs, an estimate of the direct cost is acceptable, but must be supported by a reasonable methodology.
3. Donated Assets — Capital assets acquired by gift, donation, or payment of a nominal sum not reflective of the asset's market value shall be assigned a cost equal to the fair market value at the time of acquisition, e.g., streets donated by a developer.

### A. Asset Classification:

Capital assets should be categorized into the following:

1. Machinery, Equipment, & Vehicles (includes computer software)
2. Land & Land Improvements
3. Buildings and Building Improvements
4. Infrastructure
5. Construction in Progress
6. Artwork and Antiques

These categories are used for reporting cost and depreciation (or amortization) amounts by the Administrative Services Department at the end of the year, to be included in the City's financial reports.

### Capitalization

FOR INVENTORY AND INSURANCE PURPOSES	
Land, Land Improvements	\$1
Building, Building Improvements	\$1
Construction	\$1
Machinery, Equipment and Vehicles	\$1,000
Infrastructure	\$25,000

\* Unique items should be inventoried regardless of cost (e.g., police weapons).

FOR FINANCIAL REPORTING AND DEPRECIATION PURPOSES	
Land, Permanent Land Easements	\$1
Land Improvements	\$25,000
Buildings, Building Improvements	\$25,000
Construction in Progress	Capitalized when completed

Machinery, Equipment and Vehicles	\$5,000
Infrastructure	\$25,000

## Networks and Systems

A network or system is defined as a group of related or similar assets that are interdependent and rely on the entire network to perform a desired function. Individually, these assets would fall below the threshold and would not be reported as a capital asset. However, as an entire network, they are material to the financial statements. The city currently has a capital asset network/systems as follows: computers, telephones, streetlights, sanitary sewer lines, storm water drainage system, water lines, roads, and electric generation, distribution and transmission. All networks except computers and telephones are considered infrastructure. All network components are replaced on an as-needed basis. An entire year of purchases or replacement of component parts would be added together to determine whether the replacement was to be booked as an asset or maintenance or repair.

Expenditures for asset improvements should be capitalized when the costs exceed \$5,000 or \$25,000, depending on the asset category, and:

1. The estimated life of the asset is extended by more than 25%, or
2. The cost increases the capacity of the asset by more than 25%, or
3. The efficiency of the asset is increased by more than 10%, or
4. Significantly changes the character of the asset, or
5. In the case of streets and roads, the work done must impact the "base" structure, (seal coating would not affect the base structure).

Otherwise, the cost should be expensed as repair and maintenance.

## Depreciation/Amortization for Capital Assets:

All capital assets (except for land, certain land improvements, and construction in progress) identified in this policy, should be depreciated/amortized using the straight-line method. A full year of depreciation/amortization will be recorded in the first year, regardless of the month the asset is placed into service. Once the asset has been fully depreciated, the asset will be kept on the books until disposed of. When an asset is disposed of prior to the end of its useful life, the remaining "book" value will be written off as depreciation instead of "gain or loss on the sale of an asset" unless it will materially affect the City's financial statements. If there is a question as to "materiality", contact the Administrative Services Department.

(See attached schedule for suggested useful assets)

## Retention

For each asset recorded, documentation such as invoices, contracts, deeds, purchase orders, appraisals and/or methods used to estimate actual costs shall be maintained by the Administrative Services Department. The documentation should be kept in a permanent folder and maintained until the asset is disposed of. If the asset is disposed of during a fiscal year, documentation should be maintained until April 30 of that year for audit purposes.

## Physical Inventory

A physical inventory of all capital assets should be taken once every twenty-four months and reconciled to the records maintained by the Administrative Services Department. Capital assets greater than \$1,000 should be included in the physical inventory.

## Ancillary Costs

Ancillary costs are to be included in the cost of a capital asset. However, minor costs, not measurable at the time a capital asset is recorded in the City's capital asset inventory system, may be expensed; e.g. nuts and bolts not invoiced.

Ancillary costs include:

1. Buildings and Improvements — Professional fees of architects, attorneys, appraisers, financial advisors, etc.; damage claims; costs of fixtures permanently attached to a building or structure; insurance premiums, interest (proprietary funds only), and related costs incurred during construction; and other expenditures necessary to place a building or structure into its intended state of operation.
2. Equipment — Transportation charges, installation costs, and any other normal and necessary expenditure required to place the asset in its intended state of operation.

3. Land — Legal and title fees, surveying fees, appraisal and negotiation fees, damage payments, site preparation costs and costs related to demolition of unwanted structures.

Networks/systems of assets where individual asset items are less than the capitalization limit, but when all assets of that group are added together the dollar amount far exceeds the capitalization limit. These networks/systems of assets should be capitalized and depreciated initially. (E.g., matched office furniture purchased at the same time, computers, signs, trees, etc.).

Capital assets include land, land improvements, buildings, building improvements, construction in progress, machinery and equipment, vehicles, infrastructure, easements, and works of art and historical treasures. A capital asset is to be reported and, with certain exceptions, depreciated in government-wide statements. Assets that are not capitalized are expended in the year of acquisition.

Infrastructure assets are long-lived assets that normally can be preserved for a significantly greater number of years than most capital assets and that are normally stationary in nature. Examples include roads, bridges, tunnels, drainage systems, water systems and dams. Infrastructure assets do not include buildings, drives, parking lots or any other examples given above that are incidental to property or access to the property.

#### Valuation of Property:

Donated Property: recorded at fair market value at the time of donation. The fair market value is generally established by an appraisal performed by a qualified appraiser.

Leased Property: Capital leased property should be recorded as an asset and depreciated as though it had been purchased.

# Fund Balance Policy - Financial

## FUND BALANCE POLICY

### Purpose & Scope

The purpose of the Fund Balance is defined as the excess of assets over liabilities in a Governmental Fund. This Fund Balance Policy establishes a minimum level (target range) at which the projected and end-of-year fund balance should be maintained to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to emergencies with fiscal strength.

The purpose of this policy is to establish fund balance classifications that establish a hierarchy based on the extent to which the City must observe constraints imposed upon the use of the resources that are reported by the governmental funds. More detailed fund balance financial reporting and the increased disclosures will aid the user of the financial statements in understanding the availability of resources.

The fund balance will be composed of three primary categories: 1) Non-spendable Fund Balance, 2) Restricted Fund Balance, and 3) Unrestricted Fund Balance.

### Definitions

Governmental Funds — are used to account for all or most of the City's general activities, including the collection and disbursement of restricted or committed monies (Special Revenue Funds), the funds committed, restricted, or assigned for the acquisition or construction of general capital assets (Capital Project Funds), and the funds committed, restricted, or assigned for the servicing of general long-term debt (Debt Service Funds). The General Fund is used to account for all activities of the City not accounted for in some other fund.

Fund Balance — the difference between assets and liabilities in a Governmental Fund.

Non-spendable Fund Balance — the portion of the Governmental Fund's net assets that are not available to be spent, either short-term or long-term, in either form or through legal restrictions (e.g., prepaid items).

Restricted Fund Balance — the portion of the Governmental Fund's net assets that are subject to external enforceable legal restrictions (e.g., property tax levies) or through enabling legislation adopted by the City (e.g., utility taxes).

Unrestricted Fund Balance — is made up of three components:

Committed Fund Balance — the portion of the Governmental Fund's fund balances with self-imposed constraints or limitations that have been placed at the highest level of decision-making via formal action.

Assigned Fund Balance — the portion of the Governmental Fund's fund balance to denote an intended use or earmarking of resources.

Unassigned Fund Balance — available expendable financial resources in a Governmental Fund that are not the object of a tentative management plan (i.e., assignment). Positive unassigned fund balance can only be reported in the General Fund. Any residual fund balance in all other governmental funds is assumed at a minimum to be assigned for the purpose of the fund.

### Minimum Unrestricted Fund Balance Levels

This policy applies to the City's Governmental Funds as follows:

General Fund — The General Fund is a major fund and the general operating fund of the City. It is used to account for all financial resources except those that are accounted for in another fund. Each year a portion of the spendable fund balance will be determined as follows:

Restricted — A portion of the fund balance may be restricted through external legal requirements or through enabling legislation adopted by the City.

Committed — A portion of the fund balance may be committed through formal action of the City Council through a resolution or ordinance adopted before the end of the fiscal year.

Assigned — A portion of the fund balance may be committed by action of the City Manager and Finance Manager. The amount will represent the funds the City intends to use for a specific purpose. This will be adjusted annually.

Unassigned — The unassigned fund balance will be reviewed annually during the budget process. This unassigned fund balance will be maintained at a target level of 10% - 40% of annual budgeted expenditures. Balances of more than 40% of annual budgeted expenditures may be transferred to the Capital Improvement Fund to support future capital projects. Cash and investments within the unassigned fund balance will be maintained at a minimum level of 15% of annual budgeted expenditures. If this minimum is not achieved, a three-year plan to increase the balance of cash and investments to the minimum will be created.

Special Revenue Funds — Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are legally restricted or committed to expenditure for specified purposes other than debt services or capital projects. Financing for most Special Revenue Funds is provided by a specific annual property tax levy (e.g., IMRF, Social Security, and Audit). Proceeds from the motor fuel tax imposed by the State of Illinois are restricted to expenses for the highways and streets throughout the City.

Debt Service Fund — This fund is established to account for financial resources that are restricted, committed, or assigned to payment of principal and interest owed on debt. The Debt Service Fund's fund balance is 100% restricted for debt service unless derived from unrestricted interest income or other unrestricted sources.

Capital Project Funds — These funds are established to account for and report the financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets, excluding those types of capital related outflows financed by proprietary funds. The Capital Project Funds fund balance will be considered restricted, committed, or assigned depending on the intended source/use of the funds.

### **Flow Assumptions**

Some projects (funds) are funded by a variety of resources, including both restricted and unrestricted (committed, assigned, and unassigned). When restricted funds exist, those funds are used first, then unrestricted. For unrestricted funds, committed funds are used first, then assigned, and then unassigned.

### **Authority**

Committed Fund Balance — A self-imposed constraint of spending the fund balance must be approved by ordinance or resolution of the City Council. Any modifications or removal of the self-imposed constraint must use the same action used to commit the fund balance. Formal action to commit fund balance must occur before the end of the fiscal year. The dollar amount of the commitment can be determined after year-end.

Assigned Fund Balance — A self-imposed constraint on spending the fund balance based on the City's intent to use fund balance for a specific purpose. The authority may be delegated to the City Manager and Finance Manager.

### **Minimum Targets**

Management will monitor major revenue collections and the amount of cash available by reviewing the monthly financial reports. During the year, if revenue projections suggest that revenue will not meet expectations and the fund targets will not be met by the end of the year, the City Manager will take the following actions to achieve goals established in the adopted budget:

Review expenses with management,

Reduce capital asset expenditures,

Reduce operational expenditures, where appropriate, while maintaining the adopted budget goals,

Present to the City Council other expenditure control options, including those that might modify the goals established in the adopted budget.



# Tax Increment Financing (TIF) Policy - Financial

## TAX INCREMENT FINANCING ASSISTANCE POLICY

### TIF IN ROCHELLE

Tax Increment Financing (TIF) is an economic development tool used to stimulate redevelopment in areas with blight where redevelopment would be unlikely without some form of government stimulus. TIF districts can provide public infrastructure improvements in targeted areas. These public improvements, combined with expected private investment, work together to revitalize properties inside the district. When new development occurs, incremental taxes earned on increased property values are used to recover the publicly funded infrastructure investment within the TIF. If the TIF zone performs as expected, this new public infrastructure makes subsequent private investment more attractive. Private investors are assured that their property taxes will be used for needed in-zone infrastructure, providing them with direct benefits and reducing their development costs. TIF incentives will be clearly stated and defined as a percentage amount or dollar cap.

Funds obtained from a TIF are diverted from the general financing of local government services and used for purposes outlined in the specific development agreements for that TIF district. Monies may be paid out directly to support activities authorized in the project plan or used to repay bonds issued by the TIF district to fund the project plan.

The primary considerations when negotiating a new TIF project/development agreement are Project Type and Location. Secondary considerations include but are not limited to Quality of Life, Crime Prevention, Education, Historic Commercial Centers, and Downtown Revitalization. A numerical scoring system helps to simplify and make transparent the priorities in the City's decision-making process. Adjustments to the ranking can be made to reflect any public infrastructure improvements that will be covered by TIF revenues or assumed by the general fund.

The City of Rochelle has created a set of best practices for planners and policymakers concerning TIF financing.

### PURPOSE

A. The purpose of this document is to provide guidelines for the City of Rochelle to offer Tax Increment Financing Assistance for development activities in its narrowly defined Tax Increment Financing Districts.

B. As a matter of policy, the City of Rochelle will consider using Tax Increment Financing to assist private developments only in those circumstances in which the proposed private projects show a demonstrated financing gap and meet the criteria for approved projects.

C. Each proposed project must demonstrate enough need for the City's TIF assistance. Without such assistance, the proposed project would not occur. The City does not support unwarranted public subsidy of private enterprise.

D. Tax Increment Financing in the City of Rochelle is a pay-as-you-go program. Reimbursements by the municipality to the developer are contingent upon a positive TIF fund balance. If enough tax increment revenues pledged to pay the debt service are not generated from parcels within the TIF District, the developer assumes the risk. The City will not be dependent upon the General Fund to meet these obligations nor considered to be in default.

E. Tax Increment Financing is only available during the life of the district. No reimbursements will be made after the district has expired. Only the TIF account is to be utilized. TIF agreements do not create a general obligation of the City.

F. This policy will be used as a guide in processing and reviewing applications requesting Tax Increment Financing assistance. The City reserves the option of amending or waiving sections of this policy when necessary or appropriate. In amending or waiving sections of this policy, the City will document the reason for deviation in the project's development agreement.

G. The fundamental purpose of Tax Increment Financing assistance is to encourage desirable development/redevelopment projects that would not otherwise occur, but for the assistance provided through Tax Increment Financing. This test is important for public credibility and fairness to other taxing districts.

H. It is the intent of the City to provide a minimum amount of Tax Increment Financing assistance. The provision of financial assistance is at the sole discretion of the City. The City reserves the right to reject or approve projects on the merits of each application, considering conventional policies, specific project criteria, and the demand for City services in relation to the potential benefits of the proposed project. Meeting policy guidelines or other criteria does not guarantee the award of Tax Increment Financing assistance. Furthermore, the approval or denial of one project is not intended to set a precedent for approval or denial of another project.



## **GENERAL POLICIES FOR THE USE OF TAX INCREMENT FINANCING**

A. Tax Increment Financing assistance will not be provided to projects that have the financial feasibility to proceed without the benefit of the assistance. Prior to consideration of a Tax Increment Financing assistance request, the City will undertake an independent analysis of the project costs to ensure that the request for assistance is valid.

B. An estimate of the incremental increase in real estate valuation the proposed project will create is required. This will be based on an evaluation provided by the Township or County Assessor comparing the before and after assessment and the Assessor's opinion of value.

C. Individuals requesting Tax Increment Financing assistance must demonstrate enough private financing commitments to the project.

D. The applicant will provide any market and financial feasibility studies, appraisals, or other information provided to private lenders for the project as well as any other information or data which the City, or its financial consultants, may require to review the need for Tax Increment Financing Assistance.

E. Tax Increment Financing will not be used for projects that place extraordinary demands on City infrastructure or services.

F. If requested by the City, the applicant will provide adequate financial guarantees to ensure completion of the project, including, but not limited to, assessment agreements, letters of credit, cash escrow, and personal guarantees.

G. The applicant must be able to demonstrate an ability to construct, operate, and maintain the proposed project based upon experience, general reputation, and credit history.

H. The proposed project must be subject to real estate tax. It is the responsibility of the applicant to provide annual copies of real estate tax bills and proof of payment before reimbursements are processed, throughout the life of the agreement. Developers will be prohibited from contesting assessments during the life of the TIF agreement.

I. Schools, universities, hospitals, and churches that are exempt from real estate taxes must fulfill the priorities of the TIF policy to be considered.

J. The applicant must retain ownership of the project long enough to complete it, to stabilize its occupancy, to establish the project management, and to initiate payment of taxes based on the increased project value. Tax Increment Financial assistance is not transferable upon the sale of the project and its properties.

K. The level of Tax Increment Financing assistance should be reduced to the lowest possible level in the least amount of time by maximizing the use of private debt and equity financing first.

## **CRITERIA FOR TIF ASSISTANCE**

A. Tax Increment Financing reimbursement will be provided by the City when there exists a positive balance in the TIF and as funds are available.

B. The amount of assistance provided to an applicant will be limited to the amount necessary to provide the applicant a reasonable rate of return based on current market conditions and performance measures as determined by the City's Finance Director.

C. Projects receiving assistance must provide the City with a Certificate of Substantial Completion. The Certificate is a guarantee that work has been completed in accordance with its development agreement so that the owner may use or occupy the project for its intended purpose. The developer will submit all supporting documents for each reimbursable expense, such as invoices from vendors, proof of payment and waivers of lien from contractors. Developers will also guarantee the project's users (tenants, operators, etc.) are obligated to provide the information necessary to monitor results.

D. Projects receiving assistance will provide certified records of project costs and revenues within a specified period after project completion. Adjustments to the level of assistance will be made to limit assistance in accordance with terms of the development agreement.

## **ELIGIBLE COSTS**

TIF eligible project costs are defined by Illinois statutes, 65 ILCS 5/11-74.4-1 through 11-74.4-11): the TIF Act. The City reserves the

right to limit it based on the merits of the project. The Developer's share of TIF revenues derived from the Developer's project will be defined in the Agreement. The following are typical eligible costs.

1. Capital costs including actual costs of:
  - a. Construction of public works or improvements,
  - b. Demolition, alteration, rehabilitation, repair or reconstruction of existing buildings, structures and fixtures
  - c. Acquisition of equipment to service the district,
  - d. Restoration of soil or groundwater affected by environmental pollution,
  - e. Clearing and grading of land,
2. Real property assembly costs,
3. Professional service costs (planning, architectural, engineering, and legal,
4. Relocation costs,
5. Professional or soft costs (environmental and other studies, publication, and notification costs).

Under certain circumstances, a Developer's project will be eligible to receive TIF support from revenues generated from other increment in the District in which the project is located. Projects of significant importance to the community and meeting multiple goals of the City's Strategic Plan may be considered.

### **MONITORING TIF AGREEMENTS**

The Finance and Community Development Departments will monitor, evaluate, and enforce performance measures contained in TIF agreements. The Developer will cover the administration costs of the City for staff, counsel, and consultants throughout the life of the TIF. The City is not responsible for Developer expenses. Ongoing transparency costs including the filing and publishing of annual reports will also be reimbursed. The City will identify the amount of funds to be withheld to monitor each agreement.

TIF Agreements will describe the consequences if performance goals are not met. Documents will govern who is responsible for the following:

1. Project upkeep,
2. Who backs up project revenue if increments are not enough,
3. Ongoing maintenance responsibilities,
4. Maintaining designated reserves, if required,
5. Project reporting and monitoring,
6. Adherence with state and local laws.

### **PERFORMANCE MEASURES**

Project evaluations that reveal unfavorable variances should trigger further review and possible implementation of remedies determined by the City. Performance measures might include:

1. Comparison of actual to estimated investment,
2. Comparison of actual to estimated land use,
3. Numbers, types of jobs created, and residency requirements,
4. Average wage,
5. Dollar amount of private investment,
6. Net increase in property tax base,
7. Living wage requirements,
8. Low-to-moderate income employee qualifications,
9. Actual market value and/or tax revenue performance,
10. Occupancy requirements,
11. Disclosure of any tax delinquencies,
12. Actual to estimated debt service cash flow,
13. Debt coverage ratio, and,
14. Any conditions that might change the tax status of any related public bonding offering.

### **DEFAULT AND TERMINATION**

During the life of the TIF, the Project will be considered in default if the Developer:

1. Does not complete the Project within twelve (12) months following the execution of a Development Agreement,
2. Fails to maintain operations located on the property in accordance with City codes and ordinances,
3. Sells or otherwise conveys the Property (unless stipulated in the Development Agreement),

4. Files for bankruptcy or otherwise becomes insolvent,
5. Fails to provide annual verification that the real estate taxes for the subject property have been paid,
6. Becomes the subject of foreclosure proceedings,
7. Files any challenge, appeal, or similar action which seeks to reduce the equalized assessed value of the property.

## **REPORTING OF EXISTING TIF DISTRICTS AND AGREEMENTS**

The Community Development Department will be required to annually ensure TIF Districts are regularly and fairly monitored:

1. Tax Increment Financing Performance Measures include but are not limited to:
  - a. Actual vs projected tax base, jobs created, location of jobs, and the potential impact of shifting economic development,
  - b. Private investment completed during the year within the TIF,
  - c. Public investment measured in TIF and non-TIF dollars,
  - d. Current projections measure TIF fund revenue and fund balances throughout the life of the TIF, and
  - e. Review of any transfer of funds from one TIF district to another.
2. Provide an annual summary of existing development agreements within each TIF and performance of the agreement compared to projections.
3. Fully comply with the State of Illinois requirements for an annual TIF Report.
4. Convene the Joint Review Board to review existing TIF Districts.
  - a. Evaluate the performance of TIF,
  - b. Review implementation of the Redevelopment Plan,
  - c. Assess Fiscal Impact on affected taxing districts,
  - d. Review of any increase in services to any taxing district,
  - e. Determine if there are any surplus funds as defined by the TIF Act.

## **APPLICATION PROCESS AND PROCEDURE**

A. Application for Tax Increment Financing assistance shall be made on the forms provided by the City.

B. In addition to the information requested in the Tax Increment Financing assistance application, the applicant will submit:

1. Financial commitment from lending institutions,
2. Plans and drawings,
3. Background information on the applicant,
4. Proforma analysis, and,
5. Financial statements.

The City will request the Township or County Assessor to determine the level of increment that is expected to be generated by the proposed project.

To be considered for TIF assistance, the following steps and procedures are required:

1. Projects must be located within the boundary of the TIF District,
2. Applicant must complete and return the appropriate application forms (attached),
3. Application should be supplemented by all pertinent documentation (jobs, investment, construction schedule, financing, etc.)
4. Applications will be submitted to the Community Development Director for staff review and comment.
5. The TIF Review Committee will consist of the City Manager, City Attorney, Community Development Director, Finance Director, Mayor, (1) Rochelle City Council, and (1) Designee of the City Manager. Staff will review and consider the application and act as promptly as possible. The TIF Review Committee may defer action on any application pending further information required to clearly evaluate the project. It will be the responsibility of the applicant to supplement the application with information as may be required by the Community Development Director in a timely manner.
6. The TIF Review Committee will approve, deny, or amend the application and provide the applicant with a written response to its determination.
7. Staff will respect the confidentiality of financial records of the applicant as allowed by law.
8. The recommendation of the City Manager must be approved by the City Council before any incremental property tax usage can be realized.
9. If approved by the City Council, a letter of intent outlining the specific terms and conditions of the TIF assistance will be provided to the applicant.

## **POLICY CRITERIA**

In reviewing the TIF application, the City Manager, City Attorney, and TIF Review Committee will evaluate each project using the following criteria and ranking system. Projects must accumulate at least 125 points to be considered for approval. Points can range from 0 to the maximum in each of four categories that consider the type of project, location and size of the project, employment, and discretionary (other) factors. The total score for any project is the sum of points in the four categories.

# Water Reclamation Unrestricted Cash Reserve Policy - Financial

## WATER RECLAMATION UNRESTRICTED CASH RESERVE POLICY

### I. INTRODUCTION & PURPOSE

The purpose of the Water Reclamation Fund Balance and Unrestricted Cash Reserve Policy is to maintain an adequate amount of reserves to protect Rochelle Municipal Utilities Water Reclamation ability to provide reliable water reclamation service during periods of cost uncertainties, reductions in sales due to weather or a sluggish economy, volatile energy prices and rising capital improvement costs while maintaining stable rates. It is important for RMU Water Reclamation to maintain financial flexibility to smooth rate increases.

Rochelle Municipal Utilities ("RMU") is a department of the City of Rochelle and manages the City's advanced communication services, water, wastewater and electric utilities. RMU provides high quality and reliable services to over 7,000 metered electric customers and approximately 3,600 metered water customers throughout the Rochelle area.

RMU is governed by the City Manager and City Council. The City Council sets financial management policies, as recommended by the Utility Advisory Board (the "Board"). This Cash Reserve Policy (the "Policy") is designed to establish guidelines to ensure the fiscal stability of RMU Water and provide guidance to the City Finance Director and RMU Water Reclamation staff in the management of its finances.

Properly designed reserve policies send a positive signal to ratepayers, investors, and regulatory and credit rating agencies that the City is committed to maintaining the long- run fiscal strength of RMU Water Reclamation. Strong and transparent financial policies, including maintaining prudent reserves for emergencies, rate stability, working capital and capital improvements, are consistent with best practices in the utility industry and are important to RMU Water Reclamation as they help to:

- Maintain the short-term and long-term financial health of RMU Water Reclamation.
- Maintain stable rates for customers and help ensure manageable rate increases.
- Fund unanticipated cost contingencies.
- Ensure funds exist for system improvements.
- Ensure cash exists for the timely payment of bills.
- Act as a significant positive credit factor in bond ratings.

### II. UNRESTRICTED, UNDESIGNATED RESERVE POLICY

Undesignated reserves are the remaining unrestricted reserves that may be used for any lawful purpose and have not been designated for specific capital and operating purposes. The following Unrestricted, Undesignated Reserve Policy addresses the levels, use and replenishment of this type of unrestricted reserve.

Appropriate target minimum levels of unrestricted, undesignated reserves as prescribed below.

#### Overall Policy Statement

RMU Water Reclamation will have enough unrestricted, undesignated reserves to maintain or improve its credit ratings; ensure that operating and maintenance costs will be paid in a timely manner, to pay debt service obligations, and to invest in needed capital improvements and equipment replacement on a timely basis. In addition, RMU Water Reclamation will maintain enough reserves to minimize rate increases due to market volatility, weather impacts on demand, emergencies (such as natural disasters), and regulatory changes.

- Definition and Purpose: Ensures sufficient resources to pay budgeted operating and maintenance expenses recognizing the timing differences between payment of expenditures and receipt of revenues.
- Target (Minimum) Level: Equal to 365 days of operating and maintenance expenses based on the most recent audited financial statements.
- Events or Conditions Prompting Use of the Reserve: This Reserve may be routinely used by RMU Water Reclamation to cover temporary cash flow deficiencies caused by timing differences between revenues and incurring expense obligations and unexpected increases in operating expenses.

### III. Replenishment of Reserves

Reserve levels below the minimum targeted reserves would leave RMU Water Reclamation exposed to significant operational risks. Should RMU Water Reclamation draw down reserves below the minimum targeted level, RMU Water Reclamation will implement plans to return reserves to their minimum targeted levels within three years. Such plans will be provided within twelve (12) months.

#### IV. Report and Oversight

Reserve levels will be monitored during the fiscal year and reported in the monthly and quarterly financial reports. The reserve target (minimum) will be analyzed annually and an over/under reserve determination shall be made in conjunction with year-end financial results. These results will be reported to the Board and City Council as part of the year-end financial report presentation. Should undesignated reserve levels need adjustment due to new risk factors due to changes in the industry, these will be brought to the Board and City Council as part of the year-end report.

The policy will be reviewed annually and updated (at a minimum once every three years) if there are material changes in the risk exposures or new conditions that require changes in reserve levels.

#### V. Conclusion

This policy provides directives to RMU Water Reclamation management and staff for decisions and recommendations related to the financial profile of RMU Water Reclamation.

In its most abbreviated form, the Policy sets targets for reserve balances based on the risk profiles of the Water Reclamation utility individually. The Policy also provides recommended actions when reserves deviate from the target levels.

# Water Unrestricted Cash Reserve Policy - Financial

## WATER UNRESTRICTED CASH RESERVE POLICY

### I. INTRODUCTION & PURPOSE

The purpose of the Water Fund Balance and Unrestricted Cash Reserve Policy is to maintain an adequate amount of reserves to protect Rochelle Municipal Utilities Water's ability to provide reliable water service during periods of cost uncertainties, reductions in sales due to weather or a sluggish economy, volatile energy prices and rising capital improvement costs while maintaining stable rates. It is important for RMU Water to maintain financial flexibility to smooth rate increases.

Rochelle Municipal Utilities ("RMU") is a department of the City of Rochelle and manages the City's advanced communication services, water, wastewater and electric utilities. RMU provides high quality and reliable services to over 7,000 metered electric customers and approximately 3,600 metered water customers throughout the Rochelle area.

RMU is governed by the City Manager and City Council. The City Council sets financial management policies, as recommended by the Utility Advisory Board (the "Board"). This Cash Reserve Policy (the "Policy") is designed to establish guidelines to ensure the fiscal stability of RMU Water and provide guidance to the City Finance Director and RMU Water staff in the management of its finances.

Properly designed reserve policies send a positive signal to ratepayers, investors, and regulatory and credit rating agencies that the City is committed to maintaining the long- run fiscal strength of RMU Water. Strong and transparent financial policies, including maintaining prudent reserves for emergencies, rate stability, working capital and capital improvements, are consistent with best practices in the utility industry and are important to RMU Water as they help to:

- Maintain the short-term and long-term financial health of RMU Water.
- Maintain stable rates for customers and help ensure manageable rate increases.
- Fund unanticipated cost contingencies.
- Ensure funds exist for system improvements.
- Ensure cash exists for the timely payment of bills.
- Act as a significant positive credit factor in bond ratings.

### II. UNRESTRICTED, UNDESIGNATED RESERVE POLICY

Undesignated reserves are the remaining unrestricted reserves that may be used for any lawful purpose and have not been designated for specific capital and operating purposes. The following Unrestricted, Undesignated Reserve Policy addresses the levels, use and replenishment of this type of unrestricted reserve.

Appropriate target minimum levels of unrestricted, undesignated reserves as prescribed below.

#### Overall Policy Statement

RMU Water will have enough unrestricted, undesignated reserves to maintain or improve its credit ratings; ensure that operating and maintenance costs will be paid in a timely manner, to pay debt service obligations, and to invest in needed capital improvements and equipment replacement on a timely basis. In addition, RMU Water will maintain enough reserves to minimize rate increases due to market volatility, weather impacts on demand, emergencies (such as natural disasters), and regulatory changes.

- Definition and Purpose: Ensures resources to pay budgeted operating and maintenance expenses recognizing the timing differences between payments and receipts.
- Target (Minimum) Level:
  - Equal to 365 days of operating and maintenance expenses based on the most recent audited financial statements.
- Events or Conditions Prompting Use of the Reserve: This Reserve may be routinely used by RMU Water to cover temporary cash flow deficiencies caused by timing differences between revenues and incurring expense obligations and unexpected increases in operating expenses.

### III. Replenishment of Reserves



Reserve levels below the minimum targeted reserves would leave RMU Water exposed to significant operational risks. Should RMU Water draw down reserves below the minimum targeted level, RMU Water will implement plans to return reserves to their minimum targeted levels within three years. Such plans will be provided within twelve (12) months.

#### IV. Reporting and Oversight

Reserve levels will be monitored during the fiscal year and reported in the monthly and quarterly financial reports. The reserve target (minimum) will be analyzed annually, and an over/under reserve determination shall be made in conjunction with year-end financial results. These results will be reported to the Board and City Council as part of the year-end financial report presentation. Should undesignated reserve levels need adjustment due to new risk factors due to changes in the industry, these will be brought to the Board and City Council as part of the year-end report.

The policy will be reviewed annually and updated (at a minimum once every three years) if there are material changes in the risk exposures or new conditions that require changes in reserve levels.

#### V. Conclusion

This policy provides directives to RMU Water management and staff for decisions and recommendations related to the financial profile of RMU Water. In its most abbreviated form, the policy sets targets for reserve balances based on the risk profiles of the water utility individually and establishes tolerable maximums. The Policy also provides recommended actions when reserves deviate from the target levels.



# Grant Policy - Revenue

## GRANT POLICY

The City of Rochelle encourages City Departments to seek grant funding to further the mission of the City while ensuring there is a thorough understanding of a grant's operational, compliance, and/or monitoring requirements prior to the application for a grant, execution of a grant agreement, or execution of an Intergovernmental Agreement funded in whole or in part by a grant.

1. Grant Identification and Application. Any City Department seeking a grant is required to provide advance formal and written notification to the City Manager and Finance Director prior to or in tandem with making the application, so the effects on the City may be understood in advance, including the following elements:

- Strategic Alignment. An explanation of how the grant would further the City's mission or strategies, including outcome measures and an assessment of potential grant risks (e.g. the City will spend its own funds to support personnel beyond the grant period).
- Funding Analysis. A multi-year cost-benefit analysis of grant revenues received, local matching funds required, direct costs associated with the grant, overhead costs, in-kind contributions, cost allow ability, close-out costs as well as any potential costs that may be incurred by the City beyond the grant period.
- Administrative and Operational Support. A project plan specifying the responsible staff members and describing how the new activities, assets or personnel funded by the grant will be implemented or integrated; a provision for training those responsible for the grant so they can effectively carry out their role; and clearly state grant accounting, tracking and audit requirements.

2. Grant Agreement Approval. Prior to acceptance of any funding or expenditure of funds for any grant activity, a written contract is required. Presently, any grant agreement which includes the disbursement of funds of \$20,000 or more on a reimbursable basis or a local match of \$20,000 or more must be passed by the City Council before the grant agreement is executed. Those grants under \$20,000 may be approved by the City Manager. The outsourcing of grant applications does not prevent the responsible staff from ensuring compliance with this policy.

3. Compliance with Grant Requirements. The City Department which applied for and received the grant is responsible for compliance with all aspects of the grant requirements including monitoring to ensure that grant activities are properly accomplished; submitting requests for reimbursement accurately and on time; and maintaining enough documentation to properly account for the grant activity. All communication between the City and the granting agency must be forwarded to the Finance Director at least quarterly unless grant requirements call for more frequent reporting. The outsourcing of grant management does not prevent the responsible staff from ensuring compliance with grant requirements.

4. Conflict of Interest. Award applicants and recipients of awards from the State of Illinois must disclose in writing to the awarding state awarding agency any actual or potential conflict of interest that could affect the State award for which the Grantee has applied or has received. A conflict of interest exists if an organization's officers, directors, agents, employees, and/or their spouses or immediate family members use their position(s) for a purpose that is, or gives the appearance or, being motivated by a desire for a personal gain, financial or non-financial, whether direct or indirect, for themselves or others, particularly those with whom they have a family business or other close associations. No officer or employee of the Grantee, member of its governing body or any other public official of the locality in which the award objectives will be carried out shall participate in any decision relating to a State award which affects his/her personal interests or the interest of any corporation, partnership or association in which he/she is directly or indirectly interested or which affects the personal interest of a spouse or immediate family member, or has any financial interest, direct or indirect, in the work to be performed under the State award. The Grantee has a continuing duty to immediately notify the state granting agency in writing of any actual or potential conflict of interest, as well as any actions that create or which appear to create a conflict of interest.

5. Amendments to the Policy. The City will periodically review this policy and update as required by governmental provisions.

# Credit Card and Charge Account Policy - Expenditure

## CREDIT CARD

### PURPOSE:

The purpose of this policy is to provide clear procedures under which Departments will control the use of credit cards and charge accounts with merchants assigned to and utilized by City employees for non-stock materials and services. These procedures are intended to ensure the following:

1. To ensure that the procurement of credit cards and charge accounts is accomplished in accordance with the policy and procedures established by the City.
2. To enhance productivity, significantly reduce paperwork, improve internal controls, and reduce the overall cost associated with small purchases.
3. To ensure appropriate internal controls are established within each, procuring items with credit cards and charge accounts so that they are used only for authorized purposes.
4. To ensure that the City bears no legal liability for inappropriate use of credit cards and charge accounts.

### SCOPE:

This policy is applicable to all City departments who have selected employees to use credit cards. The decision of when a credit card is issued, and to whom, will be made by the Finance Director upon recommendation of the Department Head. Each department should only have a few credit card holders, generally limited to purchasing coordinators identified by Department Heads.

### RESPONSIBILITY:

1. Department Heads will ensure that a copy of this policy is read and followed by the appropriate employees in their department.
2. Every employee who has been authorized to have a City credit card must read and return a signed Consent Form to the Finance Director prior to receiving the card.
3. The Finance Director will maintain a record of all credit card approvals, credit card numbers, and list of any lost/stolen/destroyed credit card information as well as the authorized list of charge account users for the various on-site charge accounts.
4. The Finance Office will update the list of authorized charged account users on an annual basis. Such an updated list shall be sent to each business where a City charge account exists within thirty (30) days of the beginning of each fiscal year. The Finance Office will first verify the list of authorized users with the respective Department Heads. The Finance Office will send the list of authorized charge users to the respective businesses where the City maintains "house" charge accounts. Said business shall sign an agreement that no one, other than those authorized by the City, shall be given access or the ability to charge goods or services to the City.
5. Any employee that violates this policy will be subject to discipline.

### USE OF CREDIT CARD/CHARGE ACCOUNT:

1. All credit cards and charge accounts will only be used for City purchases.
2. The monthly limit for each credit card is \$5,000.
3. Purchases should never be mailed to an individual's home address.
4. Cash advances are strictly prohibited.
5. Where applicable, the City's tax-exempt status should be applied so that no taxes are included with the purchase of services or goods. Every effort should be made to make purchases using the tax-exempt status, but the City acknowledges that there may be times that it is not feasible.
6. The authorized cardholder is responsible for obtaining and maintaining an original receipt for each purchase made. Original receipts must be submitted to the Finance Office with the related invoice for payment.
7. A suitable description of the merchandise purchased will be printed by the vendor or employee on the original receipt to sufficiently describe the item and explain its purpose.
8. The credit card/charge account will not be used for personal purchases of any kind. Use of the credit card/charge account for personal purchases or expenses with the intention of reimbursing the City is prohibited.
9. Credit cards/charge accounts will not be used to purchase alcoholic beverages at any time.

10. Credit cards/charge accounts will not be used for entertainment or in-room movies during hotel visits while on city business.
11. Authorized cardholders and account users are expected to obtain the best prices possible.

#### POLICY:

1. The credit cards are for City purchases and travel-related expenditures and should be used in accordance with City policies regarding purchasing and travel. Use of the City credit card must be pre-approved by the City Manager using the attached form.
2. The credit cards can be used for purchases in an emergency response situation when normal payment methods are not feasible and where the use of the cards would not otherwise be allowed.
3. Each credit card has the cardholder's name embossed on it and is the responsibility of that cardholder. A Department Head may authorize the use of his or her credit card for travel-related expenses of an employee in the Department or for purchases made by authorized buyers as defined in the Purchasing policies. However, all responsibility for that card remains with the cardholder.
4. Purchases made with credit cards/charge accounts must follow the City's Guidelines for Purchasing Materials, Supplies, Equipment and Services.
5. Misuse of the cards would constitute a serious violation of City policy.

#### SECURITY:

The authorized credit cardholder is responsible for the security of his/her card. Authorized account users are responsible for the security and correct usage of the charge account. The authorized credit cardholder may allow a subordinate to use his/her credit card, if the subordinate has read and signed the credit card and charge account policy agreement and is purchasing goods or services for the City on behalf of his/her supervisor. The authorized credit cardholder will take care that security features are in place when he/she or his/her subordinate is making online purchases and that online receipt/printouts are submitted with invoices.

#### LOST OR STOLEN CARDS:

1. Lost and stolen cards will be immediately reported to the Finance Office, so they can be canceled.
2. The Department Head will also be notified by the authorized credit cardholder.
3. Failure to promptly notify the issuing bank of the theft or loss of the credit card could make the City responsible for any fraudulent use of the card and result in loss of privileges for the authorized credit cardholder.
4. After the card has been canceled, a new card may be issued to the authorized credit cardholder.

#### THE FINANCE DEPARTMENT WILL:

1. Review purchases made with the City credit card as part of the normal Accounts Payable process.
2. Review the approved the Employee Expense for Reimbursement Report form in the customary manner and ensure that the travel expenses charged on the credit card have been included as a prepaid item and have not been duplicated elsewhere on the form.
3. Ensure that reimbursements to the employee do not include travel expenses that have already been charged to the credit card.
4. Random audits will be conducted for credit card activity, charge account activity and receipt retention, as well as statement review by the Finance Office.

# Social Media Policy - Non-Financial

## SOCIAL MEDIA POLICY

### PURPOSE

The City of Rochelle recognizes the value of social media for reinforcing brand recognition, engaging constituents, employees and elected officials in conversation, and for delivering information to the public. The City intends to leverage the power and reach of social media to communicate and deliver messages directly to citizens and to encourage citizen involvement, interaction and feedback.

Because the City supports open dialogue and the exchange of ideas, this policy has been created to provide guidelines for staff involved in the use of social media. To best manage online relationships and conversations, only those officially designated by the City of Rochelle have the authorization to speak on behalf of the City.

Given the immediate nature of these tools, the City will take a controlled, strategic approach to the use of social media to ensure information is current and appropriate and that responses to constituent requests and questions are accurate and timely. Employees and elected officials involved in social media management are responsible for knowing and upholding the policy.

### RESPONSIBILITIES

The Marketing & Public Relations ("PR") Manager is responsible for acting as the City's central public information center; for coordinating the release of information to the public through all available avenues; for selecting, testing, and implementing the use of communications tools, including social media; for monitoring and responding to public comments, questions, and requests; for integration of social media into various City websites; and for creating and posting video to social media outlets.

Department Directors may assign staff additional duties as content editors for social media and website pages upon approval of the Marketing & PR Manager, to manage appropriate departmental social media and website content. However, no employee shall modify the content of any City website or social media content without the direction of the Marketing and PR Manager or the City Manager.

The City Attorney, upon request, is responsible for reviewing the legal terms and conditions required for creating a social media account and for determining what information is confidential, privileged or otherwise exempt from public disclosure.

All City of Rochelle social media should adhere to applicable state, federal and local laws, regulations and policies. Freedom of Information Act laws and policies apply to social media content and therefore must be able to be managed, stored and retrieved to comply with these laws.

### PROCEDURES

#### 1. Selection of Social Media Assets

- The asset must be accessible to anyone above the age of 18 and available free of charge to users. No site that limits access to services based on race, ethnicity, religion, sexual orientation, or physical ability shall be used by the City.
- Accounts set up for the purpose of communicating with residents on behalf of the City must be created by the City and identified with the name "City of Rochelle" and use the City or Department logo.
- Authorized City representatives who set up account profiles shall use a City email account ("@rochelleil.us"), City or department name, and a City office phone number. All profiles on City websites or in City social media accounts should provide a link to the appropriate website and include a direct phone number.

#### 2. Content Development

- All content shall only be provided for public viewing on any City website or social media site after said content is approved by the Marketing & PR Manager and/or the City Manager.
- To ensure efficient use of resources, content developed for social media use shall be located on and linked to the City's official website ([www.cityofrochelle.net](http://www.cityofrochelle.net)) whenever possible.
- All content, including photos and videos, must be owned by the City or have the appropriate release or authorization from the copyright holder before use by any City employee.
- Content related to crisis or emergency communications must conform to the policies and procedures contained within the relevant plans.

### 3. Design and Branding

- a. All profiles and pages should be clearly identified as official City of Rochelle assets, using the City or department logo as the identifying image.
- b. Design colors should be consistent with the official colors in use by the City.

### 4. Management and Monitoring

- The Marketing & PR Manager will make use of available and appropriate online monitoring tools to ensure conformance with this policy, quality, and consistency.
- A minimum of two users are assigned to each page to ensure continuity during absences.
- Staff should monitor the list of users who voluntarily “follow” or “friend” our social media assets to ensure that spam, obscene material, and material not within the authorized scope of a limited public forum or strictly commercial messages are not
- posted. Users fitting those categories should, where possible, be given a warning that continued introduction of such messages will result in their access being blocked; followed by blockage where the warning is ignored.
- Staff should develop and post the purpose of the communications channel somewhere on the site where it is located, clearly identifying the types of comments that are appropriate for that channel and providing warning that comments or posts not fitting the policies will be deleted.

### 5. Use of Social Media by Employees and Elected Officials

- As a representative of the City or one of its departments, each employee and elected official engaged in social media should take responsibility for what they write, identify themselves as the author, and exercise good judgment and common sense.
- It is appropriate and desirable for City employees and elected officials to engage in professional networking and training opportunities through social media.
- When posting or responding to posts as a City representative from their personal accounts, employees and elected officials should always include their name and, when appropriate, title and identify themselves as a City employee and elected official. When posting from an official City of Rochelle account, they should identify themselves when appropriate or if asked.
- When employees and elected officials participate, after authorization has been given by the Marketing and PR Manager and/or the City Manager, in a blog, wiki, online social network, or any other form of social media as a representative of the City, certain standards of conduct apply:

1. The employees and elected officials should always show respect. Avoid ethnic slurs, personal insults, obscenity, or any conduct that would not be acceptable in the City's workplace. Show consideration for others' privacy.

2. Employees and elected officials should avoid engaging in arguments, be the first to correct their own mistakes and indicate if he or she has altered previous posts.

3. All content and posts should be designed to add value. Employees and elected officials should strive to provide worthwhile information and perspective.

- The City promotes transparency and honesty in communications and therefore, employees and elected officials should not post anonymously or use pseudonyms or misleading screen names when representing the City.

### 6. Guidelines for Private Use of Social Media

- Confidential, proprietary and non-released City information should not be included in an employee's private social media activity.
- If an employee has a personal profile on a social media site or has a personal weblog, they should not work on them during their scheduled work time, excluding authorized breaks.
- Monitoring personal social media, including microblogging, SMS, text messaging, or instant messaging accounts should not interfere with an employee's work for the City.

### 7. Comments & Replies



- To encourage engagement and increase transparency, it is the City of Rochelle's intent to leverage social media as a means of two-way communication. To that end, when the appropriate resources are available, comment and forum features will be activated to allow users to make comments, ask questions, or request services.
- Comments and forums should be reviewed daily.
- Staff will assess the content of each post or comment to determine if it requires a response from the City.
- Posts or comments requiring a response will be answered with the status of the response as soon as practical. Whenever possible, responses should be made immediately.
- Posts or comments requiring a service request will be submitted to appropriate staff for action.

## 8. Comment Moderation

- In a designated public social media forum created by the City, the City shall delete or reject posts from users that contain content that is obscene, threatening, harassing, maliciously defamatory, copyrighted or commercial. City employees and elected officials should immediately remove any comment which violates any local, state, or federal law regarding discrimination, harassment, or violence.
- In a limited public social media forum created by the City, in addition to any other limitations imposed on the specific site by the City, the following posts or comments shall be removed or deleted:

Obscene, vulgar, threatening, harassing, or maliciously defamatory comments;

Comments not related to the specified subject or, although portions relate to the specified subject, include substantial unrelated material;

If applicable, comments from persons or groups not within the permitted commentator group or other limitations of the limited forum;

Comments promoting or opposing any person campaigning for election to a political office or promoting or opposing any ballot proposition (not applicable to the employees' and elected officials' personal social media sites);

Comments promoting or advertising a business or commercial transaction or containing copyrighted material;

Overtly self-promoting comments;

9. Information that may tend to compromise safety or security; and h. Information that contains personal information such as address, birth date, medical information or social security number.

Repeated violations will result in blocking the offending individual from the particular social media site.

- Comments shall not be deleted or removed based upon the views expressed. Comments will not be edited. Applicable limitations should be posted on the social media site. Hyperlinks may be prohibited in their entirety, or they may be deleted or removed where the linked site includes material falling within the above listed prohibitions.
- Unless the City specifically states on a social media system that communications on that specific system shall be considered as official communications with the City for a specific purpose, communications made through a social media system will in no way constitute a legal or official notice or comment by or to the City or by or to any official or employee of the City for any purpose. For example, a post or comment that asks that the City provide public records will not be considered a public records request until being sent through the proper channels. Likewise, a social media post or comment related to a business license application or building permit will not be considered by the City. Comments specific to a City license, application, permit, project, etc., should be submitted directly to the appropriate City official, department or division, as indicated at [www.cityofrochelle.net](http://www.cityofrochelle.net) (<http://www.cityofrochelle.net>).

## 10. Linking Policy and Disclaimer of Endorsement

- The City shall review and reserve the right to reject any hyperlink to a site not maintained by the City.
- If any hyperlink to a non-City site is posted by the City or permitted in a comment, the City social media site should note that any link to a site which is not the City's site, is provided solely for our constituent's information and convenience, and may include views not necessarily those of the City. Further, the City does not control or guarantee the accuracy, relevance, timeliness or completeness of information contained on a linked website and is not responsible for transmissions users receive from linked websites.
- The City will post and/or share the following: Community events hosted by organizations and businesses; Business participation in community events; new business information; and local interest stories.

- The City will not post and/or share posts promoting a specific business, other than those stated above.

#### 11. Records Retention

- Content developers will keep electronic copies of all messages created for and distributed on social media by the City's archiving subscription service. Messages posted to the City's social media accounts are archived automatically. Records shall be retained in conformance with the Record Retention Schedules.
- When possible, content developers should avoid creating new material on social media sites. Instead, using existing material from existing websites or previously published documents to ensure that other forms of information are retained.
- Deleted comments are automatically archived utilizing the City's archiving subscription.



# Administrative Policy for Mitigating Energy Transaction Risks

## ADMINISTRATIVE POLICY FOR MITIGATING ENERGY TRANSACTION RISKS

### OVERVIEW

The City of Rochelle, through Rochelle Municipal Utilities, owns and operates an electric distribution system in accordance with Illinois law for the purpose of providing and delivering low cost, reliable power to its residents. The City is dedicated to keeping the cost of electricity stable and competitive through a variety of means, including ownership of generation, participation in power projects through its membership in the Northern Illinois Municipal Power Agency and entry into power and energy purchase transactions with wholesale providers.

This administrative policy for mitigating energy transaction risks (Policy) details the essential components of a prudent risk management process for its energy procurement activities. The Policy is intended to provide an overarching framework and control structure specifically for the City's participation in deregulated wholesale energy markets. The policy recognizes that there are certain risks inherent in such transactions. The City is responsible for minimizing those risks to meet its mandate of maintaining low and stable electric rates for its retail customers, as well as to maintain its strong financial standing more generally.

### OBJECTIVE

The primary objective of the City's risk management activities is to balance the goals of maintaining a long-term, low cost and environmentally responsible power supply while stabilizing rates and maintaining the City's strong financial health. The City plans to continue developing a long-term power supply portfolio based on ownership of physical assets and entry into both long term and short term purchased power contracts. The goal of this balanced approach is to maintain long-term rate stability.

### RISK EXPOSURES

The City of Rochelle is exposed to many forms of risk that can have a detrimental impact on rates and financial conditions. The following list highlights a few of these risks:

- Commodity prices (including fuel, congestion and losses)
- Volumetric (load forecast)
- Unit outages
- Operations
- Credit
- Contract Prices
- Regulatory/Environmental
- Market Liquidity
- Financial Liquidity

By formulating and implementing general policies and guidelines in the areas of hedging, trading authority, credit support and contracting, the City can mitigate these risks to tolerable levels.

### RISK MANAGEMENT POLICIES

#### A. Scope

The following Risk Management structures and policies apply to all aspects of the City of Rochelle's power supply planning, procurement, market activities, rates/billing and finance/accounting.

- These policies prescribe the management, organization, authority, processes, tools and systems to monitor, measure and mitigate the energy market risks to which the City of Rochelle is exposed.
- These policies do not address general business risks such as fire, accidents, casualties, worker health and safety or general liability; such risks are addressed through the City's insurance policies.
- These policies are intended to supplement, not to replace or modify, the City's purchasing procedures and with a view toward developing policies specific to the City's energy purchasing activities.

#### B. Risk Management Structure

City of Rochelle personnel perform many tasks in the areas of planning, engineering, forecasting, rates, finance, accounting and customer service. The City of Rochelle also works with outside consultants to assist in its power supply management activities. The following guidelines are intended for use with this policy.

#### 1. Designated Risk Officer

The Superintendent of Electric Operations shall function as the "Designated Risk Officer," with responsibility for overseeing compliance with this policy.

#### 2. Training

The Superintendent of Electric Operations shall ensure that all outside consultants with whom the City of Rochelle works shall have the necessary training and qualifications to perform applicable energy market functions on behalf of the City of Rochelle.

#### 3. Trade Capture, Confirmation and Settlement

The Superintendent of Electric Operations shall (i) make sure that all energy trades are approved and/or executed by authorized City of Rochelle officials and such trades are within purchase guidelines established by the City Council for specific power purchase transactions; (ii) review and verify, or cause to be reviewed and verified by qualified outside consultants, all entered trade confirmations prior to signing; (iii) cause appropriate City of Rochelle accounting personnel to receive invoices and process for appropriate approvals and payments, as well as to check monthly totals and verify invoices with counterparties.

#### 4. FTR Auction Transactions

Financial Trading Rights (FTRs) will generally be procured and sold via PJM auctions. The Superintendent of Electric Operations shall ensure that the City of Rochelle utilizes qualified outside consultants to procure and sell FTRs in monthly FTR auctions in accordance with a recommended FTR plan for the applicable time.

### C. Commodity Hedging

The City of Rochelle is exposed to many financial risks in its operations, including those due to fluctuations in the cost of market power and natural gas. The risks can manifest themselves as cost fluctuations due to both the actual price of market commodities and cost fluctuations due to the volumetric risks of the quantities exposed to those prices. The most effective way to stabilize such fluctuations is through a defined and practiced commodity hedging program. The hedging program will limit exposure to these price fluctuations by fixing the prices at fixed and known amounts. The purpose of this policy is to define general purchasing guidelines and processes for determining purchase quantities.

#### 1. Speculation

Speculative buying and selling of any commodity is strictly prohibited. Speculation is defined as the forward buying of power or gas not required to serve electric load, or the forward selling of energy not covered by a City of Rochelle owned or contracted resource, or the taking of an FTR position not associated, or correlated with actual congestion exposure. In no event shall transactions be entered into in order to speculate on future market conditions or should individual market views on the part of City of Rochelle personnel be used to circumvent these guidelines. Instructions from PJM or other applicable regional transmission organization to run the City of Rochelle-owned generation for economic or reliability reasons do not constitute speculation.

#### 2. Hedge Activities

The City of Rochelle's hedging activities will be based on limiting the effects of market price movements on the City's market exposure. This will be accomplished by the forward purchasing or selling of commodity products.

The following transactions are permitted under this hedging policy:

- Physical or Financial Forwards
- Fixed Price Physical or Financial Call/Put Options (Power or Gas)
- Heat Rate Based on Physical or Financial Call/Put Options
- Fixed Price Unit Power Agreements
- Long Term Purchase/Sale Agreements
- Financial Transmission Rights (FTRs)
- Bilateral Capacity Transactions
- Other hedge transactions recommended by outside consultants and approved by the Electric Superintendent

Nothing in this policy affects or limits the City of Rochelle's ability to continue procuring physical assets or long purchasing power agreements.

The City will hedge a portion of its forecasted requirements not covered by fixed sources or sales quantities over customer load requirements. This portion may include, but is not limited to:

- Market purchases above resources
- Market sales above member load requirements
- Market energy required during planned or forced outages of non-firm resources
- Contract energy that is priced on a market index
- Contract energy subject to unknown annual adjustments
- Natural gas used to serve native load
- Marginal congestion and losses incurred via the prevailing Locational Marginal Price (LMP)

To determine the hedge quantities, models will be developed to produce simulations of City of Rochelle operations, considering market price, volatility, commodity correlation, unit maintenance outages, unit forced outages, PJM LMPs, including congestion and losses, and load forecast error and variability. Hedge quantities will be calculated based on expected model results utilizing qualified staff or qualified outside consultants. Scenarios will be run with the hedges in place to quantify risk reduction and reported to the Superintendent of Electric Operations.

When procuring hedges, the amounts required may be rounded to levels normally traded and available from the City's counterparties.

In addition, calculated expected native load natural gas usage will be reported to the Superintendent of Electric Operations for natural gas hedging consideration. FTRs will be procured as needed in the available RTO auctions. FTR positions taken should correspond to an actual path on which the City has congestion exposure. Positions may be taken on paths on which the City does not have a corresponding exposure only if the historical correlation between the selected route and the current path it is intended to hedge exceeds .90.

The Superintendent of Electric Operations, in discussion with qualified outside consultants, will evaluate and determine procedures for the procurement of hedges for power and natural gas. FTRs will be procured per the auction schedules published by the applicable RTOs.

The most recent City of Rochelle load forecast will be used as a basis for each run of the risk assessment model. On a regular basis, a historical analysis of the current load forecast shall be prepared for review by the Superintendent of Electric Operations. Should it be unexplained if deviations occur, the Superintendent of Electric Operations shall ensure that proper adjustments to the forecast are made.

#### **D. Transaction Authority**

The City Council shall establish contract volumes and dollar amounts for bilateral contracts at the request of the Superintendent of Electric Operations, who will then work with qualified outside consultants to procure appropriate energy transactions for ultimate approval by the City Council. Bilateral power, natural gas and FTR transactions may only be entered with counterparties in compliance with the City of Rochelle credit review policy (see below, section D) and in accordance with applicable RTO rules.

All approvals from the City Council in connection with transaction limits for bilateral transactions must be provided or confirmed in written format. FTRs will generally be procured and sold via PJM auctions. The Superintendent of Electric Operations will work with qualified outside consultants to procure and sell FTRs in monthly, quarterly or annual FTR auctions in accordance with plans approved by the Superintendent of Electric Operations.

#### **E. Counterparty Credit Review and Assessment**

The City of Rochelle considers the creditworthiness of all parties with which it does business. This policy has been specifically developed to document the credit policies and procedures under which the City of Rochelle undertakes power purchase and sales transactions.

If Rochelle Municipal Utilities would like to do business with a counterparty, it will cause an EEI. A ("Credit Agreement") with that counterparty must be signed prior to any transaction taking place. The Credit Agreement will address the credit parameters under which the counterparties will conduct business. A counterparty's credit is reviewed during the negotiation of the Credit Agreement. Once these EEI or ISDA agreements are in place, Rochelle Municipal Utilities will initiate individual transactions using a confirmation, which contains the details of the individual transaction, the date, the amount, the price, etc.

Rochelle Municipal Utilities monitors current industry events for any information about companies that would influence their financial stability. Rochelle Municipal Utilities from time to time may utilize credit reporting services to assist in monitoring the creditworthiness of counterparties. The Superintendent of Electric Operations will notify the accounting department of any known change in the financial status of an existing supplier.

The City will seek to avoid entering forward transactions that create excessive exposure to any single counterparty. City Council approval is required prior to entering any transaction that would result in an aggregate forward transaction value in excess of \$1,000,000 with any single counterparty.

The Superintendent of Electric Operations is authorized to negotiate ISDA's, EEIs and purchase power agreements with a counterparty.

#### **F. Reporting**

The Superintendent of Electric Operations will provide reporting on risk policy compliance and general market information at the request of the City Council.

# Bond Disclosure Policy - Other

## BOND DISCLOSURE POLICY

### THE CITY OF ROCHELLE, OGLE AND LEE COUNTIES, ILLINOIS ("THE CITY") POLICIES AND PROCEDURES FOR PREPARING AND UPDATING DISCLOSURES

Pursuant to the City's responsibilities under the securities laws, including its continuing disclosure undertakings (the "Undertakings") under Rule 15c2-12 of the Securities Exchange Act of 1934, as amended, and the Securities and Exchange Commission's statements in enforcement actions, it is necessary and in the best interest of the City that the City's (i) preliminary and final official statements or offering circulars and any supplements or amendments thereto (collectively, the "Official Statements"), disseminated by the City in connection with any bonds, notes, certificates or other obligations, (ii) Annual Financial Information, as required by and defined in the Undertakings (the "Annual Financial Information") to be filed with the Municipal Securities Rulemaking Board's ("MSRB") Electronic Municipal Market Access ("EMMA") system, and (iii) notices of Material Events or Reportable Events, each as defined in the Undertakings, and any other required or voluntary disclosures to EMMA (each, an "EMMA Notice") comply in all material respects with the federal securities laws. Further, it is necessary and in the best interest of the City that the City adopt policies and procedures to enable the City to create accurate disclosures with respect to its (i) Official Statements, (ii) Annual Financial Information, and (iii) EMMA Notices. Official Statements, Annual Financial Information and EMMA Notices are collectively referred to herein as the "Disclosures."

In response to these interests, the City hereby adopts the following policies and procedures (the "Disclosure Policy"):

- (a) Disclosure Officer. The Finance Director of the City (the "Disclosure Officer") is hereby designated as the officer responsible for the procedures related to Disclosures as hereinafter set forth (collectively, the "Disclosure Procedures").
- (b) Disclosure Procedures: Official Statements. Whenever an Official Statement will be disseminated in connection with the issuance of obligations by the City,

the Disclosure Officer will oversee the process of preparing the Official Statement pursuant to the following procedures:

1. The City shall select (a) the working group for the transaction, which group may include outside professionals such as disclosure counsel, a municipal advisor, and an underwriter (the "Working Group") and (b) the member of the Working Group responsible for preparing the first draft of the Official Statement.
2. The Disclosure Officer shall review and make comments on the first draft of the Official Statement. Such review shall be done to determine that the Official Statement does not include any untrue statement of a material fact or omit to state a material fact necessary to make the statements made in the Official Statement not misleading. Particular attention shall be paid to the accuracy of all descriptions, significant information, and financial data regarding the City. Examples include confirming that information relating to the City, including but not limited to demographic changes, the addition or loss of major employers, the addition or loss of major taxpayers or any other material information within the knowledge of the Disclosure Officer, is included and properly disclosed. The Disclosure Officer shall also be responsible for ensuring that the financial data presented about the City is accurate and corresponds with the financial information in the City's possession, including but not limited to information regarding bonded indebtedness, notes, certificates, outstanding leases, tax rates or any other financial information of the City presented in the Official Statement.
3. After completion of the review set forth in 2. above, the Disclosure Officer shall (a) discuss the first draft of the Official Statement with the members of the Working Group and such staff and officials of the City as the Disclosure Officer deems necessary and appropriate and (b) provide comments, as appropriate, to the members of the Working Group. The Disclosure Officer shall also consider comments from members of the Working Group and whether any additional changes to the Official Statement are necessary or desirable to make the document compliant with the requirements set forth in 2. above.
4. The Disclosure Officer shall continue to review subsequent drafts of the Official Statement in the manner set forth in 2. and 3. above.
5. If, in the Disclosure Officer's reasonable judgment, the Official Statement does not include any untrue statement of a material fact or omit to state a material fact necessary in order to make the statements made in the Official Statement not misleading, the Official Statement may, in the reasonable discretion of the Disclosure Officer, be released for dissemination to the public; provided, however, that the use of the Official Statement must be ratified, approved and authorized by the Council of the City (the "Council").

- (c) Disclosure Procedures: Annual Financial Information. The Disclosure Officer will oversee the process of preparing the Annual Financial Information pursuant to these procedures:



1. By October 26 of each year (the same being at least 30 days prior to the last date on which the Annual Financial Information is required to be disseminated pursuant to the related Undertaking, the Disclosure Officer shall begin to prepare (or hire an agent to prepare) the Annual Financial Information. The Disclosure Officer shall also review the audited or unaudited financial statements, as applicable, to be filed as part of the Annual Financial Information (the "Financial Statements"). In addition to the required updating of the Annual Financial Information, the Disclosure Officer should consider whether additional information needs to be added to the Annual Financial Information to make the Annual Financial Information, including the Financial Statements, taken as a whole, correct, and complete in all material respects. For example, if disclosure of events that occurred after the date of the Financial Statements would be necessary to clarify, enhance or correct information presented in the Financial Statements, to make the Annual Financial Information, taken as a whole, correct and complete in all material respects, disclosure of such subsequent events should be made.

2. If, in the Disclosure Officer's reasonable judgment, the Annual Financial Information, including the Financial Statements, is correct and complete in all material respects, the Disclosure Officer shall file the Annual Financial Information with EMMA (or confirm that such filing is completed by any agent hired by the City for such purpose) within the timeframe allowed for such filing.

(d) Disclosure Procedures: EMMA Notices. Whenever the City determines to file an EMMA Notice, or whenever the City decides to make a voluntary filing to EMMA, the Disclosure Officer will oversee the process of preparing the EMMA Notice pursuant to these procedures:

1. The Disclosure Officer shall prepare (or hire an agent to prepare) the EMMA Notice. The EMMA Notice shall be prepared in the form required by the MSRB.

2. In the case of a disclosure required by an Undertaking, the Disclosure Officer shall determine whether any changes to the EMMA Notice are necessary to make the document compliant with the Undertaking.

3. If, in the Disclosure Officer's reasonable judgment, the EMMA Notice is correct and complete and, in the case of a disclosure required by an Undertaking, complies with the Undertaking, the Disclosure Officer shall file the EMMA Notice with EMMA (or confirm that such filing is completed by any agent hired by the City for such purpose) within the timeframe allowed for such filing.

(e) Additional Responsibilities of the Disclosure Officer. The Disclosure Officer, in addition to the specific responsibilities outlined above, shall have general oversight of the entire disclosure process, which shall include:

1. Maintaining appropriate records of compliance with this Disclosure Policy (including proofs of EMMA filings) and decisions made with respect to issues that have been raised;

2. Evaluating the effectiveness of the procedures contained in this Disclosure Policy; and

3. Making recommendations to the Council whether revisions or modifications to this Disclosure Policy are appropriate.

(f) General Principles.

1. All participants in the disclosure process should always be encouraged to raise potential disclosure items in the process.

2. The process of revising and updating the Disclosures should not be viewed as a mechanical insertion of current numbers. While it is not anticipated that there will be major changes in the form and content of the Disclosures at the time of each update, the Disclosure Officer should consider whether such changes are necessary or desirable in order to make sure the Disclosure does not make any untrue statement of a material fact or omit to state a material fact necessary or desirable, in order to make the statements made, in light of the circumstances in which they were made, not misleading at the time of each update.

3. Whenever the City releases information, whether in written or spoken form, that may reasonably be expected to reach investors, it is said to be "speaking to the market." When speaking to the market, City officials must be sure that the released information does not make any untrue statement of a material fact or omit to state a material fact necessary or desirable, to make the statements made, considering the circumstances in which they were made, not misleading.

4. While care should be taken not to shortcut or eliminate any steps outlined in this Disclosure Policy on an ad hoc basis, the review and maintenance of the Disclosures is a fluid process and recommendations for improvement of these Disclosure Procedures should be solicited and regularly considered.

5. The Disclosure Officer is authorized to request and pay for attendance at relevant conferences or presentations, or annual training sessions conducted by outside counsel, consultants, or experts to ensure an enough level of knowledge for the effective administration of this Disclosure Policy.



# COVID-19 Pandemic Policy - Other

COVID-19 was declared a world-wide pandemic by the World Health Organization (WHO) on March 11, 2020. There have been four pandemics declared in the last 100 years (CDC), and U.S. deaths have exceeded the only other one in the past 50 years.

Our nation and the world are experiencing an unprecedented event with the Coronavirus Pandemic. Illinois' stay at home order, starting March 21, 2020, caused an immediate reduction in demand by cutting off the supply of nonessential goods and services, driving down employment, sales, income, and more. The timeline for normalcy is unknown. The possibility of a strategic and slow return to opening offices and businesses confounds our ability to predict the long-term impact of an economic downturn on revenues, particularly sales tax, the Local Government Distributive Fund (LGDF) and property tax.

Under the State of Illinois stay at home order, many retailers and restaurants that generate sales taxes were closed, driving down revenues for all municipalities. Higher unemployment and business closures also impacted revenues after the order was lifted. The Pandemic's impact on the use tax, which consumers pay on purchases from out-of-state businesses, is unclear. Use Tax Revenue changed as of January 1, 2021, due to The Leveling the Playing Field for Illinois Retail Act, Public Act 101-0031. The statute will require out-of-state retailers to charge Illinois consumers all state and local sales taxes based on where the purchase is delivered, rather than the state use tax. These trends may reduce overall state income and use tax revenue, driving down the amount of funding available in the Local Government Distributive Fund (LGDF).

According to the inventors of the first Covid-19 vaccine authorized in the West, the surge of coronavirus infection in developing countries such as India amid a relative scarcity of vaccine supply means that the pandemic will keep spreading until mid-2022. It is believed by some, that the Pandemic will only end when herd-immunity is accomplished worldwide. The City of Rochelle played an essential role in providing public services during the crisis. To build the City's resilience in the recovery from the epidemic, the City of Rochelle created different kinds of programs, based on the needs of small businesses. In a proactive response to the COVID-19 Pandemic, City officials and staff initiated a progression of events in order to understand the COVID-19 Pandemic's effect on the Rochelle economy, understand what we did not know would be the potential revenue impacts on the City and begin a discussion of a City of Rochelle Financial Response Plan.

## Progression of Events

- Began weekly calls with administrators at Rochelle Community Hospital and Ogle County Health Department
- Regular Zoom meetings with Department Directors
- Cancellation of City-sponsored events
- Illinois Governor J.B. Pritzker's first Stay-at-Home Order
- Extension of Stay-at-Home Order to April 30, 2020
- Second Extension of Stay-at-Home Order to May 30, 2020
- Calls from Emergency Operations Center (EOC) representatives three times per week
- Non-essential staff working remotely

## COVID-19 Economic Impacts

- Sales Tax
- Motor Fuel Tax
- Hotel/Motel Tax
- Video Gaming
- Utility Payments

## Unknowns

- Local Government Distribution Fund
- Property Tax Delays
- Delayed Sales Receipts
- Federal Disaster Reimbursement (CARES Act)

## City Response

- Small business assistance webinars
- Expanded Utility Assistance Program
- Raised over \$2,000 for the Rochelle Christian Food Pantry
- Hotel/Motel Tax holiday
- Restaurant gift card giveaway
- Delayed utility shut-offs
- Eliminated utility late fees
- Free Wi-Fi in downtown parking lot
- Essential Worker Appreciation signs

- Coordinated mask-making for those in need with the Rochelle Area Community Foundation
- Liquor license expiration extension

## **PANDEMIC EMERGENCY STAFFING PLAN (COVID-19)**

This information is subject to change and changes will be communicated via City/personal email or REO miPay.

The Pandemic Emergency Staffing Plan is initiated and terminated by the City Manager or a designee. The guidance and principles in this plan are **valid only during the time the City Manager or a designee declares an active Pandemic Emergency Staffing Plan is effective**. When the City Manager or a designee decides to inactivate the Pandemic Emergency Staffing Plan, the Director of the Office of Emergency Management or the City Manager will notify City employees via their City/personal email or REO miPay.

### **Pandemic Emergency Staff Plan Levels**

<b>Green</b>	Function is operating as normal, with some staffing impacts present. This is the minimum normal number of personnel needed to maintain normal delivery of service.
<b>Yellow</b>	Staffing issues are likely to impact delivery of service. Normal functions are not sustainable for the long term. Service degradation is likely without staffing support.
<b>Orange</b>	Function is impacted significantly and requires modified staffing to continue even minimal levels of service. The function may be suspended by City leadership should the need arise.
<b>Red</b>	Function cannot operate in any capacity with current staffing levels. Unless the function is a critical service, it will be closed by City leadership.

## **City of Rochelle Sick Policy During emergency of the SARS-CoV-2 virus and the disease it causes, named "coronavirus disease 2019" (COVID-19).**

**Administrative Leave**, as it relates to the Coronavirus (COVID-19) Pandemic and this document only, is defined as the period from which Illinois Gov. J.B. Pritzker ordered residents to shelter in place (03/21/2020 to 04/07/2020) or until the order is lifted. Once this COVID-19 Pandemic is over, **Administrative Leave** returns to its definition in the Employee Handbook or within Union Contracts.

Employees who stay at home because they are sick or are caring for a sick eligible family member(s)<sup>1</sup> will be supported in these absences.

If you or an eligible family member become seriously ill with COVID-19, please notify your Department Head/Supervisor.

Unless notified by the City, employees in good health, who do not believe they have been exposed, should continue to report to work. The City, along with other local, regional and national agencies, will be closely monitoring the risks in our community and take appropriate action when necessary. If an employee believes the nature of their work will put their health at risk, the employee should contact their Department Head/Supervisor to discuss possible leave options.

### **\*\*\* LEVEL GREEN ACTIVITY \*\*\***

#### **Department Head Preparation**

- Identify critical staff members and staff members who can work remotely.
- Review the department's Continuity of Operations Plan (COOP) to ensure it is up to date. The COOP has been emailed to every department head.
- Identify critical positions and begin cross-training staff.
- Regularly check your City/personal email or REO miPay for updates.
- Communicate to employees if they are ill with symptoms consistent with COVID-19 that they are to stay home.
- Encourage frequent hand washing, wiping of surfaces, and phone or video calls when possible.

#### **COVID-19 Symptoms** (<https://www.cdc.gov/coronavirus/2019-ncov/about/symptoms.html>)

Employees should notify their Department Head/Supervisor and stay home if they have the following symptoms:

- Acute respiratory illness, cough or shortness of breath, persistent pain or pressure in the chest
- Signs of fever (basal body temperature 100.4° F [37.8° C] or higher) using a thermometer

- Employees should stay home until they are symptom-free for at least 72 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants).

### \*\*\* LEVEL YELLOW ACTIVITY \*\*\*

#### Managing ill and concerned employees

Anytime an employee reports to work displaying symptoms consistent with the COVID-19 virus, Department Head/Supervisors should consider the impact to co-workers and the community and the potential spread of illness.

#### When to send an employee home

- Department Heads/Supervisors may send employees home that display COVID-19 symptoms and/or if he/she has reason to believe that the employee may have been exposed to the virus.
- Employees will be paid their normal, non-overtime wages for the day they are sent home.
- Employees will have paid administrative leave<sup>2</sup> or (if applicable) work from home for testing of COVID-19.
- It is understandable employees are concerned. In the event an employee does not want to work during the pandemic, the employee should work with the Department Head/Supervisor to determine if there is sick leave which can be applied or if personal leave is possible.
- City operations may determine if leaves are possible.

#### Employees with sick family members

- Employees who are well but who have a sick family member(s) at home with COVID-19 should notify their Department Head/Supervisor and refer to CDC guidance for how to conduct a risk assessment of their potential exposure. (<https://www.cdc.gov/coronavirus/2019-ncov/about/symptoms.html>)
- Employees have up to four days of paid administrative leave for the testing of their immediate family member(s). If the family member(s) does not have COVID-19 but remains ill after four days, employees may use applicable sick leave or unpaid time off to care for their family member(s).
- If an employee needs to care for an immediate family member(s) that has tested positive for COVID-19, they will be allowed to take paid administrative leave.
- If a COVID-related illness lasts more than 14 days, as with other longer-term illnesses, benefit eligible employees may qualify for leave under the Family First Coronavirus Response Act (FFCRA) or Emergency Family and Medical Leave Act (EFMLEA). Additionally, employees may also choose to use sick leave, if available, and vacation if sick leave is not available.
- Documentation from a medical professional confirming the diagnosis is required and must be provided to the Department Head/Supervisor.

#### Options for employees with children in schools that have closed

- In the event of short- or long-term school closures, employees are encouraged to look for alternative arrangements for childcare.
- Employees may work with their Department Head/Supervisor to arrange for a temporary schedule change if possible, to accommodate their responsibilities.
- An employee may discuss the possibility of working remotely with their Department Head/Supervisor.
- Employees are eligible for 80 hours of paid sick leave under the Family First Coronavirus Response Act (FFCRA) or possible additional leave under the Emergency Family and Medical Leave Act (EFMLEA). Additionally, if the employee has sick leave, they may use that to care for children who cannot attend school because of a school closure related to COVID-19.

#### Working Remotely

- Those that have positions approved as remotely eligible by the Department Head/Supervisor may be asked to continue working off site.
- The nature of some positions may mean some employees cannot work remotely.

### \*\*\* LEVEL ORANGE ACTIVITY \*\*\*

#### Closing Sites

In the event it is determined for the health of our community to close one or more City sites by the City Manager or a designee, staff will be sent home and/or asked to work in another department.

In the event on-site work is suspended, please refer to your Continuity of Operations Plan (COOP) for next steps. All changes to the normal operations of a work site (hours of operations, available staff, levels of service, etc.) must be approved by the City Manager. Department Head/Supervisor requesting a change to normal operations must review changes with their service area director. Once there is a plan agreement in place, the Department Head/Supervisor must prepare and send a memo to the City Manager's office detailing the following:

1. The changes that need to be made to the work site
2. The reasons for the change
3. The anticipated duration of the change

4. How the department plans to address any impact on employees and the public from such changes

**\*\*\* LEVEL RED ACTIVITY \*\*\***

If the City Manager or a designee ceases City operations, employees will be notified via their City/personal email account, REO miPay, or by their Department Head/Supervisor with next steps. It is imperative for all City employees to continue to check email or check in with their Department Head/Supervisor as we work through this situation. The health and safety of our employees and community is our highest priority.

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<sup>1</sup>A family member for purposes of this policy means the employee's child, spouse, civil union partner, sibling, parent, grandparent or grandchild, including natural, step, in-law and foster relatives or anyone living within the household.

<sup>2</sup>Administrative Leave and FFCRA/EFMLEA as described in this document is only in effect during the time that the Pandemic Emergency Staffing Plan is activated. It cannot be accrued or carried over. Administrative Leave is paid for benefit eligible and non-benefit eligible employees for COVID-19 testing for themselves and/or an eligible family member as outlined in FFCRA/EFMLEA. Employees sent home due to schedule changes within a Department without the ability to work from home or as directed by the City Manager, will be eligible for paid Administrative Leave during this Pandemic. Sick leave may still be used during this period if needed. Employees on Administrative Leave may be called into work, if needed.

Please refer to the **FCRA or EFMLEA** for future updates.

**Definitions for the purpose of this document:**

**Approved Leave** - During this Pandemic, employees may carry a negative balance on vacation and/or sick leave, if necessary. The City will work with employees on a case-by-case basis to manage leave balances to provide the necessary time off.

**EFMLEA** - Emergency Family and Medical Leave Act

**FFCRA** - Family First Coronavirus Response Act

# COVID-19 Vaccination Policy - Other

## City of Rochelle COVID -19 VACCINATION POLICY

### I. Statement of Purpose

The **City of Rochelle** believes that the suppression of the COVID-19 virus is a priority for the health, safety and welfare of local residents and the return to normal economic activity. The vaccination of municipal employees and officials against the COVID-19 virus will protect local residents and the municipal workforce and will allow for the continuation of municipal services. Therefore, the **City of Rochelle** hereby adopts its COVID-19 Vaccination Policy to protect the health, safety and welfare of local residents and members of the municipal workforce. This is not a mandatory vaccine and the City does not require any employee to receive the vaccine.

### II. Administration of Vaccine

Employees within the specified departments, due to their interaction with the public and the critical nature of the services they provide, may obtain vaccinations against the COVID-19 virus available pursuant to the Illinois Department of Public Health (IDPH), and as recommended by their healthcare provider.

Employees within the specified departments may **follow the information provided by the City's HR Dept, Ogle County Health Dept or Rochelle Community Hospital** for scheduling their vaccination and shall submit documentation to the **HR Director** when that vaccination has been completed.

All employees are encouraged to obtain a vaccination against the COVID-19 virus when available pursuant to the IDPH, and as recommended by their healthcare provider.

### III. Collective Bargaining Unit Employees

This policy shall be subject to the provisions of existing collective bargaining agreements and collective bargaining rights as to any employees within collective bargaining units recognized by the **City**.

### IV. Incentive:

All employees are encouraged to obtain a vaccination against the COVID-19 virus when available pursuant to the IDPH, and as recommended by their healthcare provider.

All full-time employees that receive the COVID-19 vaccine and required doses would be eligible for a Wellness Incentive. An employee who receives the required doses must submit a copy of their vaccine record to the HR office to verify eligibility. An employee that completes the required dose of vaccine and provides documentation will be eligible for a \$100 incentive reimbursed from the Wellness Program Fund through IPBC. This incentive will be distributed to the employee no more than 30 days after the receipt of the final vaccine.

This vaccine is not a mandatory vaccine and the City does not assume any liability of individuals receiving the vaccine and receiving the monetary incentive.

### V. Compliance with Laws

The **City** intends to fully adhere to applicable federal, state and local laws, regulations and policies regarding this policy. The policy may be modified from time to time to reflect changes to controlling federal or state laws, regulations or guidance.

### VI. Employee Acknowledgment

Employees are required to sign a written acknowledgement that they have received, read and understand this policy, and submit that acknowledgement to the **HR Director**. The form that follows on the next page will sufficiently satisfy this requirement upon receipt.

#### Employee Acknowledgment of COVID-19 Vaccination Policy

*I confirm that I have received, read and understand the "COVID-19 Vaccination Policy" for employees of the **City of Rochelle**. I understand that, as an employee, it is my responsibility to abide by this policy.*

*If I have questions about the policy, I understand it is my responsibility to seek clarification from the proper supervisory department and/or designated administrator.*

Employee Name: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **COVID-19 Temporary Leave Program and Amendment - Other**

### **COVID-19 Temporary Leave Program and Amendment (CTL)**

In January 2021, the Mayor and City Council approved the COVID Temporary Leave Program (CTL), extending it until June 30, 2021.

The Families First Coronavirus Response Act (FFCRA) expired on December 31, 2020. Currently, there is nothing new for 2021. This was provided in the documents distributed March 24, 2020.

The City of Rochelle has implemented a new leave program for 30 days, until January 31, 2021. This program is not the same program or an extension of the federally mandated program. The City has created a new program to allow for benefits into the beginning of 2021 for those exposed to COVID.

- 1) Exposure to COVID: Employees will be asked to be tested and results will determine if/when the quarantine will take place. If not tested and there is no symptoms, the employee will be required to quarantine and use sick leave to cover the absence.
- 2) Testing: If an employee has been exposed to COVID and is being tested, the employee will be placed on COVID Administrative Leave while awaiting test results with no use of leave.
- 3) Positive Test Results – the employee will receive up to 80 hours of CTL while on quarantine. The length of quarantine will be based on the recommendation of the health department. Documents of positive test results must be sent to HR within 24 hours of notification. If no letter is received to confirm test results, the employee may be required to use sick leave from their bank.
- 4) Negative Test Results– the employee may return to work under modified quarantine guidelines; wear mask, physical distance and monitor symptoms. Documentation of the negative results must be sent to HR prior to returning to work.

Per this program, employees will be asked to submit any documentation they may receive from the testing facility and/or the designated health department.

This program is monitored and based on each individual's case. The CTL hours are designated per case, but a total of 80 hours for all exposures until January 31, 2021. Sick leave may be used to cover absences related to illness during this time.

The COVID Temporary Leave Program does not include the mandated childcare provisions that FFCRA requires for school closings and/or remote learning.



# Electronic Communications and Technology Policy - Other

## ELECTRONIC COMMUNICATIONS AND TECHNOLOGY POLICY

ELECTRONIC COMMUNICATIONS AND TECHNOLOGY is the policy of the City to maximize the cost-effective use of computer systems as a means of improving productivity. The City provides communication resources including computing resources, electronic mail (email), internet access, personal digital assistants, and other electronic communications devices (collectively referred to as the City Technology Resources) to employees and elected officials to assist in and facilitate City's business and communications.

The primary purpose of the City's network and systems is to provide service to the public as part of City business, in a manner that is consistent with the City's vision and values. De minimis, incidental personal use of City Technology Resources by employees and elected officials is permitted if accomplished in compliance with the provisions of this policy, as set forth below.

This policy does not address all required, allowed, or prohibited behaviors by employees and elected officials, but covers common examples. In general, the City relies on the good judgment of its employees and elected officials to ensure that City Technology Resources are used in the public's best interest.

### 1. No Expectation of Privacy

There shall be no expected right of privacy for any matter related to using equipment provided, including no personal privacy right in any matter passing through, viewed, downloaded, printed, created, stored, received, sent or otherwise transmitted from city-provided technology and equipment. All employees and elected officials should understand that the City reserves and intends to exercise the rights:

- To monitor, review, intercept, access and disclose all Internet usage, email communications sent or received, and electronic devices usage;
- To ensure that the system is being used for business purposes in compliance with this policy;
- To ensure that all other policies (including, for instance, those related to harassment and discrimination) are followed;
- To be able to access information on an employee's email or other electronic communications system if the employee is unavailable to do so; and
- To implement electronic audits of internet activity and other electronic communications by City employees and elected officials to identify and properly deal with unauthorized activity.

### 2. Public Record

Email messages, other electronic communications, and documents created on City of Rochelle computer systems may be considered a public record subject to disclosure, pursuant to Illinois

Freedom of Information Act, 5 ILCS 140/1, et seq. and/or subject to discovery in the event of litigation. See, <http://www.ilga.gov/legislation/ilcs/ilcs3.asp?ActID=85&ChapterID=2>

All records, regardless of format, related to the conduct of City business reviewed, created or altered must be retained per the State and Federal Laws.

All communications and/or information related to City business shall be conducted on approved electronic equipment and communications systems for valid business purposes only.

All employees and elected officials should not conduct City business using private email accounts. If an employee receives an email that qualifies as a public record, the employee should forward the email to his/her City email address and respond using the City account to preserve the record on the City system. Upon request of the City Clerk or City Attorney, employees and elected officials shall conduct a good-faith search of personal devices for public records and shall sign an affidavit detailing the search and its results. Employees and elected officials shall not store any records containing personal or confidential information from the City or any City Employee on his or her personal device or personal computer.

### 3. Acceptable Uses of City of Rochelle Technology Resources



City Technology Resources are to be used by employees or elected officials for City of Rochelle business. Incidental, de minimis personal use may be permitted where, in the judgment of the employee's supervisor or department director, such use does not interfere with employee or department productivity, nor distract/take time away from the worker or co-workers assigned work. Incidental, de minimis personal use means:

- It is occasional and of short duration;
- It is done on an employee's personal time, such as on a lunch break;
- It does not interfere with job responsibilities;
- It does not result in any expense to the City of Rochelle;
- It does not solicit for or promote commercial ventures;
- It does not utilize excessive network resources; and
- It does not constitute any prohibited use, as discussed below.

#### 4. Permitted Uses of City of Rochelle Technology Resources

The Internet and electronic communications services are intended for the purposes of conducting City business. Valid business purposes include, but are not limited to:

- Locating, retrieving, collecting and/or disseminating information in connection with business;
- Communicating with other departments, employees and elected officials, as well as with outside contractors, businesses, individuals or organizations currently or potentially doing business with or assisting with the business of the City; and
- Conducting research to obtain information and material related to City issues.

#### 5. Prohibited Uses of City of Rochelle Technology Resources

Use of the City Technology Resources to engage in any communication that violates federal, state, or local laws or regulations, or any City policy, is always strictly prohibited. In addition, the following uses of the City Technology Resources are inappropriate and are always prohibited, unless specifically exempted:

- Personal commercial use (use that benefits an employee's outside employment or commercial business);
- Accessing, receiving or sending pornographic, sexually explicit or indecent materials, including materials of an offensive nature (unless as part of a law enforcement investigation conducted by authorized Police personnel);
- Usage for any type of unlawful harassment or discrimination, including the transmission of obscene or harassing messages to any individual or group because of sex, race, religion, color, national origin, or other protected class status;
- Gambling or recreational purposes, including the loading and playing of computer games or playing online games;
- Usage that precludes or hampers City of Rochelle network performance; such as viewing or listening to streaming audio and/or video (unless for City of Rochelle business, such as for online training);
- Unauthorized copying or downloading of copyrighted material;
- Usage that violates software license agreements;
- Downloading of software programs (unless specifically approved by applicable Director and coordinated with the Information Technology Department);
- Usage for political purposes, including partisan campaigning, unless on the employees' and elected officials' personal social media site and only indicating that the comments are not made on behalf of the City;
- Sending anonymous messages and/or misrepresenting an employee's name, position, or job description
- Deliberately propagating any virus, worm, Trojan horse, malware, spyware, or other code or file designed to disrupt, disable, impair, or otherwise harm either the (Member's) networks or systems, or those of any other individual or entity;
- Releasing misleading, distorted, untrue or confidential materials regarding City of Rochelle business, views or actions;
- Using abusive, profane, threatening, racist, sexist, or otherwise objectionable language in either public or private messages;

#### 6. Violations

- Use of Technology Resources in an excessive manner to deprive others of system use or resources, including the sending of bulk email for other than official business or forwarding "chain letter" emails of any kind;
- Connecting to the City of Rochelle network, or any specific software package, utilizing somebody else's security identification login information to gain alternate security permissions; and
- Any personal use, even if incidental, that results in expense to the City of Rochelle.

If it is determined that an employee has violated any of the policy guidelines, the employee will be considered to have misused City property and could be subject to immediate loss of electronic communications privileges and/or disciplinary action, up to and including termination. In addition, employees and elected officials may be held personally liable for damages incurred because of copyright and licensing infringement. The City reserves the right to advise appropriate legal authorities of any illegal activities.

## Other Policies

### OTHER POLICIES

**CELL PHONE BY EMPLOYEE.** Policy outlines the use of personal cell phones at work, the personal use of business cell phones and the safe use of cell phones by employees while driving.

**FRAUD PREVENTION AND DETECTION POLICY.** The City of Rochelle is committed to protecting its revenue, property, information and other assets from any attempt, either by members of the public, contractors, vendors, agents or its own employees, to gain by fraudulent conduct, financial or other benefits at the expense of City taxpayers. City officials and employees must, always, comply with all applicable laws and regulations. The City shall not condone the activities of officials or employees who achieve results through violation of the law or unethical business dealings. The City does not permit any activity that fails to stand the closest possible public scrutiny. This policy sets out specific guidelines and responsibilities regarding appropriate actions that must be followed for the investigation of fraudulent conduct and other similar irregularities.

The impact of fraudulent conduct and dishonesty may include, but is not limited to:

- The actual financial loss incurred
- Damage to the reputation of the City and its employees
- Negative publicity
- The cost of investigation
- Loss of employees
- Loss of public confidence
- Damaged relationships with City contractors and suppliers
- Litigation
- Damages employee morale

**GUIDELINE FOR PURCHASING MATERIALS, SUPPLIES, EQUIPMENT AND SERVICES.** The purpose of this policy is to expedite processing of City of Rochelle purchases in a timely, efficient manner while assuring adequate internal controls and purchasing authority. Preference is given to local vendors if the price difference is less than 5% more than other alternatives.

**POLICIES AND PROCEDURES FOR UPDATING DISCLOSURES.** Pursuant to the City's responsibilities under the securities laws, including its continuing disclosure undertakings (the "Undertakings") under Rule 15c2-12 of the Securities Exchange Act of 1934, as amended, and the Securities and Exchange Commission's statements in enforcement actions, it is necessary and in the best interest of the City that the City's (i) preliminary and final official statements or offering circulars and any supplements or amendments thereto (collectively, the "Official Statements"), disseminated by the City in connection with any bonds, notes, certificates or other obligations, (ii) Annual Financial Information, as required by and defined in the Undertakings (the "Annual Financial Information") to be filed with the Municipal Securities Rulemaking Board's ("MSRB") Electronic Municipal Market Access ("EMMA") system, and (iii) notices of Material Events or Reportable Events, each as defined in the Undertakings, and any other required or voluntary disclosures to EMMA (each, an "EMMA Notice") comply in all material respects with the federal securities laws. Further, it is necessary and in the best interest of the City that the City adopt policies and procedures to enable the City to create accurate disclosures with respect to its (i) Official Statements, (ii) Annual Financial Information, and (iii) EMMA Notices. Official Statements, Annual Financial Information and EMMA Notices are collectively referred to herein as the "Disclosures."

**TRAVEL AND MEAL EXPENSE CONTROL ACT POLICY.** The purpose of this policy is to establish procedures for permission to attend and to obtain reimbursement for City financed functions (meetings, seminars, conferences, education courses, or any event that advances your job knowledge). This policy is applicable to all City Employees, including Department Chiefs, Superintendents, Directors, Supervisors, the City Attorney, City Clerk and City Treasurer.

**TUITION REIMBURSEMENT.** The City of Rochelle encourages its employees to improve and upgrade their skills and knowledge through participation in job related coursework at accredited colleges or universities.

# Slip, Trip and Fall Prevention Policy - Other

## CHAPTER 9: SAFETY SLIP, TRIP, AND FALL PREVENTION POLICY

### SECTION 1: PURPOSE

The City of Rochelle makes all reasonable efforts to:

- a) Protect the health and safety of employees.
- b) Provide safe work practices for employees.
- c) Provide information to employees.
- d) Identify and correct health and safety hazards and encourage employees to report hazards.

This Slip, Trip and Fall Prevention policy has been developed to minimize injury, illness, or death associated with slip, trip and fall related incidents. Procedures include worksite evaluations, elimination of slip, trip and fall hazards, and employee training. Requirements outlined in this manual are mandatory by regulation where the word "shall" is used and are advisory in nature where the word "should" is used.

### SECTION 2: APPLICATION OF THIS GUIDANCE DOCUMENT

The objectives of the Slip, Trip and Fall Prevention Guide is to provide directions on:

- a) Identifying working environments where slip, trip and fall hazards are most likely to occur.
- b) Eliminating/reducing identified slip, trip and fall hazards.
- c) Training employees who will be working in environments where slip, trip and fall hazards are likely to arise during a typical work shift.

### SECTION 3: RESPONSIBILITIES

The responsibilities listed below supplement the core responsibilities as outlined in employee job descriptions.

1) Supervisors — Supervisors are responsible for the following:

- a) Identifying work locations that are "Higher Risk Areas." For definition of "Higher Risk Area," refer to Section 4.1.1.
- b) Ensuring periodic workplace inspection is conducted to identify slip/ trip/ fall hazards.
- c) Properly addressing slip, trip and fall hazards promptly and consulting with the safety committee if a slip, trip and/or fall hazard cannot be abated.
- d) Ensuring appropriate training is provided for all employees who will be working in higher risk areas where slip, trip and fall hazards are prevalent.
- e) Evaluating employees' compliance with safe work practices.
- f) Where routine or occasional floor cleaning is performed by departmental staff, creating a floor maintenance procedure and ensuring that personnel properly and consistently follow floor maintenance procedures.
- g) Promptly reporting all employee injuries to the Risk Manager.

2) Employees — Employees who work in a higher risk area are responsible for the following:

- h) Adhering to the recommended housekeeping practices & other safe work practices preventing slip, trip and fall related incidents. This includes cleaning up spills immediately, marking spills and wet areas, mopping, or sweeping debris from floors, and removing obstacles from walkways, and keeping areas free from clutter.
- i) Following all City of Rochelle safety practices, including but not limited to:

- 1) Reporting potential hazards to the supervisor immediately.
- 2) Reporting accidents to the supervisor immediately.

3) Department Managers — Building managers are responsible for the following:

- j) Assisting in the identification and elimination of slip, trip and fall hazards found in common/shared areas. Inspections for identifying slip, trip and fall hazards are recommended:
  - At least annually, ideally prior to a wet season.
  - Before, during, and/or after construction and renovation activities in situations where building occupants and the public may be affected.
  - A sample inspection form is contained in Appendix A.

- k) As appropriate, assisting departments with the removal of facilities-related slip, trip and fall hazards.
- l) Consulting with the safety committee for assistance in addressing slip, trip and fall hazards as appropriate.

4) Safety Committee — The Safety Committee is responsible for the following:

- m) Developing, implementing, and maintaining the Slip, Trip and Fall Prevention Guide.
- n) Assisting departments in evaluating areas where slip, trip and fall hazards are prevalent and providing suggestions to help abate noted deficiencies.
- o) Evaluate the training needed for employees who work in areas where slip, trip and fall hazards are prevalent.
- p) Analyzing and reporting trends in injury and/or incidence rates related to slip, trip and fall hazards and making recommendations as needed.

#### SECTION 4: HAZARD IDENTIFICATION/ INSPECTION

1) Slip, Trip, & Fall Hazards — Common slip, trip and fall hazards result from:

- a) Wet or contaminated floors (e.g. grease, liquids, ice, oil, dust, fine powders, etc.).

Contaminant	Source
Rain/Snow water	Transmitted internally from open external doors or from the feet, coats or umbrellas of pedestrians
	Building leaks
Ice	Wintery conditions
Water, other fluids	From spills, plumbing leaks, cleaning, ice machines
Floor cleaning products	Resulting from failure to follow appropriate floor cleaning procedures
Body fluids	Blood, vomit
Condensation	Variations in temperature
Dusts	Natural or from stored materials
Debris	Bags, paper, food residues, soil, cardboard boxes

- b) Uneven walking surfaces, holes, changes in level, broken or loose floor tiles, defective or wrinkled carpet or uneven steps/thresholds.
- c) Mats or rugs not lying flat on the floor.
- d) Obstructions and accumulation of objects in walkways (e.g. hoses, cords, cables, debris, etc.).
- e) Unguarded platforms, walkways, and work areas 48 inches above ground.
- f) Inadequate illumination

2) Higher Risk Areas

For the purposes of this Guide, an area where slip, trip, or fall hazards may likely arise during a typical work shift, is considered a “higher risk area”. Examples of higher risk areas include:

- a) Kitchens — wet floor
- b) Locker rooms / Bathrooms — wet floor
- c) Loading docks — elevated locations
- d) Maintenance Garages — wet floor– housekeeping
- e) Vehicle Storage Garages — wet floor — housekeeping

3) Inspections

Inspections to identify slip, trip and fall hazards are recommended and should be conducted on a regular basis. For building common areas, it is recommended that the building representative conduct inspections. A sample inspection form is contained in Appendix A. Recommended inspections should minimally include evaluation of the following:

- a) Condition of floors, carpets, and steps
- b) Floor maintenance procedures
- c) Housekeeping practices
- d) Lighting levels
- e) Presence and condition of guardrails, stair-rails, and handrails on elevated work surfaces.

#### SECTION 5: HAZARD CONTROL MEASURES

## 1) General Housekeeping Procedures / Safe Work Practices

The following housekeeping procedures and safe work practices must be followed to prevent accidents associated with slip, trip and fall hazards:

### a) General Safety

- Avoid running or walking too fast, especially in higher risk areas.
- Avoid carrying items that will obstruct one's view of their walking pathway.
- Avoid walking through potential slip, trip and fall hazards.
- Use extra caution when traveling both outdoors and indoors during wet/winter weather.
- Avoid walking and texting

### b) General Housekeeping Procedures

- Clean up spills immediately. For greasy liquids, use a suitable cleaning agent.
- Do not leave floors wet after cleaning — clean them to a completely dry finish if possible. If "clean-to-dry" is not possible, then use barriers and "wet floor" warning signs to keep people off the wet area.
- Use cleaning methods that do not spread the problem. Small spills are often better dealt with using a paper towel instead of a mop that wets a larger area of floor.
- Do not use cardboard to soak up spills.

### c) Slip Hazards

- Sidewalks and parking lots should be cleared of snow and ice, and salt and ice- melt used in high traffic areas. Please note: snow and ice removal procedures shall be conducted prior to the arrival hours of the general working population.
- Floors, platforms, and walkways shall be maintained in good repair, and reasonably free of oil, grease, or water. Mats, grates, or other methods that provide equivalent protection shall be used in areas where operation requires walking on slippery surfaces.
- Slip-resistant floor coatings should be used in areas that are likely to get wet or subject to frequent spills.
- Slip hazards must be identified and removed promptly.
- Warning signs or other equally effective means (barricades) should be used as a warning system in areas where a slip hazard is present.

### d) Trip Hazards

- Platforms and walkways shall be free of obstructions & dangerous projections (e.g. extension cords, power cables, hoses, carts, boxes, debris).
- Position equipment to avoid cables crossing pedestrian routes; use cable covers securely fix to surfaces or consider the use of cordless tools.
- Surfaces in poor repair (i.e. holes, surface upheaval, and broken tiles) shall be repaired or guarded by readily visible barricades, rails or other equally effective means.
- Ensure floor mats and rugs are securely fixed and do not have curling edges.

### e) Fall Hazards

#### 1) Elevated Locations

- Guardrails shall be provided on all open sides of unenclosed elevated locations. Examples of elevated locations include: balconies, runway ramps, or working surfaces that are more than 48 inches above the floor, ground, or other working areas of a building.
- For roofs: Guardrails shall be provided at locations where there is a routine need for an employee to approach within 15 feet of the edge of the roof. Where such roof access is needed no more than 4 times a year, safety belts, lanyards, or an approved fall protection system may be used in lieu of guardrails.

#### 2) Stairways

Stairways should have handrails or stair rails on each side.

#### 3) Ladder Use

When a ladder is used, the employee should follow safe ladder practices.

4) Elevating Work Platforms & Aerial Devices (e.g. vertical tower, scissor lift, mast- climbing work platform):

- Only employees who have been trained and authorized by the supervisor shall operate elevating work platforms and aerial devices. NOTE: Aerial devices and elevating work platforms are vehicle-mounted or self-propelled devices designed to elevate a platform/ individual on a substantially vertical axis.

2) Floor Mats and Other Floor Treatments

Where work processes are expected to create wet floor surfaces, such surfaces should be protected against slipping by using mats, grates, cleats, or other methods that provide equivalent protection. Where wet processes take place, drainage shall be maintained and false floors, platforms, mats, or other dry standing places provided.

a) Floor mats

1) Floor mats should be placed in higher risk areas where walking-working surfaces may encounter wetness or other slippery conditions. Examples of higher risk areas include:

- Building entrances
- Areas adjacent to food counters and food preparation areas
- Cooking areas
- Areas where the work procedure is going to produce fluids that could remain standing on the floor surface

2) The design of floor mats should have the following features:

- Slip resistant surface on both top and bottom sides.
- Beveled edges, flat edges, or similar design to help reduce the likelihood of workers tripping on the mat's edges.
- Slots or similar design to help promote drainage and prevent accumulation of water & grease.
- Antibacterial treatment or similar design to help prevent the growth of mold and mildew.

3) Floor mats should not be installed and used in a way where the mat itself becomes a slip or trip hazard.

b) Other methods

Where wet processes are used, drainage shall be maintained and false floors, platforms, mats, or other dry standing places shall be provided.

3) Slip-Resistant Footwear

Employees who work in potentially slippery, higher risk areas must wear slip-resistant footwear. When selecting slip-resistant footwear, the following should be considered:

- a) Level of slip-resistance (i.e. Polyurethane and microcellular urethane soles are more slip-resistant compared to nitrile and styrene rubber).
- b) Tread design, tread hardness, and shape of sole and heel. (i.e. High elastic soles with raised-tread and crosshatch patterns are more slip-resistant compared to rough and flat soles. Tread patterns should cover the whole sole and heel area.)
- c) Use of non-slip shoe covers. Examples include Yak Trax, Gator Shoes with Gatorbacks or other slip-resistant-over shoes.
- d) Proper support and comfort.
- e) A footwear wear inspection program to ensure treads are still adequate.

NOTE: The use of slip-resistant footwear alone is not adequate in preventing slip-related accidents. General housekeeping procedures, safe work practices, and matting/ floor treatments (as necessary) must be used.

4) Floor Maintenance Procedures

A floor maintenance procedure must exist where routine or occasional floor cleaning is performed by departmental staff. It is recommended to consult with the floor cleaner product manufacturer for guidance on suggested cleaning procedures. The following should be considered when developing a floor maintenance procedure:

- f) The type of floor finish product used, including slip-resistant polymer finishes, strippers, degreasers, and general cleaners.



- g) Proper application methods for products, including proper dilution and time schedules for each component or process.
- h) Proper warning system operations during floor maintenance operations to alert building occupants of the presence of potential slip, trip and fall hazards.
- i) Documentation of products used, including Safety Data Sheets, and specifications regarding the slip-resistance level of the product.
- j) Periodic review of maintenance program, especially after a report of an employee “near miss” or actual accident.

#### SECTION 6: TRAINING

For employees working in higher risk areas, training shall be provided to ensure employees are in compliance with safe work practices.

1) General Housekeeping / Safe Work Practices — All employees who may be required to work in a higher risk area shall be trained in the following:

- Recognition of potential hazards associated with working in a higher risk area.
- The use of control measures to prevent slip, trip and fall related accidents. The frequency of training provided to the employees is to be determined by the supervisor and department manager.

2) Floor Maintenance Procedures

Where departmental staff personnel are assigned to perform routine or occasional floor maintenance, recommended training should be provided on established floor maintenance procedures and necessary PPE to be worn. When new products and/or equipment are used, we recommend the departmental staff receive adequate re- training for proper usage.

3) Recordkeeping

The Risk Manager shall keep records of health and safety training received by employees.

#### ARTICLE B:

#### WINTER SLIP, TRIP, AND FALL PREVENTION POLICY

##### SECTION 1: PURPOSE

The Department is responsible for providing a safe work environment for its employees. In an effort to reduce slip/trip/fall injuries, the Department is implementing this Winter Slip, Trip and Fall Prevention policy. This policy has been developed to minimize injury, illness, or death associated from slip, trip and fall related incidents due to snow and ice.

##### SECTION 2: SCOPE

This guideline is for all department members and employees that are at risk of slip/trip/falls due to slippery conditions due to ice and/or snow.

##### SECTION 3: GUIDELINE

1) The Department members will wear add-on anti-slip shoe/boot attachments to provide additional traction during slippery conditions due to ice and/or snow. Below are examples of emergency and non-emergency situations where anti-slip shoe/boot attachments are required:

- On Roadway or Roadside emergency and non-emergency incidents in which slippery conditions exist due to ice and/or snow, department members should don add-on anti-slip boot attachments (i.e. Yaktrax).
- When department members are engaged in snow removal activities such as snow shoveling, snow blowing and manual ice melting/salt spreading.
- When department members are walking on slippery roads or sidewalks due to ice and/or snow, it is required.

2) The Department shall conduct annual footwear inspection prior to winter to ensure there is adequate tread for grip on slippery surfaces. If an area of the tread is worn smoothly or the tread design is not visible, then the need to replace the footwear becomes urgent, as the footwear doesn't provide the slip protection it was purchased for. If there's any question that the footwear can no longer do what it was intended to do, then it should be replaced.

#### Slip, Trip and Fall Hazards — Inspection Form

Building:

Floor:

Area/Room:

Building Representative:



Higher Risk Area: Yes or No

FLOOR CONDITIONS	YES	NO	N/A	COMMENTS
The floor is kept free from slip hazards such as food or liquid spills and other debris.				
The walkway is kept free from trip hazards such as torn carpets, electrical cords, fallen articles, broken tiles, etc.				
Carpet and rugs are in good condition and secured to the floor.				
Floors are properly designed to allow for good drainage.				
Floor drains are not plugged/allow adequate drainage.				
Floor mats are in good condition, free from grease, and used appropriately (i.e. mats are not a trip hazard).				
Floor mats have beveled edges, and where appropriate, are grease resistant and promote drainage.				
OTHERS	YES	NO	N/A	COMMENTS
Portable signs and equipment used for spill cleanup are available for use.				
Slip-resistant footwear is worn by employees.				
Illumination is adequate.				
Stepladders are in good condition and have no-skid feet.				
BUILDING PERIMETER / STAIRWAYS / SPECIAL AREAS	YES	NO	N/A	COMMENTS
Sidewalks and ramps are free of defects (i.e. cracks, breaks, holes).				
Sidewalks and ramps do not show signs of surface upheaval or unevenness.				
Stairway surface and nosing (leading edge of stair tread) are free of defects (i.e. broken steps, cracks).				
Handrail is present and secured at stairways and ramps.				
Guardrails are present and secured on working surfaces that are more than 30" above the floor or working areas (exception: loading dock).				
Restroom floors are free from defects and properly maintained. No evidence of plumbing leaks.				
Other				

## Appendix B: SAMPLE PRODUCTS FOR SLIP, TRIP AND FALL PROTECTION

### ARTICLE C: SAFE LIFTING POLICY

#### SECTION 1: INTRODUCTION

This section provides guidelines to address material handling exposures as serious injuries can result from improperly handling and storing materials. Employees should be trained in proper procedures that can help to minimize or reduce these incidents from occurring. Whether moving materials manually or mechanically, employees should know the potential hazards associated with the task and how to control them within the workplace.

The types of injuries can include:

- 1) Strains and sprains from lifting loads improperly or that are too heavy for the physical lifting abilities of the employee.
- 2) Fractures and bruises caused by being caught between material handling equipment and a fixed object.
- 3) Cuts and bruises caused by striking a fixed object or by a falling object.

#### SECTION 2: GUIDELINES

The general requirements of this program shall be followed for material handling, and storage of material.

#### SECTION 3: TRAINING

All employees shall be trained in safe methods of handling, storing, and disposing of materials. Documented retraining shall be conducted on a regular basis. Employers must train in the expected procedures and proper use of equipment on which they might operate. A record of retraining shall be maintained on file by the Risk Manager.

Employees shall be trained in the following safe work practices:

- 1) Store all material so that it is stacked, blocked, interlocked, and limited in height so that it is secure against falling, sliding, or collapse.
- 2) Store material so that it is at least 18" below sprinkler heads.
- 3) Store heavy items on shelves that are between knee and shoulder level. Secure shelving units to wall to prevent tipping over.
- 4) Do not exceed maximum safe load limits on floors.
- 5) Do not exceed maximum safe load limits for shelving.
- 6) Keep aisles clear and in good repair, free of tripping hazards to allow free and safe movement of material handling

equipment and employees. Permanent aisles and passageways shall be appropriately marked.

- 7) To survey the travel areas prior to the lift to ensure it is free of obstacles
- 8) Ensure the aisle route offers sufficient clearance when using mechanical aids. This will minimize the chance of employees being pinned between the equipment and fixtures in the workplace.
- 9) Use ramps (if available) when a difference in work levels exists.
- 10) Store materials at least six feet away from floor openings.
- 11) Separate non-compatible materials.
- 12) Band boxed materials or secure them with cross ties or shrink plastic wrap.
- 13) Block the bottom tiers of drums and barrels to keep them from rolling or shifting in either direction.
- 14) Stack and bag materials by stepping back the layers and cross keying the bags at least every ten bags high.
- 15) Inspect loads to verify they are stable and secure (to prevent displacement during handling operations).
- 16) Keep storage areas free from accumulations of materials that could cause tripping, fires, explosion, or could harbor pests.
- 17) Follow these requirements when manually handling materials:

- a) Do not lift awkward or heavy materials by yourself. Get a fellow employee to help you.
- b) Use power and mechanical lifting equipment in place of manual lifting when available.
- c) Plan the lift when two or more people are handling an object. Only one person should give instructions. Decide the route you plan to take before carrying the object and discuss all possible problems prior to moving the object. Work as a team!
- d) Inspect the object you are going to move or lift for sharp edges, nails, splinters, and other problems that may cause injury prior to lifting.
- e) Do not stack carried objects, so they block your view of your path of travel.

- 18) Follow these steps when manually lifting materials, (see Exhibit A):

- a) Keep feet apart; with one foot alongside the object being lifted and one foot behind it.
- b) Keep your back straight (nearly vertical).
- c) Tuck your chin to your chest. This will help you keep your head, neck, and spine in proper alignment.
- d) Grip the object with the whole hand and use a firm grip. Do not lift your fingers by only gripping the object.
- e) Tuck your elbows and arms in close to your sides. This will add to your leverage and help keep your body weight centered.
- f) Keep your body weight centered on your feet.
- g) Start the lift with a thrust of the rear foot, and allow your legs to do the work. Do not twist during a lift. This is one of the most common causes of back injury. By simply turning the forward foot out and pointing it in the direction of the eventual movement, the greatest danger of twisting is avoided.
- h) Keep your body weight centered on your feet.
- i) Start the lift with a thrust of the rear foot and allow your legs to do the work. Do not twist during a lift. This is one of the most common causes of back injury. By simply turning the forward foot out and pointing it in the direction of the eventual movement, the greatest danger of twisting is avoided.
- j) Keep the object close to your body.
- k) Turn your feet and face the direction in which you will unload the object. Avoid lifting and twisting motions, turn your feet!
- l) When unloading the object, keep the object close, and maintain the same body position as described above.
- m) See your supervisor if you have any questions about the proper way to lift.
- n) Ensure that all mechanical lifting equipment is in proper working order before using it.
- o) Do not overload or exceed the rated capacity of the mechanical aid.
- p) Let the weight, size and shape of the material being lifted dictate the type of equipment used.

#### **EXHIBIT A — Proper Lifting Technique**

1. Lifting a boxed object from the floor
2. Lifting from overhead
3. Lifting a small, light-weight object from a basket or bin
4. Two-handed, two person lift

# Telecommuting Policy and Procedure - Other

## Telecommuting Policy and Procedure (aka Working from Home Policy and Procedure)

### PURPOSE

- A. Telecommuting allows employees to work at home, on the road or in a satellite location for all or part of their workweek. Telecommuting could be in the event of an emergency such as inclement weather, a pandemic, other extenuating circumstances or as an alternative work arrangement.
- B. Telecommuting is not an entitlement, it is not a City-wide benefit, and a signed agreement in no way changes the terms and conditions of employment with the City of Rochelle.
- C. If approved for telecommuting, employees are expected to telecommute as if reporting to work as usual unless he/she is sick, on approved leave, or as otherwise directed by their supervisor.
- D. Telecommuting may be appropriate for some positions and duties, but not necessarily viable for all positions.

### GUIDELINES

- A. Except as otherwise provided herein, the City Manager has the authority to implement all, or select, provisions of this policy and to grant exceptions on a case-by-case basis in order to ensure its use in the intended manner and to meet the unique operational requirements of any situation.
- B. Preferably, preparations should be made in advance or as soon as practicable to allow remote work if necessary, in emergency circumstances. This includes determining appropriate equipment needs, such as hardware, software, and telephone.
- C. Non-temporary telecommuting arrangements made will be on a trial basis for the first three months and many will be discontinued at will and at any time at the request of either the telecommuter or the City. Every effort will be made to provide a 7 working days' notice of such a change to accommodate commuting, childcare and other issues that may arise from the termination of the telecommuting arrangement. There may be instances, however, when no notice is possible.

### PROCEDURE

- A. Individuals eligible for telecommuting arrangements must be employed by the City of Rochelle for a minimum of 12 months of continuous, regular employment and must have a satisfactory performance record with approval by a supervisor.
- B. The employee shall be required to submit a Telecommuting Agreement to their immediate supervisor for approval by the City Manager the final approval prior to starting to telecommute. A Telecommuting Agreement may be required if the City Manager institutes mandatory telecommute. The agreement shall specify the days/times telecommuting will occur and the work to be completed by the employee.
- C. Telecommuting may be fixed and ongoing, such as working a set number of hours from an alternate location each week, or it may be limited in duration, such as working from home for a few days or intermittently.

### EMPLOYMENT CONDITIONS

- A. Normal scheduled work hours will be worked each workday, typically during the hours of 7:30a.m. and 4:30pm. There are circumstances when a salary-exempt employee may work outside those hours. Hourly, non-exempt employees are not allowed to work outside the normal work hours unless approved by supervisor as overtime in accordance with the Fair Labor Standards Act (FLSA). Hours worked in excess of those scheduled hours per day and per workweek require the advance approval of the telecommuter's supervisor. Failure to comply with this requirement may result in the immediate termination of the telecommuting agreement.
- B. All normal policies associated with leave usage remain in place. If a telecommuter is unable to work, he/she must request and be approved for leave. If the telecommuter becomes sick while telecommuting and his/her illness prevents him/her from working, he/she may use sick leave. Telecommuters may be required to provide medical certification per Chapter 3, Article D. If a telecommuter becomes sick, but wishes to work, he/she may continue to do so while telecommuting to the extent that he/she is able.
- C. While telecommuting, the employee remains bound by all applicable City of Rochelle personnel rules and regulations, as well as applicable City and State laws and regulations. Unless leave has been approved, only official duties may be done, and employees must refrain from conducting personal business while telecommuting.
- D. Appropriate disciplinary action may be taken against a telecommuting employee for failing to comply with the provisions of the Telecommuting Agreement or for violating any other personnel law, rule, regulation, or policy.
- E. The telecommuter is covered under Illinois' Workers' Compensation law for injuries occurring in the course of the actual performance of official duties at a remote workplace. In the event of a job-related accident at a remote workplace, the telecommuter must immediately report the incident to his/her supervisor.

- F. The City is not liable for damage to the telecommuter's personal or real property while the telecommuter is working at a remote workplace.
- G. All policies in the City of Rochelle Employee Handbook apply to a telecommuter regardless of location. Chapter 5, Other: Article Q, Electronic Communication & Technology covers the use of electronics, which includes but not limited to, No Exception to Privacy, Public Record, Acceptable Use and Violations.

#### COMPENSATION

- A. A telecommuter's pay and benefits are unaffected by participation in the telecommuting program.
- B. Telecommuters are not authorized to work overtime at a remote workplace unless preapproved by their supervisor. Failure to comply with this requirement may result in the immediate termination of the telecommuting agreement.

#### SUPPLIES AND EQUIPMENT

- A. The telecommuter must have a designated work area with appropriate furniture, tools, and supplies to perform assigned telework tasks at a remote workplace. The telecommuter's department or office will provide standard office supplies (pens, paper, pencils). Out-of-pocket expenses will not be paid or reimbursed by the City of Rochelle.
- B. The telecommuter's department, with the support of the IT Department, will provide the computer hardware, software, virus protection, and appropriate access to drives.
- C. All equipment that the City provides for the telecommuter remains property of the City and is subject to search or inspection at any time, including via remote scans or any other method the City deems necessary to use.
- D. The telecommuter is responsible for providing a telephone, cell phone, or alternate means of immediate communication. Long-distance calls are the responsibility of the employee. No reimbursement of cell phone or internet use will be permitted, unless pre-approved and stated in the Telecommuting Agreement.
- E. The City is not responsible for loss, damage, or wear and tear of telecommuter-owned equipment. Repair and/or replacement costs and liability for privately owned equipment and furniture used during telecommuting is the responsibility of the telecommuter.
- F. The City reserves the right to request photos of the designated work space, request a layout of space used or inspect the work space used at the telecommuting location, whether at home or another designated location.

#### CYBERSECURITY AND INTEGRITY

- A. All telecommuters are responsible for the safety and security of all City confidential data and information. A telecommuter must protect the privacy and security of city resources and information. This includes establishing appropriate passwords for all confidential information that could be obtained from a laptop.
- B. Restricted-access materials shall not be removed from the central worksite or accessed by the telecommuter electronically from the alternate remote workplace unless authorized in advance by the department supervisor.
- C. People other than the telecommuter should not be given access to city information or resources.
- D. Products, documents, and records used, developed, or revised while telecommuting shall remain the property of the City and are subject to the City's policies regarding confidentiality and records retention requirements.
- E. Telecommuter positions that have security and/or confidentiality requirements must follow established policies and procedures to guarantee protection of confidential information. Procedures may include a locked or secure workplace, the use of computer access passwords, or restricted use of files at the telecommuter's remote workplace.

#### SCHEDULES AND ACCESSIBILITY

- A. While telecommuting, the employee must be accessible via telephone, email, or any other means of virtual communication. Telecommuters must also regularly check voicemails and timely respond to messages and emails. An agreement between the telecommuter and their supervisor will address how to handle telephone messages and the need for the forwarding of telephone calls from the work phone to a remote workplace phone. The telecommuter's remote workplace phone number will only be provided to their supervisor or where it is in the public interest to provide the number.
- B. Telecommuters will attend any meetings, training sessions, and/or conferences as requested by their supervisor. The telecommuter may be requested to attend short-notice meetings. However, their supervisor may use telephone conferencing as an alternative for requesting attendance at short-notice meetings.
- C. An hourly, non-exempt employee must keep a complete log of his/her time spent telecommuting and must provide his/her supervisor with a copy of this log at the end of each week.
- D. Work schedules must be in compliance with Fair Labor Standards Act (FLSA) regulations and the City policy. The employment department's work week schedules, meetings, consultations, presentations, and conferences will be taken into consideration when approving the telecommuter's schedule.
- E. Telecommuter's travel time to and from home or the office to a remote work location will not be considered compensable work time.
- F. The Telecommuter Agreement may be reviewed by the City Manager or supervisor at any time and revised, as necessary.

#### EMPLOYEE ATTENDANCE

- A. Failure to telework or to perform assigned duties as required may result in disciplinary action, up to and including termination from employment.
- B. The City Manager or their supervisor may alter an employee's telecommute schedule, telecommute location , or duties according to current law and policy in order to meet the needs of the department or office, or to promote standards and guidance to prevent or mitigate emerging threats(s).

## Tuition Reimbursement Policy

### Tuition Reimbursement Policy

The City of Rochelle encourages its employees to improve and upgrade their skills and knowledge through participation in job related coursework at accredited colleges or universities.

The city's **Tuition Reimbursement Policy** will be as follows:

Tuition reimbursement is intended for courses offered by an accredited two (2) or four (4) year college or university which are directly related to an employee's current job duties or are a part of a degree program directly related to the employee's current job or another prospective city position.

Any full-time employee who has completed his/her probationary period may make an application for tuition reimbursement.

Applications will not be considered if the employee is eligible for or is receiving funds for the same course from any other source, such as scholarships and/or grants.

Applications are to be submitted for approval to the department head and city manager prior to October 1 of any given year for budgetary purposes. Documents are then sent to the Human Resources Coordinator for processing.

In any given semester, tuition reimbursement will be considered for two courses (3 credit hours per course) per semester unless approved by the city manager.

Reimbursement for tuition and required lab fees will be according to the following for undergraduate coursework:

- 100% tuition reimbursement for each course each semester completed with a grade of "A"
- 90% tuition reimbursement for each course each semester completed with a grade of "B"
- 80% tuition reimbursement for each course each semester completed with a grade of "C"

In relationship to graduate level coursework, the employee would receive 100% tuition reimbursement for each course each semester completed with a grade of "B" or better.

Expenses such as textbooks, student fees, parking fees, mileage and meals are not eligible for reimbursement.

In order to receive tuition reimbursement, employees must submit the city's Tuition Reimbursement form, an official school transcript or an official grade showing the course, the grade and the tuition cost.

The schedule of courses selected must not interfere with the employee's normally assigned hours of work. Hours in classes attended after an employee's normal work hours will not be counted as hours worked or credited towards compensatory time or leave.

If the employee leaves the city within two (2) years of completing courses for which the city has paid, the city's share of the costs in the twenty-four (24) months preceding termination will be deducted from the final payment of salary, wages and accrued leave. If the amount of the final payment is not sufficient to cover costs, the individual will be required to reimburse the city for the amount due at the time of termination.



## Vehicle Policy

### SECTION 1: **VEHICLE POLICY**

The purpose of this policy is to define the responsibilities and obligations of city employees in the use of city-owned vehicles, as well as general standards relating to identification and maintenance. The primary responsibility for dissemination, implementation and enforcement of this policy are the individual department heads, under the supervision of the city manager, who shall be consulted regarding any uncertainty regarding this policy.

Certain City of Rochelle employees are permitted and/or required to drive city-owned vehicles to and from their homes due to the nature of the work they do. This allows them to respond more readily and to be better prepared with necessary tools and equipment to address emergency situations during non-business hours. While use of a city-owned vehicle may provide convenience for a city employee, assignment of a city vehicle for official use is not a fringe benefit or right of employment, but for the operational needs of the city. Any assignment of a city-owned vehicle is at the discretion of the city.

These city-owned vehicles are to be used only for commuting to and from work or when performing official city duties. In most cases, an employee is on official city duty when he/she has reported in or out on his/her radio, has shown up for work, has been assigned a work activity, or is specifically on an "on-call" basis.

Except as otherwise provided herein:

City-owned vehicles are not to be used for personal purposes.

They are not to transport anyone other than city employees or people working with or for the city in an official capacity.

No family members or other non-employee personnel are allowed in city-owned vehicles, whether the employee operating the vehicle is on duty or not, unless such passengers are authorized by the department head or the city manager in conjunction with the work duties of the employee.

A city-owned or leased vehicle shall not be used for transportation to or from lunch by an employee and his/her spouse.

Only employees specifically authorized by a bargained benefit in a collective bargaining agreement, chief of police and fire chief are allowed to take city-owned vehicles home. The city manager may authorize specific department heads to take a city-owned vehicle home for emergency-related purposes. These authorized employees are not authorized to loan their city-owned vehicle to anyone else, except for city business related purposes as determined beforehand by the department head.

If it is more efficient in terms of productive use of time to have authorized rest periods taken in the field or at the job site, it is permissible to use city vehicles to pick up meals for employees.

If an employee is working in an area away from his or her base location and it is more convenient and less time consuming to eat lunch in that area, the employee may take the city vehicle to a nearby restaurant (or to his or her home if it is in the area) rather than returning to the base location, subject to supervisor approval.

A city vehicle also may be used for attending professional or governmental association meetings and luncheon meetings that directly benefit the City of Rochelle.

A vehicle may be taken home at night providing one of the following criteria is met and it is approved by the department head and city manager:

- The nature of duties is such that the employee is subject to being called out in an emergency or other extra duty outside normal working hours. This means that the possibility of being called out has been specifically assigned, as opposed to an employee having a general obligation or duty to respond to the request of a supervisor to work.
- If it is necessary for the employee to have a car to protect the safety, health or welfare of the citizens of Rochelle. Such designation must specifically be approved by both the department head and the city manager or as a benefit of a collective bargaining agreement.
- When the employee is required to attend an official meeting or conference on the city's behalf.

The following regulations relate to take-home vehicles:

- When permission is granted for a city-owned vehicle to be driven home, the vehicle should be stored off the street.
- Each employee authorized to drive a city-owned vehicle home shall make the vehicle available for emergency use whenever he or she is out of the city or unavailable for service or other reasons.
- Generally, no city-owned vehicles will be taken out of town overnight unless the employee is specifically on call or on city business, which can be better accomplished by the vehicle being accessible to the employee. Department heads shall have the obligation to manage the implementation of this provision to avoid undue wear and tear on city-owned vehicles, while maintaining the preferred service level for Rochelle citizens.
- To the extent personal use of city-owned vehicles is authorized, it is subject to withholding tax, pursuant to Internal Revenue Service regulations. This includes traveling to and from the home to the employee's place of work. A mileage log will be kept as a record of all miles used. The City Finance Department shall administer this provision of the policy, subject to review by the City Manager.

Regulations relating to vehicle use are as follows:

Each city vehicle shall be assigned to a specific individual whenever possible for purposes of responsibility, and for assurance of proper maintenance. All vehicles so assigned will be for the sole purpose of allowing city personnel to carry out their job responsibilities during normal working hours.

All vehicles will be clearly identified with the city or RMU logo as specified and only certain vehicles used in the police department will be considered for unmarked vehicles.

Operators of city vehicles shall conduct a routine inspection of the vehicle to include, but not to be limited to the following: headlights and taillights, seat belts, horn, windshield wipers, tires, brakes, turn signals, and a weekly inspection of oil, battery, water and appearance. Each vehicle shall be scheduled for routine inspection and maintenance by the applicable Department Head.

Vehicles should be kept neat inside and outside, and every precaution must be taken to prevent debris from being blown or falling off trucks or from being discarded by vehicle occupants. Vehicle windows shall be closed and doors locked when not in use.

All city vehicles should be driven in a safe, courteous manner. Violations of traffic laws by a city employee while driving on city business are subject to review by the proper authorities for disciplinary action in addition to normal law enforcement procedures. The driver of a city vehicle is responsible at all times for not only the safe operation of the vehicle, but for the safe and lawful condition of the vehicle itself. Faulty operation of a vehicle shall be immediately reported to the employee's department head who shall issue a work order for repair.

City employees may not operate any vehicle for which they do not have a valid Illinois license for the intended use and the type of vehicle being driven. It is the responsibility of the employee to procure the proper license. All city employees who drive city vehicles or use personal vehicles for city use will complete a Motor Vehicle Record review each year in accordance with the Motor Vehicle Record Check Policy and Procedure.

No employee shall operate any vehicle without the approval of the supervisor responsible for said vehicle.



# Budget Timeline

## 2023 BUDGET PROCESS AND BUDGET CALENDAR FISCAL YEAR JANUARY 1 - DECEMBER 31, 2023

The City of Rochelle budget process incorporates a long-term perspective, establishes linkages to strategic, capital improvement, and broad organizational goals, focuses budget decisions on results and outcomes, involves and promotes effective communication with stakeholders, and provides recognition-based incentives to government management and employees.

With a deliberate twenty-year Capital Improvement Plan, departments can budget for important maintenance, replacement, and infrastructure upgrades that will require future funding. The Strategic Plan is considered during the budgeting process.

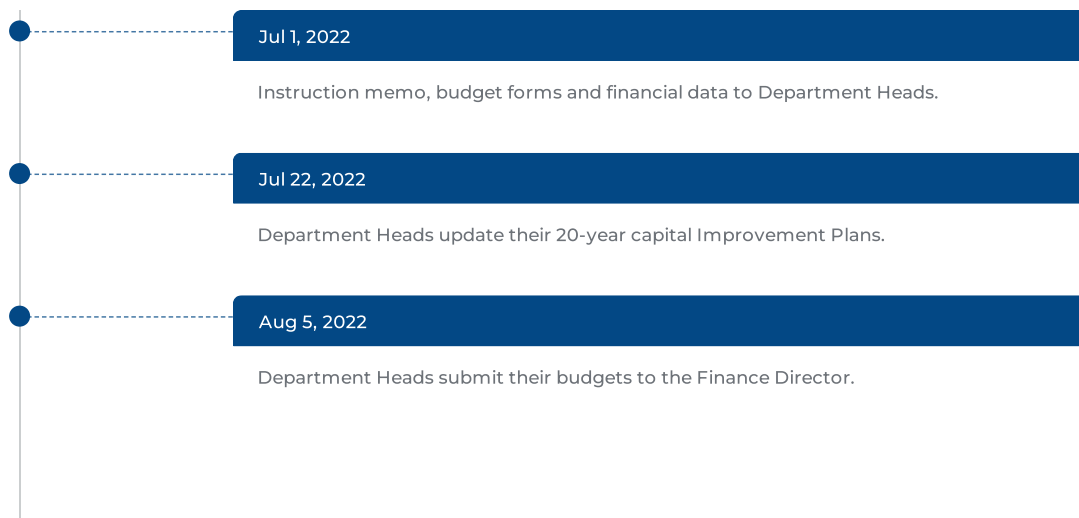
Because most of the budgeting process takes information from previous years and projections for the coming years, key performance indicators or outcomes are used to demonstrate why funds are spent in a certain way. This helps constituents better understand why there has been an increase in taxes or why a program has been eliminated. For the first time in Rochelle's history, a series of department-wide Performance Measures was adopted by City Council in 2019 to further support the Strategic Priority Areas of Financial Management, Community Inclusivity and Engagement, and Core Service Delivery.

The City of Rochelle Budget involves and promotes effective communication with key stakeholders. This includes municipal employees, businesses, citizens, council members, the city manager, and department leaders. This transparency provides a better understanding of how day-to-day operations contribute to annual goals and the success of the municipality.

Proposed General Fund Revenues for CY 2023 are estimated to be \$13,405,888. Expenditures for the new fiscal year total approximately \$14,702,934 with General Fund Capital Outlays of approximately \$1,010,000. The projected deficit of \$1,297,406 includes additional capital projects (to spend down a large GF cash fund balance), spending ARPA funds (received in 22 and spent in 23) and hiring additional police staff to cover further anticipated retirements. Projects funded by transfers from the landfill, the Non-Home Rule Sales Tax, Utility Tax and Motor Fuel Tax are included in the Capital Improvement Fund and not part of the General Fund balance. The Utilities (Electric, Water, Water Reclamation, Advanced Communications & Technology Center, Railroad, Landfill, Golf Course and Airport) proposed budgeted expenses are \$68,816,595, of which \$17,143,391 is for capital outlays. All other Funds, including Special, Capital Improvement, Downstate Police and Fire Pensions and Internal Service total \$23,081,950.

Illinois statutes require that the city conduct a public hearing on the proposed budget to allow citizens the opportunity to provide comments. After the Council returns to regular session, members of the Council can propose modifications to the proposed budget, each of which will be voted on by the Council. The proposed budget as amended will then be subject to a final Council vote for approval.

### The process meets the Strategic Plan Goal to Maintain Fiscal Stability & Balanced Budget (Short-Term Routine).





## Budget Impacts

**Direct and Overlapping Property Taxes (last 10 years).** The City's portion of the total tax bill is typically only 10%. Even though most of the property tax bill is out of the City's control, it can control its portion. The City has decreased its levy request for the general government to offset the rising pension costs to be fiscally responsible to its residents.

**Principal Property Taxpayers (last 10 years).** The City of Rochelle Economic Development Department has worked hard over the last ten years to attract large industries. The shift of principal taxpayers is due to large companies such as Americold and CHS, major expansions at MightVine and BrightFarms, and the re-purposing of the Nippon Sharyo industrial campus. Companies locate in Rochelle because of its rail access, highways, and local utilities.

**Property Tax Levies and Collections (last 10 years).** Property tax levies have increased slowly over the last ten years. The City is now relying on other sources of revenue for its General Fund.

**Demographic and Economic Information (last 10 years).** The trend is a decrease in population over the last ten years, but that does not mean fewer people are in Rochelle. Hundreds of commuters travel to Rochelle to work and many others pass through each day, stopping at our local fueling stations and restaurants.

**Principal Employers (current year and 9 years ago).** The Equalized Assessed Valuation (EAV) in Rochelle rose from \$100M to over \$225M due largely to increased industrial development. During the Recession of 2008, industrial EAV offset falling residential valuations. Rochelle experienced one of its greatest periods of growth during this time.

**Full-Time Equivalent Employees (last 10 years).** The City realizes that salary and benefits are most of the budget of most funds. As positions become vacant, they are reviewed to see if they need to be replaced, could be combined with another position or filled with a part-time employee. Over the last four years, the City has offered an early separation for several employees and has not replaced those positions.

**Operating Indicators by Function (last 10 years).** The City has not seen much growth in the housing market. Ideas to promote growth were discussed in the Strategic Plan. Public Safety staffing levels remain relatively constant with a slight increase in the number of calls. The crime rate remains low. Public Works continues to maintain the current infrastructure and sections of sidewalk each year. Both the Electric and Water Departments are replacing their current meters with ones that are more efficient.

**Capital Asset Statistics by Function (last 9 years).** The largest project the City has undergone over the last four years was to replace overhead electric lines with underground lines. The Water Department saw a need for an additional well and water tower to create redundancy within the water system. The Advanced Communications Department offers fiber service and continues to extend fiber to new customers.

## Assessed Value and Actual Value of Taxable Property

LAST TEN (10) YEARS

								Total	Estimated	Est. Actual
								Direct	Actual	Taxable Value
Levy	Farm	Residential	Commercial	Industrial	State	Local	Total Taxable	Tax	Taxable	as a percent
Year	Property	Property	Property	Property	Railroad	Railroad	Assessed Value	Rate	Value	of Actual Value
2012	3,073,447	91,492,076	40,876,648	67,372,730	15,949,007	7,520	218,771,428	0.94226	656,379,922	33.330%
2013	3,114,773	84,613,120	42,499,156	78,233,664	16,786,145	7,520	225,254,378	1.00483	675,830,717	33.330%
2014	3,131,074	80,191,232	43,456,382	78,870,652	16,761,683	7,520	222,418,543	1.05366	667,322,361	33.330%
2015	3,255,060	80,299,631	46,016,248	87,823,817	17,667,970	7,520	235,073,952	1.01410	705,292,385	33.330%
2016	4,885,200	81,882,208	46,606,561	88,391,613	17,648,663	7,520	239,425,471	1.05306	718,348,248	33.330%
2017	6,469,296	84,223,850	41,533,656	92,775,336	17,644,897	7,520	242,658,481	1.00775	728,048,248	33.330%
2018	6,723,087	83,935,586	42,416,179	74,220,535	17,991,900	7,520	225,298,975	1.11420	675,964,521	33.330%
2019	7,024,626	86,099,543	42,486,321	100,621,937	18,626,315	7,520	254,866,262	1.02484	764,675,254	33.330%
2020	7,883,855	88,403,827	46,611,035	97,837,213	19,026,718	7,520	259,770,168	1.04623	779,388,443	33.330%
2021	9,082,201	93,324,615	47,972,109	97,837,213	19,873,811	7,520	268,097,469	1.04307	804,372,844	33.330%

Note: Property in the City is reassessed every three years. Property is assessed at 33% of its actual value.

Data Source: Office of the County Treasurer

\*\*\*\*Final EAV for 2022 will be received in April, 2023 and was not available for inclusion in this document.

# Direct and Overlapping Property Tax Rates

LAST TEN (10) LEVY YEARS

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>City Direct Rates</b>										
<b>City of Rochelle</b>	0.74480	0.67390	0.71125	0.65046	0.64053	0.588930	0.64020	0.56652	0.54273	0.55312
<b>City of Rochelle Pension</b>	0.19750	0.33090	0.34241	0.36364	0.41253	0.418820	0.47122	0.45832	0.50350	0.48995
<b>Total Direct Tax Rate (**)</b>	<b>0.94230</b>	<b>1.00480</b>	<b>1.05366</b>	<b>1.01410</b>	<b>1.05306</b>	<b>1.007750</b>	<b>1.11142</b>	<b>1.02484</b>	<b>1.04623</b>	<b>1.04307</b>
<b>Ogle County</b>	0.55358	0.55690	0.56104	0.56200	0.56131	0.561480	0.58330	0.55938	0.55675	0.55313
<b>Ogle County Mental Health</b>	0.05321	0.05377	0.05561	0.05073	0.05298	0.052090	0.05215	0.05924	0.05758	0.05717
<b>Ogle County Extension</b>	0.00985	0.00929	0.00955	0.00941	0.00920	0.008780	0.00896	0.00858	0.00818	0.00807
<b>Ogle County Veterans Assistance</b>	0.00631	0.00498	0.00512	0.00504	0.00514	0.004920	0.00409	0.00458	0.00468	0.00717
<b>Ogle County Senior Services</b>	0.01478	0.01407	0.01447	0.01529	0.01421	0.014180	0.01550	0.01558	0.01582	0.01546
<b>Ogle County Pension</b>	0.09920	0.12282	0.12931	0.15287	0.14436	0.137160	0.12573	0.10841	0.10522	0.09059
<b>Rochelle High School 212</b>	2.53074	2.54466	2.49790	2.51481	2.52178	2.478560	2.44119	2.35295	2.42334	2.35999
<b>Rochelle High School 212 Pension</b>	0.05085	0.04555	0.04618	0.04541	0.04555	0.045130	0.04601	0.04385	0.00426	0.04088
<b>Rochelle Grade School 231</b>	3.01011	3.00422	3.05081	3.22491	3.21174	3.138060	3.19539	3.20986	3.22861	3.20043
<b>Rochelle Grade School 231 Pension</b>	0.06343	0.06671	0.07571	0.07223	0.07129	0.046550	0.05331	0.06513	0.06364	0.06136
<b>Kishwaukee College 523</b>	0.64306	0.72368	0.71134	0.69299	0.66779	0.664900	0.66566	0.65504	0.06484	0.63978
<b>Flagg Rochelle Library</b>	0.17032	0.17025	0.17934	0.17706	0.17386	0.174600	0.17916	0.17740	0.17787	0.18157
<b>Flagg Rochelle Library Pension</b>	0.00977	0.00993	0.01231	0.01212	0.00789	0.011530	0.01334	0.01238	0.01376	0.01480
<b>Flagg Rochelle Parks</b>	0.56849	0.59249	0.60141	0.59049	0.58425	0.589250	0.59180	0.81418	0.77872	0.77004
<b>Flagg Rochelle Park Pension</b>	0.01781	0.01691	0.02084	0.01230	0.00400	0.003900	0.00387	0.00575	0.00105	0.00050
<b>Flagg Road</b>	0.32745	0.33521	0.35007	0.35250	0.35260	0.354380	0.36180	0.36302	0.36232	0.36004
<b>Flagg Township</b>	0.15385	0.15735	0.16995	0.17566	0.17840	0.178590	0.17658	0.17594	0.16813	0.15871
<b>Flagg Township Pension</b>	0.02344	0.02415	0.02778	0.02604	0.02420	0.021450	0.01781	0.01723	0.02081	0.02358

2022 is not available until closer to when tax bills are created.

Data Source: Office of the County Clerk and Tax Computation Report

\*\*\*\*Final Property Tax Rates for 2022 will be received in April, 2023 and were not available for inclusion in this document.

# Principal Property Taxpayers

CURRENT YEAR AND NINE (9) YEARS AGO

			2021		2012		
				Percentage			Percentage
				of Total			of Total
		Taxable		Taxable	Taxable		Taxable
		Assessed		Assessed	Assessed		Assessed
Taxpayer	Type of Business	Value	Rank	Valuation	Value	Rank	Valuation
Americold Real Estate LP	Cold Storage	30,678,897	1	11.81%	10,736,180	1	5.01%
Illinois River Energy	Ethanol Plant	13,334,284	2	4.97%	7,589,945	4	3.54%
Sara Lee Corporation	Cold Storage	11,870,000	3	4.43%	8,240,300	3	3.85%
Exeter	Distribution & Warehouse	11,264,353	4	4.34%			
Icon Pac	Cold Storage	6,954,205	5	2.68%			
1600 Ritchie Ct	Manufacturing Facility	5,999,400	7	2.31%			
Lineage Master	Manufacturing Facility	5,666,195	8	2.18%			
Pasquesi Farms LLC	Hydroponic Greenhouse	6,090,051	6	1.73%			
The Northern Trust	Data Center	3,848,953	9	1.44%	2,921,520	9	1.36%
Quest Richard R Successor Trust	Distribution and Warehouse	3,540,315	10	1.32%			
Rochelle Development Joint Venture	Distribution and Warehouse				3,642,882	9	1.36%
Total Logistic Control	Distribution and Warehouse				4,249,395	6	1.98%
Par Industrial LLC	Distribution and Warehouse				5,795,170	5	2.71%
Pro Logis Land LLC	Distribution and Warehouse				10,103,006	2	4.72%
Erie Foods	Distribution and Warehouse						
Nippom Sharyo Manufacturing	Manufacturing Facility				3,352,281	8	
Allstate Insurance Co	Data Center				2,302,900	10	1.08%
Seldal Properties	Real Estate Developer						
		\$99,246,653		37.01%	\$58,933,579		25.95%
		2021		2012			
		TOTAL EAV		TOTAL EAV			
		\$268,100,764		\$214,164,805			

Data Source: Supervisor Ogle County Assessments

\*\*\*\*Principal Property Taxpayers for 2022 will not be identified until April, 2023 and were not available for inclusion in this document.

## Property Tax Levies and Collections

### PROPERTY TAX LEVIES AND COLLECTIONS — LAST TEN (10) LEVY YEARS

LEVI YEAR	TAX LEVIED	AMOUNT COLLECTED	PERCENT OF LEVY COLLECTED
2012	2,017,884	1,919,824	95.14%
2013	2,167,126	2,046,527	94.44%
2014	2,227,858	2,189,648	98.28%
2015	2,277,251	2,265,091	99.47%
2016	2,372,957	2,361,298	99.51%
2017	2,445,391	2,437,333	99.67%
2018	2,504,018	2,498,523	99.78%
2019	2,612,017	2,583,545	98.91%
2020	2,717,843	2,723,025	100.19%
*2021	2,717,843	*	*

Date Source: Ogle County Treasurer

\*2022 Property Tax data will not be available until the end of 2023.

## Demographic and Economic Data

### LAST TEN (10) YEARS

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2012	9,533	\$ 200,555,254	21,038	36.0	2,529	15.0%
2013	9,574	\$ 201,417,812	21,038	36.0	2,480	12.9%
2014	9,574	\$ 219,694,578	22,947	36.0	2,415	7.3%
2015	9,539	\$ 226,045,683	23,697	36.6	2,027	5.4%
2016	9,491	\$ 224,908,227	23,697	36.5	2,531	6.3%
2017	9,159	\$ 201,690,339	22,021	35.4	2,623	4.5%
2018	9,293	\$ 210,114,730	22,610	35.7	2,790	4.7%
2019	9,103	\$ 221,940,243	24,381	36.0	3,004	4.1%
2020	9,052	\$ 236,800,320	26,160	36.6	2,847	4.7%
2021	9,160	\$ 228,890,080	24,988	36.5	2,535	6.3%
2022	9,407	\$ 276,358,846	29,378	36.6	2,418	5.7%

The unemployment rate is the twelve-month average.

Data Sources: City Records and U.S. Census Bureau



# Principal Employers

CURRENT YEAR AND TEN (10) YEARS AGO

			2022			2012
			Percentage of			Percentage of
	Employees	Rank	Total City Population	Employees	Rank	Total City Population
Employer						
Rochelle Foods	862	1	9.49%	730	1	7.66%
Rochelle Community Hospital	325	2	3.58%	265	2	2.78%
Americold	305	3	3.36%	80	9	
Tyson, Hillshire Brands	270	4	2.97%			
Elementary School District #231	260	5	2.86%	209	3	2.19%
Sara Lee	213	6	2.35%			
Swift Transportation	205	7	2.26%			
Silgan Containers	200	8	2.20%	188	4	1.97%
High School District #212	180	9	1.98%			
City of Rochelle	170	10	1.87%	123	7	1.29%
DelMonte Foods	145	11	1.60%	145	5	1.52%
Bay Valley Foods	98	12	1.08%			
Ryder	98	13	1.08%	125	6	1.31%
Cedar Siding and Lumber Inc				66	10	0.69%
Master Graphics				86	8	0.90%
<b>Total</b>	<b>3,331</b>		<b>36.68%</b>	<b>2,017</b>		<b>20.31%</b>

Data Source: Economic Development Department

# City of Rochelle Full-Time Equivalent Employees

LAST TEN (10) YEARS

FUNCTION/PROGRAM	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>GENERAL FUND</b>	7	7	7	7	7	7	7	7	7	-
Mayor and City Council	2	2	2	2	2	0	0	0	0	-
City Manager	1.5	1.5	1	1	1	1	1	0	0	-
Municipal Building	2	2	1	2	2	1	1	1	2	-
City Clerk	1	1	1	1	1	1	1	1	1	-
Cemetery	4	3	4	5	5	5	4	4	4	-
Community Development	3	3	2	1	2	0	0	0	0	-
Economic Development	2	2	2	2	2	2	2	2	2	-
Engineering	12	13	13	13	13	13	13	13	13	-
Fire	26	26	26	25	26	26	26	28	28	-
Police	10	10	10	10	10	10	10	12	12	-
Street										
<b>ENTERPRISE FUND</b>										
Airport	1.5	1.5	1.5	2.0	1.5	1.5	1	1	1	-
Railroad	0	0	0	0	0	0	0	0	1	-
Utilities - Administration	1	1.5	0.50	1	1	1	1	0	1	-
Utilities - Technology Center	0	0.5	2	2	2	2	0	0	0	-
Utilities - Communications/Network	5	6	3	3	3	1	1	1	0	-
Utilities - Electric	31	31	28	28	28	25	25	25	22	-
Utilities - Water	4	4	5	5	5	5	5	7	9	-
Utilities - Water Reclamation	8	8	8	9	8	8	8	8	8	
<b>INTERNAL FUND</b>	6	6	6	6	6	9	9	9	8	-
Administrative Services	0	0	0	0	0	2	2	2	8	-
Network Administration										
	<b>127</b>	<b>129</b>	<b>123</b>	<b>125</b>	<b>126</b>	<b>121</b>	<b>117</b>	<b>121</b>	<b>123</b>	<b>-</b>

Date Source: City Budget

2022 Data was not available at the time this document was prepared.

# Operating Indicators by Function

LAST TEN (10) YEARS

FUNCTION		2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Community Development</b>											
	New Construction Single Family Permits	0	0	3	3	4	3	4	1	1	3
	Number of Permits Issued	467	364	393	359	329	276	260	313	317	361
	Building and Engineering Inspections	1,401	1,092	1,179	1,077	987	828	659	1,252	1,268	1,400
<b>Police</b>											
	DUI Arrests	55	55	38	22	50	39	51	39	34	33
	Criminal Arrests	434	310	321	268	265	452	415	412	312	258
	Accidents	333	374	437	433	432	369	367	176	396	306
	Total Tickets	1,373	1,244	846	795	789	1,792	1,493	1,113	1,148	1,866
	Total Calls	15,515	5,615	6,023	17,264	15,649	15,000	11,553	11,739	14,167	15,572
<b>Fire</b>											
	Number of Fire Calls Answered	235	276	208	274	259	272	237	289	332	318
	Number of EMS Calls Answered	1,649	1,741	1,749	1,470	1,564	1,564	1,813	1,752	1,830	2,377
<b>Public Works</b>											
	Trees planted	15	24	109	70	30	2	0	0	8	32
	Trees removed	32	47	122	133	45	24	21	33	18	43
	Street sweeping (tons)	323	340	359	350	330	360	350	725	1,370	480
	Street sweeping (hours)	1,200	1,200	1,200	1,200	900	1,200	1,200	1,200	550	870
	Snow removal (hours)	1,217	1,929	1,764	641	512	993	1,331	1,137	1,389	1,812
	Catch Basins/Inlets Cleaned	800	1,200	500	900	1,200	2,024	755	2,024	1,340	1,700
	Sidewalk Replacement (square feet)	50,816	47,885	47,192	18,430	12,625	16,159	14,033	17,250	16,753	24,660
<b>Water and Sewer</b>											
	Water MGD Pumped	N/A	N/A	2.95Mil	2.74Mil	2.95Mil	2.81 Mil	2.74 Mil	2.73 Mil	2.76 Mil	2.98Mil
	Water MGD Billed	N/A	N/A	2.57Mil	2.37Mil	2.47Mil	2.33 Mil	2.41 Mil	2.69 Mil	2.39 Mil	2.51Mil
	Sewer MGD Treated	N/A	N/A	2.36Mil	2.76Mil	2.58Mil	2.82 Mil	2.91 Mil	3.66 Mil	2.76 Mil	2.52Mil
	Water Meter Installations (New)	7	17	6	5	4	2	4	4	2	4
	Water Meter Exchanges	260	290	176	250	184	188	195	668	65	1,900
	Hydrants Flushed	640	640	285	0	760	762	762	765	803	803
<b>Electric</b>											
	Pole Replacements	N/A	44	27	34	77	15	18	35	14	22
	Electric Meter Installations	N/A	532	1,461	1,081	1,026	632	157	96	194	483

2022 Data was not available at the time this document was prepared.

# Capital Assets Statistics

LAST TEN (10) YEARS

FUNCTION			2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>General Government</b>												
	General government buildings		48	48	48	48	48	48	47	47	47	47
<b>Public Safety</b>												
	Police											
		Number of Squad Cars	14	14	17	17	17	14	14	15	14	14
	Fire											
		Number of vehicles	12	12	12	12	12	11	12	14	14	14
<b>Public Works</b>												
	Number of vehicles		23	23	24	24	24	24	24	23	23	23
	Streets (Lane Miles)		160	160	160	160	160	160	160	160	160	160
	Alleys (Miles)		13	13	13	13	13	13	13	13	13	13
	Bridges & Structures		17	17	17	17	17	17	17	17	17	17
<b>Water and Sewer</b>												
	Number of vehicles		14	14	15	15	16	16	16	17	19	19
	Water Mains (Miles)		63	63	63	63	63	78	100	100	103	103
	Water Towers		4	4	4	5	5	4	4	4	4	4
	Wells & Wellhouses		4	4	4	5	5	5	5	5	5	5
	Sanitary Sewers (Miles)		74	74	74	74	74	74	100	100	103	103
	Lift Stations		11	11	12	12	13	14	15	16	17	17
	Number of manholes		1,470	1,470	1,470	1,470	1,470	1,470	1,470	1,475	1,485	1,485
	Number of fire hydrants		707	707	762	762	762	762	800	800	803	803
<b>Electric</b>												
	Number of Vehicles		18	19	19	19	18	14	15	15	14	11
	Miles of Line Overhead		150	150	150	150	160	151	146	146	146	145
	Miles of Line Underground		58	58	58	58	60	56	65	65	66	67
<b>Communications</b>												
	Fiber (Miles)		35	45	45	45	46	46	46	46	46	50

Data Source: City of Rochelle Records

2022 Data was not available at the time this document was prepared.

# Glossary

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting or a departmental operation or project. To assist the reader of the Annual Budget document in understanding these terms, a glossary has been included.

## A.

**AAA Credit Rating.** An obligation rated 'AAA' has the highest rating assigned by S&P Global ratings. The obligator's capacity to meet its financial commitment on the obligation is extremely strong.

**AA+:** An obligated rated 'AA' differs from the highest-rated obligations only to a small degree. The obligator's capacity to meet its financial commitment on the obligation is very strong. Certain obligations are designated with a plus sign (+). This indicates the obligator's capacity to meet its financial commitments on these obligations is extremely strong.

**Abatement:** The reduction of a property tax levy.

**Accrual:** The accrual basis of accounting is used for Proprietary Fund types. Under the accrual method, revenues are recognized in the accounting period in which they are earned while expenses are recognized when the related liability is incurred.

**Airport Fund:** The Enterprise Fund responsible for capital, operating, and maintenance activities at the Rochelle Municipal Airport - Koritz Field. The fund encompasses both revenues and expenditures.

**Alternate Revenue Bonds:** Payable from a specific revenue source with the general obligation of the municipality serving as backup security.

**Appropriation:** An authorization made by the City Council which permits officials to incur obligations against and make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

**Assessed Valuation:** The valuation set upon real estate or personal property by the Ogle County Assessor's Office as a basis for levying property taxes.

**Asset:** Property owned by the City which has a monetary value. Asset types are listed as non-infrastructure and infrastructure and assigned a depreciable life in years.

## B.

**Balanced Budget:** A budget for which expenditures in a given fiscal year do not exceed the sum of 1) estimated revenues for the fiscal year, plus 2) the fund balance at the beginning of the fiscal year.

**Basis of Accounting:** Refers to the timing of transactions and when revenues and expenditures or expenses and transfers and the related assets and liabilities are recognized. Methods include the accrual basis of accounting and modified accrual basis of accounting.

**Basis of Budgeting:** The City of Rochelle budgets in accordance with Generally Accepted Accounting Principles (GAAP) using the Modified Accrual basis for the Governmental Funds and the Accrual Basis for Proprietary Funds.

**Beginning Fund Balance:** The Ending Fund Balance of the previous period.

**Bond:** A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large projects such as buildings, streets, and bridges.

**Budget:** A one-year financial document embodying an estimate of proposed revenues and expenditures for the year. The City is required by State Statute to approve a budget, and the approved budget sets the legal spending limits for the City. It is the primary means by which most expenditures and service levels of the City are controlled.

**Budget Calendar:** The schedule of key dates that the City follows in reparation and adoption of the following year's budget. The City budget process begins in September and ends in December.

**Budget Message:** The opening section of the budget which 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 years, and the views and recommendations of the City Manager.

**Budget Policies:** General and specific guidelines adopted by the City Council that govern financial plan preparation and administration.

**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 limitations of available appropriations and available revenues.

## C.

**Calendar Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Rochelle has specified January 1 to December 31 as its calendar/fiscal year.

**Capital 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 are recorded in the City's asset inventory system and maintained by the Administrative Services Department.

**Capital Expenditure:** Any expenditure with an intended longevity of two years or more.

**Capital Fund:** A governmental fund used to track the costs of capital assets including police cars, public works vehicles, street equipment, major street and storm water drainage improvements and building improvements.

**Capital Improvement Plan (CIP):** A plan for the City's capital investments over a ten-year (10) period. The CIP allows the City to forecast capital costs, funding, and timing for large projects.

**Capital Outlay or Capital Equipment:** An item such as office furniture, fleet equipment, data processing equipment and other operating equipment at a unit cost of \$1,000 or more.

**Capital Project:** Any improvement or acquisition of major facilities with a useful life of at least five years, such as roads, bridges, buildings, or land.

**Capital Project Funds:** Capital Improvements Fund and Stormwater Management Fund. A fund used to account for infrastructure improvements including streets, storm sewers, sidewalks, bikes and trails.

**Cash Basis:** A basis of accounting in which transactions and events are recognized when cash is received and are recognized as expenses when cash is paid, regardless of the timing or delivery of goods or services.

**Certificate of Deposit:** A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

**Charges for Services:** User charges for services provided by the City to those specifically benefiting from those services.

**Commonwealth Edison (ComEd):** A utility that provides electric service to more than 4 million customers across northern Illinois or 70% of the state's population. ConEd is a subsidiary of Exelon Corp., the nation's leading competitive energy supplier.

**Commodities:** All expenditures for materials, parts and supplies except those incidentally used by outside firms performing contractual services for the City.

**Community Development Block Grant (CDBG):** A federal entitlement grant distributed to municipalities based on a formula that considers population, housing condition and poverty. CDBG funds are then distributed by the City for activities that benefit low and moderate-income families.

**Comprehensive Annual Financial Report:** A thorough and detailed presentation of the City's financial condition. It reports on the City's activities and balances for each calendar year.

**Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures that have not been budgeted.

**Contractual Services:** Expenditures on services that the city receives from external services.

**Council:** Legislative executive branch of government responsible for the fiscal oversight of the City. Six (6) members and one (1) mayor are elected and their duties and responsibilities are assigned by law.

**CURE Grant:** Coronavirus Relief Fund (CRF) assistance for local governments.

#### D.

**Debt:** A financial obligation that results from borrowing. Government debts include bonds, notes and land contracts.

**Debt Limit:** Defined limit for the issuance of debt, based on a percentage of base year Equalized Assessed Valuation (EAV). To issue bonds more than the debt limit requires voter approval.

**Debt Margin:** The difference of the legal debt limit and total outstanding obligations.

**Decision Band Method:** Jobs are classified into one of six Decision Bands based on the characteristics of the decision that a job requires. This classification process reflects the level of responsibility of the job within the organization. Jobs are classified within each Decision Band into one of two grades based on the supervisory difficulty and effort of the job. Finally, jobs are subdivided within each grade into sub-grades based on sub-factor points, depending on the complexity, difficulty, and skill required in relation to other jobs that have been classified in the same band and grade.

**Debt Service:** Amount necessary for the payment of principal, interest, and related costs of the general long-term debt of the City, such as notes and bonds.

**Demand:** A type of measurement category. Demand represents the external factors that demonstrate the needs of the service(s) or program(s), i.e. population, service area, complaints, and waiting lists.

**Department Objectives:** Program or activities that are defined by the budgetary unit of the City that is intended to be implemented in the ensuing calendar year.

**Department:** A department is the highest level organizational unit of municipal government operations. The City's Departments include Administrative Services, Airport, City Clerk, City Manager, Communications Information Technology, Community Development, Economic Development, Electric Operations, Engineering, Fire, Golf Course, Marketing, Police, Railroad, RMU Customer Service, Streets & Cemetery, Tourism, Water/Water Reclamation.

**Depreciation:** The systematic expiration by distribution or allocation of the cost or other basic value of a fixed asset over its estimated useful life as charges to expense. Depreciation is a non-cash expense.

#### E.

**EIR:** Assessment of the environmental consequences of a plan, policy, program, or current projects prior to the decision to move forward with the proposed action.

**Economic Development Program Grants (EDP):** provide state assistance for roadway improvements or new construction that are necessary for access to new expanding industrial, manufacturing or distribution type companies.

**Encumbrance:** Restricting or reserving funds for a specific expenditure. The most common example of an encumbrance is the issuance of a purchase order. It shows that funds are reserved for expenditure.

**Ending Fund Balance:** Funds carried over at the end of the calendar year. Within a fund, the revenue on hand at the beginning of the calendar year, plus revenues received during the year, lower expenses equals the ending fund balance.

**Enterprise Fund:** A fund type established to account for operations that are financed and operated in a manner like private business enterprises, where the intent is that the cost of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges. The City has seven (7) Enterprise Funds; Water/Water Reclamation, Electric, Technology Center, Airport, Railroad, and Golf.

**Enterprise Zone:** The Lee County-Ogle County Enterprise Zone Program is a creation of the Illinois Enterprise Zone Program (Administered under the Illinois Department of Commerce and Economic Opportunity), and is designed to stimulate growth and neighborhood revitalization in economically depressed areas. Businesses located or expanding in the zone may be eligible for certain state and local tax incentives, such as sales tax exemptions and property abatements.



**ERP:** Enterprise Resource Planning refers to software and systems used to plan and manage all the core supply chain, manufacturing, services, financial and other processes of an organization.

**Equalized Assessed Valuation (EAV):** The assessed valuation multiplied by the equalization factor.

**Exempt Employee:** An employee who is not entitled to overtime compensation for hours worked in excess of forty (40) hours in any given work week in accordance with the Federal Labor Standards Act (FSLA).

**Expenditures:** 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 applied to all funds. Note: an encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

**Expenses:** Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest and other charges.

## F.

**FEMA Fire Fighters Grant:** The CARES Act authorized \$100 million for the purchase of personal protective equipment (PPE) and related supplies for our nation's first responders.

**Fiduciary Funds:** One of three fund types (i.e. the others include Governmental Funds and Proprietary Funds that includes trust and agency funds).

**Fire Department Lieutenant (added May 13, 2019):** An employee who works for the Fire Department as the rank of a Lieutenant. Fire Department Lieutenants are excluded from the bargaining unit set by the agreement between the City of Rochelle and the Rochelle Firefighters Association, Local #3445 of the International Association of Fire Fighters, AFL-CIO, hereinafter referred to as the "Union". For the purpose of the Employee Handbook and the policies set within, the Fire Department Lieutenants shall receive the same benefits as set by the Firefighters Union Collective Bargaining Agreement, with the exclusion of wages and insurance premiums. Wages and insurance premiums will be calculated and administered the same as non-union employees on an annual basis.

**Fiscal Year:** A twelve (12) month period between settlements of financial accounts.

**Foreign Fire Insurance Fund:** The City receives tax revenue from companies located outside of Illinois that sell fire insurance policies in the City. By State Statute, the funds are administered by the Foreign Fire Insurance Board and must be used for purchases that benefit the Fire Department.

**Full Time:** An employee who is normally scheduled to work thirty (30) or more regularly scheduled hours per week and who is hired for a specific position, and is not a temporary, seasonal, or part-time employee.

**Full-Time Equivalent (FTE):** A unit of measure equal to one employee working a full-time job over a specified time period, used to determine statistics such as productivity per full-time employee, when the employment pool consists of both part-time and full-time employees.

**Fund:** An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions. Six commonly used fund types in public accounting are: General Fund, Special Revenue Funds, Capital Projects, Enterprise Funds, Internal Service Funds, and Trust and Agency Funds.

**Fund Accounting:** The accounts of the City are organized based on funds and account groups, each of which is considered a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance or equity, revenue, and expenditures or expenses as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

**Fund Balance:** The difference between fund assets and fund liabilities in a governmental or trust fund. Changes in fund balances are the result of the difference between revenues and expenditures. When revenues exceed expenditures in each period, fund balance increases and when expenditures exceed revenue, fund balance decreases.

## G.

**General Fund:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include sales and property taxes, licenses and permits, grants, charges for services, fines and forfeitures, investment income, and transfers. This fund usually includes most of the basic operating services, such as general government, public safety, public works, public service enterprises, conservation and development.

**General Ledger:** A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

**General Obligation Bonds:** Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from the Debt Service Fund, and these bonds are backed by the full faith and credit of the issuing government.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Government Finance Officers Associations (GFOA):** An association that aims to enhance and promote the professional development of governments for the public benefit by identifying and developing financial policies and practices.

**Governmental Accounting Standards Board (GASB):** An independent board that establishes standards of financial accounting and reporting for state and local governmental entities. The standards guide the preparation of external financial reports of those entities.

**Governmental Fund:** One of three fund types (i.e. others are Proprietary and Fiduciary) that includes General Fund, Internal Service Fund, Special Revenue Fund and Capital Projects Fund.

**Grant:** A contribution of assets, usually cash, made to the City from another government, such as the State of Illinois and the federal government. The purpose of a grant is specifically identified in the Grant Agreement and the funds are restricted to accomplishing that specific purpose.

## H.

**Home Rule:** A status granted by the Illinois Constitution which gives cities of a certain size or by referendum broad powers not otherwise available to local municipalities. For instance, there is no statutory limit to the property tax levy nor is there any requirement to seek referendum approval for increasing the levy or issuing debt.

**Hourly Employee:** An employee who is paid by the hour. An hourly employee is generally paid overtime for hours worked in excess of forty (40) hours per week. Such an employee

## I.

**Illinois Municipal Retirement Fund (IMRF):** This retirement fund, established under state statutes, provides employees of local governments (excluding police and firefighters) in Illinois with a system for the payment of retirement annuities, disability and death benefits. All employees (other than those covered by the police or firefighters' plans) hired in positions that meet or exceed an annual hourly standard (1,000 hours) must be enrolled in IMRF as participating members. Participating members of IMRF must contribute 4.5% of their salary to the pension fund. The employer pays a percentage that varies each year and is dependent upon a report prepared by a professional actuary.

IMRF also provides disability and surviving spouse benefits if certain requirements are met. More information on IMRF is available at their website [www.imf.org](http://www.imf.org) (<http://www.imf.org>)

**Information Technology:** A term used to broadly define computer operations and the processing of automated information in the City organization.

**Infrastructure:** The basic installations and facilities on which the continuance and growth of a community depend. Examples include sewer and water systems, roadways and communication systems.

**Internal Service Funds:** These funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Examples include Network Administration and Administrative Services Funds.

## L

**Levy:** To impose taxes, special assessments, or service charges for the support of City activities.

**Liability:** Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

**Line Item Budget:** A form of budget that allocates money for expenditures to specific items or objects of cost.

## **M.**

**MABAS:** Mutual Aid Box Alarm System. A mutual aid system which has been in existence since the late 1960s. Member agencies provide mutual aid response for fires, emergency medical services (i.e. paramedic service) and specialized incidents (e.g. hazardous materials, underwater rescue/recovery, technical rescue, etc.).

**Major Fund:** The concept of major fund reporting was introduced and defined by GASB Statement 34 to simplify the presentation of fund information and to focus attention on the major activities of the entity. Rather than requiring each type of fund to be individually presented, Statement 34 requires the individual presentation of only one major fund, with all other funds combined into a single column.

GASB defines major funds as those meeting the following criteria:

- Total assets, liabilities, revenues or expenditures/expenses of the individual governmental or enterprise fund are at least 10 percent of the corresponding total (assets, liabilities, etc.) for all funds of that category (governmental funds) or type (enterprise funds).
- Total assets, liabilities, revenues or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding total for all governmental and enterprise funds combined.

Both criteria must be met in the same element (assets, liabilities, etc.) for both the 10 percent and 5 percent tests for a fund to be defined as major. However, Statement 34 permits a government to designate a fund that is of interest to users as a major fund and to individually present its information in the basic financial statements, even if it does not meet the criteria. A government does not have the option, however, to not report a fund as a major if it meets the criteria above.

**Modified Accrual Basis of Accounting:** A basis of accounting in which revenues and other financial resources are recognized when they become both “measurable” and “available” to finance expenditures of the current period. “Available” means that revenues are collectible within the current period or soon enough thereafter to pay liabilities of the current period.

“Measurable” means the amount of revenue that can be determined or estimated with reasonable assurance. Expenditures are recognized when the fund liability is incurred. All governmental fund types, including the General Fund, use the modified accrual basis of accounting.

**Motor Fuel Tax Fund:** The Special Revenue Fund to which a portion of the revenue from the State of Illinois Motor Fuel Tax is distributed each month to municipalities on a per capita basis for the construction, maintenance, and extension of municipal streets. The City must comply with strict state standards and rules in spending these funds.

## **N.**

**Net Position:** The difference between assets and deferred outflows and liabilities and deferred inflows as reported in the Government-Wide Financial Statement of the Comprehensive Annual Financial Report.

**Non-Exempt Employee:** An employee who is entitled to compensation at the rate of one and one half (1.5) times his/her regular hourly pay for all hours worked in excess of forty (40) hours in any given week (except as in a collective bargaining agreement).

**Non-Home Rule:** A non-home rule unit of local government, pursuant to the Illinois State Constitution, may exercise only those powers and perform those functions as identified by the State. Non-Home Rule communities are limited in power to regulate for the protection of public health, safety, morals and welfare; to license; to tax and to incur debt.

## **O.**

**Operating Expenses/Expenditures:** Expenses/expenditures that generally recur annually and are expected to continue in the future unless service levels are impacted.

**Operating Revenues:** Revenues that recur annually with reasonable stability. By City policy, operating revenues should exceed operating expenditures on an annual basis.

## P.

**PJM:** Regional transmission organization (RTO) that coordinates the movement of wholesale electricity in all or parts of Delaware, Illinois, Indiana, Kentucky, Maryland, Michigan, New Jersey, North Carolina, Ohio, Pennsylvania, Virginia, West Virginia, and the District of Columbia.

**Paid-On-Call Employee:** An employee who works non-scheduled hours as a firefighter in the Fire Department. The Fire Chief has established a written employment Policy for Paid-on-Call employees.

**Part-Time Employee:** An employee who is employed in a position which normally requires the performance of duty for less than thirty (30) hours per week and who is hired for a specific position, with no specific date upon which employment ends.

**Payments In Lieu of Taxes:** A payment made to compensate a government for some or all the property tax revenue lost due to tax-exempt ownership or use of real property.

**Personnel Services:** Expenditures directly attributable to City employees, including salaries, overtime, training, and the City's contribution to the Illinois Municipal Retirement Fund and Social Security.

**Proprietary Funds:** One of three fund types (i.e. the others include Governmental and Fiduciary Funds) that includes Enterprise and Internal Service Funds.

## R.

**Reserve:** An account used to indicate that portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Retained Earnings:** The accumulated net earnings of an Enterprise Fund.

**Revenue:** A revenue is an increase in assets of financial resources which:

- Does not increase a liability
- Does not represent a repayment of an expenditure already made
- Does not represent a cancellation of certain liabilities
- Does not represent an increase in contributed capital

**Revenue Bonds:** Bonds usually sold for constructing a project that will produce revenue for the City. The revenue is used to pay the principal and interest of the bonds.

## S.

**Sales Tax:** A levy on the retail sale of tangible personal property, which is collected by retailers and remitted to the State Department of revenue. The 7% sales tax rate in Rochelle consists of 6.25% Illinois state sales tax and 0.75% Rochelle tax. There is no applicable county tax or special tax.

**SCADA:** Supervisory Control and Data Acquisition. The computer control system is used to remotely monitor and manage the city's water supply system.

**Salaried Employee:** An employee who is paid a set rate for the pay period. Such an employee receives a salary.

**Seasonal Employee:** An employee who is hired for a specific job and/or for a specified period of time. A seasonal employee may be scheduled for forty (40) or less hours per week, typically for temporary seasonal work.

**State Revolving Fund (SRF) Loan:** State of Illinois dual-loan program – Water Pollution Control Loan Program (WPCLP) which funds both wastewater and storm water projects and the Public Water Supply Loan Program (PWSLP) for drinking water projects. Qualifying projects address human health and failing water infrastructure.

**Special Revenue Funds:** A fund type that is used to account for the accumulation of resources from special tax levies or other sources to be used for the payment of specific expenditures. The City's fourteen Special Revenue Funds are Audit Fund, Insurance Fund, I.M.R.F. (Illinois Municipal Retirement) Fund, Social Security Fund, Fire Equipment Fund, Motor Fuel Tax Fund,

Utility Tax Fund, Hotel-Motel Tax Fund, Sales Tax Fund, Lighthouse TIF Fund, Foreign Fire Insurance Fund, Downtown TIF, Overweight Truck Permits, and Northern Gateway TIF.

**Strategic Plan:** Strategic planning is a preferred approach to guiding the City's future rather than making decisions issue by issue. Five key strategic priority areas were identified during the workshop sessions were Economic and Business Development, Financial Management and Stability, Community Inclusivity and Engagement, Infrastructure Effectiveness and Improvements, and Core Service Delivery.

**Surplus Budget:** A surplus occurs when revenues are expected to exceed expenditures within a given fund.

## T.

**Tax Increment Financing (TIF):** A method of financing established in accordance with state statutes which allow cities to help redevelop property through private investment. Revenues from this method are derived from the increased property tax payments (increment) caused by the higher assessments on the redeveloped property. Three (3) Rochelle TIF Districts - Downtown TIF, Northern Gateway TIF, and Lighthouse TIF).

**Tax Levy:** An ordinance that directs the County Clerk to assess a tax proportionally against all properties located within a taxing district for the purpose of raising a specific amount of tax for the taxing district.

**Tax Rate:** The amount of tax levied for each \$100 of the assessed valuation.

**Temporary or Intern Employee:** An employee who is hired for a specific position for a specific period of time 6 months or less, either on a full-time or part-time basis.

**Trend Adjustment:** An adjustment made to a department's budget request to more accurately reflect historical expenditures.

**Telecommunications Tax:** A tax on the gross sale of telecommunications services by telecommunications providers.

**Transfers:** Movements of resources between two funds.

**Trust & Agency Funds.** Accounts for assets held by the governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. These include (a) expendable trust funds; (b) nonexpendable trust funds; (c) pension trust funds; and (d) agency funds. The Police and Firefighters' Pension Funds are examples of pension trust funds.

## Acronyms

**AICPA:** American Institute of Certified Public Accountants

**ALS:** Advanced Life Support

**ARPA:** American Rescue Plan Act

**AV:** Asset Valuations

**BJRY:** Burlington Junction Railway

**BLS:** Basic Life Support

**BNSF:** Burlington Northern Santa Fe Railroad

**CAFR:** Comprehensive Annual Financial Report

**CDBG:** Community Development Block Grant

**CIP:** Capital Improvement Plan (also see Glossary of Budget Terms)

**CIR:** City Industrial Railroad

**COVID-19:** Coronavirus called SARS-CoV-2

**DCEO:** Department of Commerce and Economic Opportunity

**DOI:** Department of the Interior

**EAV:** Equalized Assessed Value

**EDP:** Economic Development Program

**EOC:** Emergency Operations Center

**ERP:** Enterprise Resource Planning

**FICA:** Federal Insurance Contributions Act

**FTE:** Full-Time Equivalent (also see Glossary of Budget Terms)

**GAAP:** Generally Accepted Accounting Principles

**GASB:** Government Accounting Standards Board

**GFOA:** Government Finance Officers Association

**GO:** General Obligation

**HMO:** Health Management Organization

**IBEW:** International Brotherhood of Electrical Workers

**ICMA:** International City/County Management Association

**IEPA:** Illinois Environment Protection Agency

**IDOT:** Illinois Department of Transportation

**IDPH:** Illinois Department of Public Health

**IGFOA:** Illinois Government Finance Officers Association

**IMRF:** Illinois Municipal Retirement Fund

**IPRF:** Illinois Public Risk Fund

**IT:** Information Technology

**ITEP:** Illinois Transportation Enhancement Program

**LCCC:** Local Complete County Committee (Census)

**LIHEAP:** Illinois Low Income Energy Assistance Program

**MABAS:** Mutual Aid Box Alarm System

**PJM:** Pennsylvania, (New) Jersey, Maryland

**QCHIP Sub-Pool:** Intergovernmental Personnel Benefit Cooperative

**RFP:** Request for Proposal

**MFT:** Motor Fuel Tax

**NDHC:** New Direction Housing Corporation

**OCCA:** Ogle County Civic Authority

**PPE:** Paycheck Protection Program

**PT:** Part-time

**RMU:** Rochelle Municipal Utilities

**RPC:** Region 1 Planning Council

**RTO:** Regionalk Transmission Organization (PJM)

**SRF Loan:** Water Pollution Control Loan Program (WPCLP) and the Public Water Supply Loan Program (PWSLP)

**SRTS:** Safe Routes to School

**SRF:** State Revolving Fund

**TIF:** Tax Increment Financing (also see Glossary of Budget Terms)

**TOU:** Time of use

**UP:** Union Pacific Railroad

**USDA:** United States Department of Agriculture

**UTF:** Utility Tax Fund

**WWTP:** Water/Water Reclamation Treatment Plant

**YOY:** Year over year



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# BUDGET OVERVIEW

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## Executive Overview - State of the City of Rochelle 2023

Mayor John Bearrows and City Manager Jeff Fiegenschuh presented a joint State of the City Address that highlighted accomplishments by staff in CY 2022. The 2023 Budget represents the City's ongoing mission and falls in line with the 2018 Strategic Planning Document adopted by the Council. Revenues have been estimated at realistic and conservative levels. The General Fund Budget for CY 2022 includes an overall increase in expenditures of \$2,052,976 from the approved CY 2021 Budget, due to the spending of American Rescue Plan Act (ARPA) Funds.

### 2023 Total City Budget - \$106,601,478

#### CASH BALANCE

	1/1/2023	12/31/2023	CHANGE
<b>General Fund</b>	\$10,354,755	\$9,202,425	\$(1,152,330)
<b>Water</b>	\$1,189,103	\$1,622,056	\$432,953
<b>Water Reclamation</b>	\$5,352,587	\$5,617,614	\$265,027
<b>Electric</b>	\$19,081,976	\$14,172,917	\$(4,909,059)
<b>Tech Center/Advanced Communications</b>	\$261,047	\$38,916	\$(222,131)

#### CURRENT DAYS CASH ON HAND

FUND	NUMBER OF DAYS	POLICY
<b>Electric Fund</b>	177	365 Days
<b>Water Fund</b>	656	365 Days
<b>Water Reclamation Fund</b>	273	90-120 Days

#### TECH CENTER/ADVANCED COMMUNICATIONS

<b>December 31, 2017</b>	\$(1,024,079)
<b>December 31, 2023 Estimate</b>	\$38,916

#### TOTAL GENERAL FUND CAPITAL

<b>General Fund</b>	
<b>TIF Funds</b>	\$1,061,000
<b>Hotel/Motel Fund</b>	\$125,000
<b>General Fund</b>	\$785,889

#### TOTAL CAPITAL ENTERPRISE FUNDS

<b>Water</b>	\$4,026,000
<b>Water Reclamation</b>	\$4,288,558
<b>Solid Waste</b>	\$120,000
<b>Electric</b>	\$6,749,833
<b>Tech Center/Advanced Communications</b>	\$140,000

#### TOTAL CAPITAL ENTERPRISE FUNDS

<b>Airport</b>	\$985,000
<b>Railroad</b>	\$400,000

<b>Golf Course</b>	\$9,000
<b>Total Enterprise Capital</b>	\$16,718,391

#### TOTAL CAPITAL INTERNAL SERVICE FUNDS

<b>Network Administration</b>	\$137,500
<b>Administrative Services</b>	\$364,000
<b>Total Capital</b>	\$501,500

#### GENERAL FUND COMMUNITY CONTRIBUTIONS

<b>Senior Center Pledge</b>	\$25,000 (Administrative Services)
<b>Municipal Band Concerts</b>	\$14,000 (50/50 Split - General Fund/RMU)
<b>Annual Fireworks</b>	\$15,000 (50/50 Split - General Fund/RMU)
<b>Rochelle Chamber of Commerce</b>	\$8,500 (City Manager)
<b>Flagg Township Museum</b>	\$12,000 Hotel/Motel Fund)

### Outstanding Debt

OUTSTANDING DEBT	AS OF 1/1/2023	PRINCIPAL PAYMENTS	AS OF 12/31/2023
<b>TOTAL</b>	<b>\$36,201,855</b>	<b>\$3,408,347</b>	<b>\$32,463,633</b>

## General Fund Comparison

	2022 BUDGET	2023 BUDGET	PERCENT CHANGE
<b>General Fund</b>			
Revenue	\$12,117,647	\$13,383,222	10%
Expenditures	\$13,072,825	\$14,526,552	11%
<b>Mayor and Council</b>			
Expenditures	\$33,800	\$35,050	4%
<b>City Manager</b>			
Expenditures	\$28,250	\$32,450	15%
<b>City Clerk</b>			
Expenditures	\$126,030	\$203,727	62%
<b>Police Department</b>			
Expenditures	\$4,390,075	\$4,693,590	7%
<b>Fire Department</b>			
Expenditures	\$2,951,702	\$3,094,791	5%
<b>Community Development</b>			
Expenditures	\$520,382	\$558,490	7%
<b>Engineering</b>			
Expenditures	\$322,564	\$360,700	12%
<b>Street Department</b>			
Expenditures	\$1,876,071	\$2,070,547	10%
<b>Cemetery</b>			
Expenditures	\$175,437	\$198,536	13%
<b>Municipal Building</b>			
Expenditures	\$2,521,114	\$3,144,271	25%
<b>City Attorney</b>			
Expenditures	\$110,000	\$115,000	5%
<b>Economic Development</b>			
Expenditures	\$17,400	\$19,400	11%

## COMMUNITY DEVELOPMENT

<b>Streetlighting, Pavement Resurfacing, Shared Use Path, Downtown Restroom</b>	\$1,500,000 (Downtown beautification, Electric, TIF, Grant)
<b>Purchase of Property</b>	\$275,000 (Downtown TIF)
<b>City-Wide Facade Program</b>	\$30,000 (General Fund/Downtown TIF)
<b>Downtown Beautification</b>	425,000 (Downtown TIF)
<b>Lighting Study &amp; Lighthouse Pointe TIF</b>	\$480,000

## NEW ENTERPRISE VEHICLE LEASES

<b>Ford Interceptor Utility Vehicles (3)</b>	\$41,000	Police
<b>Pickup Trucks</b>	412,800	Engineering
<b>Command Vehicle</b>	\$12,000	Fire

## EQUIPMENT/NON-LEASE VEHICLE PURCHASES

<b>Camera Truck - Water Reclamation</b>	\$250,000	Water Reclamation
<b>Heavy Equipment</b>	\$200,000	Water/Water Reclamation
<b>Tech Center AV System</b>	\$90,000	Network Administration
<b>Line Truck Replacement</b>	\$210,000	Electric
<b>Compact Wheel Loader</b>	\$80,000	Solid Waste
<b>Master Asphalt Repair Machine</b>	\$85,000	Streets/Public Works
<b>Battery Room Design/Upgrade</b>	\$75,000	Technology Center/Advanced Communications
<b>Semi-Tractor and Material Trailer</b>	\$70,000	Solid Waste
<b>Traffic Marking Machine</b>	\$30,000	Streets/Public Works
<b>Fiber Infrastructure Upgrades</b>	\$25,000	Advanced Communications
<b>Water Meters</b>	\$50,000	Water/Water Reclamation
<b>State Required Body Cameras</b>	\$25,000	Police
<b>Ground Speed Controller</b>	\$20,000	Streets/Public Works
<b>Ambulance</b>	\$350,000	Fire/EMS
<b>Single Tandem Axle Dump Truck</b>	\$120,000	Streets/Public works
<b>TOTALS</b>		<b>\$1,599,875</b>

## Labor

### LABOR EXPENSES

Non-union salaries are based on the 2018 Compensation Study.

All non-union wage increase proposals average 2.5% - 3.5% based on the Compensation Study.

All legal fees remain flat. The City Attorney has saved the city enough to cover his annual fees.

### PROPOSED STAFFING CHANGES

Pretreatment Labtech B

Specialist (FOG) - Water/Water Reclamation

Fire Department Admin Assistant

### FULL-TIME EMPLOYEES

General Fund - 72 (Includes elected officials and new staff)

Internal Service - 12 (10 Administrative Services and 4 Network Administration

Enterprise Funds - 46 (Includes new Water/Water Reclamation Staff

**TOTAL - 132**

## Grants Received 2020-2022

2020 Local CURE Grant	\$395,000
2020 SRF Principal Loan Forgiveness	\$1,500,000
2021-2022 ARPA Funds	\$1,230,000
2021 Rebuild Illinois Grant - Hircory Grove Demolition	\$365,000
2021 Coronavirus Economic Support Grant	\$278,000*
2021 Illinois Public Risk Fund Grant	\$13,500
2021 Sewer Lining CDB Grant	\$550,000
2022 DCEO - Rebuild Downtown Grant	\$1,151,794
2022 Illinois DCEO Transload Grant	\$1,000,000
2022 Ogle County Solid Waste Grant	\$2,000
2022 IPRF Safety Grant	\$4,100

# Strategic Planning and Goal Development 2019

## STRATEGIC PLANNING AND GOAL DEVELOPMENT

Strategic planning is a preferred approach to guiding an organization's future rather than making decisions issue by issue. In 2019, the City of Rochelle (the City) engaged the Center for Governmental Studies (CGS) at Northern Illinois University (NIU) to facilitate a strategic planning process and workshop with Council and senior staff members. Prior to the workshop sessions, several focus groups were held with community stakeholders to gather input on their vision for Rochelle. With the focus groups as a starting point for discussions, the workshop provided a positive atmosphere for City Council and senior staff members to work together and collaboratively develop strategic goals and determine where the city wants to go as an organization and a community. As was discussed and reviewed during the workshop, executive-level strategic planning sessions are a staple of good governance and leadership for progressive organizations.

## STRATEGIC PRIORITIES

Ultimately, five key strategic priority areas were identified as an outcome of the process, highlighting activities and initiatives that the City should focus its resources on in both the short and long-term. The strategic priority areas identified during the workshop sessions (in no order) were Economic and Business Development, Financial Management and Stability, Community Inclusivity and Engagement, Infrastructure Effectiveness and Improvement, and Core Delivery Service.

### Strategic Priority Areas



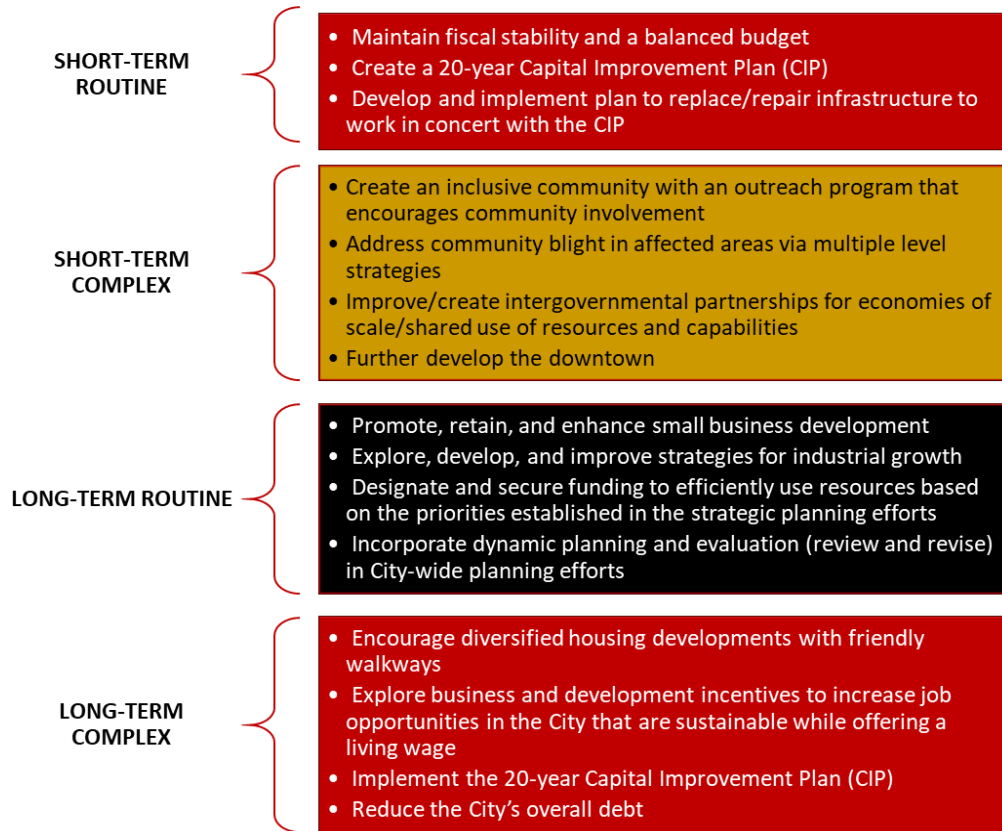
## STRATEGIC GOALS

Another outcome of the process was the creation of key organizational goals, helping ensure that employees and other stakeholders worked toward common strategic priorities. After all goals were shared and discussed during the workshop, participants were asked to clarify each goal according to a matrix model of time and complexity. The goals were classified as short or long-term and as complex or routine. In total, the group developed 13 short-term routine goals, 5 short-term complex goals, 5 long-term routine goals, and 13 long-term complex goals. Following the classification exercise, the Council was asked to delineate, via an online ranking exercise, which goals should be given a higher priority than others. The top goals based on the Council's average scores for each category are offered here as a process "snapshot" representing the most important strategic goals or priority areas for the Council and staff to address in the months and years ahead. The City Council plans to review both short and long-term goals periodically. Long-term goals extend 3-5 years.



# Strategic Plan

## TOP GOALS WITHIN EACH QUADRANT OF THE TIME AND COMPLEXITY MATRIX



Note: The City is planning an update to the Strategic Plan in 2021 with facilitation by the Center for Governmental Studies (CGS) at Northern Illinois University. If the 2020 Census data is available at that time, it will be included.

# 2023 Strategic Planning and Goal Development Update

## City of Rochelle

### Strategic Planning and Goal Development Update 2022

Prepared by Session Facilitators  
NIU-CGS

Melissa Henriksen, MPP - Assistant Director  
Alli Hoebing, MPA - Research Specialist



#### Executive Summary

Strategic planning is a more effective approach to guiding an organization's future than making decisions issue by issue. As an organization, the City of Rochelle has followed a regular process of establishing goals for the City government and the community it serves. In March 2022, the City engaged the Northern Illinois University Center for Governmental Studies (NIU-CGS) to facilitate a strategic planning update process and leadership workshop with Council and senior staff members.

After some delay due to the Covid-19 pandemic, the strategic planning workshop provided a positive atmosphere for the Council and senior staff members to collaboratively review and develop their vision for the City's future. Ultimately, workshop participants created strategic goals focusing on where the City wants to go as an organization in both the short and long term. As was discussed during the workshop, executive-level strategic planning sessions are a staple of good governance and leadership for progressive organizations and are recommended to be done routinely.

#### Strategic Goals/Initiatives

After a series of pre-workshop scanning discussions regarding the City's visions for the future, as well as current strengths, weaknesses, opportunities, and challenges, leadership workshop participants were asked to identify short-and long-term goals. Upon completion of an updated list of goals, participants were then asked to classify each goal according to a matrix model of time and complexity. Agreed upon criteria were used to classify a goal as short or long term and as complex or routine (please see full report for defined criteria).

After the strategic planning workshop, the City Council was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. In total, the group developed ten short-term routine goals, ten short-term complex goals, five long-term routine goals, and nine long-term complex goals. The top three goals from each category are offered as a process "snapshot" representing the most important strategic goals or priority areas for the Council and staff to address in the months and years ahead (see below). For a full description of all the strategic goals developed, discussed, and ranked, please refer to the full report.

#### Strategic Priority Areas and Goals Summary

After discussions with City leadership, participants agreed that the key strategic priority areas from the 2019 planning process were not only still relevant, but that stakeholder input from the 2022 update process reinforced them. Therefore, the 2019 priority areas were carried over to the 2022 strategic plan with slight modifications. These priority areas were identified as an outcome of the strategic planning process, and they highlight activities and initiatives that the City should focus on in both the short and long term. The strategic priority areas identified during the process (in no particular order) are illustrated below.



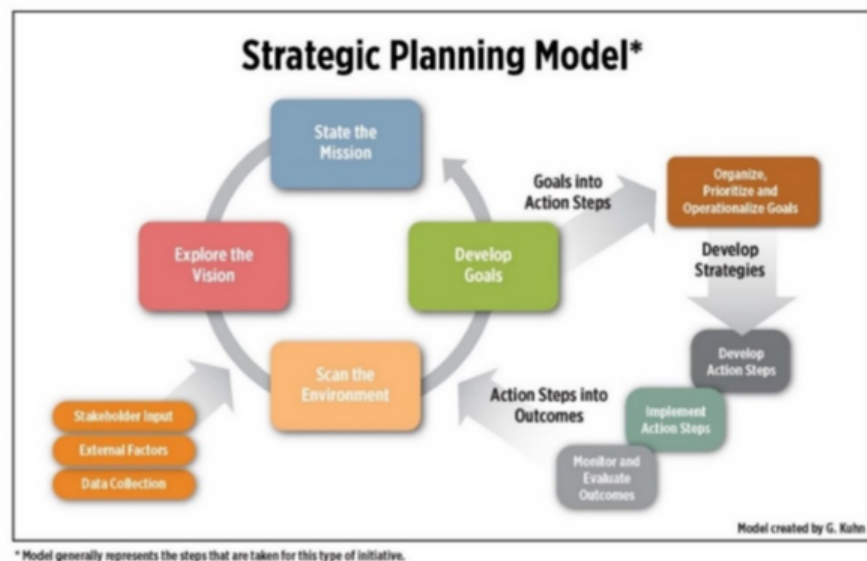
## Introduction

As an organization, the City of Rochelle has followed a regular process of establishing goals for the City government and the community it serves. The Council and senior staff gathered again in 2021 and 2022 to review the progress made and continue to move forward towards the future vision expressed for the City of Rochelle. As part of this update process, the Council and senior staff worked together to review the previous strategic plan's outcomes and results and to evaluate the current operating environment to revise and establish strategic goals to guide the City over the next 3-5 years. As was discussed and reviewed during the workshop, executive-level retreats and strategic planning sessions are a staple of good governance and leadership for progressive organizations. The value of such processes continues to be recognized by policy-making boards and executive staff in both private and public organizations. You have now placed yourselves among the special class of organizations that engage in formalized strategic planning and goal setting (Figure 1).

The 2022 workshop provided another positive setting to methodically, strategically, determine where the City wants to go as a community and as a government. This important undertaking will again work to serve the city's residents, businesses, community partners, stakeholders, and organizations well into the coming years. As was shared with the Council and senior staff members at the conclusion of the workshop, the City should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to the results of the Council's and senior staff members' efforts throughout this process and the City's budgeting process.

The judicious use of the City's limited resources (including financial resources and professional staff time) will be key to good results. In the end, quality policies and quality implementation equate to tough choices in setting priorities and allocating resources. Only a limited number of goals and objectives can be effectively managed and implemented at any given time. In a very realistic sense, clear and stable priorities must be maintained if the City desires to stretch its resources as far as they can go.

**Figure 1. Strategic Planning Model**



## **Pre-Workshop Stakeholder Input: Online Employee Survey**

As part of the strategic planning process, City leadership surveyed City staff to further understand their vision for the future and priority areas that should be addressed as part of the strategic plan. The online survey was distributed in July 2021 and the NIU-CGS team received 42 responses.

The focus of this type of employee survey was to gain an initial perspective, from employees' vantage point and often, in their own words, on important activities, programs, services, and organizational dynamics. This perspective helps to build a balanced, informed, and open view of the City's strategies, opportunities, challenges, desires, and goals. Several major themes and ideas emerged from the survey and were shared at the workshop with the council and senior staff. Below is a snapshot of those themes.

### **City of Rochelle Staff Survey Response Themes**

#### **Organizational Development and Communication**

Growing the City causes strain on other areas of the City if every department doesn't grow together.  
Improve communication with all departments and have a full understanding of how each operates.  
More team building across the departments continues to boost employee morale.  
Departments continue working together for a common goal to make the City the best it can be.  
Increase staffing levels and improve employee morale to help avoid burnout.  
Opportunity for upward mobility, succession planning.  
Fair, performance-based salaries.  
Cross-training and professional development opportunities.  
Update outdated equipment and facilities (e.g., 1963 toolsheds, computer programs, etc.).

#### **Business Attraction, Development, and Growth**

Capitalize on Rochelle's location – very accessible and lots of opportunity for jobs in the future.  
Fewer factories and chain stores – more small businesses.  
Motivate people to shop locally and continue local incentive programs.  
The downtown is utilized to its full potential with vacant buildings occupied by a variety of businesses (e.g., retail, mid-level, dining, entertainment, etc.) and the cohesiveness of facades/overhangs.  
Listen to the public about things they would like to see come to Rochelle. More shopping (specifically grocery) options. Some chains dine in restaurant options.  
High speed fiber/Internet to all businesses and homes.

#### **Community Engagement and Inclusivity**

Become an inclusive community that meets the needs of all generations.  
Better community communications, one on one and informational gatherings throughout the community. Translation to those groups not speaking English.  
People being able to work from home will cause a migration westward from the Chicago areas – the need to have housing in place.  
Expansion of the City as far as housing, expanding towards the West along with bike paths.  
There is a real shortage in housing. Need to find a developer to develop more affordable residential housing / neighborhoods (townhomes, mixed use, etc.).  
A plaza area with outdoor kiosks, market days, and family fun.  
Large community venue/concert hall, downtown gathering spot (closed street/plaza).  
Diverse opportunities to be entertained/inspired, including more family activities.  
Address the need for community services such as additional public transportation and daycare options.  
There is a real shortage in housing. Need to find a developer to develop more affordable residential housing / neighborhoods (townhomes, mixed use, etc.).  
A plaza area with outdoor kiosks, market days, and family fun.  
Large community venue/concert hall, downtown gathering spot (closed street/plaza).  
Diverse opportunities to be entertained/inspired, including more family activities.  
Address the need for community services such as additional public transportation and daycare options.

## Pre-Workshop Stakeholder Input: Focus Groups

In addition to the City staff survey, five (5) focus groups were conducted virtually/in-person in August 2021 to gain additional stakeholder input. Each focus group had approximately 8-12 participants in the following groups:

- Residents (2 focus groups – one in person and one virtually)
- Business Community
- Intergovernmental Partners
- Front-line Staff

The focus group sessions were designed as a primer for the strategic planning process. The information presented was shared in summation at the workshop and added exploratory and thematic information for the Council and senior leadership team to consider. As a result of the focus group sessions' responses and feedback, the facilitators identified four overarching themes presented (in no particular order) in Figure 2. The themes represent important topic areas that the City leadership and Council were asked to think about as they went through the workshop exercises and developed short- and long-term goals. Therefore, it is not unusual to see alignment between the focus group themes and the priority areas identified as part of the entirety of the process. Please see the Appendix for a full summary of all focus group questions and aggregated responses for each theme.

**Figure 2. Aggregated Focus Group Identified Themes**



## Outline of Leadership Workshop Exercises and Discussion Sessions

All of the discussion sessions in the planning effort employed approaches that were highly participative and interactive. The workshop facilitators utilized a group discussion approach called 'Nominal Group Technique' where the facilitator assured participants equal opportunities to speak and share opinions. During the workshop discussion/exercise sessions, individuals had the opportunity to generate and share their ideas, as well as participate in group activities, allowing them to weigh alternatives and refine their thinking through dialogue. As ideas were shared and debated, the group worked steadily toward a consensus regarding the City's purpose, future directions, goals, and priorities.

### Introduction/Icebreaker Exercise – Describe the City and Future Visioning

Participants engaged in an introductory/ice breaker exercise designed to stimulate conversation by describing the City in 10 words or less. This was a brainstorming exercise—all ideas about the City's future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Below is a word cloud summary of those answers.





The Council and senior staff also participated in a visioning exercise to describe the desired future direction of the City by answering the following question: “In 10-15 years when I return to the City of Rochelle, what do I hope to see, or think I will see with regard to the City and its activities?” Participants were asked to think about their ideas ahead of time and then be ready to share them with the group during the first session of the workshop. Below are their responses.

### City of Rochelle Visions for the Future

- Infrastructure growth.
- Public/private partnerships for residential housing.
- More neighborhood schools.
- More attractive town entrances.
- Shopping centers are revitalized, especially the downtown.
- More grocery store options.
- Increased community engagement.
- Well-trained workforce.
- Develop an intentional business retention program.
- Job retention is high.
- Resurgence an industrial base, specifically manufacturing, and commercial/residential growth.
- Intermingling happens within the community, so Rochelle can become more welcoming and access to information is present.
- High school training and Explorer Programs are available for police officers/trades, such as internships and job shadowing.
- Fiber services expand and include private partnerships.
- Route 251 is urbanized and improved.
- Rochelle has become a multi-modal community.
- More collaboration with the Park District is happening.
- Core businesses are retained.
- Continuity of City leadership.
- Infrastructure maintenance is kept a priority.
- Manage population/job growth.
- Dual language program remains.

### Environmental Scanning Part I – Surrender or Lead

Next, participants were introduced to a leadership exercise entitled “Surrender or Lead.” Participants were asked, in small groups, to respond to a series of structured questions designed to initiate discussion and reveal hopes, perspectives, challenges, opportunities, and possible barriers based on the collective view of each group. The groups' responses were recorded and are reported below. The bolded and underlined sections are key phrases that the group provided in response to the exercise's open-ended questions and prompts.

#### Group 1

1. We want to grow, but proportionate to infrastructure.
2. The two most important things to focus on are budgeting and funding, because growth can't happen without fiscal responsibility.
3. If it weren't for a strong community, we would have no need for growth.
4. We need to finally accept change.
5. Government regulations will have the biggest impact on the City in the coming 2-3 years.

#### Group 2

1. We want to grow our community but maintain our core.
2. The two most important things to focus on are citizens and services, because this is our purpose.
3. If it weren't for limited resources (money, people, etc.), we would be more proactive.
4. Planning and projecting will have the biggest impact on the City in the coming 2-3 years.
5. Inflation, the economy, stagflation, recession, the State of Illinois, Covid-19, failing infrastructure, outmigration, and not being nice will have the biggest impact on the City in the coming 2-3 years.

#### Group 3

1. We want to accommodate everyone but can't.
2. The two most important things to focus on are infrastructure development and maintenance.



3. If it weren't for citizens not shopping as much locally, we would have all the retail/commercial businesses we want.
4. We need to finally bridge the gap between our minority population.
5. Current events: police, Covid-19, gas prices will have the biggest impact on the City in the coming 2-3 years.

#### Group 4

1. We want to get ahead of staffing needs, but recruiting is tough in the current environment.
2. The two most important things to focus on are continuity and infrastructure, because you can't survive with confusion.
3. If it weren't for money, we would not have any problems.
4. We finally need to have robust recruitment and retention plans.
5. The economy will have the biggest impact on the City in the coming 2-3 years.

#### Group 5

1. We want to recruit, but also retain.
2. The two most important things to focus on are infrastructure and sustainability, because without a strong foundation and thorough continued reinvestment, we cannot continue to meet our goals.
3. If it weren't for strong leadership and collaboration, we would lack progress.
4. We need to finally find a way to bridge the gap between the north and south corridors.
5. The pandemic rebound will have the biggest impact on the city in the coming 2-3 years.

### Environmental Scanning Part II – Large Group S.W.O.C. Analysis

The next step of the strategic planning workshop involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of the City, both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it challenging to achieve the desired future state. These elements include both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the city's strengths (S) and weaknesses (W). In what areas does the City regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities (O) are on the horizon that can be used to the City's advantage? Conversely, what trends or challenges (C) lie ahead that would be obstacles or hindrances? Those answers are captured next.

#### S.W.O.C. Exercise

#### (Strengths, Weaknesses, Opportunities, Challenges)

#### Internal - STRENGTHS AND WEAKNESSES

STRENGTHS	WEAKNESSES
Citizens/residents	Siloed facilities
Political stability	Communication - internal and external
Ability to pivot	Outmigration of population in Illinois
Location	Inability to keep up with growth
Good team - Council, department heads and administration	Aging infrastructure (I) - specifically electric
City-owned utilities	Sometimes a "good ole boys" club at the city
Fiscal stability	Lack of shovel-ready sites
Partnerships with other entities	Lack of trust within the city
Dedication to volunteerism by city officials and staff	Lack of housing
Schools K-12	Lack of public transportation
Intergovernmental agreements - Ogle-Lee	
Fire Protection District	
Room to grow (not landlocked)	
Rochelle Community Hospital	

**S.W.O.C. Exercise**  
**(Strengths, Weaknesses, Opportunities, Challenges)**

**External - OPPORTUNITIES AND CHALLENGES**

OPPORTUNITIES	CHALLENGES
Provide police services to Creston and Hillcrest	Need to grow water supply
Not landlocked - have room for growth	Growth - keeping up smart, intentional infrastructure
Housing options - evaluating recruiting developers - public/private partnerships	Age of infrastructure
Size of the organization - cross training opportunities	Kids in multiple schools - challenge for parents
Expanded public transportation - fixed routes, additional times for 3rd shift, etc.	Public view of city officials
Citizen engagement committee	Citizens and expectations
Location/hub for many things	Loudest voices sometimes get the most play
Succession planning and applicant talent	Social media platforms
Solar for expansion	Recruitment workforce challenges
Opportunity for all renewables	Pool of applicants - cost to hire, competition
Home Rule education	Succession planning for small businesses-retirement
Engaging citizens and volunteers	Limited housing needs and options
City employees could volunteer more	State of Illinois
Opportunities for community to collaborate and partner to provide services	Location - close to larger areas and easy to leave
Growth	Need to promote city utilities to increase users
	Internal communication between departments
	Focusing equality on all corridors
	Unknowns - economy, inflation, pandemic
	Climate and Equitable Jobs Act regulations
	Solar
	Demographic changes
	Retail - sales tax
	Environmental regulations
	Transient population - hard to build community

## Nominal Group Goal Identification

With the preceding discussion sessions and exercises acting as a sound foundation for goal setting, the final workshop session was designed for small group work and the development of new or updated goals. The goals were developed in groups, and then presented by the working groups for large group discussion. All of the goals and/or action items were seen as important to achieving the future vision of the City as expressed by participants at the opening of the workshop.

To begin the process, participants returned to the small groups they had worked with during the previous Surrender or Lead exercise. The agreed upon criteria used for classifying goals as either short or long term involved the following: Short-term goals were those goals that could or should be completed or substantially underway in the next one to three years. Long-term goals are those goals that could or should be completed or substantially underway within a three- to eight-year timeframe.

Each of the small groups then shared their goals with the aggregate group of participants. Goals that the groups developed could be extensions or refinements of prior goals or could be new goals. Furthermore, the goals that were developed could be very specific or broader, but all goals pointed to important outcomes that leaders hope to see in the years ahead.

## Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for City Council members and staff to discuss, refine, and compare the ideas and goals offered by each work group in the previous sessions. Participants gave their opinions and further explained the fit, ideas, and policy outcomes expressed in the goals. Participants were also asked to classify each goal as complex or routine. Complex goals were goals that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies. Routine goals, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Council and within present budget streams or with minor revenue enhancements or reallocations.

Following the workshop, NIU-CGS staff worked with the City's administrative leadership to refine and consolidate the goals, where appropriate.

## Post-Workshop: Goal Prioritization and Council Ranking Exercise

After the workshop, each Council member was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. The Council provided an online ranking tool where point values were assigned to each goal in each quadrant of the time and complexity matrix by individuals. The calculation of goal prioritization consisted of "forced ranking" where the ranking of each identified goal is calculated as the average of the rankings given by all participants. For example, if a goal was given the scores of 2, 5, 6, 6, 1, 2 and 3, the average total would be 3.57. The lower the score, the higher the priority. Again, the average totals were based on the individual ratings provided by the Council.

The following illustration presents the dashboard of high, medium, and lower priority levels for the short- and long-term strategic goals based on the consensus ranking exercise conducted by the Council (Figure 3). The goal priority dashboard demonstrates the most important strategic goals, tasks, and objectives for the Council and staff to address in the months and years ahead.

**Figure 3. Strategic Goals - Priority Dashboard**

Short-Term Routine	Priority Level
Ensure staffing is sufficient for city departments' current and future needs. A City-wide comprehensive and inclusive succession plan for future staff needs. Comprehensive employee recruitment and retention programs.	High
Developing a customer service training program for employees.	High
Reassess the current debt strategy.	High
Foster more community engagement.	High
Develop a more aggressive blighted property program - utility, police, ticketing program.	Medium
Increase city visibility through a variety of platforms and tools to promote community programs, events and news.	Medium
Expand and develop the GIS program.	Medium
Create a promotional video for the city.	Medium
Expand the Citizens Academy to include various age groups.	Low
Establish a message board in each corridor.	Low

Short-Term Complex	Priority Level
Coordinate and collaborate with educational institutions for workforce support, such as job opportunities, training, apprenticeships, STEM, internships, and certification programs.	High
Finalize all intergovernmental agreements with IDOT, Lee and Ogle Counties, landfill, etc.	High
Perform annual corridor improvements and install infrastructure to improve industrial development.	High
Complete City of Rochelle Campus along Illinois Route 251.	High
Develop additional public/ private partnerships.	Medium
Redevelop the former Hickory Grove site.	Medium
Finalize Enterprise Resource Planning (ERP).	Low
Establish a social services liaison (in house or on call) for city departments to address mental health needs.	Low
Expand fiber to homes throughout the city.	Low
Become a DREAMER Employer.	Low

Long-Term Routine	Priority Level
Continue to be a transparent government and build trust with the community.	High
Maintain and update the 20-Year Capital Improvement Plan (CIP).	High
Foster diversity, equity, inclusion, and belonging within the city government and across the community.	Medium
Develop a utility sustainability program.	Medium
Work with the departments and Citizens Academy to implement smart recruitment techniques.	Low

Long-Term Complex	Priority Level
Develop North/South Illinois route 251 (Fairview to I-88) and perform corridor improvements	High
Continue to improve and maintain infrastructure, including improving flood-prone areas.	High
Further diversify commercial and retail throughout the city.	High
Redevelop the downtown to include outdoor venues and additional parking.	High
Expand fiber and other applicable utilities east of I-39.	Medium
Expand the variety of housing options.	Medium
Explore strategies for what the community will do if/when the landfill reaches capacity.	Low
Explore Rochelle's annexation options.	Low
Become a "One Rochelle Campus" where all departments are housed in one area.	Low

### Strategic Priority Areas and Goals Summary

After discussions with City leadership, it was agreed that the key strategic priority areas from the 2019 planning process were not only still relevant, but the stakeholder input from the 2022 update process reinforced them. Therefore, the 2019 priority areas were carried over to the 2022 strategic plan with slight modifications. These priority areas were identified as an outcome of the strategic planning process, and they highlight activities and initiatives that the City should focus on in both the short and long term. The strategic priority areas identified during the process (in no particular order) are illustrated below.



## Conclusion

The value of the strategic planning process will only be realized if this report is used as an active working guide to both the City Council and staff leadership as they pursue the issues explored during the strategic planning process. The report is designed to capture the content of the discussions and to assist the City in developing implementation plans for their strategic goals and initiatives.

In the city's ever-evolving operating environment, adapting to shifts in demographics, community trends, technological advancements, best practices, and development opportunities, among other changes, will be paramount. The strategic plan is meant to be a road map for the city, with the flexibility to adapt to those changes. Therefore, it is recommended that the City continue to undertake a regular review (monthly, quarterly, or semi-annually) of the strategic plan, its goals, and implementation schedule to identify the need for updates or modifications to ensure the City consistently recognizes and meets community needs and expectations.

What is apparent from the exchange of ideas and dialogue during the environmental scanning and strategic planning workshop is that the city is fortunate to have progressive leadership and a management team that is looking ahead and committed to strategic thinking and planning.

We wish you well with the ambitious years that lie ahead.

Mel Henriksen and Alli Hoebing, NIU-CGS Project Coordinators and Session Facilitators

## Appendix: Focus Group Feedback Summary

One of the key analytical techniques used for focus group notes is an analyst's search for key phrases, words, or terms that emerged during the focus group sessions. Coding is done by analysts' individual readings of the data, followed by key term searches with the aid of document software. The words and phrases listed below are the results of the study team's analysis of the collected focus group notes. At a glance, the reader can discover what terms were used or referred to most frequently in the feedback notes. Using individual analysts' coding, the researcher identifies terms that recur across groups and across questions. The results are revealing in that they highlight key topics or issues that should be considered when proceeding with strategic planning discussions.

The information that follows is a summary of key themes and topics that emerged during the exploratory focus group/outreach sessions. The focus group sessions served as a primer for the strategic planning process. The information that is presented in this summation was designed to add exploratory and thematic information for the Council and Senior Leadership Teams to consider during the strategic planning workshop sessions.

The same exploratory discussion questions were asked to each focus group and are listed below:

1. How would you describe the City of Rochelle to a stranger or someone who doesn't live or work here?
2. If you left Rochelle tomorrow and didn't return for 10-15 years, what do you think you'd see, or what do you hope you'll see, when you return?
3. What do you like best about Rochelle? Related to that, what are the strengths/greatest assets of the city? Opportunities?
4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in Rochelle? Challenges?
5. What are/should be the top priorities for the city over the next 3-5 years?
6. If you could change or initiate one key item or thing about the city, what would it be?

## Overall Themes Based on All Focus Group Feedback



### **Sense of Community**

- Small-town feel with a welcoming, generous, neighborly, and inviting atmosphere [maintain this while continuing to grow] [It's familiar – know enough people for the City to feel like a comfort zone but don't know everyone, so there's a chance to still meet new people].
- Safe community to raise a family, walk the streets, play outside, etc.
- Great community organizations that work well together.
- High-tech Mayberry – nice quiet town with fiber optics throughout.
- Maintain/have more boutiques and mom/pop – community based, family-oriented shops.
- A more active community – enhanced community involvement in activities.
- More activities for people to participate in – could attract more people to live in town rather than commute in.
- A greater variety of youth activities are needed – art, music, etc., (outside of sports) in town.
- Expand community events and gathering spaces.
- Community spaces to host different events, classes, etc., at the Lincoln Center – which has a centralized entity running the building – have become a community hub.
- A permanent attraction site on an empty lot near train tracks and a pool to host events (e.g., rides/festivals).
- Integrate more culture into the community – [educate/embrace the different heritages, continue to see more community diversity and be open and welcoming to different cultures].
- Need to identify how to get volunteers involved that are representative of all community members rather than the same people.

### **Housing Development and Options**

- More single-family residential development to attract more people to live in Rochelle.
- The city possibly have a housing rehab program for older house – bank partnerships.
- More affordable and quality housing (ownership and rental options).
- Less industry and more people.
- Attract young families to the area.
- Retain the younger generation within the community after graduation (e.g., employment, other incentives).

### **Growth and Development**

- It has the potential to attract visitors/residents.
- It has attraction/destination amenities (e.g., opera theater, outdoor pool, rec center, golf center, hospital, Kishwaukee college).
- There are employment opportunities.
- Strategic location.
- There is a lot of opportunity for growth – available green space [A lot of things going on from development to infrastructure].
- Maximize on the community's assets to continue to grow (e.g., location, rail park, etc.).
- Attract more industry.
- Develop/revitalize the south side of Rochelle (e.g., business and residential attraction/retention) [Overcome the South/North side division and connect the community].
- Fiber optics are available in all housing units and across the whole community to meet current/future trends (e.g., remote work).
- Expanded, thriving, and modernized downtown – more local shops and restaurants with a mix of cuisine to help attract people to the area
- Be able to shop locally and receive services/needs without having to travel to a surrounding community
- Take advantage of work pattern changes, e.g., remote work [Expanded Metra/rail line – passenger access directly to Chicago]
- Improve community appearance – open for business, landscaping, more appealing



Fiber optic available in all housing units and across the whole community to meet current/future trends (e.g., remote work)  
Expanded, thriving, and modernized downtown – more local shops and restaurants with a mix of cuisine to help attract people to the area  
Be able to shop local and receive services/needs without having to travel to a surrounding community  
Take advantage of work pattern changes, e.g., remote work [Expanded Metra/rail line – passenger access directly to Chicago]  
Improve community appearance – open for business, landscaping, more appealing

#### Collaboration and Communication

The City can help facilitate/be the leader in collaborative efforts with other community groups, government partners, etc.  
Public/private partnership to provide incentives, assistance, etc. for day care options. Day care options available beyond the standard 9 a.m. – 5 p.m.  
Improve information sharing – communicate it more clearly, offer it in both English and Spanish \* – More inclusive, multi-modal, enhance accessibility  
Improve community outreach and recognition for the diverse groups in the community  
Be representative of all cultures – showcase/highlight the different cultures and be more integrated  
Communication from the City – would like an electronic community board – partner with the recreation center, or at the library – multiple locations  
Need more coordination/communication between the different service groups/organizations

#### Top Priorities

##### Housing

Need to address housing –more options and volume – across different price points and life phases  
Increasing population – attracting residents, families, etc.  
Housing initiatives for single-family and multi-family growth  
Soft Services

Affordable childcare options (child & parenting program, flexible hours)  
Increase/expand services and activities for the senior population

##### Community connectivity

Multi-modal transportation (e.g., bike/walking paths)  
Public transportation – uber, lime bikes  
Community beautification - Improve community appeal and establish gathering places

##### Collaboration

Collaboration across the community – government, industry, community partners, members, etc.  
Enhance/improve communication and coordination across the different departments (tools are in place, but aren't being adequately used) \*\*\*  
Share resources between departments (e.g., extend a helping hand)

## Strategic Growth and Development

- Become a city that has the mentality of being forward-thinking and encouraging development\* – put the vibe out there that Rochelle is open for business.
- Growth for the good for the community [health care, industry, housing, etc.].
- Long-term strategic and sustainable growth.
- North corridor/gateway improvements (finish road from AutoZone to Walgreens) – improve City appeal/beautification.
- Provide unique incentives for development/revitalization of areas of town (e.g., south side).
- Retail growth – options on the south side, affordable grocery stores.
- Overcome the southside/north side division – grow throughout the town rather than just one specific area.
- Redevelopment/revitalization of tired real estate areas of the community (e.g., south side, downtown, May Mart Shopping Center) \*.
- Store front/façade improvements.
- Attraction and cultivation of a local skilled labor force (e.g., pipeline programs, grow your own workforce and businesses stay in Rochelle).

## Community Marketing and Promotion

- Improve/increase marketing – promote the community (e.g., some people from surrounding communities don't know there is a hospital in Rochelle).
- Celebrate Rochelle's attractions, accomplishments, events, etc.
- Community branding – zero downtime area – promotes Rochelle as the best place for businesses to be (make more money here than anywhere else).
- Partnership between the City and business for marketing/advertising and promotion to attract people to Rochelle.

## Short-term Factors

The creation of the city's 2023 fiscal year budget has been greatly impacted by the recovery from the COVID-19 pandemic and the state of the economy. The city is cautiously pessimistic about the future due to inflation, retail trends, utility regulations, and state-mandated pension obligations. The city continues to attract commercial and industrial businesses that help increase EAV and property tax revenues. A decrease in investment earnings in the pensions will cause an increase in the property tax levy. Infrastructure repairs and improvements continue to be priorities in the capital improvement plan.

The city's major staffing changes in 2022-2023 include the City Manager backfilling in the Police Department to accommodate for retirements. Additional hires included a Pretreatment Technician in the Water Department and an Administrative Professional in the Fire Department.

# 2023 Priorities & Issues

## CITY MANAGER GOALS FOR 2023

### Economic & Community Development

- Working with staff to continue downtown initiatives, including more outdoor and event space. Begin implementation of the State of IL Rebuild Downtown Grants
- Continue working with Wheatland Tubing on future expansion
- Work with staff to promote and incent a new grocery store option in Rochelle, preferably on the south side of the community
- Continue monthly retention meetings with industrial and larger commercial businesses
- Continue cooperating with Kishwaukee College and RTHS to host work force meetings with employers. Continue hosting job fairs
- Work cooperatively with city council and staff to redevelop the 2nd Avenue area south of the tracks
- Move forward with one additional mural building in the downtown
- Work with staff, city council, planning commission and community to begin updates of the Rochelle Comprehensive Plan
- Work to help keep “The Spark” store open
- Work to redevelop buildings and the empty lot off Lincoln Highway and Lincoln Avenue
- Complete demolition of the Hickory Grove facility. Begin working with potential partners to redevelop the site and possibly hire a broker
- Work with staff and community to establish a marketing strategy. This will include updates to the ED website, marketing videos, identifying conferences and training to attend, etc.
- Work with staff to develop a new vacant building inventory
- Work with staff and community partners to fill empty store fronts on North and South 251
- Work with the owner of Maymart to begin a redevelopment project that includes TIF incentives
- Continue installing new streetlights and festive décor in other areas of the downtown and close to the downtown. Once completed, they begin replacing in residential neighborhoods.
- Work with staff, city council and community to install community entrance signage at one corridor location
- Work with GREDCO to expand transload operations in Rochelle
- Work with GREDCO to extend ED agreement
- Work with GREDCO and Kish on community wide jobs bulletin
- Work with staff and city council to complete at least 2 new redevelopment projects in the downtown TIF
- Work with staff to update and streamline code enforcement regulations
- Continue to promote the façade improvement program. Fund at least 4 new projects
- Work with staff to increase the promotion of city-wide available incentives, including historical tax credits and TIF
- Work with staff to reapply for the Brownfields Grant
- Work with staff to make monthly visits to our local businesses. Continue monthly retention lunches
- Bring community partners together to begin dialog and look for solutions to address homeless issues
- Attend quarterly nonprofit group meetings
- Continue working with staff and developers to begin construction on the two new multi-family housing developments near 251 and 88
- Apply for grant funding to expand CIR south toward Elba Road
- Continue to find ways to cooperate with both Ogle and Lee counties on ED projects
- Continue working with C-Power and Sustainability department on energy efficiency incentives and demand reduction programs
- Continue to promote and pursue additional landbank opportunities
- Consider purchase and donation of land to Habitat for Humanity for future single-family home construction

## 2022 Water Rate Report

The City of Rochelle operates water, water reclamation, and electric utilities as Rochelle Municipal Utilities (RMU), serving over 7,000 customers each month. Each utility completes a rate study every 3-5 years to manage rate increases. The rate studies rely on past and present data, the budget, and other key pieces of information to project future rate needs. The rate study is a complex, detailed, and strategic plan to supplement the Capital Improvement Plan. The revenue requirement is the foundation for setting the overall level of utility rates that need to be applied and charged to users. It provides the funding levels for operations, maintenance, and capital improvement expenses as well as a basis for annual budgeting. Utility rate studies ensure fairness in the distribution of total costs of service among different ratepayers. Cash reserves are calculated to ensure the current policy is being followed.

The water supply and distribution system has undergone significant improvements, including two new wellhouses, an elevated storage tank, and two radium removal plants. These improvements were critical to maintaining a reliable water supply for the City of Rochelle. Willett Hofmann & Associates was hired to do a thorough rate analysis which entailed evaluating expenditures, revenues, outstanding debt, and future infrastructure improvements for the next five years. The findings of the rate study resulted in an average rate increase per year for the next five years as follows: residential 4.9%, commercial 5.4%, and industrial 2.8%. The increase was effective on January 1, 2023 and will continue through 2027.

## 2019 Water Reclamation Rate Analysis Report

The City of Rochelle operates water, water reclamation, and electric utilities as Rochelle Municipal Utilities (RMU), serving over 7,000 customers each month. Each utility completes a rate study every 3-5 years to manage rate increases. The rate studies rely on past and present data, the budget, and other key pieces of information to project future rate needs. The rate study is a complex, detailed, and strategic plan to supplement the Capital Improvement Plan. The revenue requirement is the foundation for setting the overall level of utility rates that need to be applied and charged to users. It provides the funding levels for operations, maintenance, and capital improvement expenses as well as a basis for annual budgeting. Utility rate studies ensure fairness in the distribution of total costs of service among different ratepayers. Cash reserves are calculated to ensure the current policy is being followed.

The Water Treatment Plant has undergone significant improvements that have enhanced the efficiency of the treatment process at a total cost of \$14 million. Willett Hofmann & Associates was hired to do a thorough rate analysis which entailed evaluating expenditures, revenues, outstanding debt, and future infrastructure improvements for the next five years. The findings of the rate study resulted in a gradual average 5% increase per year for the next five years. The increase was effective on August 1, 2021 through 2025 due to the planned plant upgrades and major sanitary rehabilitation projects.

# PERSONNEL SUMMARY AND CHANGES

## 2023 PERSONNEL SUMMARY — BUDGETED POSITIONS (FTE)

### GENERAL FUND

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 BUDGET
<b>MAYOR AND CITY COUNCIL</b>					
	Mayor	1.0	1.0	1.0	1.0
	City Council	6.0	6.0	6.0	6.0
<b>CITY CLERK</b>	City Clerk	1.0	1.0	1.0	1.0
	Customer Service/Admin Support	0.0	0.0	0.5	0.5
	Administrative Support II	0.0	0.0	0.0	0.5
	Deputy City Clerk	1.0	1.0	1.0	0.0
<b>POLICE</b>					
	Police Chief	1.0	1.0	1.0	1.0
	Deputy Chief	1.0	1.0	1.0	1.0
	Administrative Assistant	0.0	0.0	0.0	1.0
	Dispatch Supervisor	1.0	1.0	1.0	1.0
	Dispatchers	5.0	5.0	5.0	5.0
	Part-Time Dispatch	2.0	2.0	2.0	2.0
	Patrol Sergeants	4.0	4.0	4.0	4.0
	Officers	12.0	12.0	12.0	14.0
	Detective Sergeant	0.0	0.0	1.0	1.0
	Detectives	3.0	3.0	2.0	1.0
	Crossing Guards	1.5	1.5	1.5	1.5
<b>FIRE</b>					
	Fire Chief	1.0	1.0	1.0	1.0
	Administrative Support	0.0	0.0	0.0	1.0
	Lieutenants	3.0	3.0	3.0	3.0
	Firefighters	9.0	9.0	9.0	10.0
	Paid-on-Call Firefighters	0.5	0.5	0.5	.05
<b>STREET DIVISION</b>					
	Public Works Director	1.0	1.0	1.0	1.0
	Administrative Support II	0.0	0.0	0.0	0.5
	Grounds Maintenance	0.0	0.0	0.0	0.5
	Minor Maintenance	2.0	2.0	2.0	1.0
	Foreman	1.0	1.0	1.0	1.0
	Lead Person	1.3	1.3	1.3	2.3
	Mechanic	1.0	1.0	1.0	0.0
	Operator	6.0	6.0	6.0	6.0
	Part-Time	0.0	.05	0.5	0.5
<b>CEMETERY DIVISION</b>					
	Lead Person	0.7	0.7	0.7	0.7
<b>COMMUNITY DEVELOPMENT</b>					
	Community Development Director	1.0	1.0	1.0	1.0
	Building Inspector	1.0	1.0	1.0	1.0
	Code Inspector	1.0	1.0	1.0	1.0
	Community Development Specialist	1.0	1.0	1.0	1.0
<b>ENGINEERING</b>					
	Engineer	1.0	1.0	1.0	1.0
	Engineering Tech	1.0	1.0	1.0	1.0
	Part-Time	0.0	0.0	0.0	0.5
<b>TOTAL</b>		<b>71.0</b>	<b>71.0</b>	<b>71.0</b>	<b>72.0</b>

# Personnel Summary and Changes

## 2023 PERSONNEL SUMMARY — BUDGETED POSITIONS (FTE)

### WATER FUND

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 Current	2023 Proposed
<b>WATER</b>						
	Utility Superintendent	0.3	0.3	0.3	0.5	0.5
	Director of Utility Field Operations	0	0	0	0.3	0.3
	Utility Opeartions Generalist	0	0	0	0.3	0.3
	Risk Manager and Safety Coordinator	0.3	0.3	0.3	0	0
	<b>Director</b>	0.5	0.5	0.5	0	0
	Administrative Assistant	0.5	0.5	0.5	0	0
	Meter Technician	0.5	0.5	0.5	0.5	0.5
	<b>Chief Operator</b>	1	1	1	1	1
	Operations/Maintenance A	0	0	0	0	0
	Operations/Maintenance B	0	0	0	0	0
	Operations/Maintenance C	2	4	3	2	2
	Operations/Maintenance D	1	0	0	1	0
	Operations/Maintenance - no certificate	1	0	2	3	4
	Part-Time - Seasonal Grounds	1	1	1	0.5	0.5
<b>TOTAL FULL-TIME</b>		<b>9</b>	<b>9</b>	<b>10</b>	<b>8.6</b>	<b>8.6</b>
<b>TOTAL PART-TIME</b>					<b>0.5</b>	<b>0.5</b>

### WATER RECLAMATION FUND

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 Current	2023 Proposed
<b>WATER RECLAMATION</b>						
	Superintendent of WWR	0.3	0.3	0.3	0.5	0.5
	Risk Manager and Safety Coordinator	0.3	0.3	0.3	0	0
	Director of Utility Field Operations	0	0	0	0.3	0.3
	<b>Director</b>	0.5	0.5	0.5	0	0
	Administrative Assistant	0.5	0.5	0.5	0	0
	Meter Technician	0.5	0.5	0.5	0.5	0.5
	<b>Lab Manager</b>	1	1	1	1	1
	Lab Technician A	1	1	1	0	1
	Lab Technician B	0	0	0	1	1
	<b>Chief Operator</b>	1	1	1	1	1
	Operator/Maintenance II	4	5	5	2	2
	Operator/Maintenance III	0	0	0	0	0
	Operator/Maintenance IV	0	0	0	0	0
	Operator/Maintenance	0	0	0	3	3
	Seasonal Grounds	0	0	0	0.5	0.5



TOTAL FULL-TIME		11	12	12	9.6	10.6
TOTAL PART-TIME					0.5	0.5

## PERSONNEL SUMMARY AND CHANGES

### 2023 PERSONNEL SUMMARY — BUDGETED POSITIONS (FTE)

#### ELECTRIC FUND

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 Current	2023 Proposed
<b>ELECTRIC GENERATION</b>						
	Lead Operator/Maintenance	1	1	1	1	1
	Operator/Maintenance	5	4	4	4	4
	Seasonal Maintenance	0	0	0	0	0
<b>ELECTRIC OPERATIONS</b>						
	Utilities Superintendent	1	0.3	0.3	1	1
	Risk Manager and Safety Coordinator	1	0.3	0.3	0	0
	Director of Utility Field Operations	0	0	0	0.3	0.3
	Director	1	1	1	0	0
	Crew Leader	4	2	3	3	3
	Line Person	5	4	4	4	4
	Storekeeper A	1	1	1	1	1
	Custodian	1	1	1	1	1
	Summer Help (2)	0.5	1	1	0	0
<b>CUSTOMER SERVICE</b>						
	Director of Utility Finance and Payroll Manager	1	1	1	1	1
	Customer Service Manager	0	0	1	1	1
	Utility Accounting Generalist	0	0	0	2	2
	Sustainability Coordinator	0	0	1	0	0
	Billing Coordinator	1	1	1	0	0
	Representative	2	2	1	0	0
	Representative Part-Time	0.5	0.5	0.5	0.5	0.5
<b>UTILITY ENGINEER</b>						
	Engineering Technician of Services & Support	2	2	2	1	1
<b>TOTAL</b>		<b>26</b>	<b>23</b>	<b>26</b>	<b>21.6</b>	<b>21.6</b>
<b>TOTAL PART-TIME</b>					<b>0.5</b>	<b>0.5</b>

# PERSONNEL SUMMARY AND CHANGES

## 2022 PERSONNEL SUMMARY — BUDGETED POSITIONS (FTE)

### TECHNOLOGY CENTER AND ADVANCED COMMUNICATIONS

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 Current	2023 Proposed
TECHNOLOGY CENTER AND ADVANCED COMMUNICATIONS						
COMMUNICATION SERVICES						
NETWORK SPECIALIST III					1	1
	Technician - IT Support	1	1	1		
<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

### NETWORK ADMINISTRATION

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 Current	2023 Proposed
<b>NETWORK ADMINISTRATION</b>						
	Director of Communications	1	1	1	1	1
	Network Specialist III	0	0	0	1	1
	Network Specialist I	0	0	0	1	1
	Technician - IT Support	1	1	1	0	0
	Network Administrator	0	0	1	0	0
	GIS Coordinator	0	0	1	1	1
<b>TOTAL</b>		<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>

# PERSONNEL SUMMARY AND CHANGES

## 2023 PERSONNEL SUMMARY — BUDGETED POSITIONS (FTE)

### ADMINISTRATIVE SERVICES

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 Current	2020 Proposed
ADMINISTRATIVE SERVICES						
	City Manager	1	1	1	1	1
	Director of Community Engagement/Assist to the City Manager	1	1	1	1	1
	Finance Director	1	1	1	1	1
	Accounting Manager	0	0	0	1	1
	Utility Accounting Generalist	0	0	0	1	1
	Human Resources Director	1	1	1	1	1
	Human Resources Coordinator	0	0	0	1	1
	HR Risk and Safety Coordinator	0	0	0	1	1
	Accounting Specialist	1	1	1	0	0
	Accounting Generalist	0	0	1	0	0
	Industrial Development Manager	1	1	1	1	1
	Sustainability Coordinator	0	0	0	1	1
	Director of Marketing, Public Relations and Tourism	1	1	1	0	0
	Economic Development Director	1	0	0	0	0
	Risk Manager	1	0	0	0	0
<b>TOTAL</b>		<b>9</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>10</b>

### ROCHELLE MUNICIPAL AIRPORT

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 Current	2023 Proposed
AIRPORT						
	Airport Superintendent	1	1	1	0	0
	Airport Manager	0	0	0	1	1
	Grounds Maintenance	0	0	0	0.5	0.5
	Part-Time	0.5	0.5	0.5	0	0
<b>TOTAL</b>		<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

### RAILROAD

FUND/DEPARTMENT	TITLE	2020	2021	2022	2023 Current	2023 Proposed
Railroad						
	Economic Development Director	1	1	1	1	1
<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Compensation Study

Each position in the city government will, on the basis of duties, responsibilities, skills, experience, education and training required for the position, be allocated to an appropriate class which may include either a singular position or two or more positions.

Each class will have a specification that includes a concise descriptive title, a description of the duties and responsibilities of positions in the class and a statement of the qualifications for filling such positions. Such specifications will be approved by the city manager and will be open to inspection by any interested party during regular office hours.

Each job classification shall be assigned to an appropriate range of a pay plan which has been approved by the city council.

### SALARY SURVEY

The City of Rochelle and Gallagher Benefit Services (GBS) identified 23 comparable public sector organizations for a salary survey. \*14 organizations participated in this study by submitting a completed customs salary survey.

City of Batavia*	City of Peru
City of DeKalb*	City of Plano*
City of Dixon*	City of Princeton*
City of Elgin	City of Rock Falls*
City of Freeport*	City of Rockford*
City of Geneseo*	City of Sandwich*
City of Geneva*	City of Sterling*
City of Harvard*	City of Sycamore
City of LaSalle	Lee County
City of Marengo	Ogle County
City of Mendota*	Rockford Public Schools
City of Ottawa	

DBM GRADE	JOB POSITION
F10	CITY MANAGER
E81	CHIEF — FIRE
E81	SUPERINTENDENT — ELECTRIC & ADVANCED COMMUNICATIONS
E81	SUPERINTENDENT — WATER/WATER RECLAMATION
E81	CHIEF — POLICE
D65	DIRECTOR — FINANCE
D65	DIRECTOR — ECONOMIC DEVELOPMENT
D65	DIRECTOR — COMMUNITY DEVELOPMENT
D65	ENGINEER
D65	DIRECTOR OF PUBLIC WORKS
D64	CITY CLERK — ASSISTANT TO CITY MANAGER
D64	HUMAN RESOURCES DIRECTOR
D63	SUPERINTENDENT-ASSISTANT TO ELECTRIC & ADVANCED COMMUNICATIONS
D63	DEPUTY CHIEF — POLICE
D63	LIEUTENANT — FIREFIGHTER
D62	MANAGER — GOLF COURSE
D61	SUPERVISOR — CUSTOMER SERVICE
D61	DIRECTOR — MARKETING & TOURISM
D61	MANAGER — AIRPORT
C45	NETWORK ADMINISTRATOR
C45	INDUSTRIAL DEVELOPMENT MANAGER
C45	RISK MANAGEMENT COORDINATOR & SPECIAL PROJECTS
C44	BUILDING INSPECTOR
C43	SPECIALIST — UTILITY ACCOUNTING & PAYROLL COORDINATOR
C43	SPECIALIST — SCADA
C43	TECHNICIAN — ENGINEER

C41	TECHNICIAN/ENGINEER OF SERVICE AND SUPPORT
B25	TECHNICIAN IT SUPPORT
B25	TECHNICIAN IT SUPPORT
B24	CODE INSPECTOR
B23	GENERALIST — ACCOUNTING
B23	SPECIALIST — COMMUNITY DEVELOPMENT
B21	BILLING REPRESENTATIVE
B21	CUSTOMER SERVICE/ADMINISTRATIVE SUPPORT
A13	CUSTOMER SERVICE REPRESENTATIVE
A13	CUSTOMER SERVICE REPRESENTATIVE
A12	CUSTODIAN

DBM RATING	GRADE	RANGE MIN	RANGE MID	RANGE MAX	RANGE SPREAD
A11	667	\$14.63	\$18.28	\$21.94	50%
A12	1000	\$15.51	\$19.39	\$23.28	50%
A13	1333	\$16.46	\$20.57	\$24.69	50%
B21	1667	\$17.47	\$21.84	\$26.20	50%
B22	2000	\$18.53	\$23.16	\$27.80	50%
B23	2333	\$19.67	\$24.58	\$29.49	50%
B24	2750	\$21.18	\$26.47	\$31.76	50%
B25	3250	\$23.14	\$28.93	\$34.71	50%
B31	2750	\$24.92	\$26.47	\$31.76	50%
B32	3250	\$26.44	\$28.93	\$34.71	50%
C41	3667	\$28.05	\$31.15	\$37.38	50%
C42	4000	\$30.21	\$33.05	\$39.66	50%
C43	4333	\$33.02	\$35.07	\$42.08	50%
C44	4750	\$30.21	\$37.76	\$45.31	50%
C45	5250	\$33.02	\$41.27	\$49.52	50%
C51	4750	\$30.21	\$37.76	\$45.31	50%
C52	5250	\$33.02	\$41.27	\$49.52	50%
D61	5667	\$35.56	\$44.44	\$53.33	50%
D62	6000	\$37.72	\$47.14	\$56.58	50%
D63	6333	\$40.01	\$50.02	\$60.03	50%
D64	6750	\$43.10	\$53.87	\$64.64	50%
D65	7250	\$47.09	\$58.87	\$70.65	50%
D71	6750	\$43.10	\$53.87	\$64.64	50%
D72	7250	\$47.09	\$58.87	\$70.65	50%
E81	7667	\$50.72	\$63.40	\$76.08	50%
E82	8000	\$53.82	\$67.27	\$80.71	50%
F10	9000	\$53.82	\$67.27	\$80.71	50%

## SURVEY RESULTS

The following charts show the information collected from the survey process and compare market data to the City's current salary information. These guidelines are used when determining the competitive nature of current compensation:

+/- 5%	Highly Competitive
+/- 5-10%	Competitive
+/- 10-15%	Possible misalignment with market
Less than 15%	Misalignment with market

## GEOGRAPHIC ADJUSTMENTS

All custom survey data have been adjusted to reflect the local cost of labor customs. Geographic factors were collected from the Economic Research Institute database as a reputable data source. The effective date of survey data was September 1, 2018. The U.S. Department of Justice and Federal Trade Commission guidelines that state five job matches should exist per job in

order to conduct statistical analyses or for drawing conclusions are followed. Data collected for 20 positions matched this criterion for actual salary.

#### **PROPOSED STRUCTURE AND IMPLEMENTATION**

By utilizing a combination of the market data and the job evaluation results, a salary structure was proposed that is competitive with the market and internally equitable. The proposed structure is based on the 50<sup>th</sup> percentile of the full market, adjusted for the City of Rochelle. The consultant recommended a universal 50% range spread across the Decision Band® Method bands for consistency consideration.

# Compensation Study

## SALARY STRUCTURE DEVELOPMENT

### FULL MARKET, CITY OF ROCHELLE — 50<sup>TH</sup> PERCENTILE

DBM RATING	MINIMUM	MIDPOINT	MAXIMUM	RANGE SPREAD
A11	\$14.34	\$17.92	\$21.51	50%
A12	\$15.21	\$19.01	\$22.82	50%
A13	\$16.14	\$20.17	\$24.21	50%
B21	\$17.13	\$21.41	\$25.69	50%
B22	\$18.17	\$22.71	\$27.25	50%
B23	\$19.28	\$24.10	\$28.91	50%
B31	\$20.76	\$25.95	\$31.14	50%
B32	\$22.69	\$28.36	\$34.03	50%
C41	\$24.43	\$30.54	\$36.65	50%
C42	\$25.92	\$32.40	\$38.88	50%
C43	\$27.50	\$34.38	\$41.25	50%
C51	\$29.62	\$37.02	\$44.42	50%
C52	\$32.37	\$40.46	\$48.55	50%
D61	\$34.86	\$43.57	\$52.28	50%
D62	\$36.98	\$46.22	\$55.47	50%
D63	\$39.23	\$49.04	\$58.85	50%
D71	\$42.25	\$52.81	\$63.37	50%
D72	\$46.17	\$57.72	\$69.26	50%
E81	\$49.73	\$62.16	\$74.59	50%
E82	\$52.76	\$65.95	\$79.13	50%

## IMPLEMENTATION AND COST OPTIONS

The following table outlines costs associated with placing employees into the proposed structure:

IMPLEMENTATION	BRING ALL EMPLOYEES TO MINIMUM	BRING TO RANGE PENETRATION BASED ON LONGEVITY (YEARS W/CITY)*
Cost	\$7,557	\$87,897
% of Salary Cost	0.23%	2.71%
#EE's Receive Increase	3	17
#EE's Below Proposed Minimum	3	3
#EE's Above Proposed Maximum	11	10

\* The initial model assumed 20 years, with the City moving individuals from a minimal range to a maximum.

## RECOMMENDATIONS AND NEXT STEPS

Gallagher Benefit Services (GBS) made the following recommendations:

- Adopt the Decision Band® Method to establish internal equity.
- Implement the proposed salary structure option.
- Select an implementation option (bring to minimum, bring to current range penetration, etc.).

## ONGOING ADMINISTRATION

The salary structure should be adjusted by a structure movement trend factor every year to remain competitive with the market. Salary advancement through the structure should be based on competent performance in the job class at a higher rate than the salary structure adjustment. In addition to adjusting the salary structure each year to keep pace with the market, the City should conduct a comprehensive market compensation study like the salary study part of the project, at least every



three to five years. Gallagher also recommended the City should annually review its internal alignment to ensure proper leveling between jobs and determine whether to handle reclassification requests internally. Reclassification requests are to be reviewed once every quarter to help ensure the City maintains a proper internal hierarchy.

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# FUND SUMMARIES

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## Fund Summary Comparison

### Fund Summary Comparison

#### FUND SUMMARY COMPARISON

	2021 BUDGET	2022 BUDGET	2023 BUDGET	% CHANGE
<b>GENERAL FUND</b>				
Revenues	\$11,020,148	\$12,117,647	\$13,405,888	+11%
Expenditures	\$11,019,849	\$13,072,825	\$14,702,934	+12%
<b>SPECIAL REVENUE FUNDS</b>				
Revenues	\$10,415,875	\$10,836,025	\$5,150,485	-47%
Expenditures	\$14,174,660	\$14,390,959	\$9,235,006	-36%
<b>WATER FUND</b>				
Revenues	\$5,777,394	\$4,393,107	\$7,739,712	+76%
Expenditures	\$5,588,688	\$5,048,098	\$7,606,759	+51%
<b>WATER RECLAMATION FUND</b>				
Revenues	\$3,682,870	\$6,073,788	\$7,866,733	+30%
Expenditures	\$3,907,456	\$6,285,757	\$7,901,706	+26%
<b>SOLID WASTE</b>				
Revenues	\$677,700	\$698,041	\$927,719	+33%
Expenditures	\$1,048,251	\$2,100,754	\$1,665,870	-21%
<b>ELECTRIC FUND</b>				
Revenues	\$35,065,000	\$47,279,313	\$41,253,423	-13%
Expenditures	\$41,735,462	\$39,364,118	\$44,960,491	+17%
<b>AIRPORT</b>				
Revenues	\$491,534	\$604,269	\$2,178,761	+360%
Expenditures	\$498,475	\$556,267	\$2,181,642	+392%
<b>RAILROAD</b>				
Revenues	\$2,013,062	\$2,013,062	\$1,013,062	-50%
Expenditures	\$2,268,319	\$2,574,639	\$1,509,316	-41%
<b>GOLF COURSE</b>				
Revenues	\$356,800	\$376,800	\$355,800	-6%
Expenditures	\$356,358	\$376,643	\$352,180	-6%
<b>TECHNOLOGY CENTER</b>				
Revenues	\$1,513,400	\$1,697,400	\$1,416,500	-16%
Expenditures	\$1,247,979	\$1,624,016	\$1,638,631	0%

Anticipated increases or declines by more than 10%:

**Solid Waste** - Expenditures from one-time demolition of blighted property.

**Airport** - Corresponding grant revenue and Capital Project cost were budgeted.

**Railroad** - Capital Project costs were budgeted.

**General** - Revenues and Expenditures are returning to normal after COVID.

**Water and Water Reclamation** - Construction projects completed with loan proceeds.

**Electric** - Proceeds from Alternate Revenue Bond used for construction of substation.

**Tech Center** - Fiber infrastructure project costs were budgeted.

## Changes in Fund Balance

### CHANGES IN FUND BALANCE

	REVENUES	EXPENDITURES	CHANGE
GENERAL FUND	\$12,117,647	\$13,072,825	\$(955,178)
SPECIAL REVENUE FUNDS	\$10,836,025	\$14,390,959	\$(3,554,934)
WATER FUND	\$4,393,107	\$5,048,098	\$(654,991)
WATER RECLAMATION FUND	\$6,073,788	\$6,285,757	\$(211,969)
SOLID WASTE	\$698,041	\$2,100,754	\$(1,402,713)
ELECTRIC FUND	\$47,279,313	\$39,364,118	\$7,915,195
AIRPORT	\$604,269	\$556,267	\$48,002
RAILROAD	\$2,013,062	\$2,574,639	\$(561,577)
GOLF COURSE	\$376,800	\$376,643	\$157
TECHNOLOGY CENTER	\$1,697,400	\$1,624,016	\$73,384

**Special Revenue Funds** account for grants for Capital Projects to be completed over many years.

## Budgetary Fund Structure

The City's fund structure is categorized into three types: Governmental, Proprietary and Fiduciary.

- **Governmental:** A "source and disposition" type whose measurement focus is a determination for financial position and changes in financial position (sources, used and fund balances).
- **Proprietary:** A government's activities, which are business-type that recover the full cost of providing services (including capital costs) through fees and charges on those who use their services.
- **Fiduciary:** A type that holds assets in a trust capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

The **General Fund** accounts for all general governmental activity not accounted for in other funds.

**Special Revenue Funds** account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

**Capital Projects Funds** account for governmental-type financial resources designated to be used for the acquisition or construction of major capital facilities or projects.

**Internal Service Funds** account for the funding of goods and services provided by one department to other departments on a cost-reimbursement basis.

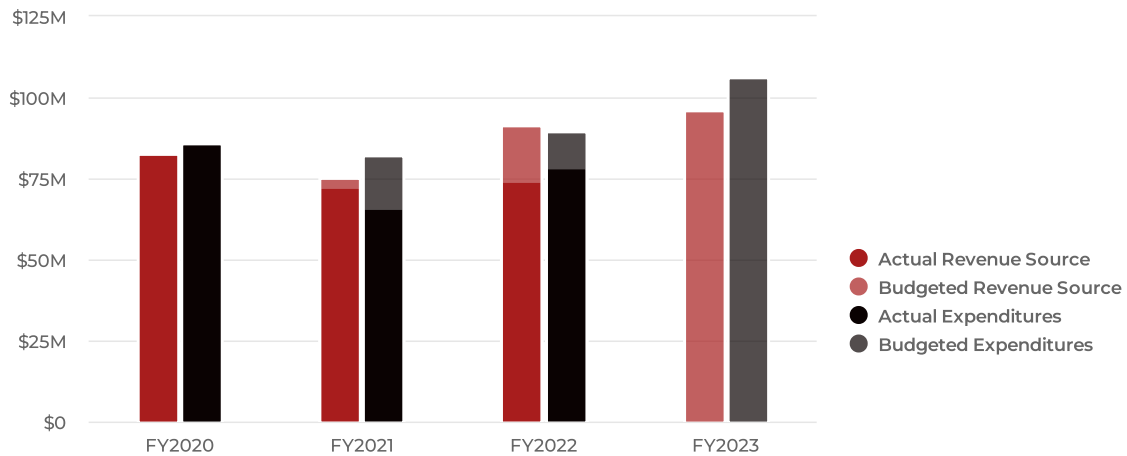
**Enterprise Funds** account for resources committed to self-supporting activities of governmental units that render services on a user-charged basis.

**Pension Trust Funds** account for resources that are required to be held in trust for the members and beneficiaries of defined benefit police and fire pension plans.

		GOVERNMENTAL			PROPRIETARY	FIDUCIARY
FUND	GENERAL FUND	INTERNAL SERVICE FUND	CAPITAL PROJECTS FUNDS	SPECIAL REVENUE FUND	ENTERPRISE FUND	PENSION TRUST FUND
General	X					
Electric					X	
Water/Water Reclamation					X	
Tech Center/Adv Comm					X	
Network Administration		X				
Administrative Services		X				
Police Pension						X
Firefighters' Pension						X
Railroad				X		
MRF				X		
Audit				X		
Insurance				X		
Motor Fuel tax				X		
Hotel/Motel Tax				X		
Social Security				X		
Lighthouse Pointe TIF				X		
Foreign Fire Insurance				X		
Overweight Truck Permits				X		
Northern Gateway TIF				X		
Downtown TIF				X		
Capital Improvement			X			
Ambulance Replacement			X			
Stormwater			X			
Utility Tax			X			
Sales			X			
Golf Course			X			
Solid Waste					X	
Airport					X	

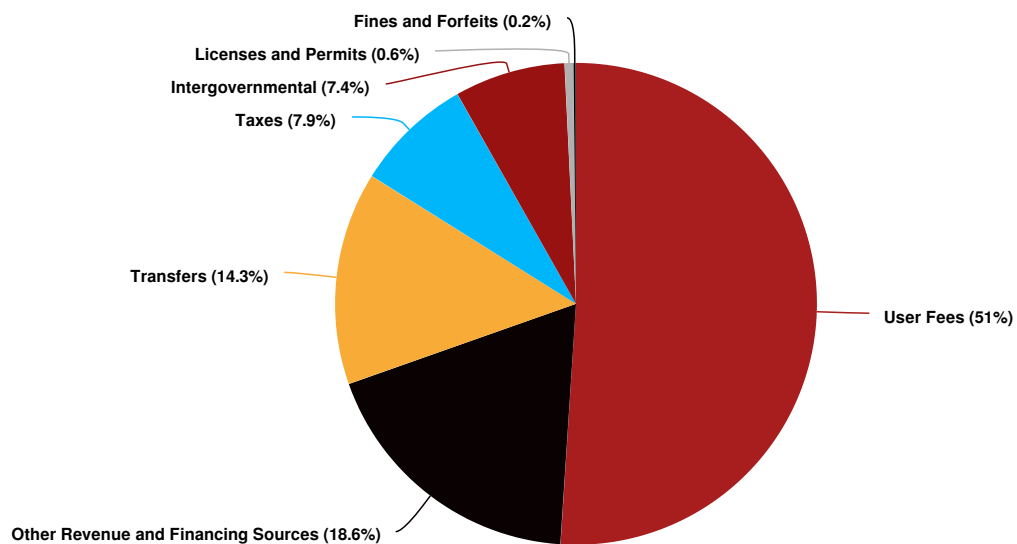
## Summary

The City of Rochelle is projecting \$96.25M of revenue in FY2023, which represents a 5.1% increase over the prior year. Budgeted expenditures are projected to increase by 18.7% or \$16.83M to \$106.62M in FY2023.

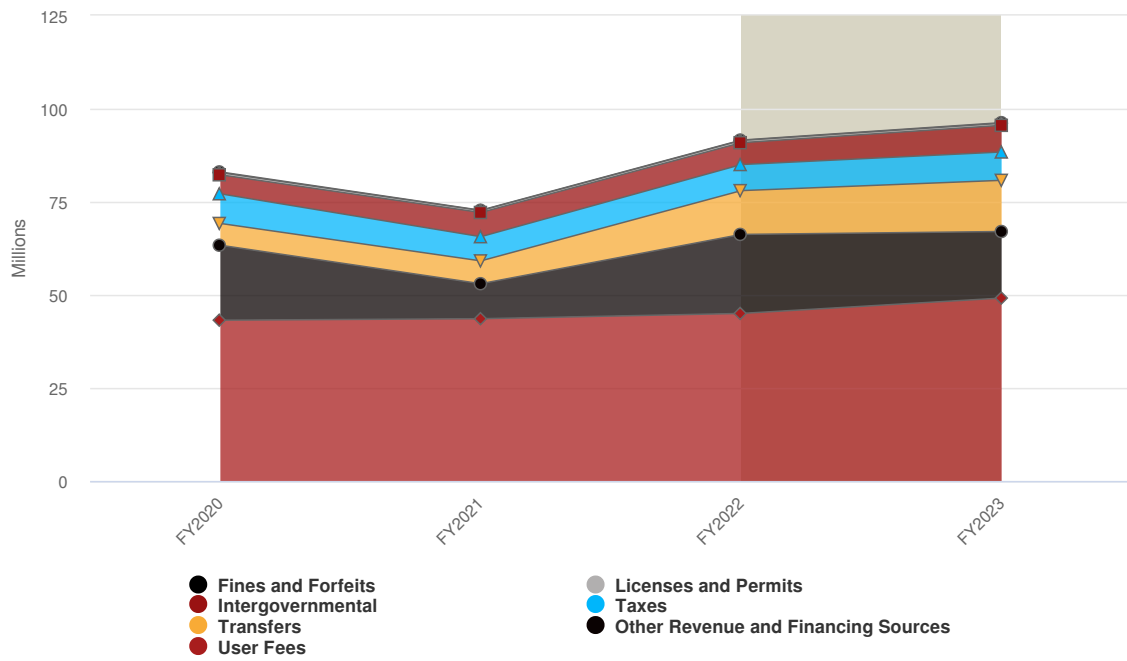


## Revenues by Source

### Projected 2023 Revenues by Source



## Budgeted and Historical 2023 Revenues by Source



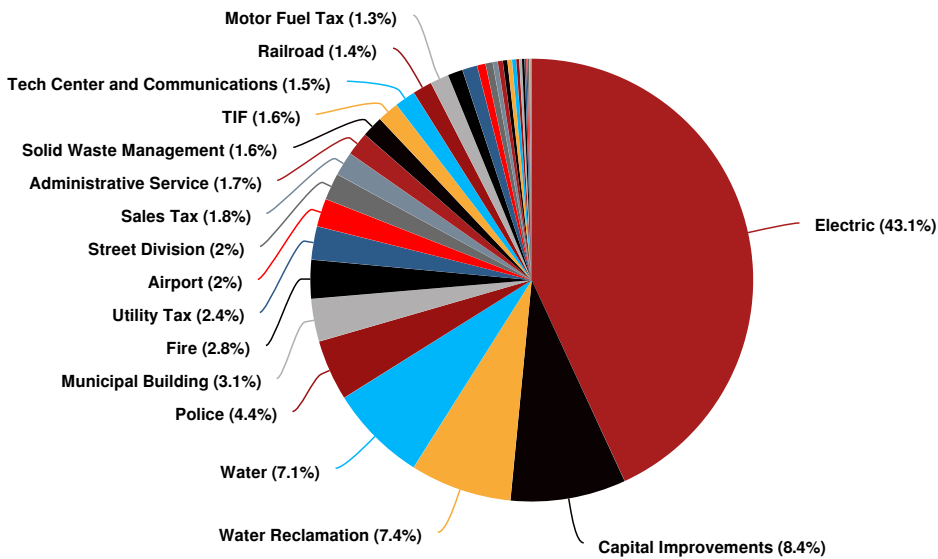
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$7,966,427.16	\$6,501,041.66	\$7,005,541.00	\$7,613,255.51
Licenses and Permits	\$596,900.55	\$512,325.35	\$594,750.00	\$568,750.00
Intergovernmental	\$5,101,504.99	\$6,497,942.38	\$5,869,888.00	\$7,156,052.00
Other Revenue and Financing Sources	\$20,138,075.94	\$9,400,209.70	\$21,229,569.00	\$17,873,928.00
Fines and Forfeits	\$174,479.21	\$94,334.96	\$105,000.00	\$160,000.00
User Fees	\$43,184,415.30	\$43,584,123.96	\$44,995,589.00	\$49,130,798.00
Transfers	\$5,849,700.88	\$6,127,346.55	\$11,760,823.00	\$13,748,740.00
<b>Total Revenue Source:</b>	<b>\$83,011,504.03</b>	<b>\$72,717,324.56</b>	<b>\$91,561,160.00</b>	<b>\$96,251,523.51</b>

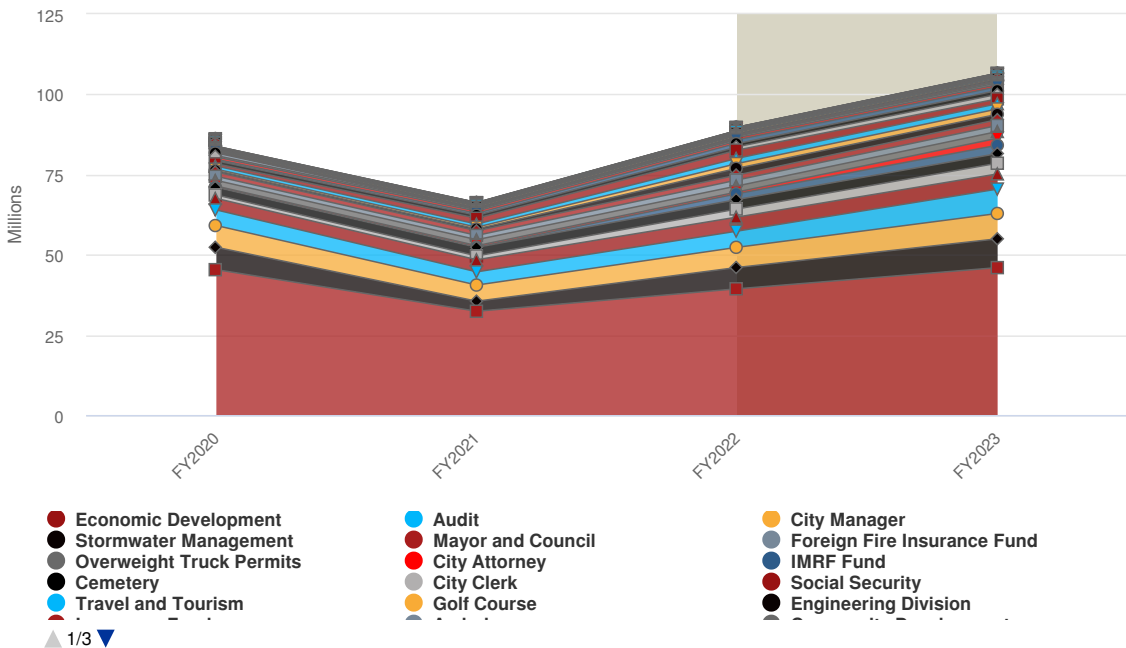


# Expenditures by Function

## Budgeted Expenditures by Function



## Budgeted and Historical Expenditures by Function

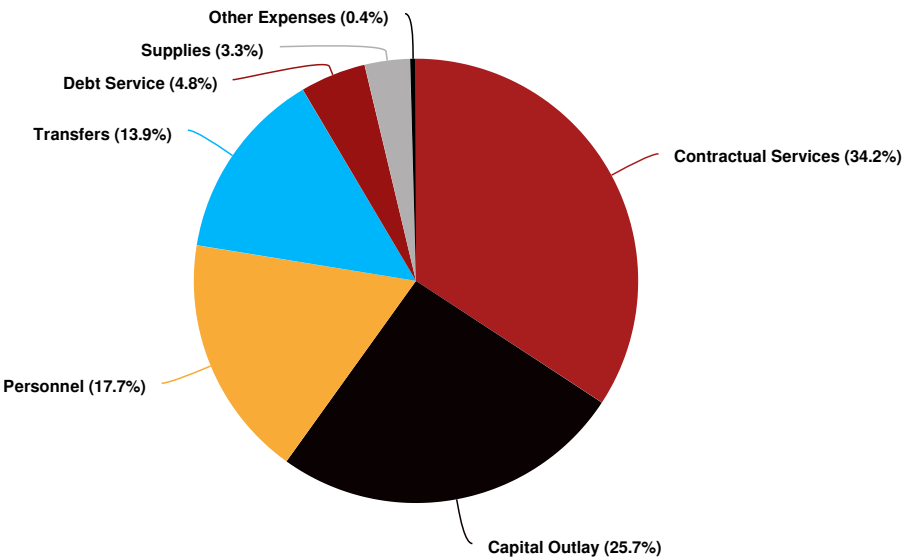


Grey background indicates budgeted figures.

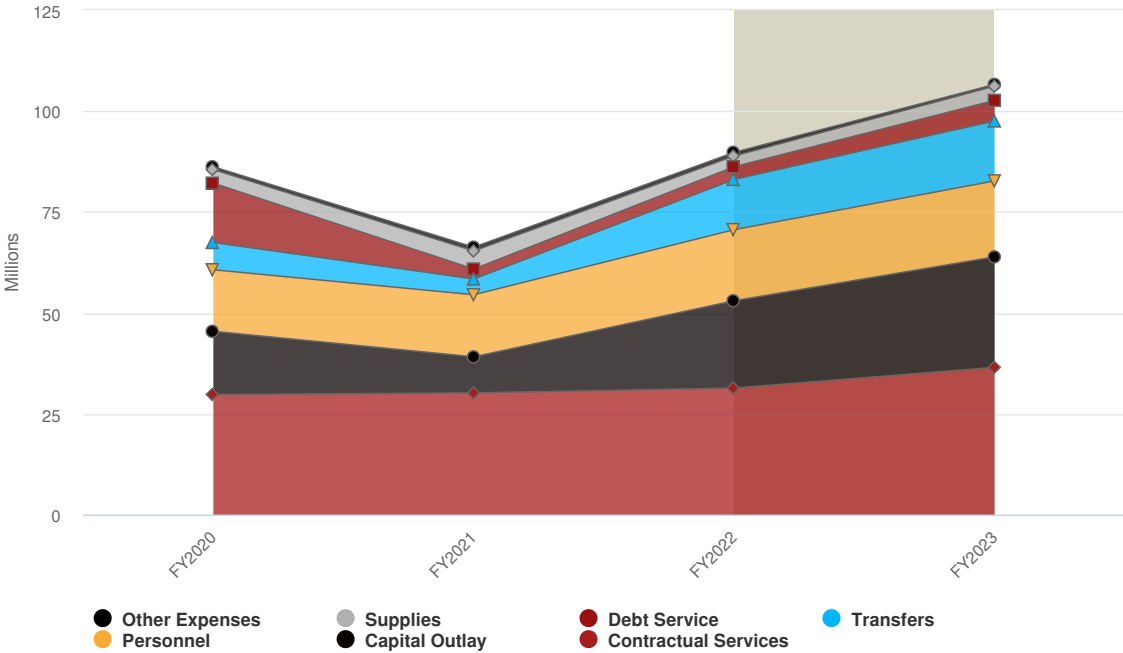
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expenditures				
Mayor and Council	\$27,652.34	\$28,785.58	\$33,800.00	\$35,050.00
City Clerk	\$87,039.43	\$91,113.98	\$126,030.00	\$210,877.00
Municipal Building	\$1,072,915.99	\$1,192,323.20	\$2,521,114.00	\$3,329,262.00
City Attorney	\$111,842.85	\$114,410.75	\$110,000.00	\$115,000.00
City Manager	\$230,597.06	\$99,170.48	\$28,250.00	\$32,450.00
Police	\$3,589,133.07	\$3,775,813.20	\$4,390,075.00	\$4,735,206.00
Fire	\$2,374,416.36	\$2,673,661.50	\$2,951,702.00	\$3,017,415.66
Street Division	\$1,770,450.00	\$1,865,109.26	\$1,876,071.00	\$2,090,547.37
Community Development	\$441,747.49	\$489,982.37	\$520,382.00	\$558,489.76
Cemetery	\$112,072.26	\$179,904.04	\$175,437.00	\$198,536.00
Engineering Division	\$263,268.25	\$292,820.52	\$322,564.00	\$360,700.00
Economic Development	\$6,349.34	\$5,171.52	\$17,400.00	\$19,400.00
Audit	\$28,475.00	\$26,398.94	\$28,000.00	\$28,000.00
Insurance Fund	\$299,635.26	\$324,496.64	\$404,644.00	\$386,000.00
IMRF Fund	\$219,483.04	\$218,959.83	\$190,000.00	\$135,000.00
Social Security	\$201,526.07	\$209,335.40	\$214,656.00	\$227,000.00
Ambulance	\$833,169.32	\$26,532.05	\$70,123.00	\$397,123.00
Motor Fuel Tax	\$2,396,411.95	\$0.00	\$1,040,000.00	\$1,430,000.00
Utility Tax	\$38,699.09	\$54,210.62	\$1,800,000.00	\$2,600,000.00
Sales Tax	\$1,272,394.75	\$1,336,724.89	\$1,850,000.00	\$1,890,000.00
TIF	\$444,733.76	\$563,374.84	\$1,479,593.00	\$1,660,683.00
Foreign Fire Insurance Fund	\$31,483.97	\$34,960.17	\$40,000.00	\$51,000.00
Overweight Truck Permits	\$13,000.00	\$12,000.00	\$189,500.00	\$105,500.00
Capital Improvements	\$6,980,588.69	\$3,136,704.36	\$6,652,444.00	\$8,987,000.00
Stormwater Management	\$5,609.40	\$15,240.87	\$149,800.00	\$32,800.00
Tech Center and Communications	\$976,722.16	\$965,843.92	\$1,624,016.00	\$1,638,631.00
Water	\$4,869,790.46	\$4,115,778.68	\$5,048,098.00	\$7,606,758.92
Water Reclamation	\$6,780,412.39	\$5,032,959.94	\$6,285,756.00	\$7,901,705.90
Solid Waste Management	\$451,385.69	\$560,864.50	\$2,100,754.00	\$1,665,870.00
Electric	\$45,328,657.22	\$32,356,038.66	\$39,362,618.00	\$45,970,491.00
Travel and Tourism	\$146,803.38	\$181,002.06	\$282,200.00	\$328,700.00
Network Admin	\$443,250.25	\$599,532.12	\$1,195,519.00	\$1,172,450.00
Airport	\$366,175.66	\$472,501.96	\$556,268.00	\$2,181,642.00
Railroad	\$693,164.97	\$1,813,048.64	\$2,574,640.00	\$1,509,316.00
Golf Course	\$287,151.33	\$348,857.34	\$376,643.00	\$352,180.00
Administrative Service	\$1,330,037.16	\$1,444,597.85	\$1,555,853.00	\$1,821,798.00
Fire Pension Fund	\$969,604.00	\$937,857.00	\$972,250.00	\$1,179,896.00
Police Pension Fund	\$704,290.00	\$676,263.00	\$667,486.00	\$653,000.00
<b>Total Expenditures:</b>	<b>\$86,200,139.41</b>	<b>\$66,272,350.68</b>	<b>\$89,783,686.00</b>	<b>\$106,615,478.61</b>

# Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$15,255,912.35	\$15,380,496.31	\$17,606,855.00	\$18,827,526.49
Other Expenses	\$696,386.25	\$943,184.44	\$906,100.00	\$439,800.00
Contractual Services	\$29,759,461.08	\$30,160,023.86	\$31,363,471.00	\$36,490,881.00
Supplies	\$3,370,363.82	\$4,478,039.61	\$2,664,700.00	\$3,524,340.00
Debt Service	\$14,706,017.63	\$2,456,924.17	\$3,144,442.00	\$5,097,333.12
Capital Outlay	\$15,660,504.39	\$8,936,807.34	\$21,642,295.00	\$27,386,857.00
Transfers	\$6,751,493.89	\$3,916,874.95	\$12,455,823.00	\$14,848,741.00
<b>Total Expense Objects:</b>	<b>\$86,200,139.41</b>	<b>\$66,272,350.68</b>	<b>\$89,783,686.00</b>	<b>\$106,615,478.61</b>

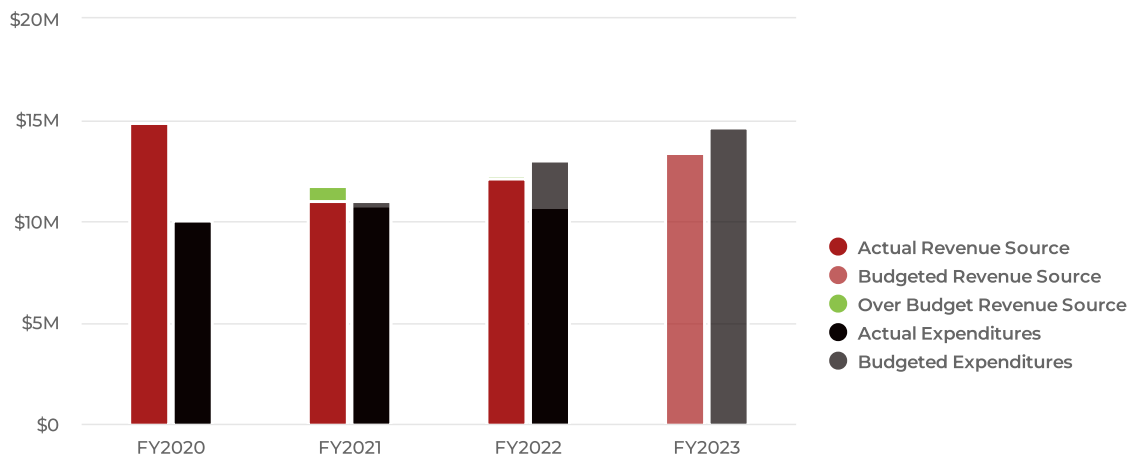


## General Fund

The General Fund is the primary Operating Fund of the City and accounts for resources used to pay for services traditionally associated with local government, including police and fire protection services, public works, engineering, and development. Additionally, support services such as legal and the City Clerk's office are funded through the General Fund. 60% of the General Fund Budget is for employee salaries and benefits. General Fund Revenues are budgeted using estimates from the Illinois Municipal League (IML) and past trend analyses.

### Summary

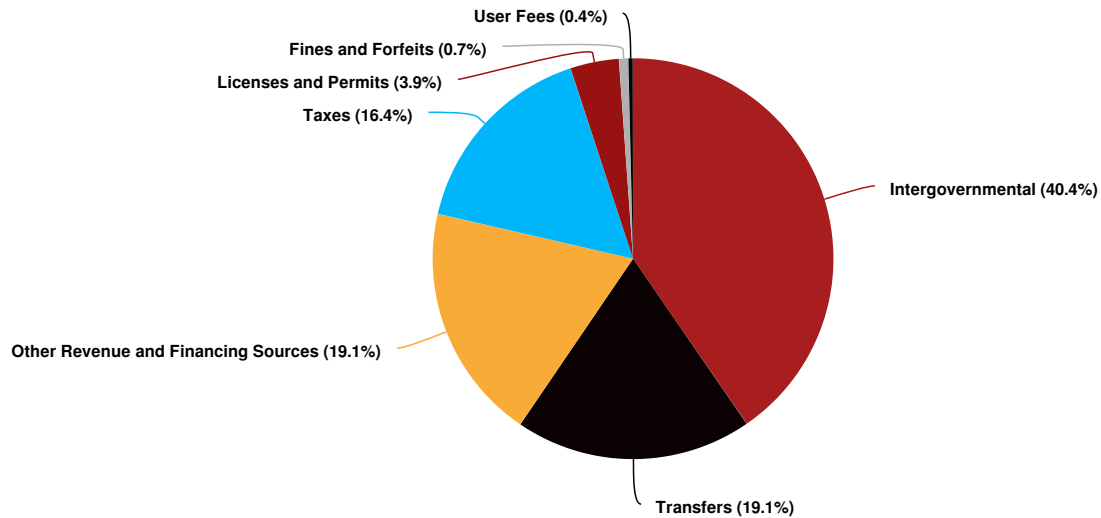
The City of Rochelle is projecting \$13.41M of revenue in FY2023, which represents a 10.6% increase over the prior year. Budgeted expenditures are projected to increase by 12.5% or \$1.63M to \$14.7M in FY2023.



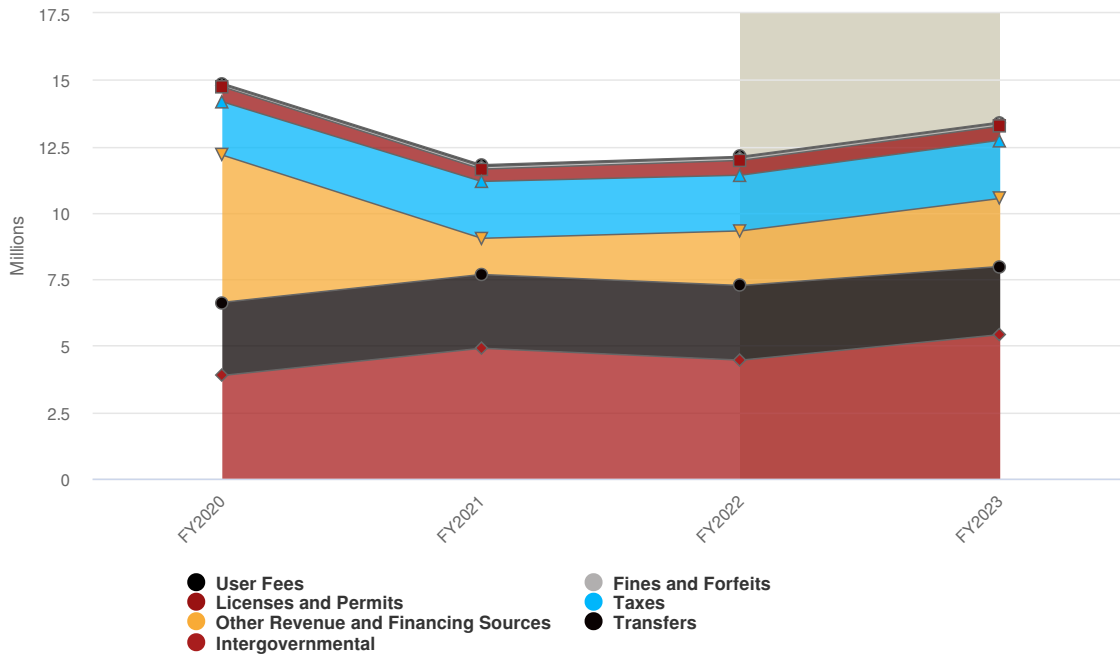
## Revenues by Source

General Fund Revenues were budgeted at conservative levels with the anticipation that Sales Tax would return to the level it was prior to COVID. Staff positions were budgeted to fill upcoming retirements. The city is also planning to spend some of the \$1.2 mil in ARPA funds that it received.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

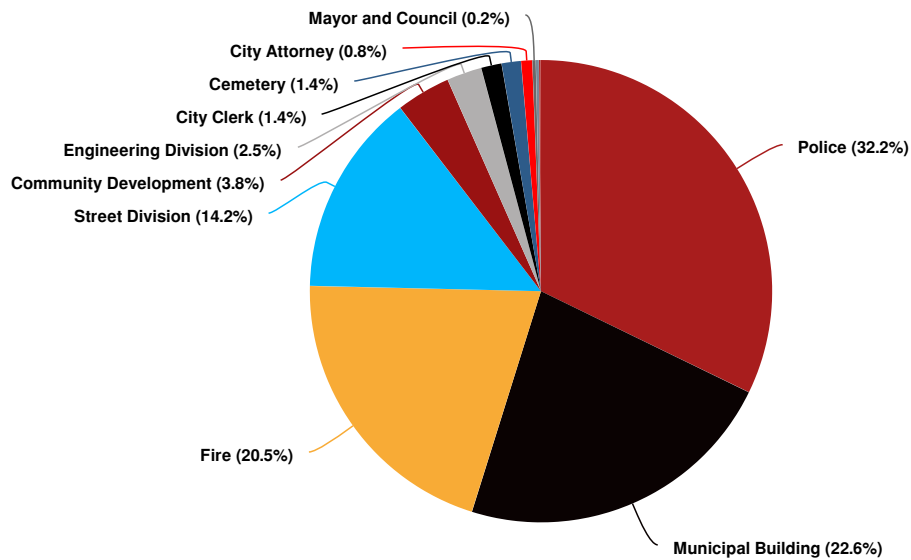


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$2,005,277.83	\$2,139,245.82	\$2,094,853.00	\$2,191,877.51
Licenses and Permits	\$558,139.55	\$463,410.35	\$555,750.00	\$526,750.00
Intergovernmental	\$3,878,319.12	\$4,903,241.49	\$4,454,812.00	\$5,417,090.00
Other Revenue and Financing Sources	\$5,540,861.15	\$1,360,127.68	\$2,054,304.00	\$2,557,283.00
Fines and Forfeits	\$79,368.67	\$94,334.96	\$100,000.00	\$100,000.00
User Fees	\$58,084.70	\$69,500.00	\$50,500.00	\$50,500.00
Transfers	\$2,748,606.96	\$2,774,071.08	\$2,807,428.00	\$2,562,387.00
<b>Total Revenue Source:</b>	<b>\$14,868,657.98</b>	<b>\$11,803,931.38</b>	<b>\$12,117,647.00</b>	<b>\$13,405,887.51</b>

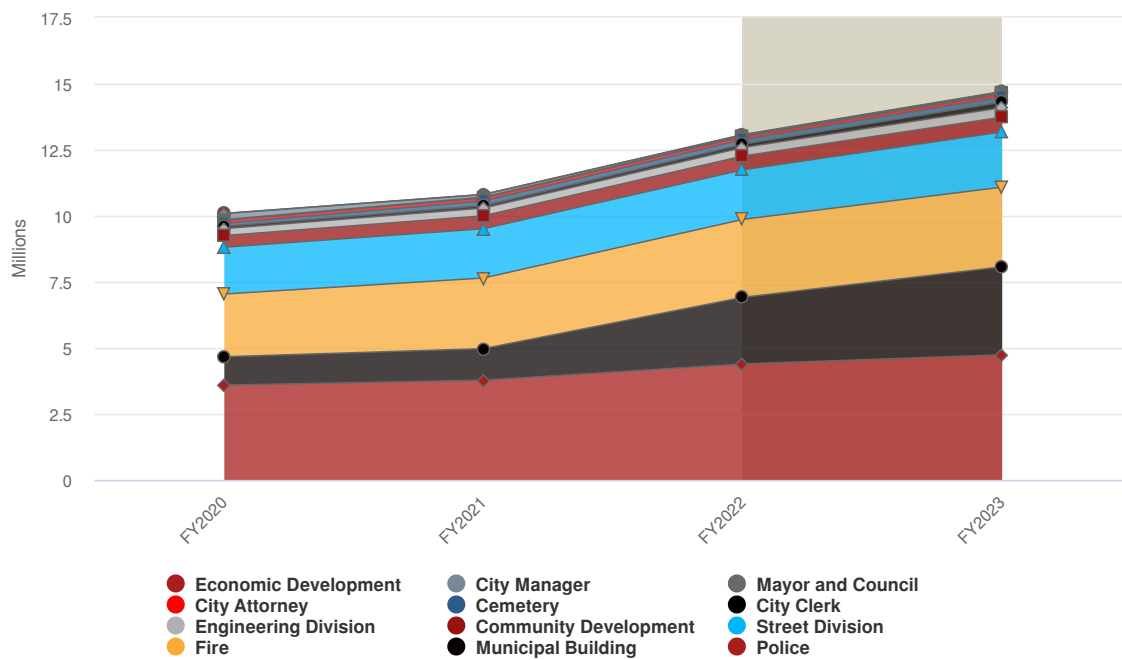
## Expenditures by Function

### Budgeted Expenditures by Function





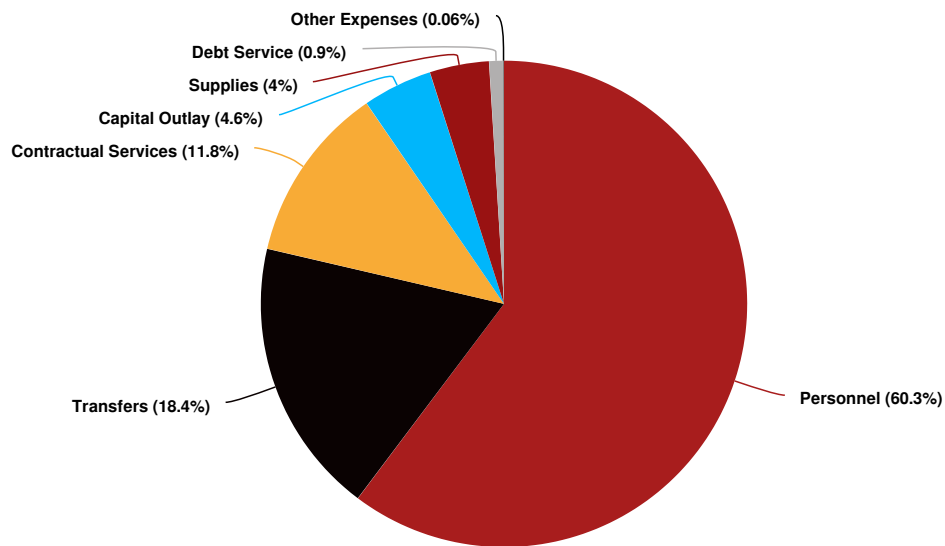
## Budgeted and Historical Expenditures by Function



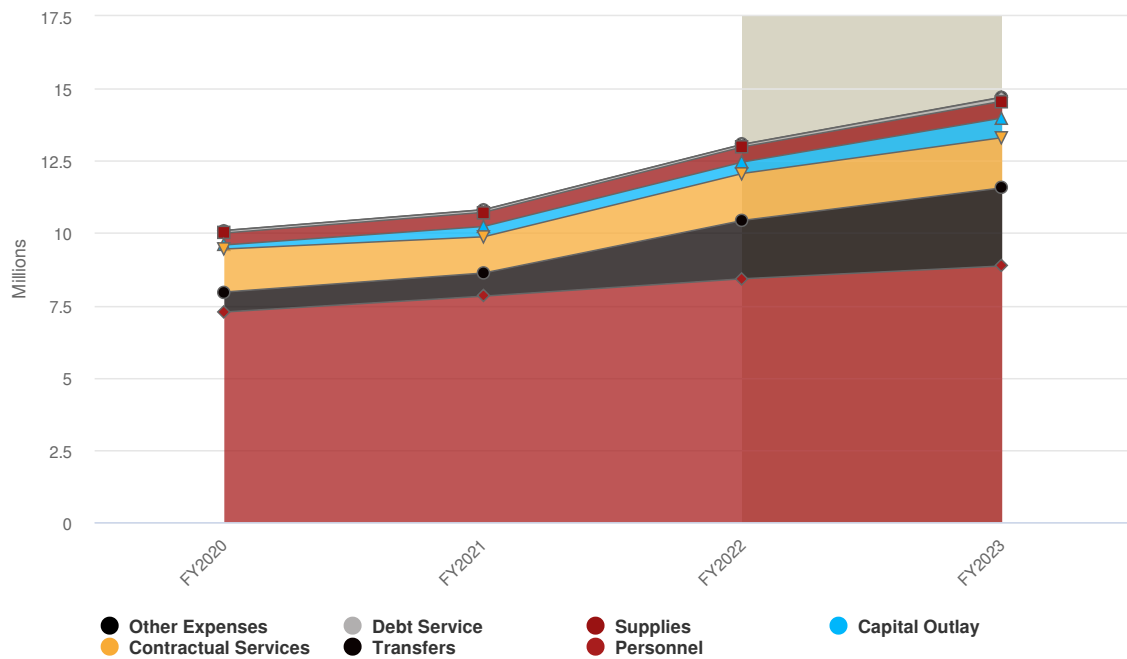
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expenditures				
Mayor and Council	\$27,652.34	\$28,785.58	\$33,800.00	\$35,050.00
City Clerk	\$87,039.43	\$91,113.98	\$126,030.00	\$210,877.00
Municipal Building	\$1,072,915.99	\$1,192,323.20	\$2,521,114.00	\$3,329,262.00
City Attorney	\$111,842.85	\$114,410.75	\$110,000.00	\$115,000.00
City Manager	\$230,597.06	\$99,170.48	\$28,250.00	\$32,450.00
Police	\$3,589,133.07	\$3,775,813.20	\$4,390,075.00	\$4,735,206.00
Fire	\$2,374,416.36	\$2,673,661.50	\$2,951,702.00	\$3,017,415.66
Street Division	\$1,770,450.00	\$1,865,109.26	\$1,876,071.00	\$2,090,547.37
Community Development	\$441,747.49	\$489,982.37	\$520,382.00	\$558,489.76
Cemetery	\$112,072.26	\$179,904.04	\$175,437.00	\$198,536.00
Engineering Division	\$263,268.25	\$292,820.52	\$322,564.00	\$360,700.00
Economic Development	\$6,349.34	\$5,171.52	\$17,400.00	\$19,400.00
<b>Total Expenditures:</b>	<b>\$10,087,484.44</b>	<b>\$10,808,266.40</b>	<b>\$13,072,825.00</b>	<b>\$14,702,933.79</b>

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$7,267,052.76	\$7,815,284.27	\$8,417,534.00	\$8,860,199.79
Other Expenses	\$2,767.66	\$6,077.12	\$5,600.00	\$8,800.00
Contractual Services	\$1,488,793.88	\$1,252,434.09	\$1,625,532.00	\$1,735,946.00
Supplies	\$411,398.96	\$490,196.72	\$523,000.00	\$580,950.00
Debt Service	\$86,765.74	\$86,765.74	\$86,746.00	\$134,223.00
Capital Outlay	\$140,884.46	\$356,802.06	\$394,792.00	\$679,966.00
Transfers	\$689,820.98	\$800,706.40	\$2,019,621.00	\$2,702,849.00
<b>Total Expense Objects:</b>	<b>\$10,087,484.44</b>	<b>\$10,808,266.40</b>	<b>\$13,072,825.00</b>	<b>\$14,702,933.79</b>

## General Fund Budget Comparison

	2021 BUDGET	2022 BUDGET	2023 BUDGET	PERCENT CHANGE
<b>General Fund</b>				
Revenue	\$11,020,148	\$12,117,647	\$13,405,888	+11%
Expenditures	\$11,019,849	\$13,072,825	\$14,702,934	+12%
<b>Mayor and Council</b>				
Expenditures	\$32,800	\$33,800	\$35,050	+4%
<b>City Manager</b>				
Expenditures	\$25,150	\$28,150	\$32,450	+15%
<b>City Clerk</b>				
Expenditures	\$82,398	\$126,030	\$210,877	+67%
<b>Police Department</b>				
Expenditures	\$3,938,362	\$4,390,075	\$4,735,206	+8%
<b>Fire Department</b>				
Expenditures	\$2,904,059	\$2,951,702	\$3,017,416	+2%
<b>Community Development</b>				
Expenditures	\$455,849	\$520,382	\$558,490	+7%
<b>Engineering</b>				
Expenditures	\$289,089	\$322,564	\$360,700	+12%
<b>Street Department</b>				
Expenditures	\$1,922,663	\$1,876,071	\$2,090,547	11%
<b>Cemetery</b>				
Expenditures	\$175,278	\$175,437	\$198,536	13%
<b>Municipal Building</b>				
Expenditures	\$1,075,301	\$2,521,114	\$3,329,262	+32%
<b>Attorney</b>				
Expenditures	\$105,000	\$110,000	\$115,000	+5%
<b>Economic Development</b>				
Expenditures	\$13,900	\$17,400	\$19,400	+11%

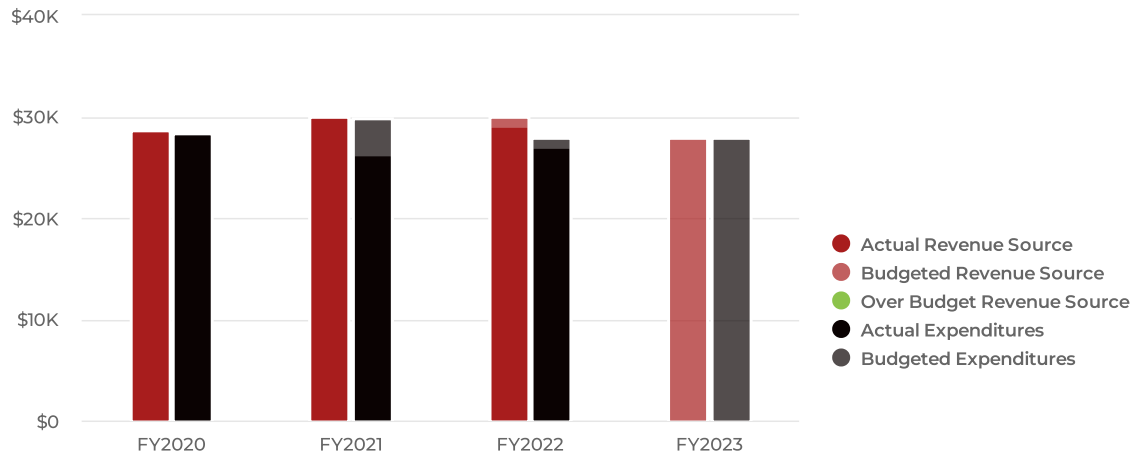


## Audit Fund

The Audit Fund is a non-major Governmental Fund. It is a Special Revenue Fund used to for the annual audit.

### Summary

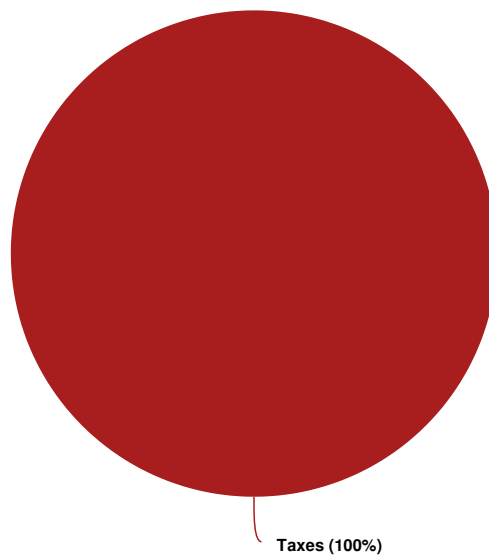
The City of Rochelle is projecting \$28K of revenue in FY2023, which represents a 6.7% decrease over the prior year. Budgeted expenditures are projected to increase by 0% or N/A to \$28K in FY2023.



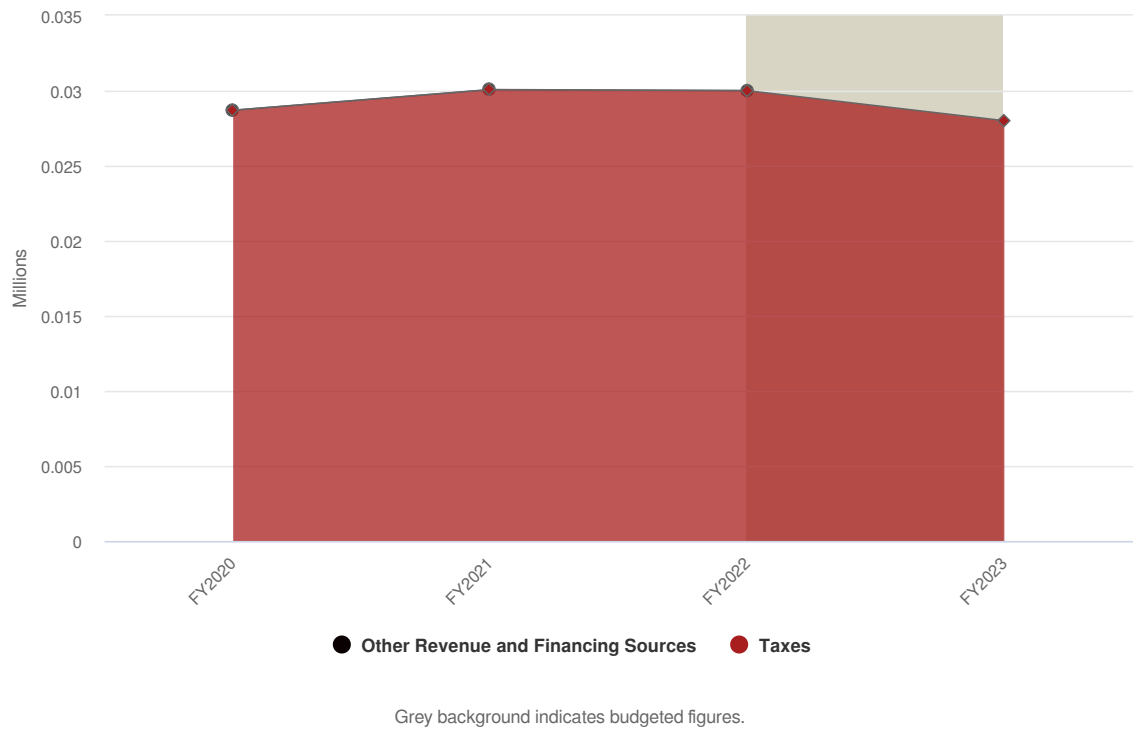
### Revenues by Source

The single source of revenue for the Audit Fund is the Tax Levy. The budgeted amount was consistent with past years.

#### Projected 2023 Revenues by Source



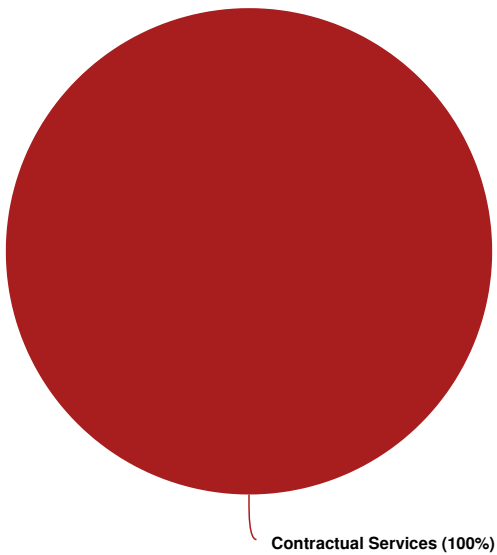
### Budgeted and Historical 2023 Revenues by Source



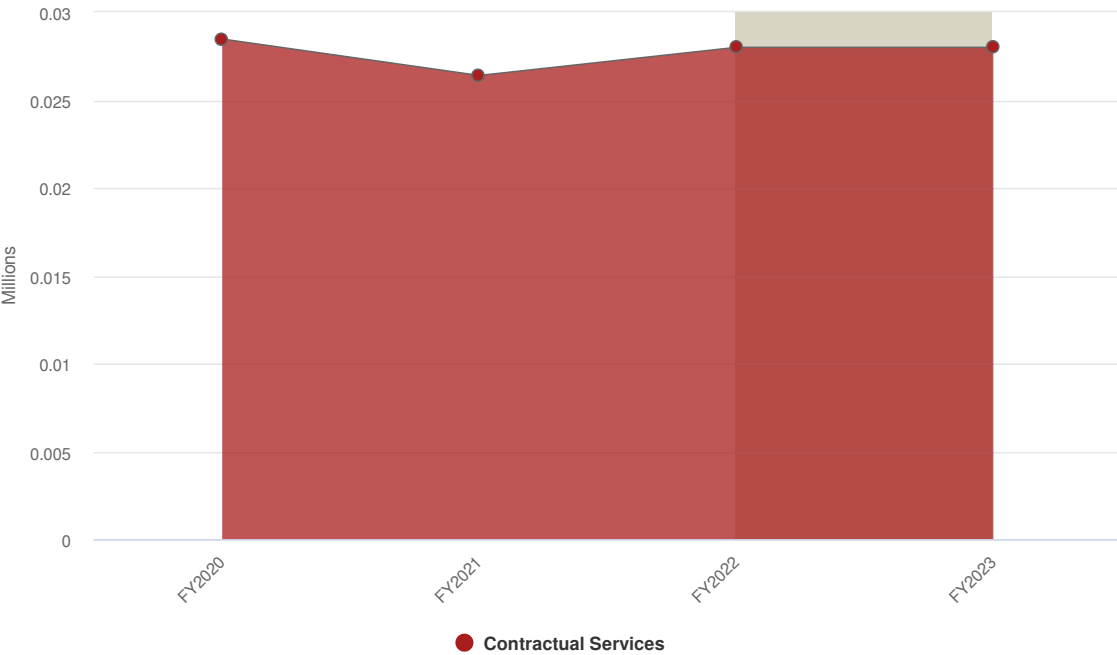
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$28,690.90	\$30,062.78	\$30,000.00	\$28,000.00
Other Revenue and Financing Sources	\$7.27	\$10.60	\$5.00	\$0.00
<b>Total Revenue Source:</b>	<b>\$28,698.17</b>	<b>\$30,073.38</b>	<b>\$30,005.00</b>	<b>\$28,000.00</b>

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Contractual Services	\$28,475.00	\$26,398.94	\$28,000.00	\$28,000.00
<b>Total Expense Objects:</b>	<b>\$28,475.00</b>	<b>\$26,398.94</b>	<b>\$28,000.00</b>	<b>\$28,000.00</b>



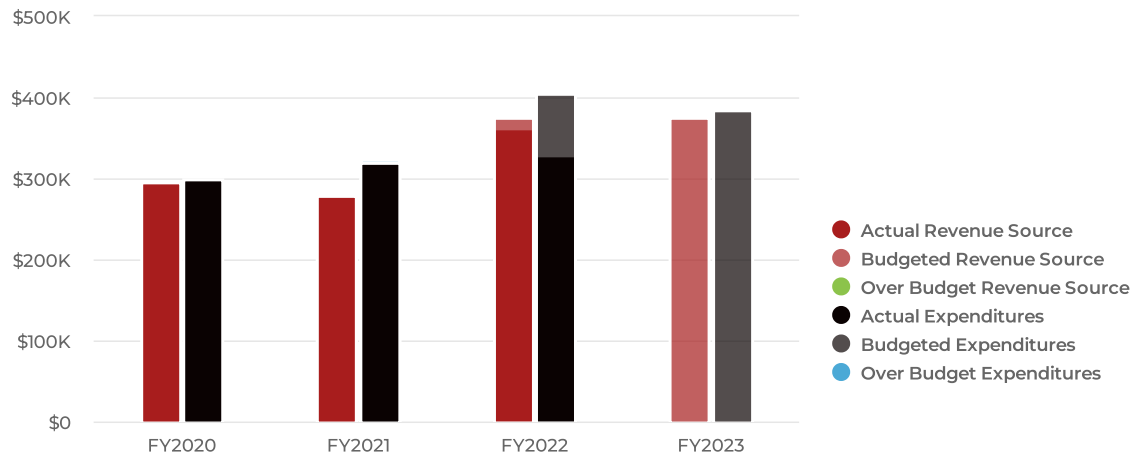


## Insurance Fund

The Insurance Fund is a non-major Governmental Fund. It is a Special Revenue Fund used for workers compensation and risk insurance.

### Summary

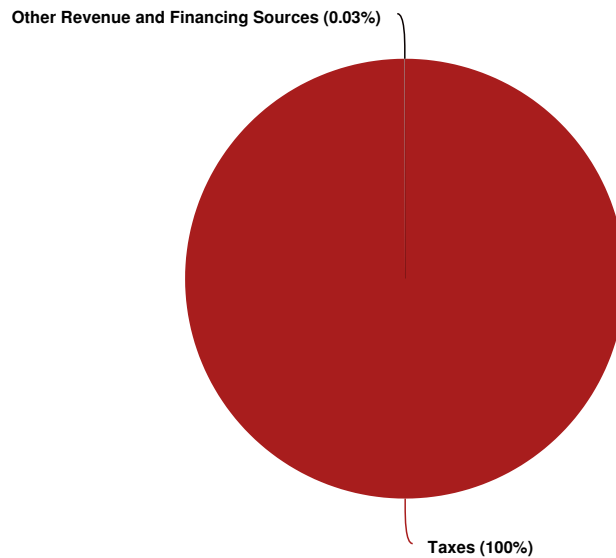
The City of Rochelle is projecting \$375.1K of revenue in FY2023, which represents a 0% increase over the prior year. Budgeted expenditures are projected to decrease by 4.6% or \$18.64K to \$386K in FY2023.



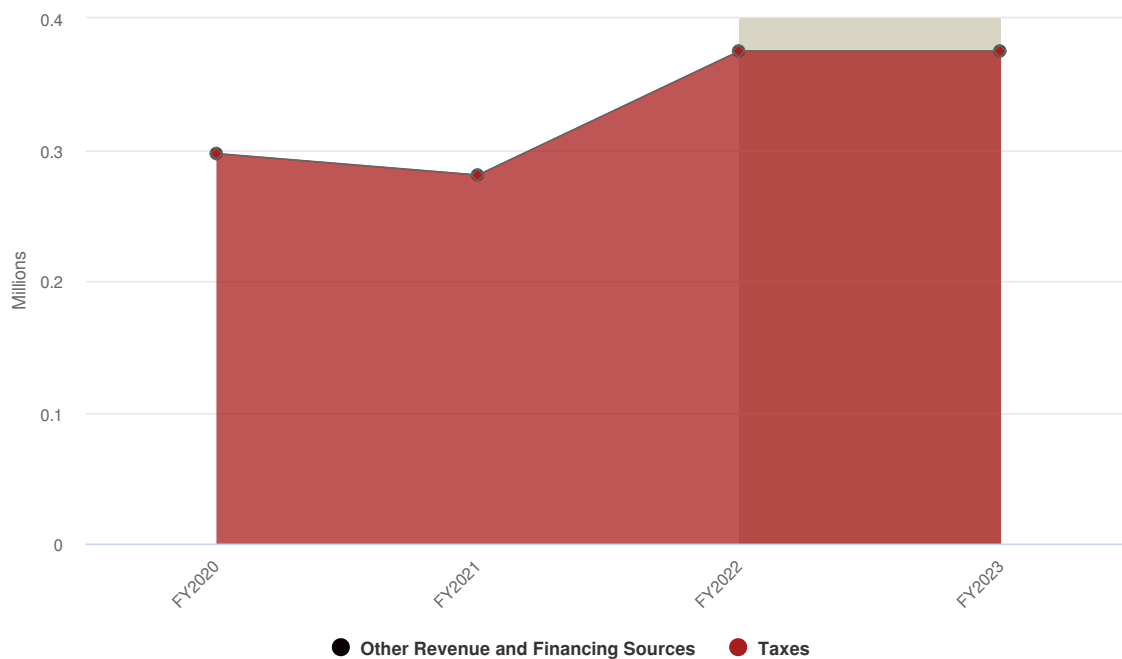
## Revenues by Source

The single source of revenue for the Insurance Fund is the Tax Levy. The budgeted amount was consistent with past years.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source



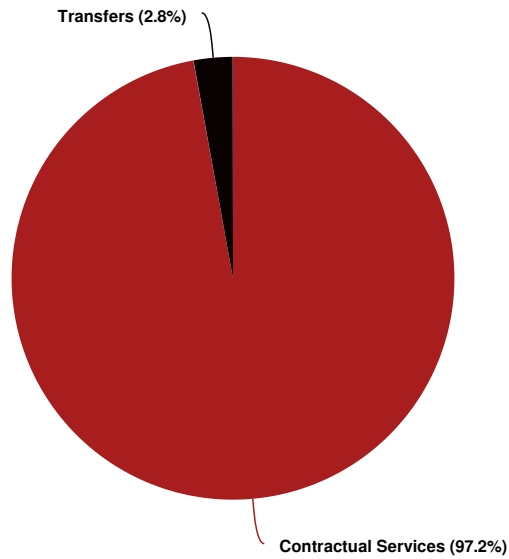
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
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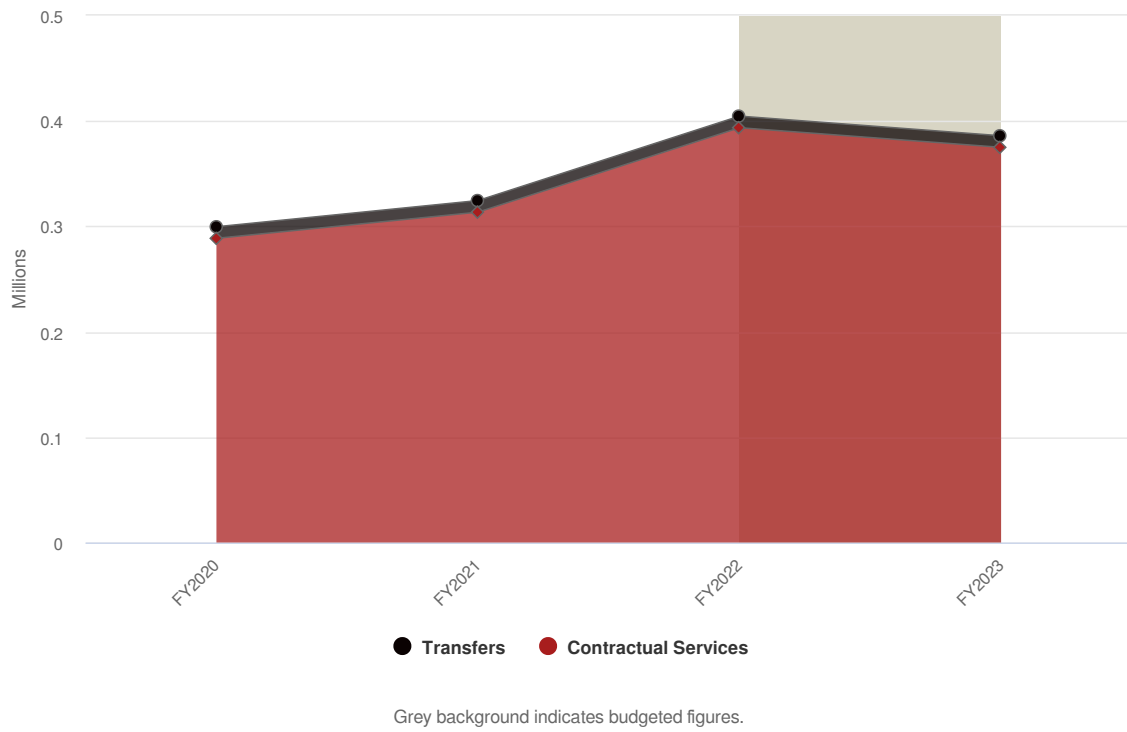
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$296,771.45	\$280,550.51	\$375,000.00	\$375,000.00
Other Revenue and Financing Sources	\$289.38	\$140.61	\$100.00	\$100.00
<b>Total Revenue Source:</b>	<b>\$297,060.83</b>	<b>\$280,691.12</b>	<b>\$375,100.00</b>	<b>\$375,100.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Contractual Services	\$288,635.22	\$313,496.60	\$393,644.00	\$375,000.00
Transfers	\$11,000.04	\$11,000.04	\$11,000.00	\$11,000.00
<b>Total Expense Objects:</b>	<b>\$299,635.26</b>	<b>\$324,496.64</b>	<b>\$404,644.00</b>	<b>\$386,000.00</b>

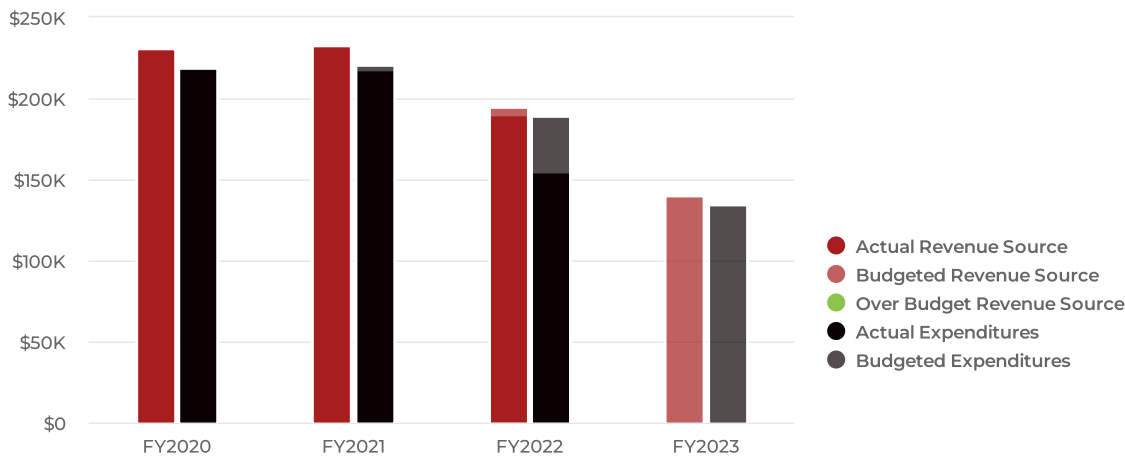


# Illinois Municipal Retirement

The Illinois Municipal Retirement Fund is a non-major governmental fund. It is a Special Revenue Fund used for employer contributions to the IMRF pension plan.

## Summary

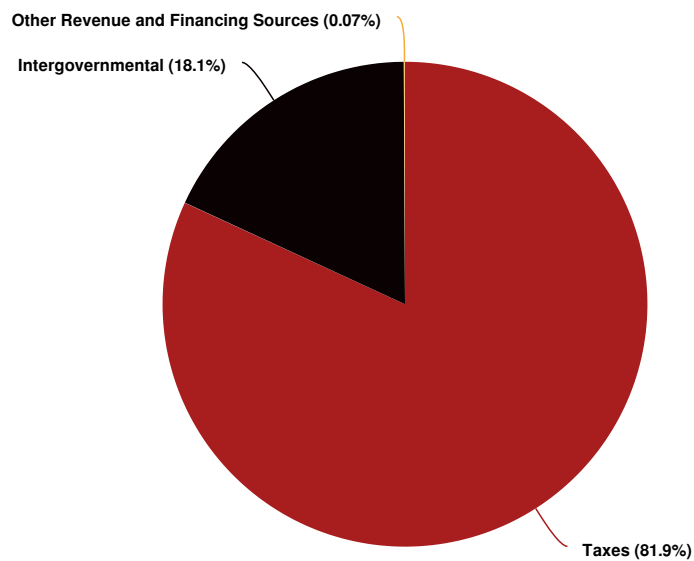
The City of Rochelle is projecting \$140.45K of revenue in FY2023, which represents a 28.1% decrease over the prior year. Budgeted expenditures are projected to decrease by 28.9% or \$55K to \$135K in FY2023.



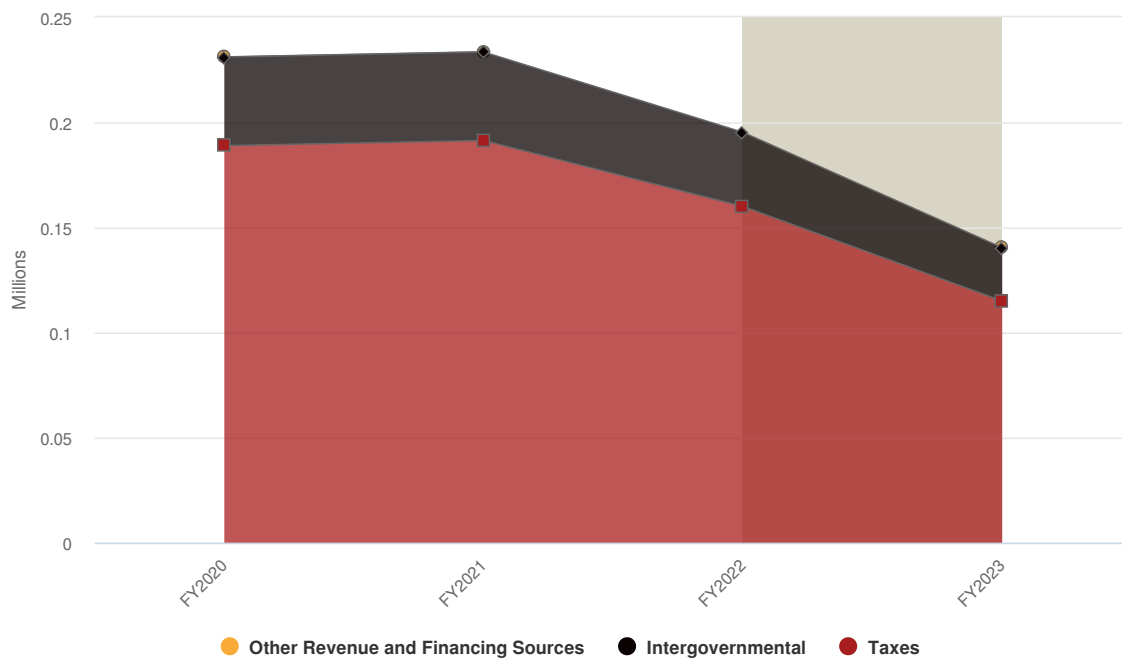
## Revenues by Source

The single source of revenue for the Illinois Municipal Retirement Fund is the tax levy. The budgeted amount was calculated using the rate provided by the IMRF.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

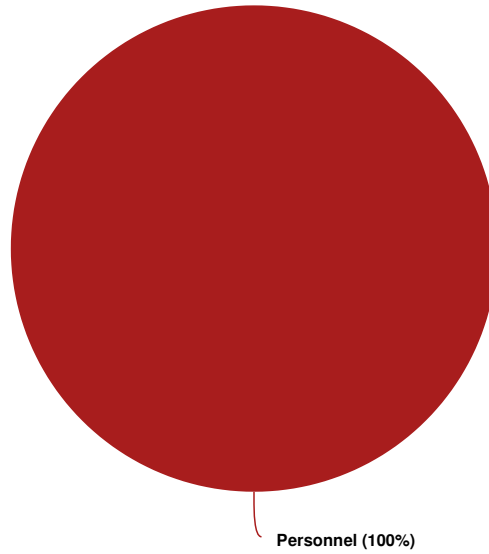


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$188,940.30	\$191,380.60	\$160,000.00	\$115,000.00
Intergovernmental	\$42,105.95	\$42,105.95	\$35,272.00	\$25,352.00
Other Revenue and Financing Sources	\$104.44	\$109.20	\$0.00	\$100.00
<b>Total Revenue Source:</b>	<b>\$231,150.69</b>	<b>\$233,595.75</b>	<b>\$195,272.00</b>	<b>\$140,452.00</b>

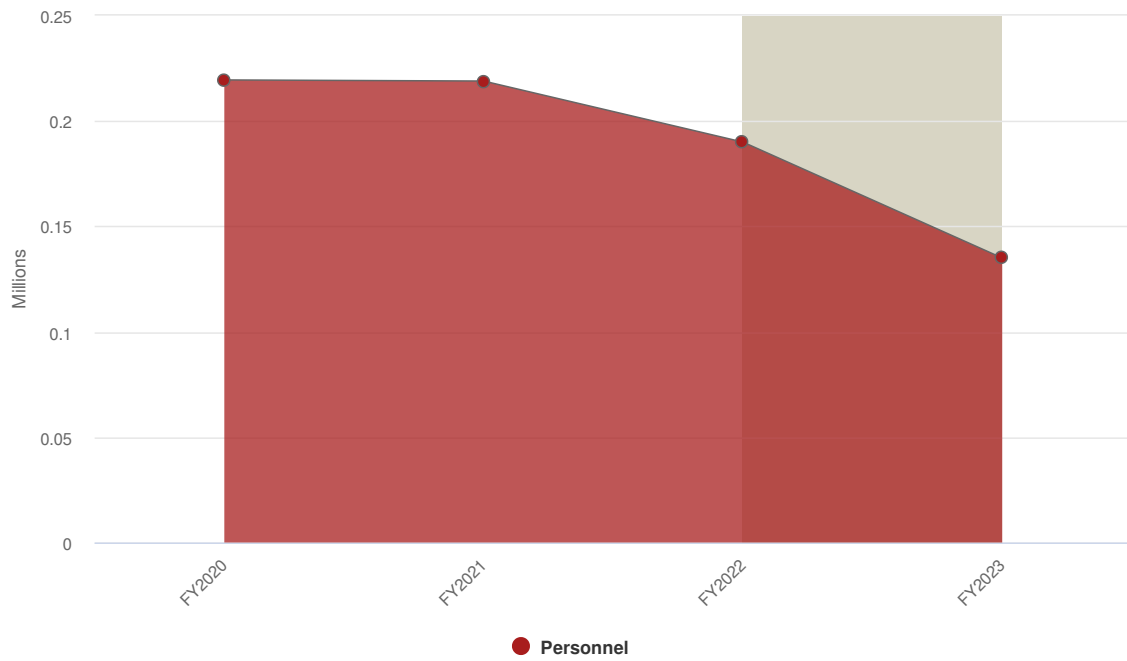
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$219,483.04	\$218,959.83	\$190,000.00	\$135,000.00
<b>Total Expense Objects:</b>	<b>\$219,483.04</b>	<b>\$218,959.83</b>	<b>\$190,000.00</b>	<b>\$135,000.00</b>

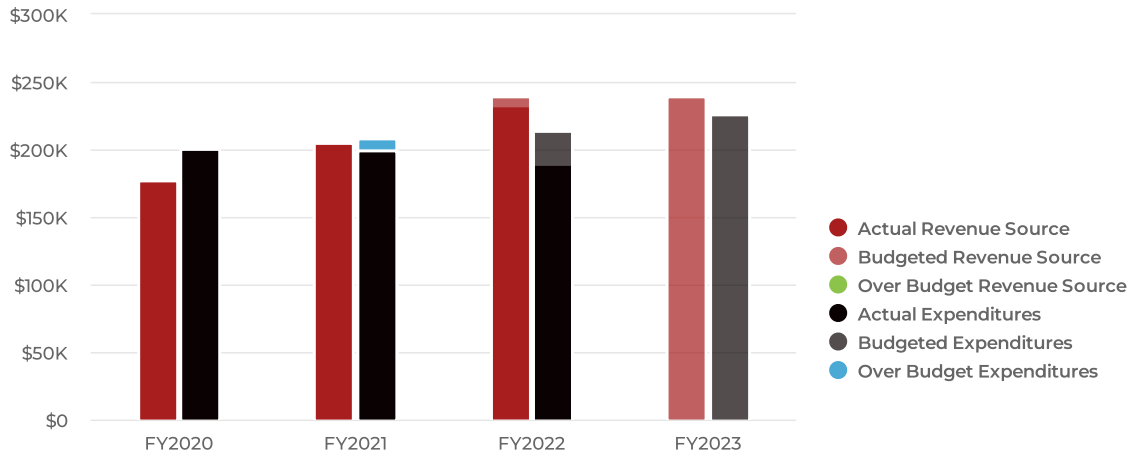


## Social Security

The Social Security Fund is a non-major Governmental Fund. It is a Special Revenue Fund used for employer contributions to Social Security.

### Summary

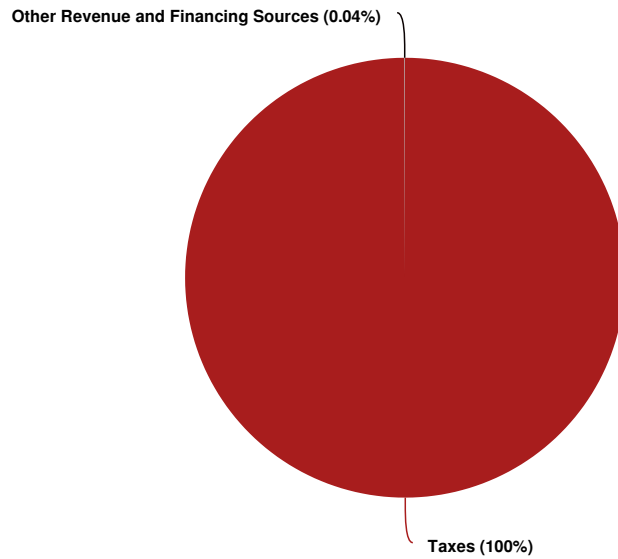
The City of Rochelle is projecting \$240.1K of revenue in FY2023, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 5.8% or \$12.34K to \$227K in FY2023.



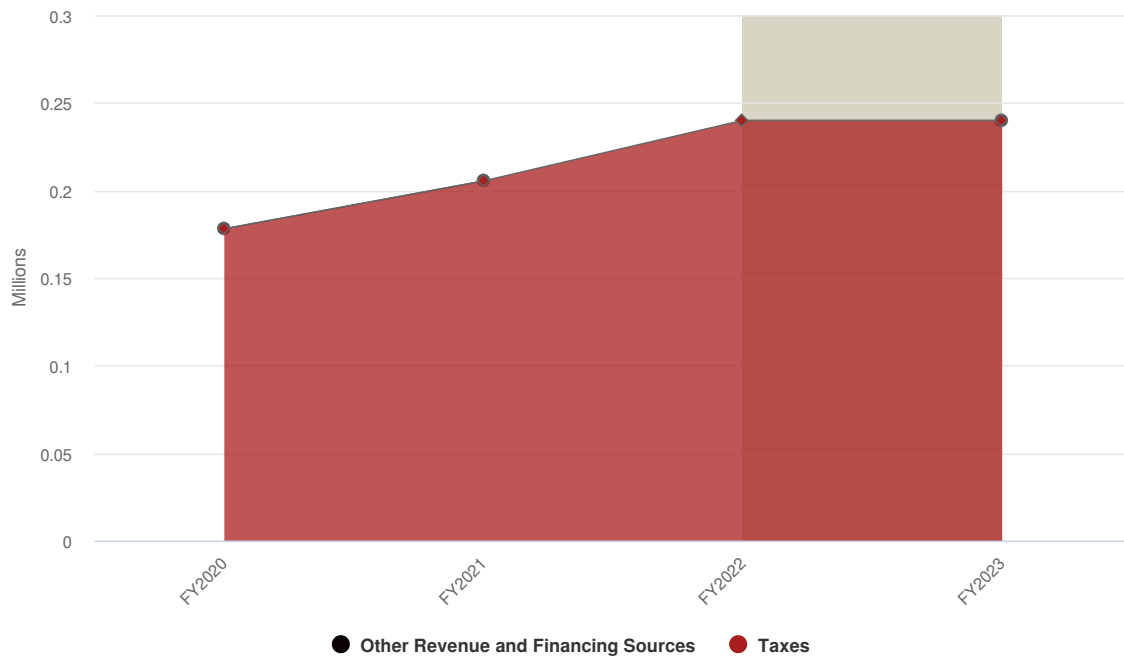
## Revenues by Source

The single source of revenue for the Social Security Fund is the Tax Levy. The budgeted amount was consistent with past years.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

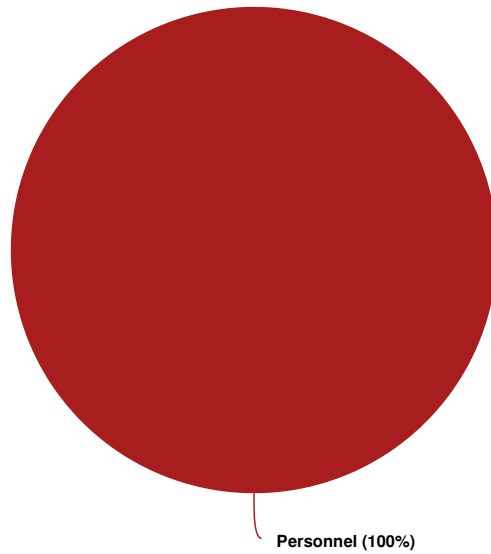


Grey background indicates budgeted figures.

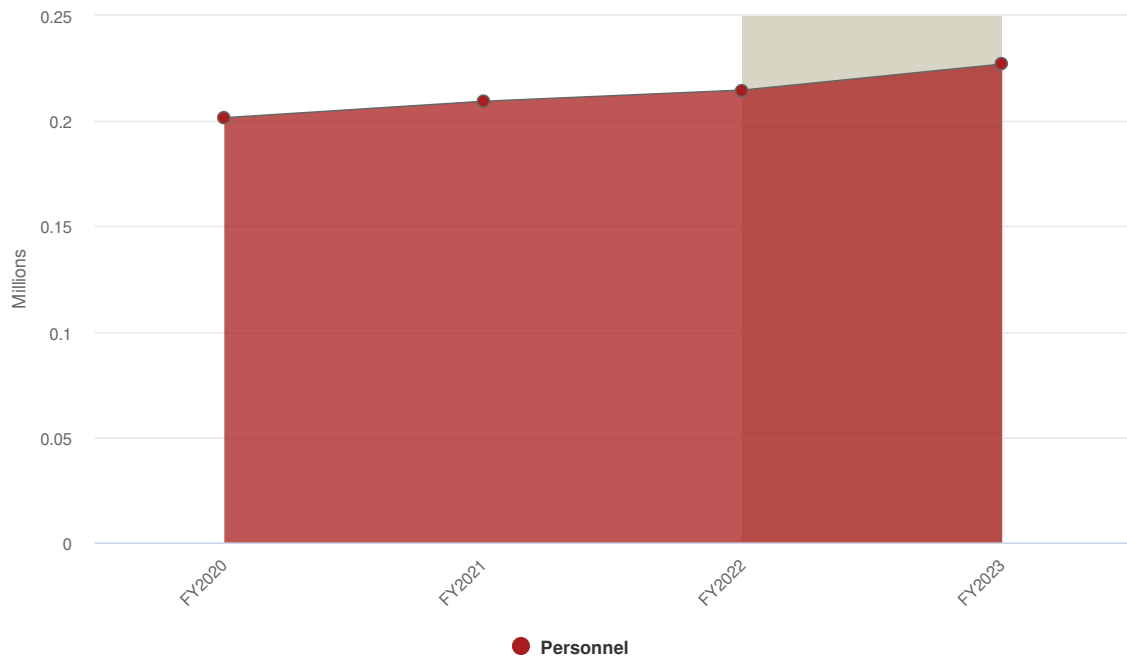
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$178,046.87	\$205,382.71	\$240,000.00	\$240,000.00
Other Revenue and Financing Sources	\$22.83	\$13.01	\$0.00	\$100.00
<b>Total Revenue Source:</b>	<b>\$178,069.70</b>	<b>\$205,395.72</b>	<b>\$240,000.00</b>	<b>\$240,100.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$201,526.07	\$209,335.40	\$214,656.00	\$227,000.00
<b>Total Expense Objects:</b>	<b>\$201,526.07</b>	<b>\$209,335.40</b>	<b>\$214,656.00</b>	<b>\$227,000.00</b>



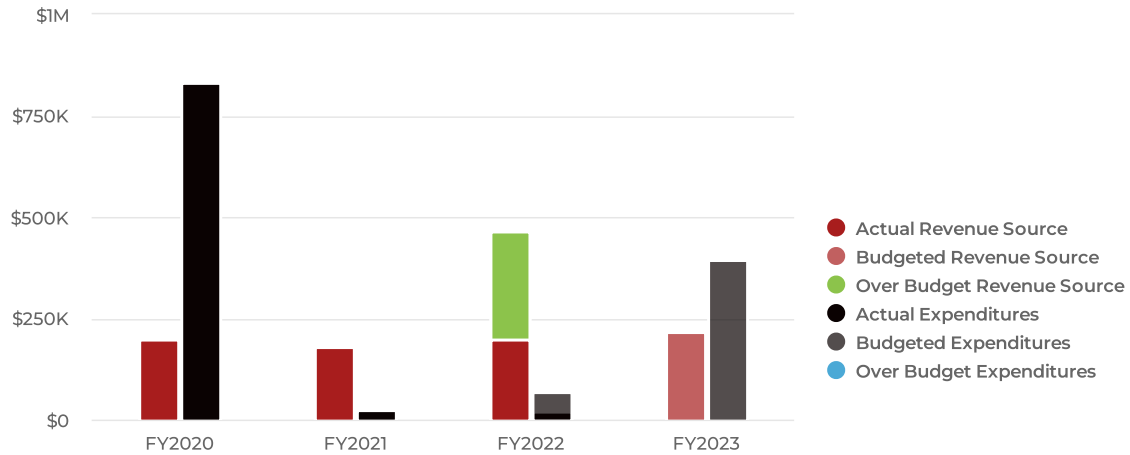
## Ambulance

The Ambulance Fund is a non-major Governmental Fund. It is used as a reserve to purchase replacement ambulances, fire service vehicles, and personal protective and associated equipment.

In 2020, the City borrowed \$350,000 from the State of Illinois Revolving Truck Fund to add to the \$200,000 reserve balance to purchase a new fire engine.

### Summary

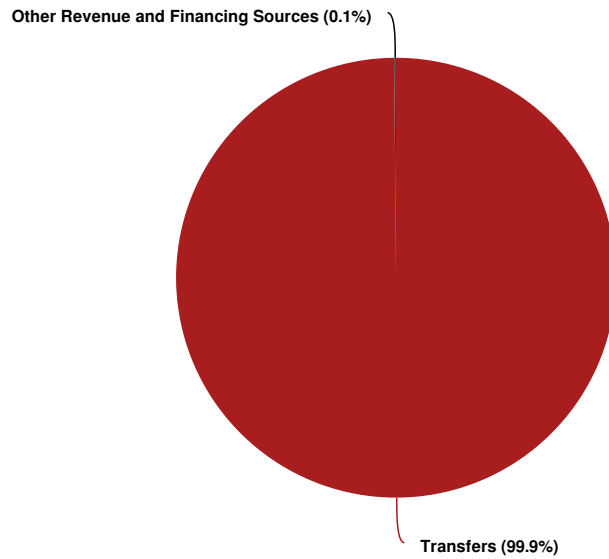
The City of Rochelle is projecting \$220.25K of revenue in FY2023, which represents a 10% increase over the prior year. Budgeted expenditures are projected to increase by 466.3% or \$327K to \$397.12K in FY2023.



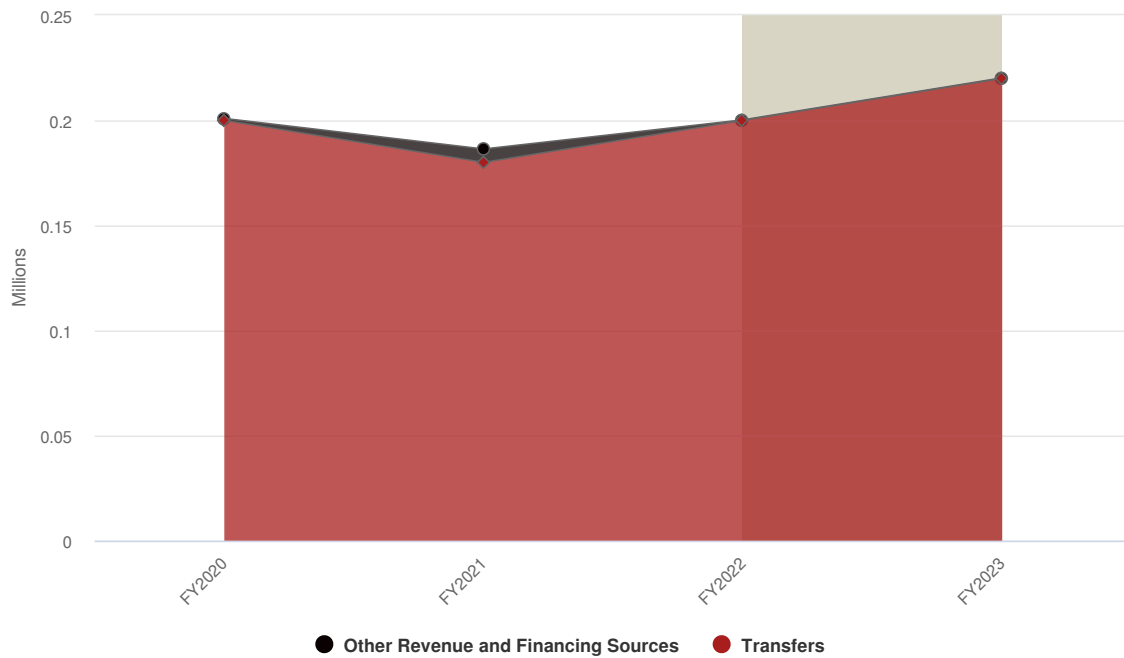
## Revenues by Source

The single source of revenue for the Ambulance Fund is a transfer from the General Fund. The budgeted amount was consistent with past years.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

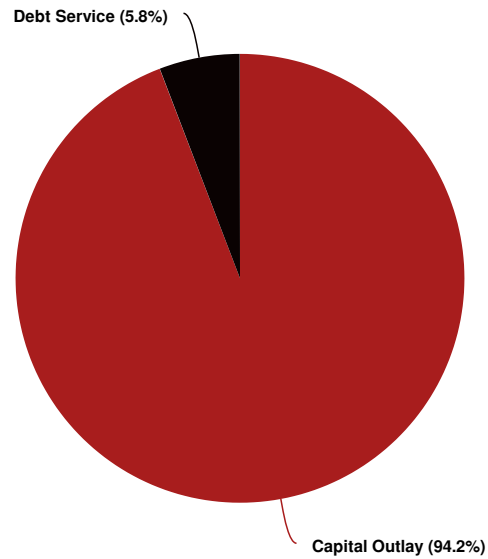


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$930.45	\$6,380.54	\$250.00	\$250.00
Transfers	\$200,000.04	\$180,000.00	\$200,000.00	\$220,000.00
<b>Total Revenue Source:</b>	<b>\$200,930.49</b>	<b>\$186,380.54</b>	<b>\$200,250.00</b>	<b>\$220,250.00</b>

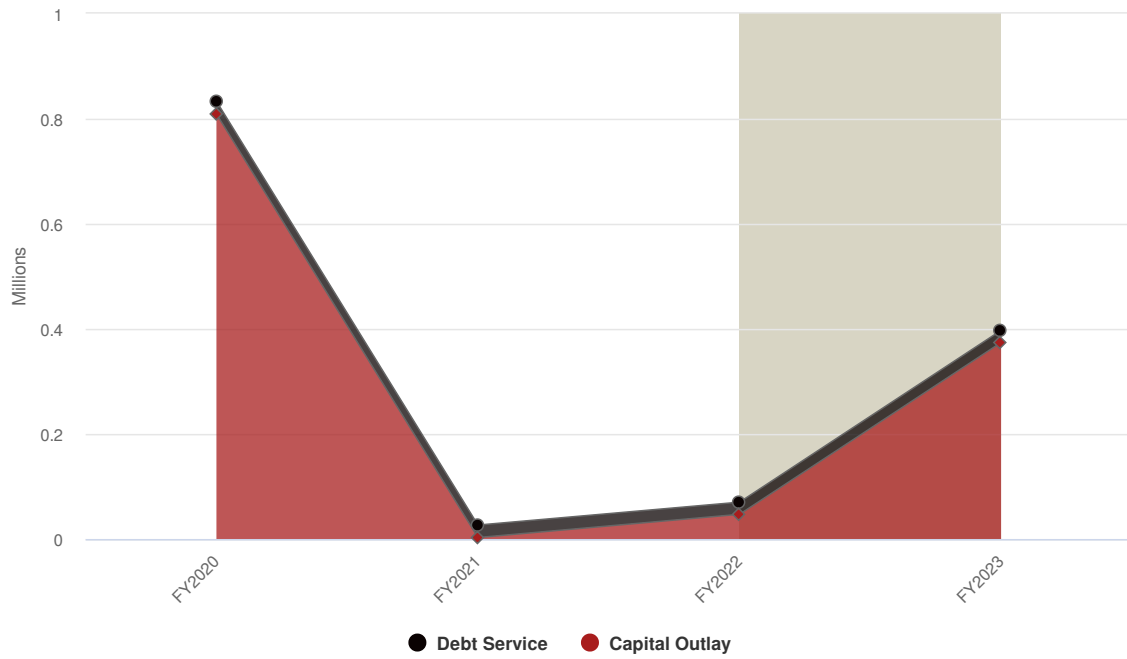
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Debt Service	\$24,115.00	\$23,784.25	\$23,123.00	\$23,123.00
Capital Outlay	\$809,054.32	\$2,747.80	\$47,000.00	\$374,000.00
<b>Total Expense Objects:</b>	<b>\$833,169.32</b>	<b>\$26,532.05</b>	<b>\$70,123.00</b>	<b>\$397,123.00</b>

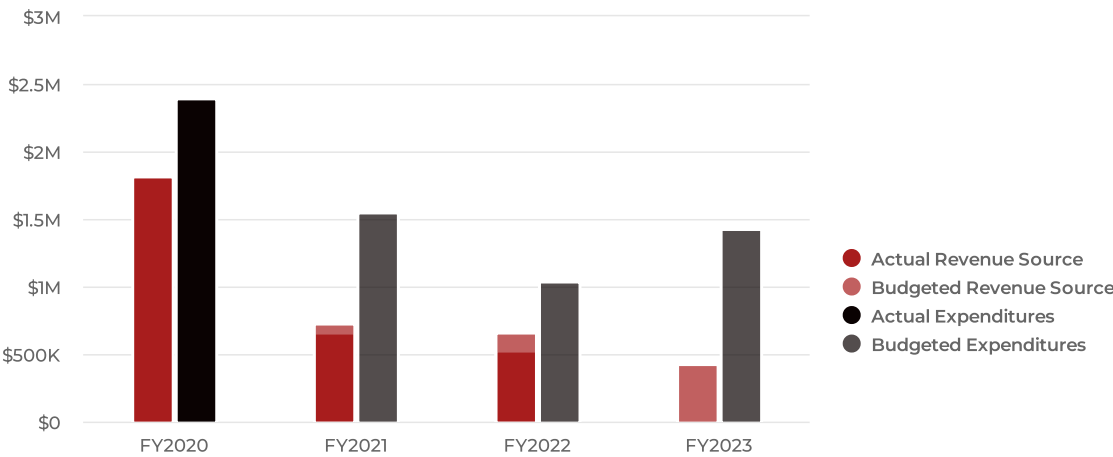


# Motor Fuel

The Motor Fuel Tax Fund is a non-major Governmental Fund. This Special Revenue Fund includes the City's share of the motor fuel tax received by the State to be used for street improvement projects. Funds are transferred annually to the Capital Improvement Fund.

## Summary

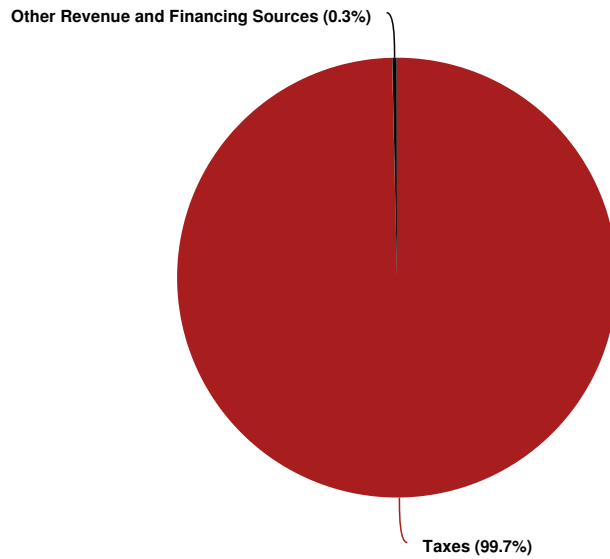
The City of Rochelle is projecting \$433.5K of revenue in FY2023, which represents a 35.3% decrease over the prior year. Budgeted expenditures are projected to increase by 37.5% or \$390K to \$1.43M in FY2023.



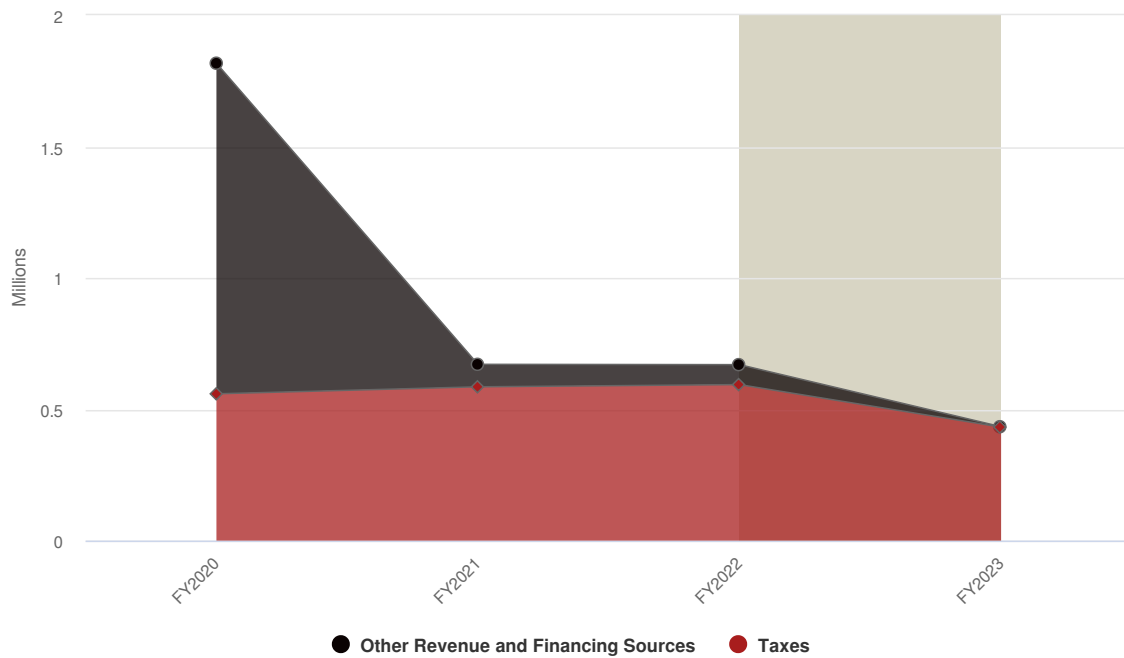
## Revenues by Source

The State of Illinois allotments for the Motor Fuel Tax Fund were budgeted slightly below the prior year due to low fuel prices. The Rebuild Illinois Program ended in 2022.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source



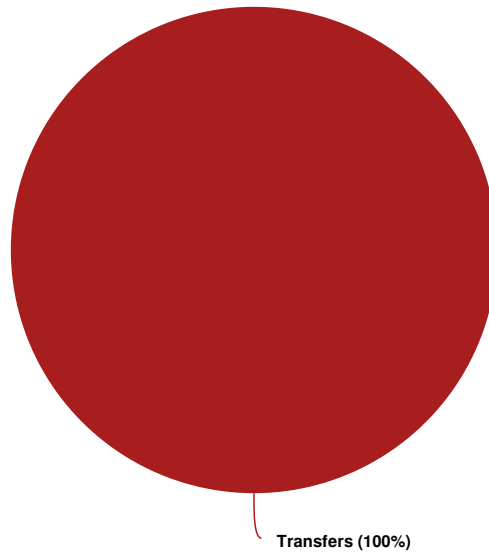
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
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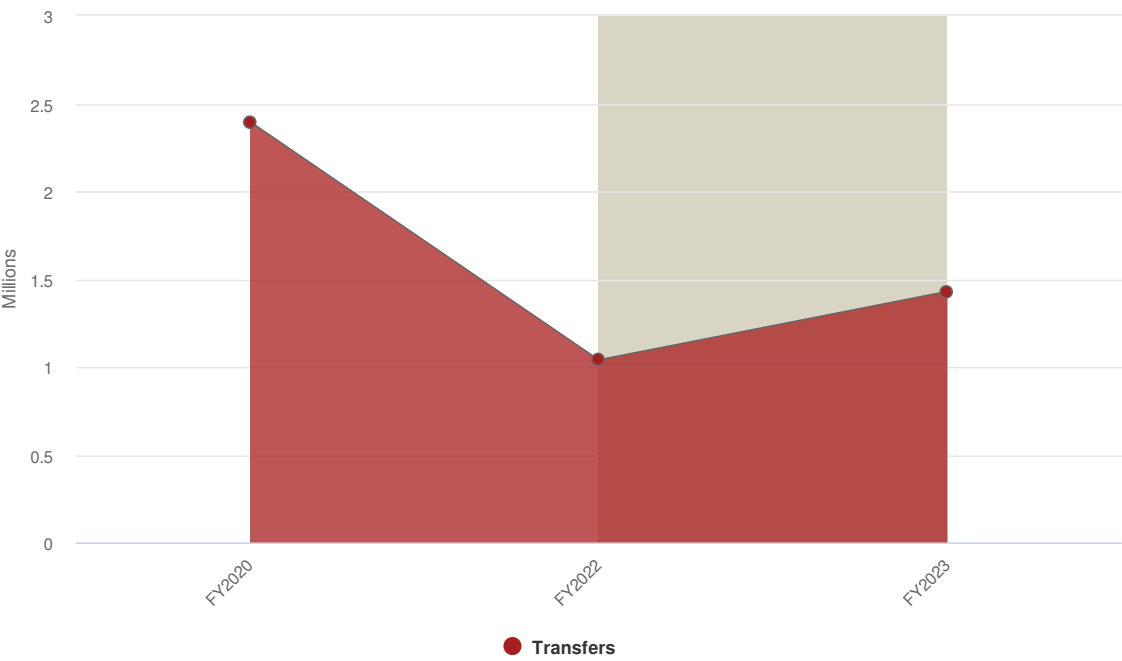
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$558,731.84	\$585,449.77	\$593,821.00	\$432,000.00
Other Revenue and Financing Sources	\$1,258,564.67	\$85,611.93	\$76,000.00	\$1,500.00
<b>Total Revenue Source:</b>	<b>\$1,817,296.51</b>	<b>\$671,061.70</b>	<b>\$669,821.00</b>	<b>\$433,500.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Transfers	\$2,396,411.95	\$0.00	\$1,040,000.00	\$1,430,000.00
<b>Total Expense Objects:</b>	<b>\$2,396,411.95</b>	<b>\$0.00</b>	<b>\$1,040,000.00</b>	<b>\$1,430,000.00</b>

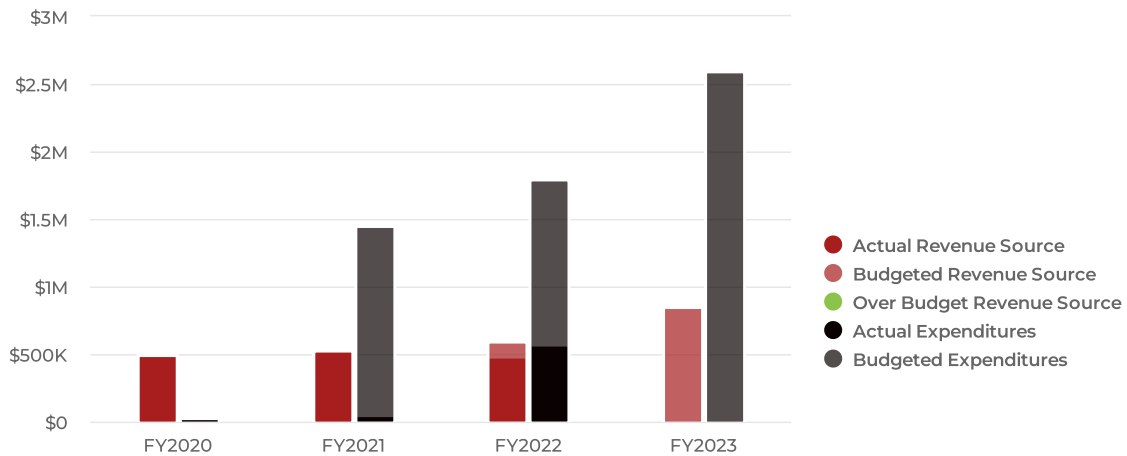


## Utility Tax

The Utility Tax Fund is a non-major Governmental Fund. This Special Revenue Fund was established by City Council ordinance to provide funds from natural gas and electric tax for capital improvement projects. Funds are transferred annually to the Capital Improvement Fund.

### Summary

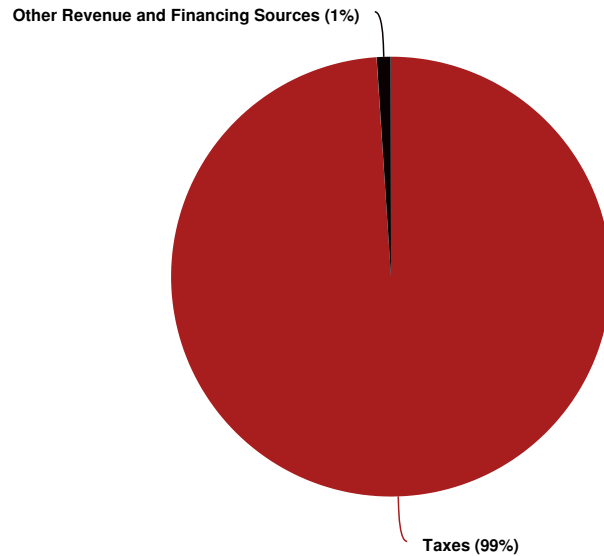
The City of Rochelle is projecting \$859K of revenue in FY2023, which represents a 43.2% increase over the prior year. Budgeted expenditures are projected to increase by 44.4% or \$800K to \$2.6M in FY2023.



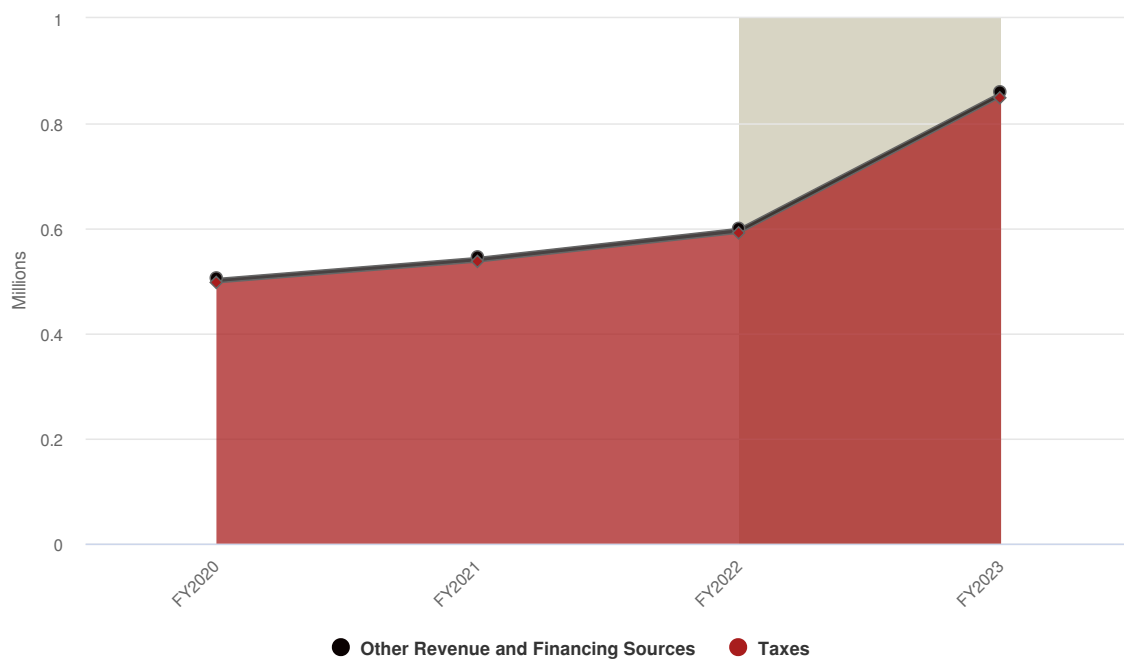
## Revenues by Source

The Electric and Gas Tax Revenues remain constant for 2022.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

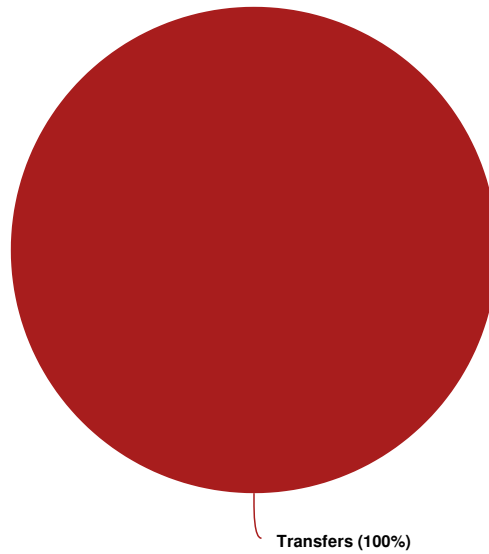


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$496,334.47	\$536,084.03	\$591,000.00	\$850,000.00
Other Revenue and Financing Sources	\$8,086.76	\$8,377.19	\$9,000.00	\$9,000.00
<b>Total Revenue Source:</b>	<b>\$504,421.23</b>	<b>\$544,461.22</b>	<b>\$600,000.00</b>	<b>\$859,000.00</b>

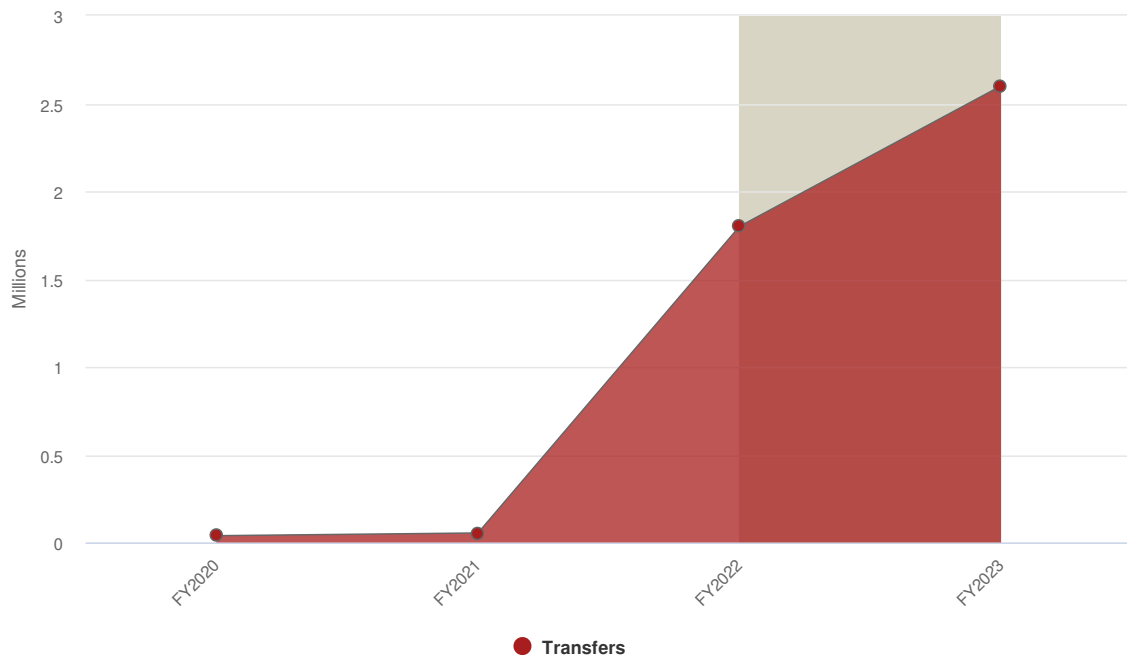
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Transfers	\$38,699.09	\$54,210.62	\$1,800,000.00	\$2,600,000.00
<b>Total Expense Objects:</b>	<b>\$38,699.09</b>	<b>\$54,210.62</b>	<b>\$1,800,000.00</b>	<b>\$2,600,000.00</b>

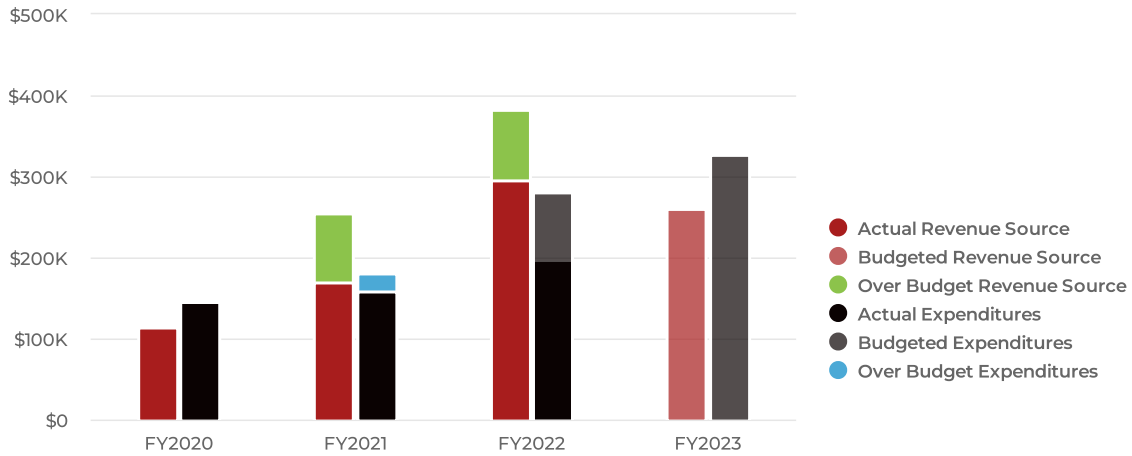


## Travel and Tourism

The Travel and Tourism fund is a non-major Governmental Fund. The fund promotes efforts to carry out tourism in the community. The primary funding source is the local 5% hotel/motel tax.

### Summary

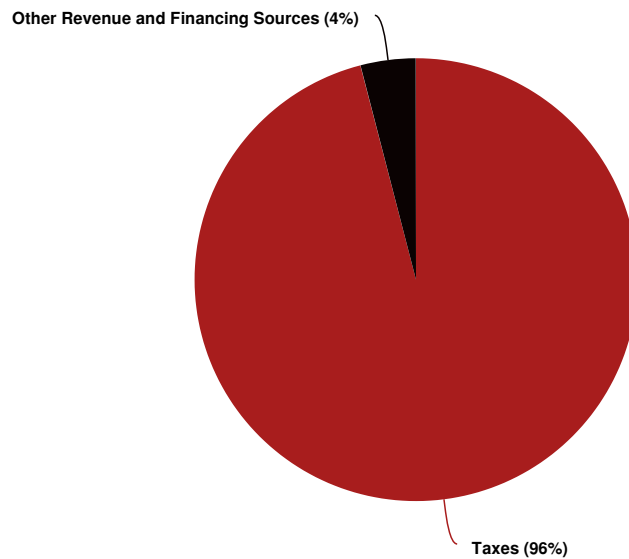
The City of Rochelle is projecting \$260.5K of revenue in FY2023, which represents a 11.8% decrease over the prior year. Budgeted expenditures are projected to increase by 16.5% or \$46.5K to \$328.7K in FY2023.



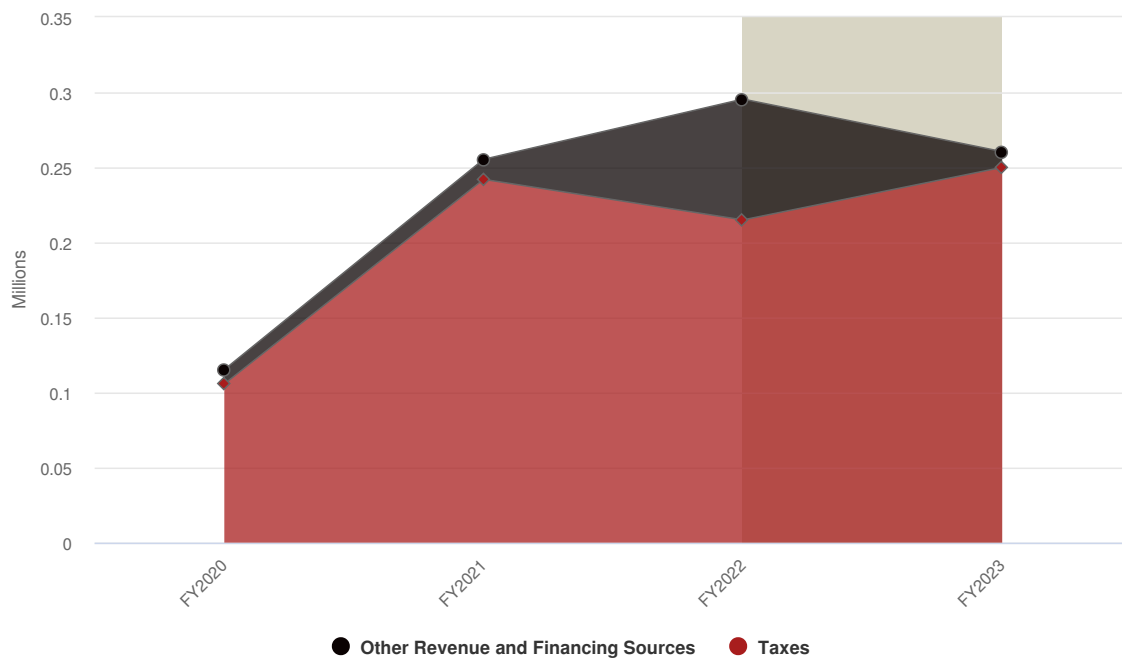
## Revenues by Source

The 5% Hotel Tax assessed by the City is the primary source of revenue for the Travel and Tourism Fund. Due to COVID-19, that amount drastically decreased in 2020, which included part of the ARPA Grant.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

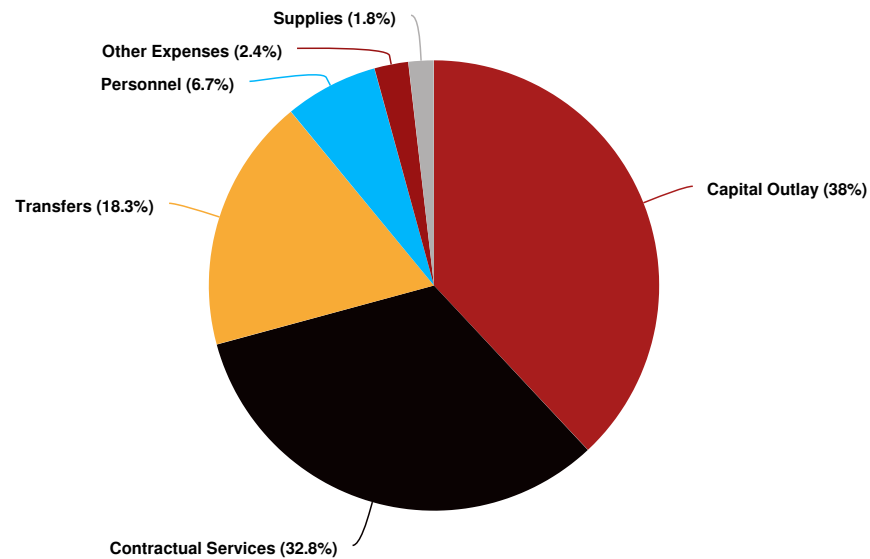


Grey background indicates budgeted figures.

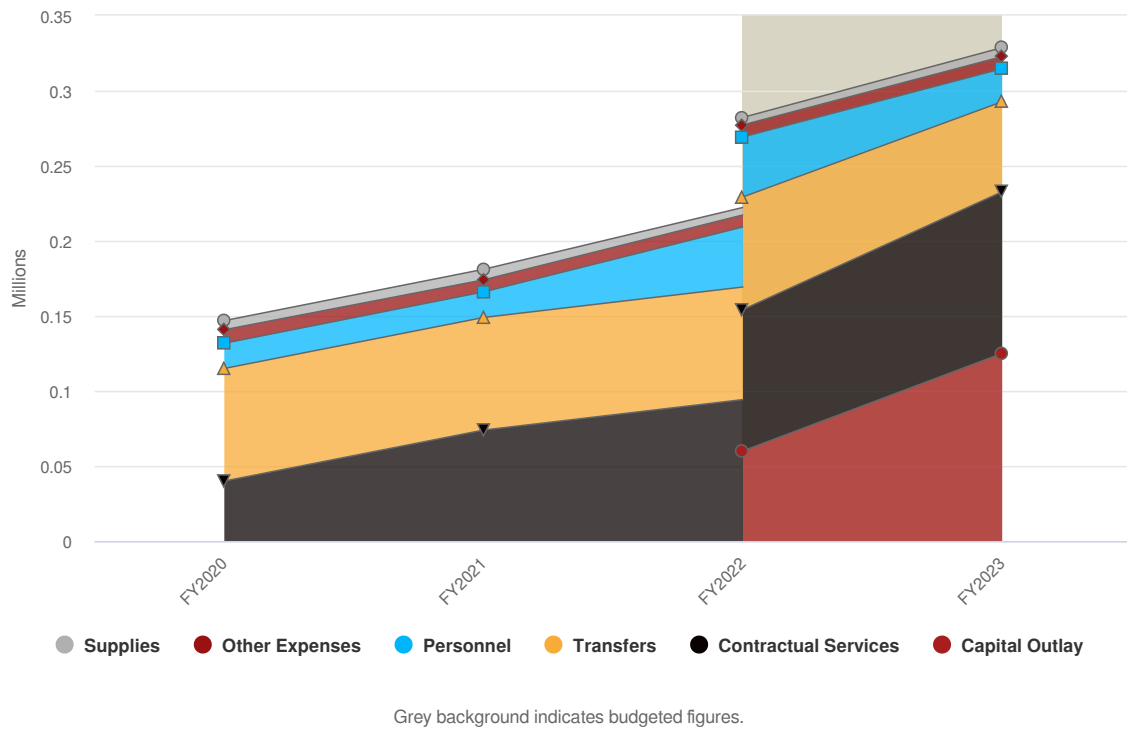
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$105,727.33	\$242,022.08	\$215,000.00	\$250,000.00
Other Revenue and Financing Sources	\$9,571.35	\$13,342.14	\$80,500.00	\$10,500.00
<b>Total Revenue Source:</b>	<b>\$115,298.68</b>	<b>\$255,364.22</b>	<b>\$295,500.00</b>	<b>\$260,500.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$16,792.03	\$17,053.01	\$40,000.00	\$22,000.00
Other Expenses	\$9,000.00	\$8,000.00	\$8,000.00	\$8,000.00
Contractual Services	\$39,929.87	\$73,908.83	\$94,200.00	\$107,700.00
Supplies	\$6,081.48	\$7,040.22	\$5,000.00	\$6,000.00
Capital Outlay	\$0.00	\$0.00	\$60,000.00	\$125,000.00
Transfers	\$75,000.00	\$75,000.00	\$75,000.00	\$60,000.00
<b>Total Expense Objects:</b>	<b>\$146,803.38</b>	<b>\$181,002.06</b>	<b>\$282,200.00</b>	<b>\$328,700.00</b>

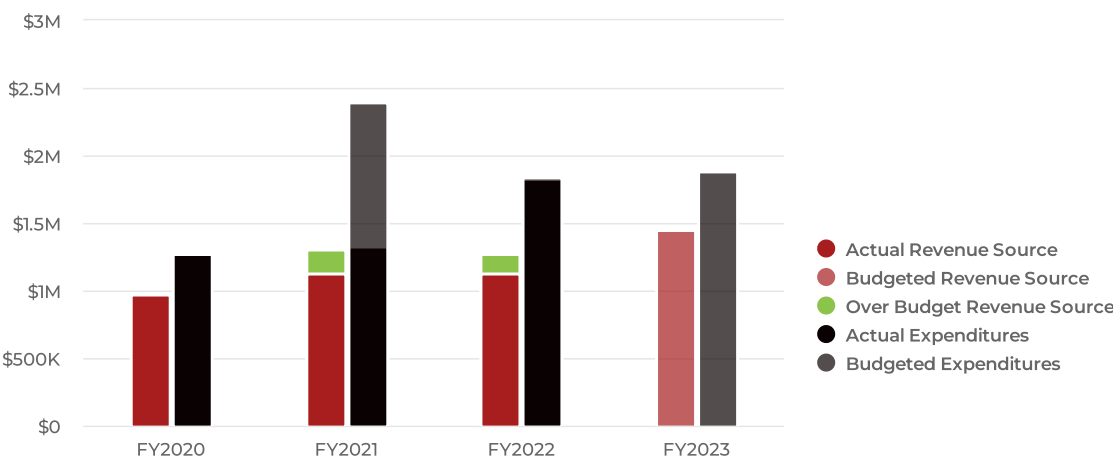


# Sales Tax

The Sales Tax Fund is a non-major Governmental Fund. This Special Revenue Fund was established by City Council ordinance to provide an additional .75% sales tax revenue to be used primarily for public infrastructure improvements and maintenance. Funds are transferred annually to the Capital Improvement Fund.

## Summary

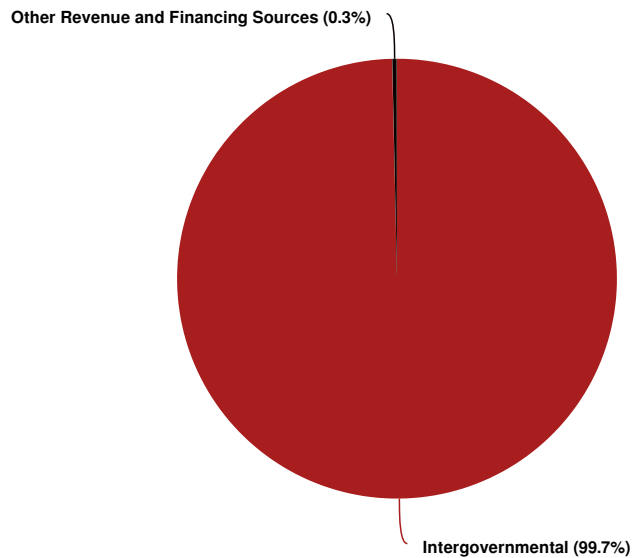
The City of Rochelle is projecting \$1.46M of revenue in FY2023, which represents a 28.8% increase over the prior year. Budgeted expenditures are projected to increase by 2.2% or \$40K to \$1.89M in FY2023.



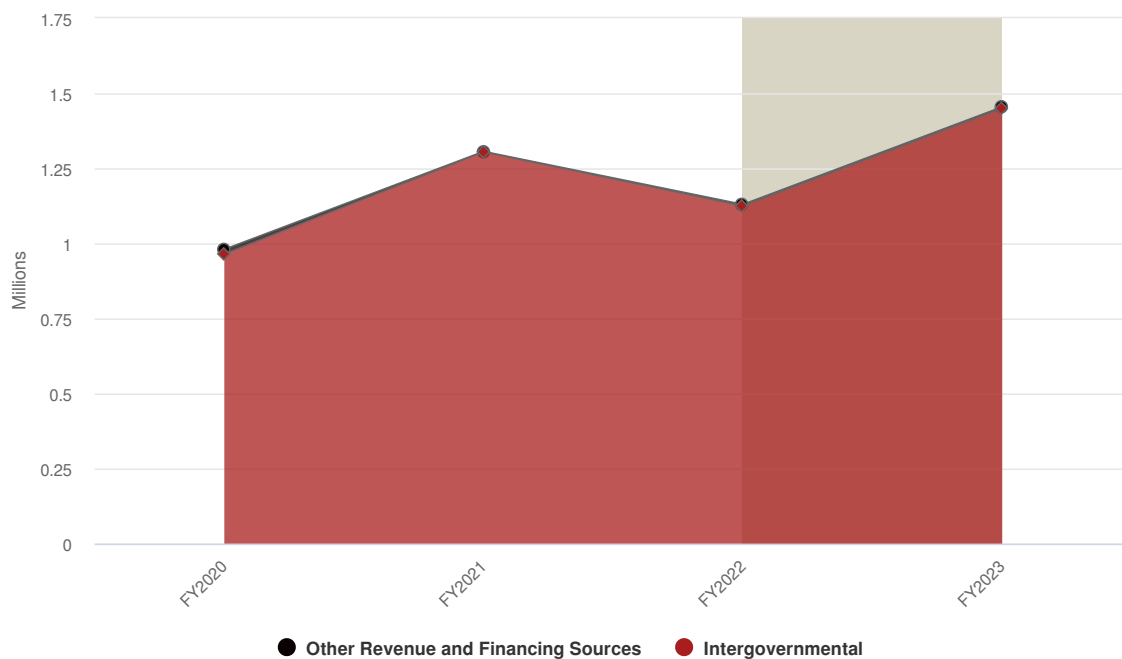
## Revenues by Source

The 3/4% Infrastructure Sales Tax is expected to continue to increase as the economy recovers from COVID-19.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

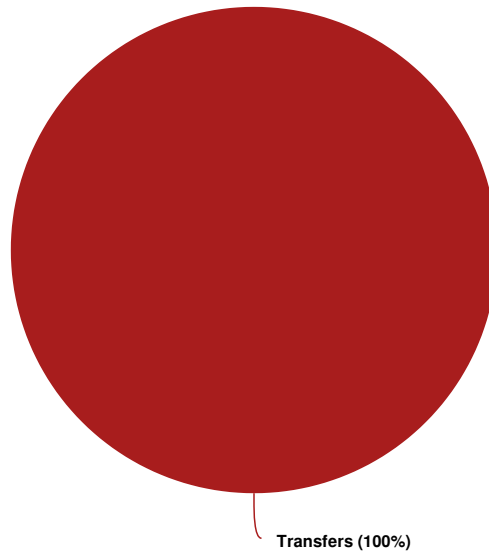


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Intergovernmental	\$964,639.55	\$1,304,822.38	\$1,125,000.00	\$1,450,000.00
Other Revenue and Financing Sources	\$15,696.47	\$1,582.42	\$5,000.00	\$5,000.00
<b>Total Revenue Source:</b>	<b>\$980,336.02</b>	<b>\$1,306,404.80</b>	<b>\$1,130,000.00</b>	<b>\$1,455,000.00</b>

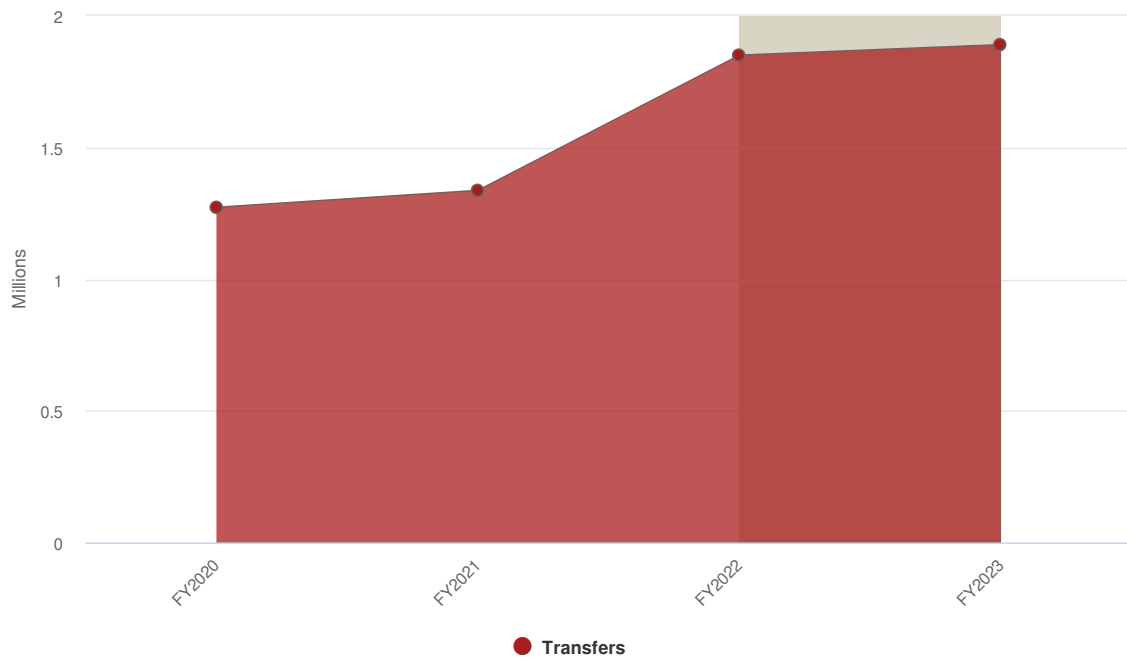
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Transfers	\$1,272,394.75	\$1,336,724.89	\$1,850,000.00	\$1,890,000.00
<b>Total Expense Objects:</b>	<b>\$1,272,394.75</b>	<b>\$1,336,724.89</b>	<b>\$1,850,000.00</b>	<b>\$1,890,000.00</b>

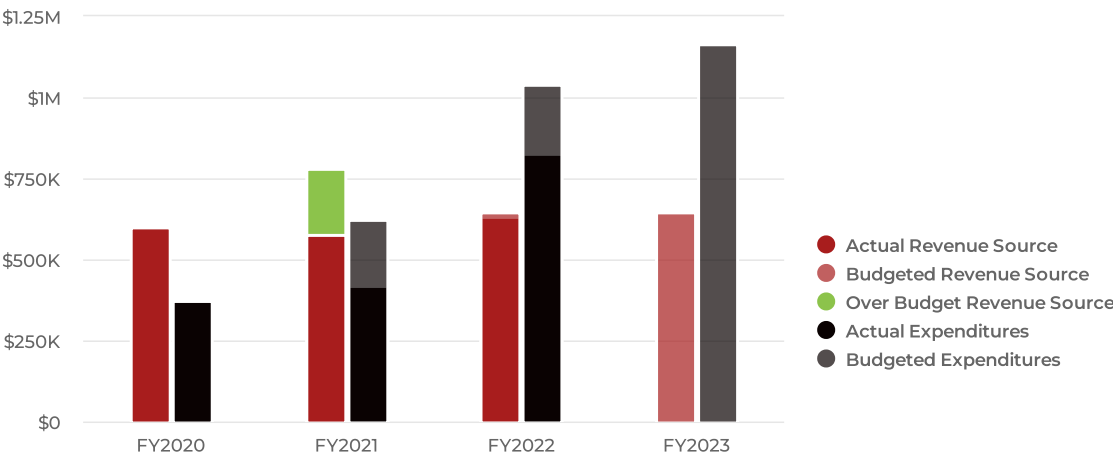


# Lighthouse Pointe TIF

The Lighthouse Pointe TIF is a Non-Major Governmental Fund. It was established in 2010 to support development and redevelopment in an area that included a Walmart and seven subdivided lots. The increase in expenditures for 2022 and 2023 include a capital project for streetlights.

## Summary

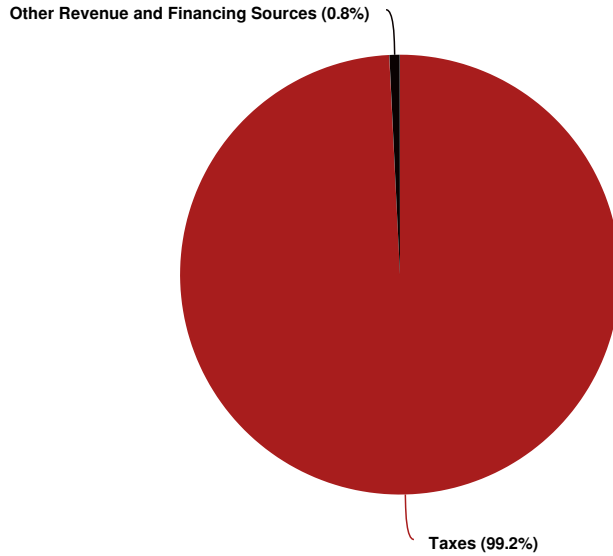
The City of Rochelle is projecting \$647.78K of revenue in FY2023, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 12.1% or \$125.89K to \$1.17M in FY2023.



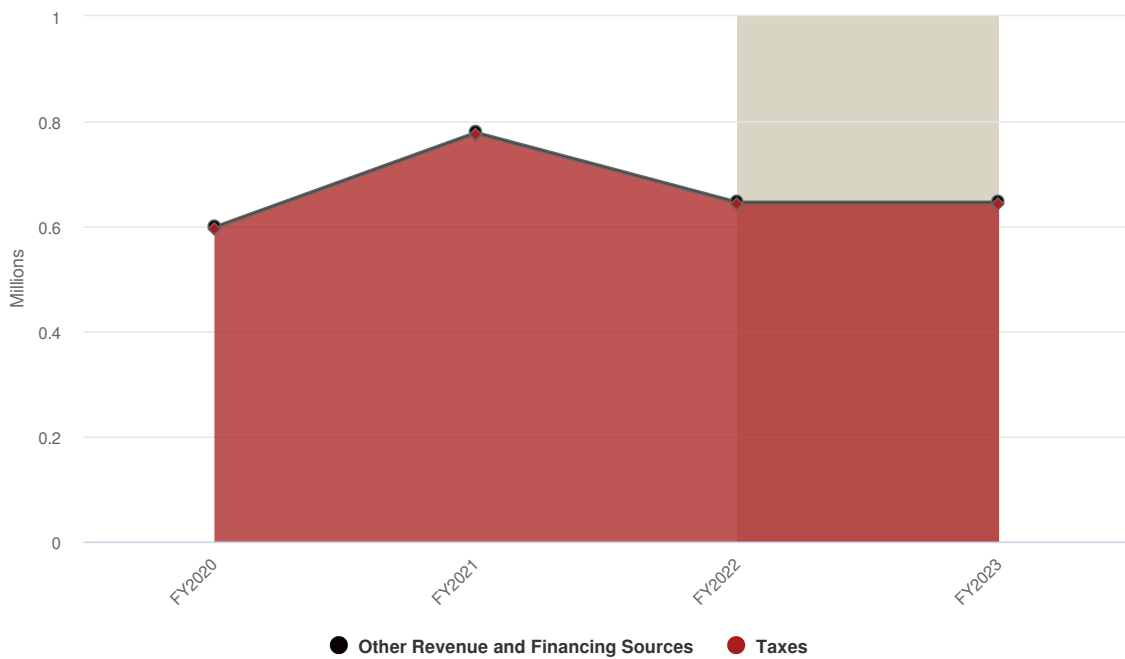
## Revenues by Source

The single source of revenue for the Lighthouse Pointe Tax Increment Financing District (TIF) is Property Tax.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source



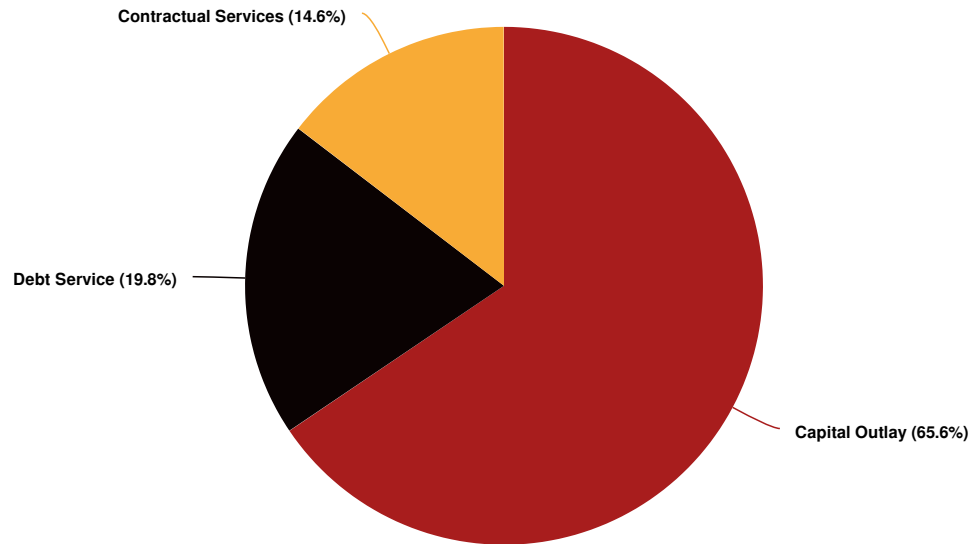
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
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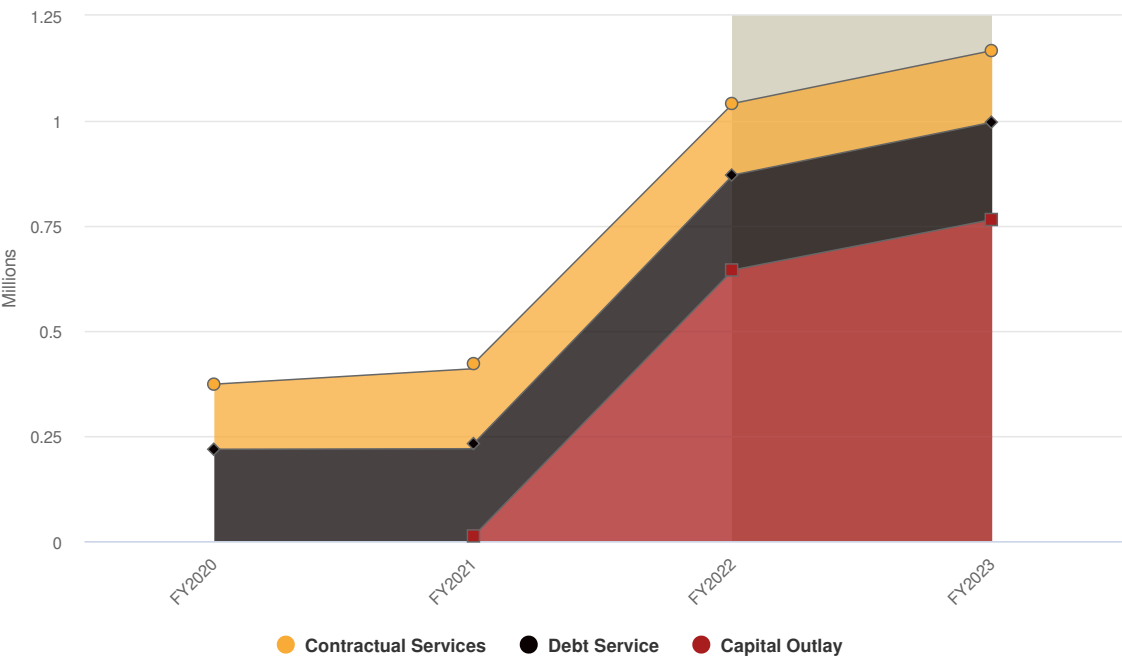
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$595,300.87	\$775,003.55	\$642,779.00	\$642,779.00
Other Revenue and Financing Sources	\$5,180.32	\$5,509.37	\$5,000.00	\$5,000.00
<b>Total Revenue Source:</b>	<b>\$600,481.19</b>	<b>\$780,512.92</b>	<b>\$647,779.00</b>	<b>\$647,779.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Contractual Services	\$154,813.22	\$190,319.88	\$170,317.00	\$170,367.00
Debt Service	\$218,405.00	\$219,635.00	\$225,735.00	\$231,575.00
Capital Outlay	\$0.00	\$12,202.85	\$645,000.00	\$765,000.00
<b>Total Expense Objects:</b>	<b>\$373,218.22</b>	<b>\$422,157.73</b>	<b>\$1,041,052.00</b>	<b>\$1,166,942.00</b>

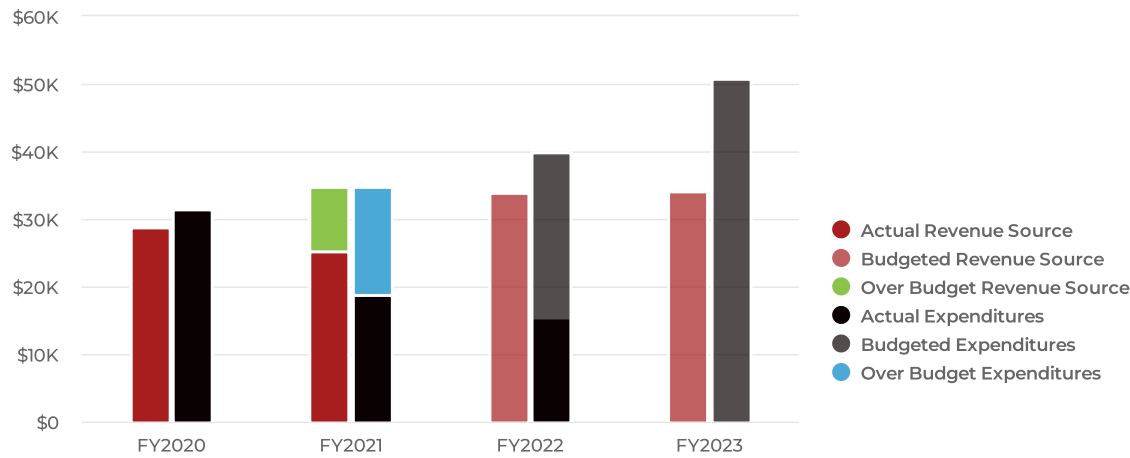


# Foreign Fire Insurance

The Foreign Fire Insurance Fund is a non-major Governmental Fund. This Special Revenue Fund includes revenue from the 2% sales tax on fire insurance companies. Funds are controlled by the Foreign Fire Tax Board.

## Summary

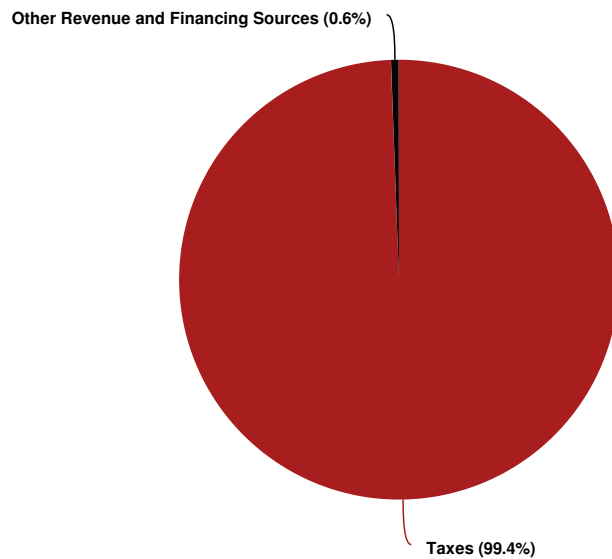
The City of Rochelle is projecting \$34.2K of revenue in FY2023, which represents a 0.6% increase over the prior year. Budgeted expenditures are projected to increase by 27.5% or \$11K to \$51K in FY2023.



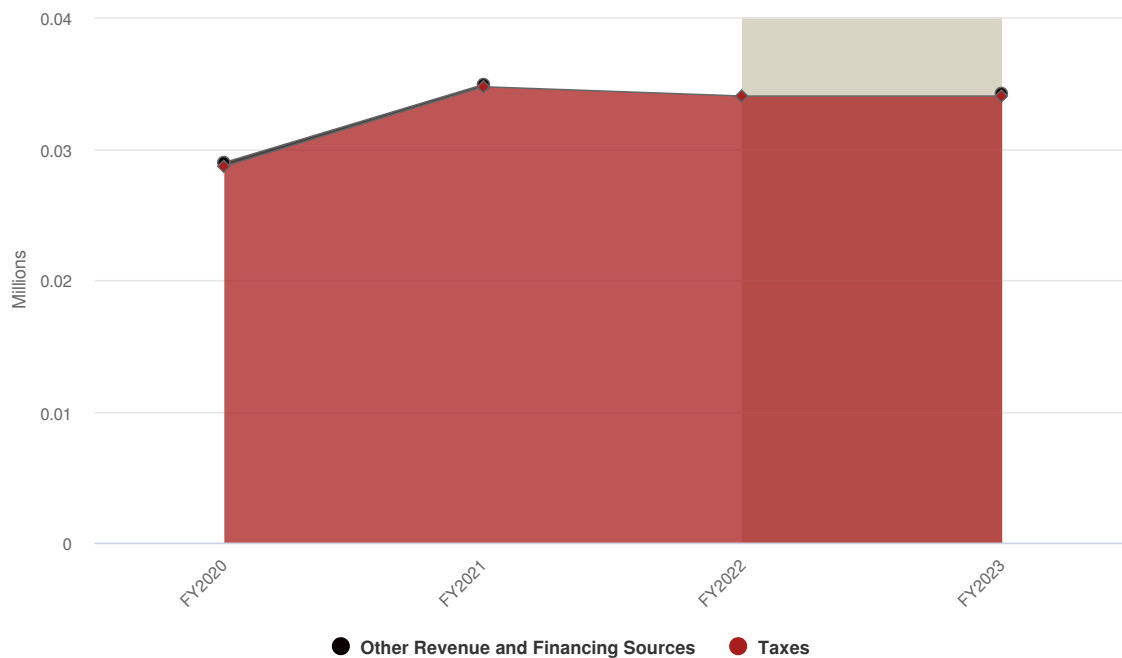
## Revenues by Source

The single source of revenue for the Foreign Fire Tax Fund is the 2% Sales Tax on fire insurance policies written by out-of-state companies.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source



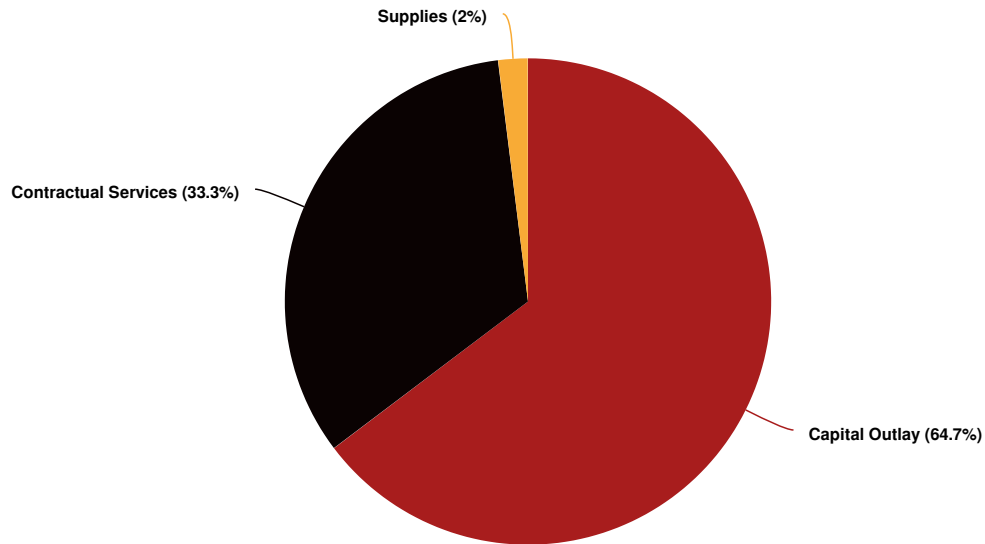
Grey background indicates budgeted figures.



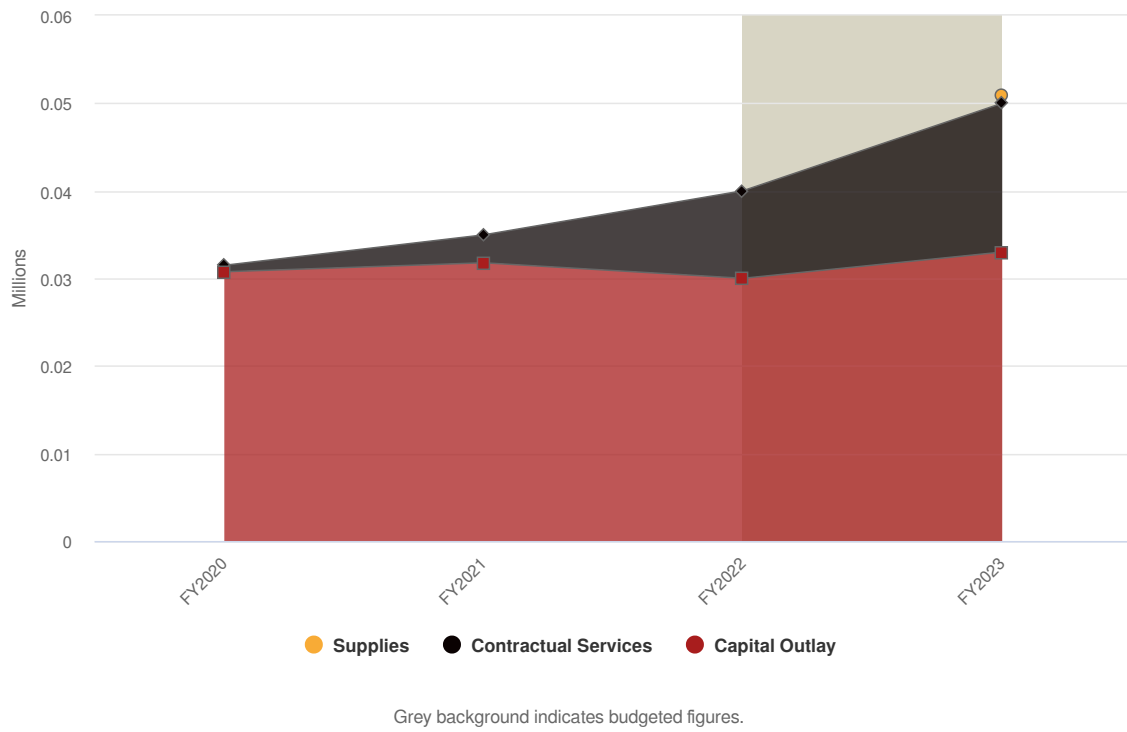
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$28,650.22	\$34,708.61	\$34,000.00	\$34,000.00
Other Revenue and Financing Sources	\$288.33	\$169.17	\$0.00	\$200.00
<b>Total Revenue Source:</b>	<b>\$28,938.55</b>	<b>\$34,877.78</b>	<b>\$34,000.00</b>	<b>\$34,200.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Contractual Services	\$737.42	\$3,186.42	\$10,000.00	\$17,000.00
Supplies	\$0.00	\$0.00	\$0.00	\$1,000.00
Capital Outlay	\$30,746.55	\$31,773.75	\$30,000.00	\$33,000.00
<b>Total Expense Objects:</b>	<b>\$31,483.97</b>	<b>\$34,960.17</b>	<b>\$40,000.00</b>	<b>\$51,000.00</b>

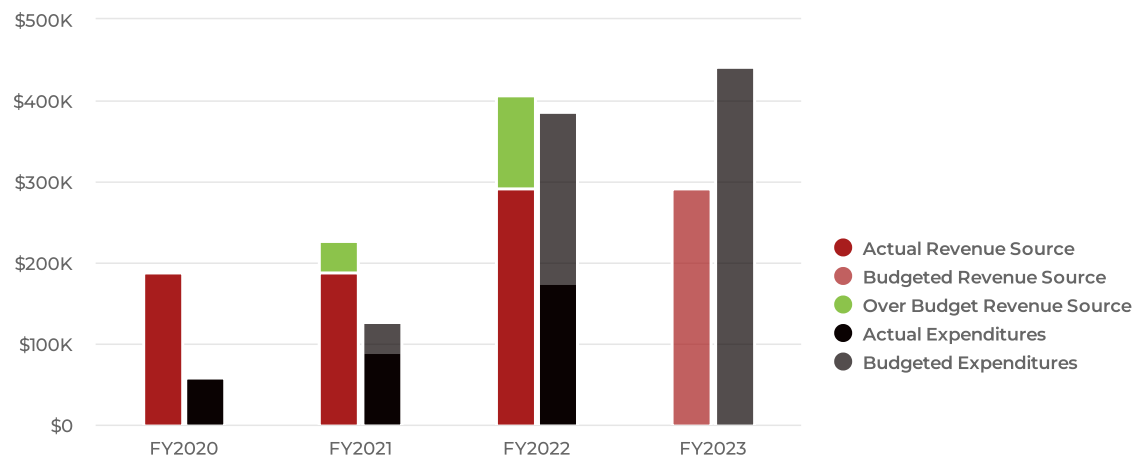


# Downtown and Southern Gateway TIF

The Downtown and Southern Gateway TIF is a non-major governmental fund. It was established in 2016 to support development and redevelopment in an area that includes 457 parcels.

## Summary

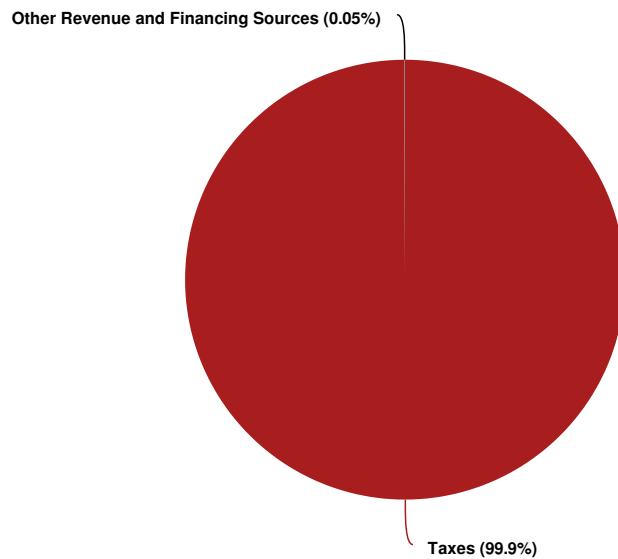
The City of Rochelle is projecting \$292.6K of revenue in FY2023, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 14.2% or \$55.15K to \$442.55K in FY2023.



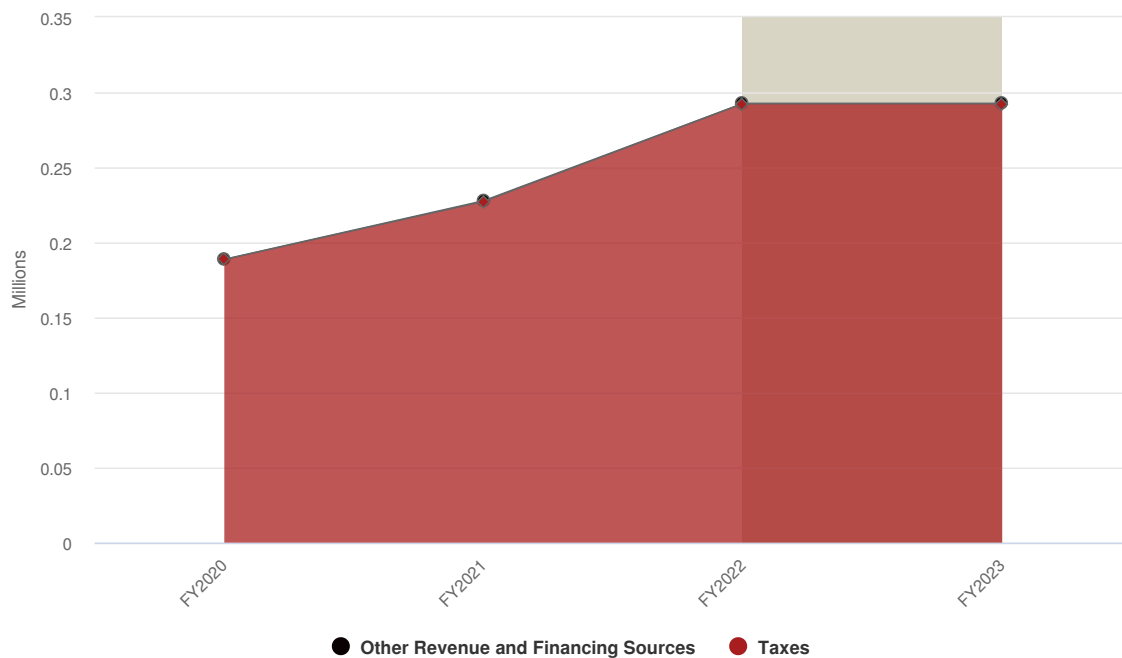
## Revenues by Source

The single source of revenue for the Downtown/Southern Gateway Tax Increment Financing District (TIF) is Property Tax. EAV for properties in the TIF increased due to development, which in turn caused revenue to increase.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

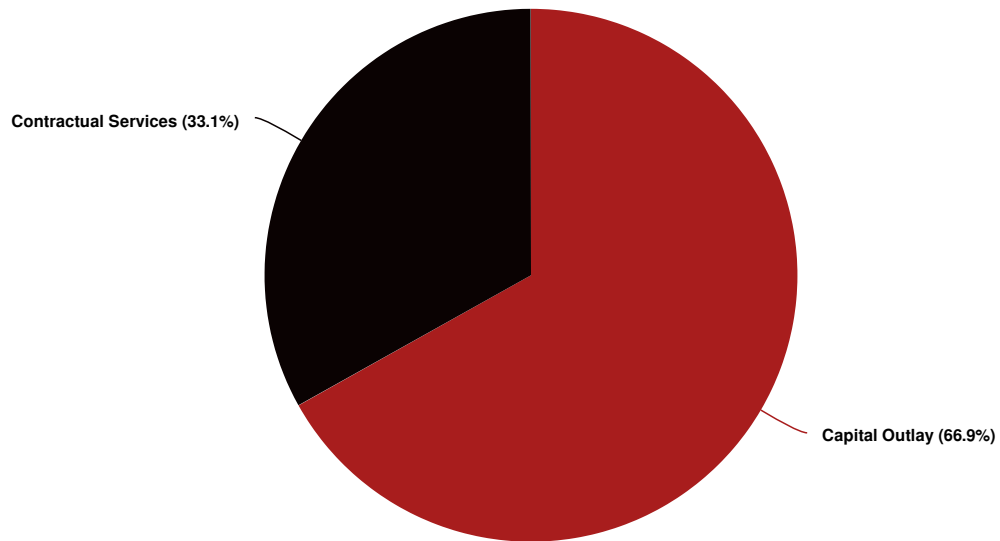


Grey background indicates budgeted figures.

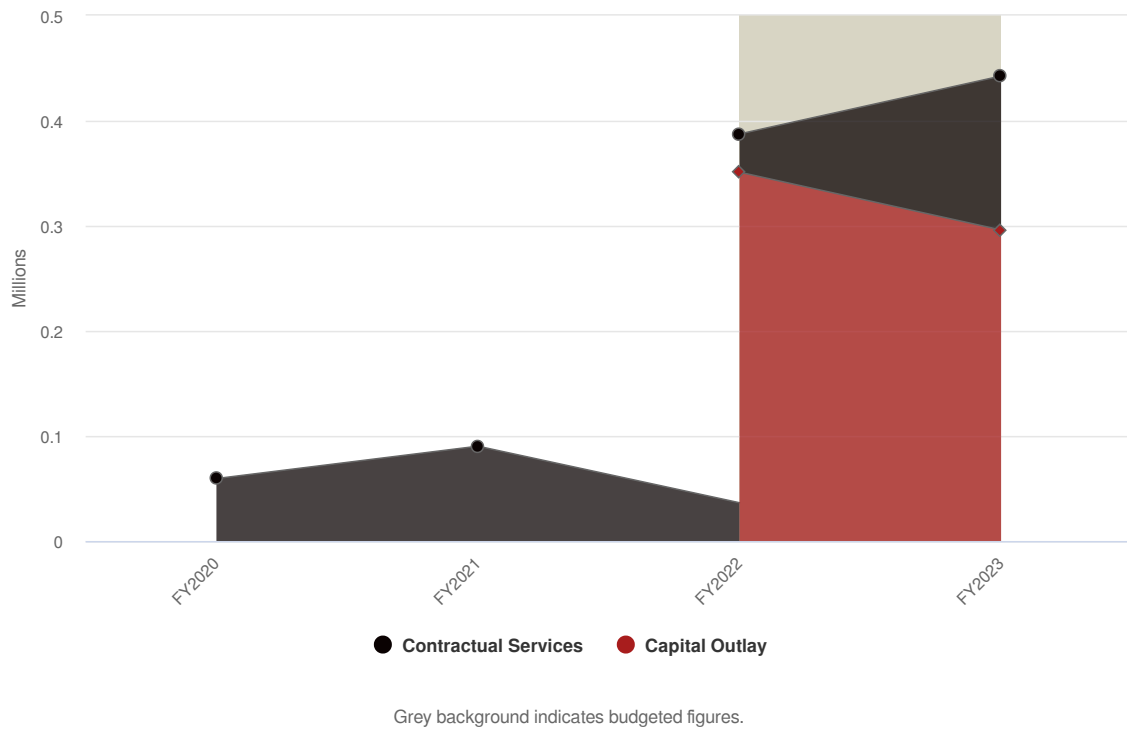
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$188,634.45	\$227,269.60	\$292,451.00	\$292,451.00
Other Revenue and Financing Sources	\$92.59	\$481.41	\$150.00	\$150.00
<b>Total Revenue Source:</b>	<b>\$188,727.04</b>	<b>\$227,751.01</b>	<b>\$292,601.00</b>	<b>\$292,601.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Contractual Services	\$59,424.30	\$90,236.66	\$36,400.00	\$146,550.00
Capital Outlay	\$0.00	\$0.00	\$351,000.00	\$296,000.00
<b>Total Expense Objects:</b>	<b>\$59,424.30</b>	<b>\$90,236.66</b>	<b>\$387,400.00</b>	<b>\$442,550.00</b>

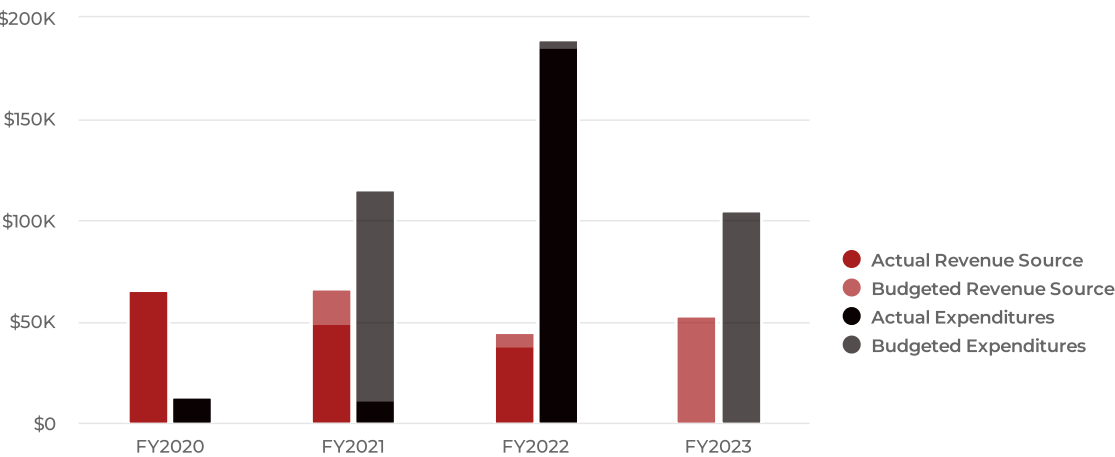


# Overweight Trucks Permits

The Overweight Truck Permits Fund is a non-major Governmental Fund. This Special Revenue Fund was established by City Council ordinance to provide permit fee revenue to be used for maintenance, repair, and improvement of truck routes. Funds are transferred annually to the Capital Improvement Fund.

## Summary

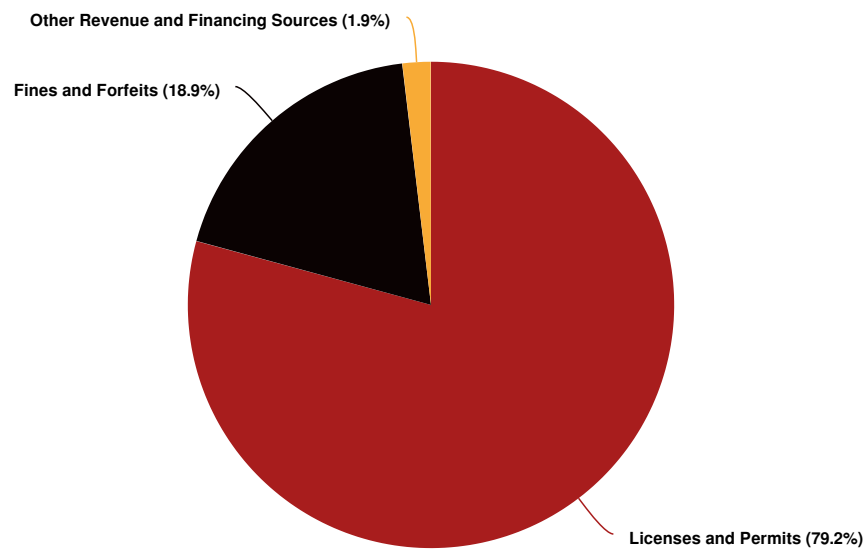
The City of Rochelle is projecting \$53K of revenue in FY2023, which represents a 17.8% increase over the prior year. Budgeted expenditures are projected to decrease by 44.3% or \$84K to \$105.5K in FY2023.



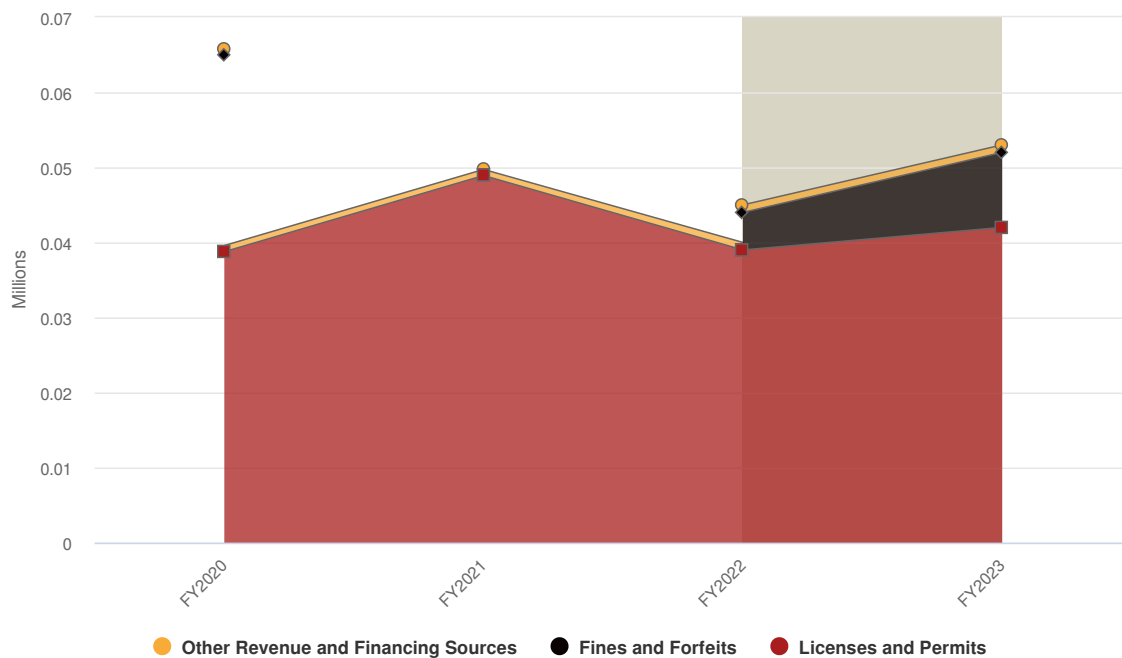
## Revenues by Source

Revenues in the Overweight Truck Permit Fund include Permits and Fines. Permit fees are budgeted at a level consistent with prior years. The Police Department has certified personnel to issue truck fines.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source



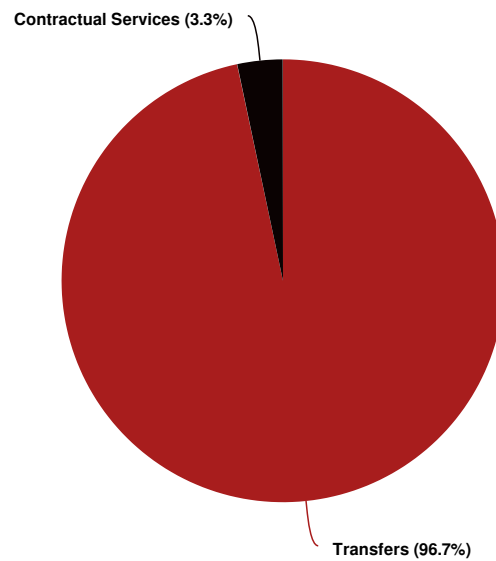
Grey background indicates budgeted figures.



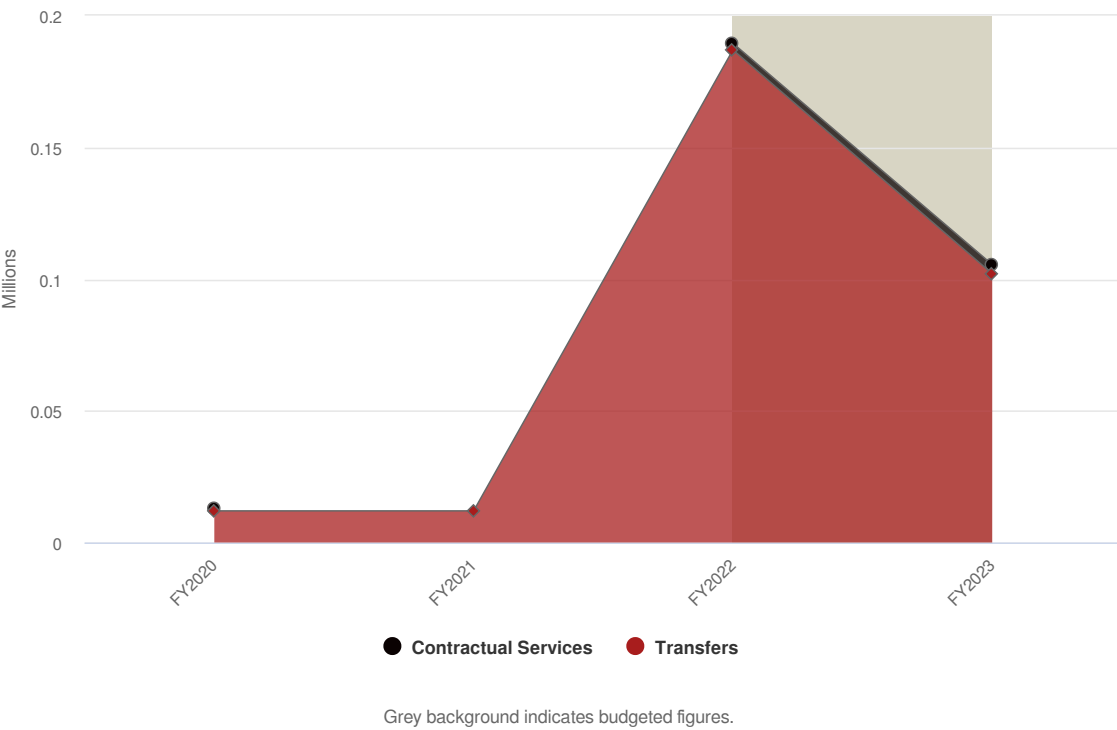
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Licenses and Permits	\$38,761.00	\$48,915.00	\$39,000.00	\$42,000.00
Other Revenue and Financing Sources	\$825.47	\$811.47	\$1,000.00	\$1,000.00
Fines and Forfeits	\$26,150.10	\$0.00	\$5,000.00	\$10,000.00
<b>Total Revenue Source:</b>	<b>\$65,736.57</b>	<b>\$49,726.47</b>	<b>\$45,000.00</b>	<b>\$53,000.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Contractual Services	\$1,000.00	\$0.00	\$2,500.00	\$3,500.00
Transfers	\$12,000.00	\$12,000.00	\$187,000.00	\$102,000.00
<b>Total Expense Objects:</b>	<b>\$13,000.00</b>	<b>\$12,000.00</b>	<b>\$189,500.00</b>	<b>\$105,500.00</b>

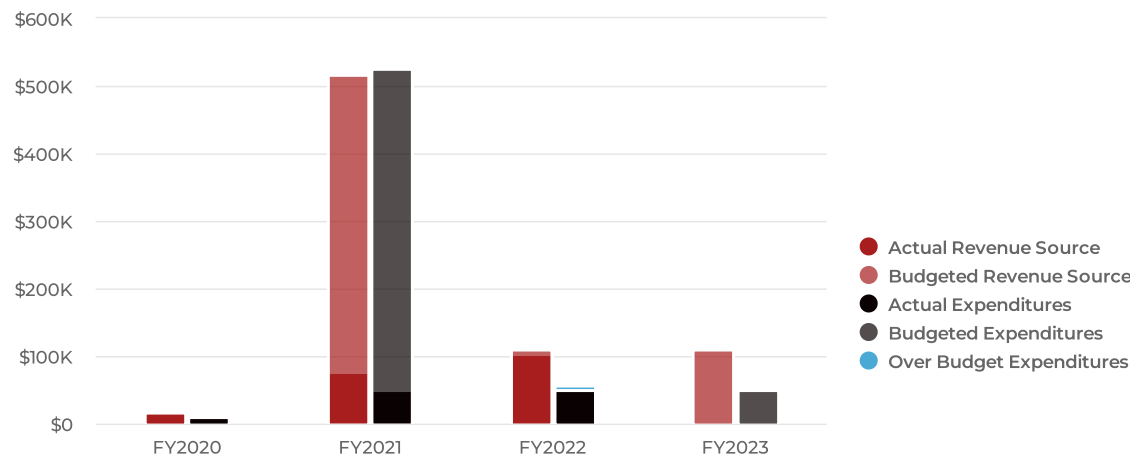


# Northern Gateway TIF

The Northern Gateway TIF is a non-major Governmental Fund. It was established in 2018 to support development and redevelopment in an area that includes 94 parcels.

## Summary

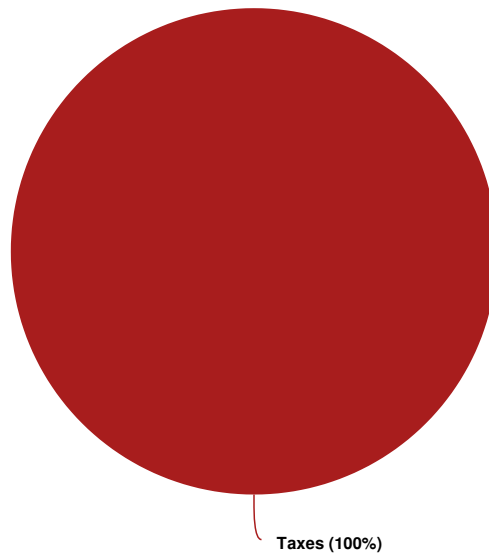
The City of Rochelle is projecting \$111K of revenue in FY2023, which represents the samea amount as the prior year. Budgeted expenditures are projected to remain the same. A large transfer from Solid Waste was budgeted in 2021 to fund a construction project that did not happen.



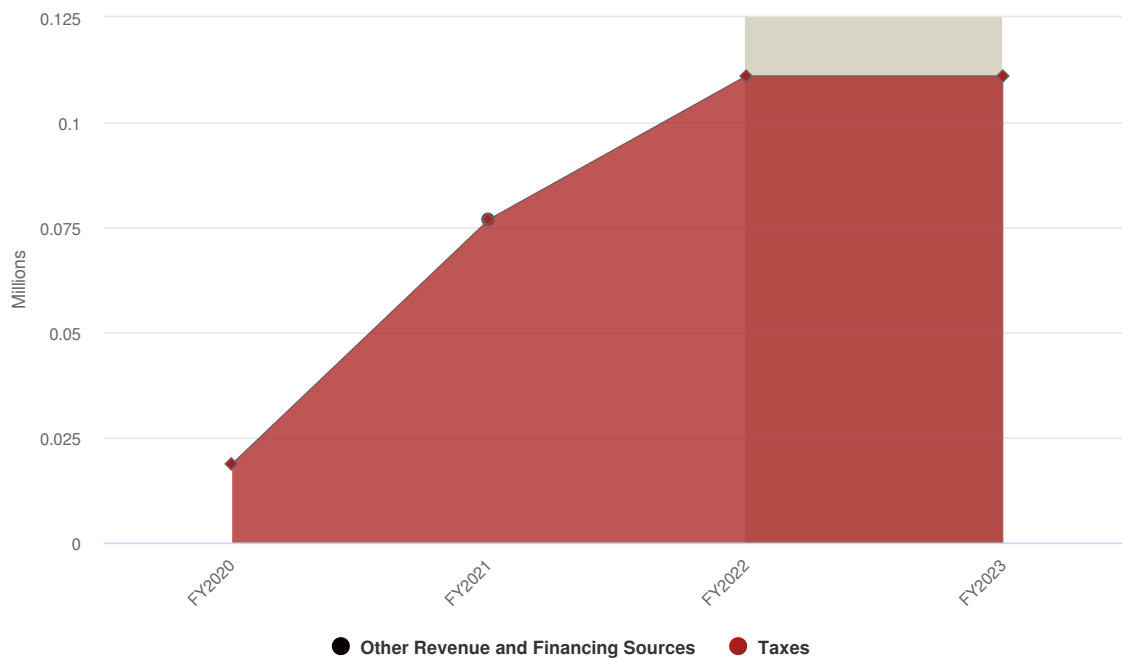
## Revenues by Source

The single source of revenue for the Northern Gateway Tax Increment Financing District (TIF) is Property Tax. EAV for the properties in the TIF increased due to development which in turn caused the revenue to increase.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

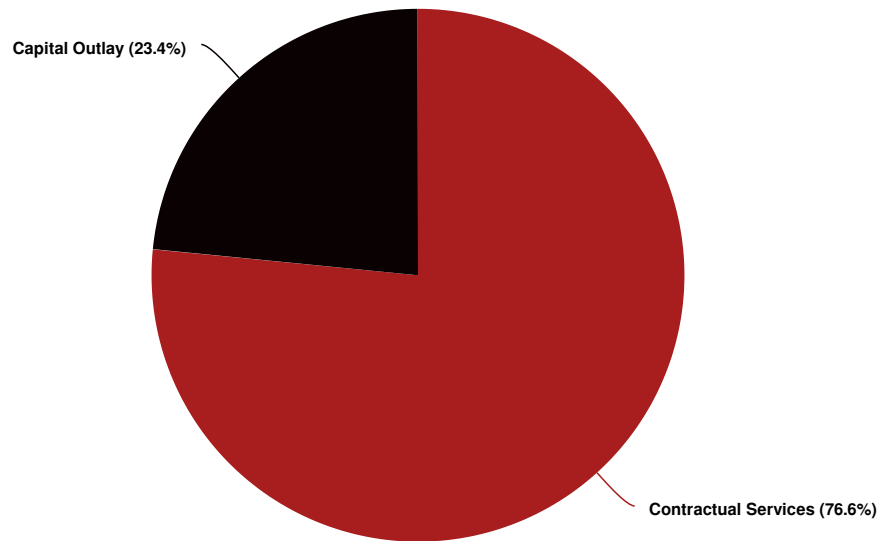


Grey background indicates budgeted figures.

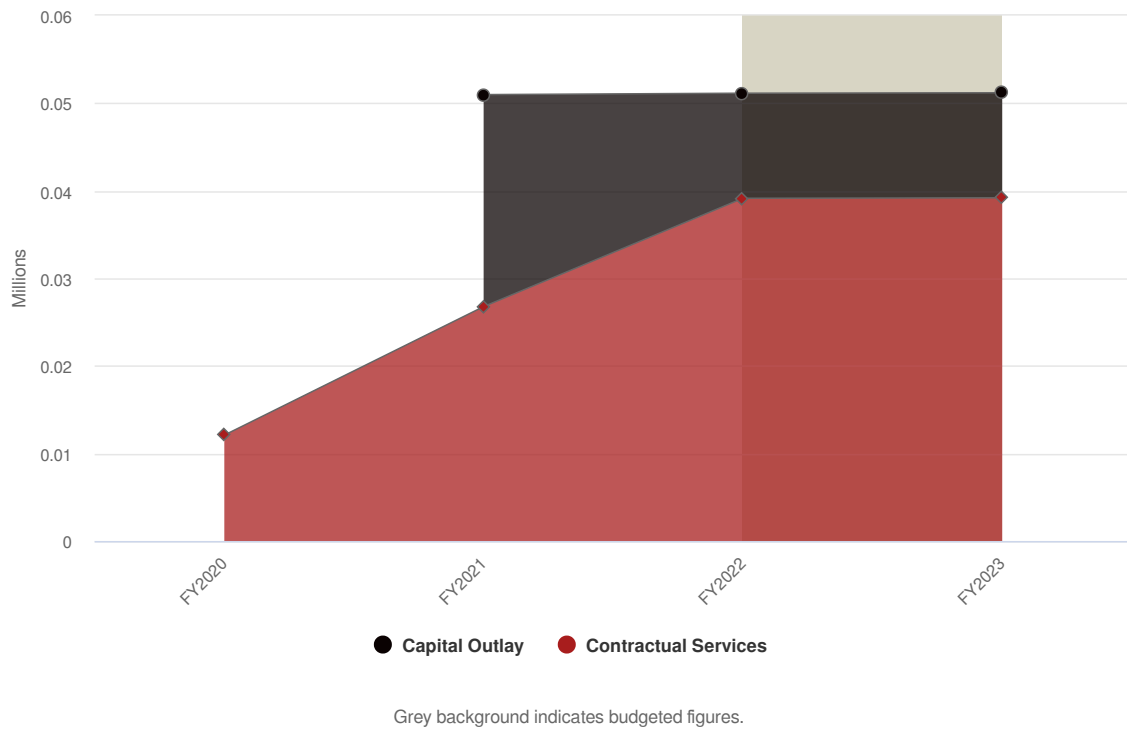
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$18,727.31	\$76,918.64	\$111,003.00	\$111,003.00
Other Revenue and Financing Sources	\$0.00	\$4.10	\$0.00	\$0.00
<b>Total Revenue Source:</b>	<b>\$18,727.31</b>	<b>\$76,922.74</b>	<b>\$111,003.00</b>	<b>\$111,003.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Contractual Services	\$12,091.24	\$26,766.97	\$39,141.00	\$39,191.00
Capital Outlay	\$0.00	\$24,213.48	\$12,000.00	\$12,000.00
<b>Total Expense Objects:</b>	<b>\$12,091.24</b>	<b>\$50,980.45</b>	<b>\$51,141.00</b>	<b>\$51,191.00</b>

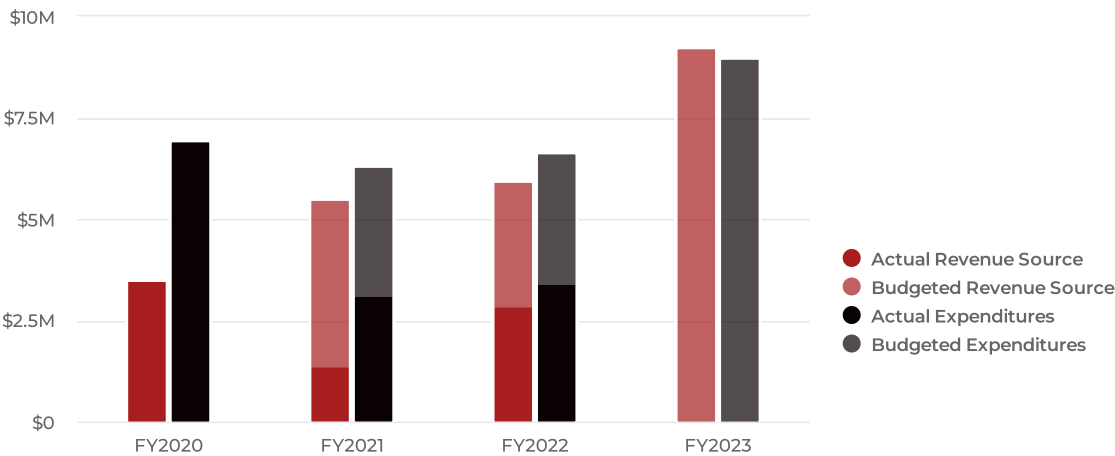


# Capital Improvement

The Capital Improvement Fund is a non-major Governmental Fund. It is used as a source of multiple funds for major transportation, drainage, and other related construction projects. Revenues are transfers from Motor Fuel Tax, Sales Tax, Utility Tax, and Overweight Truck Funds in addition to grants.

## Summary

The City of Rochelle is projecting \$9.27M of revenue in FY2023, which represents a 55.4% increase over the prior year. Budgeted expenditures are projected to increase by 35.1% or \$2.33M to \$8.99M in FY2023.

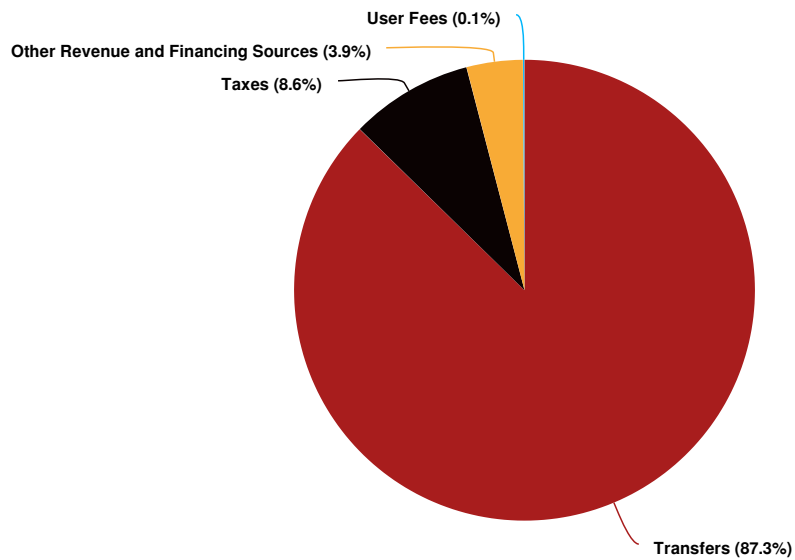




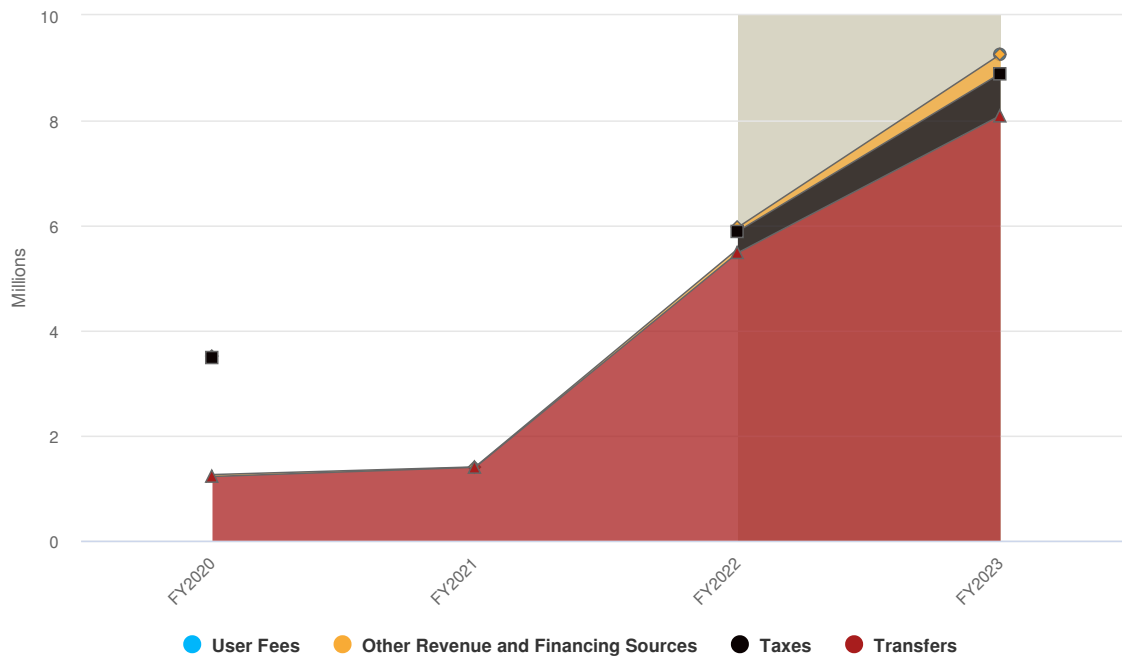
## Revenues by Source

Revenues in the Capital Improvement Fund are transfers from the Railroad, Utility Tax, Sales Tax, Overweight Truck and Motor Fuel Tax. Revenue is collected in the other funds and transferred to the Capital Improvement Fund for specific projects.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

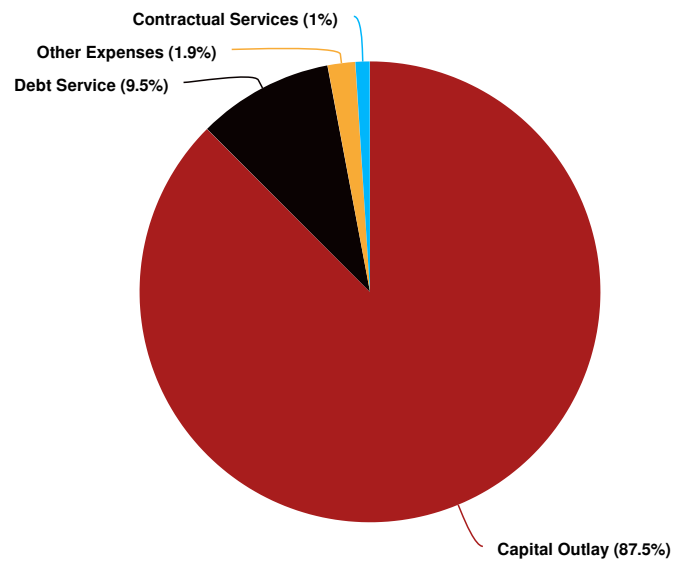


Grey background indicates budgeted figures.

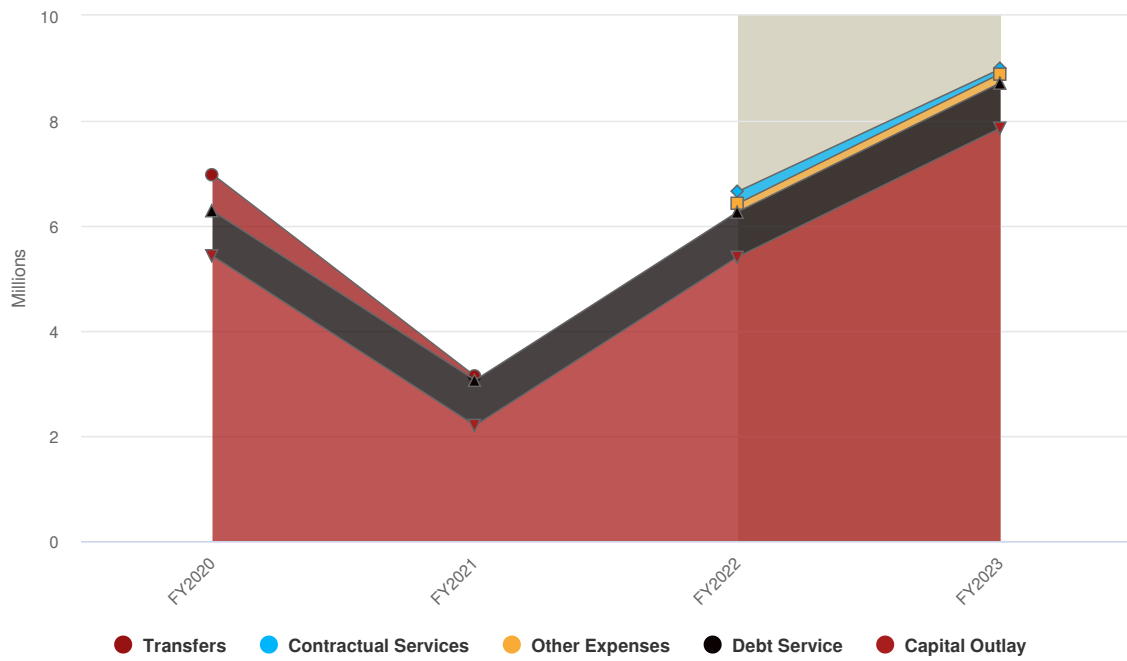
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$2,251,547.32	\$0.00	\$410,000.00	\$800,000.00
Other Revenue and Financing Sources	\$36,713.39	\$7,533.59	\$75,000.00	\$365,000.00
User Fees	\$0.00	\$0.00	\$0.00	\$10,000.00
Transfers	\$1,221,393.84	\$1,396,285.47	\$5,480,194.00	\$8,093,832.00
<b>Total Revenue Source:</b>	<b>\$3,509,654.55</b>	<b>\$1,403,819.06</b>	<b>\$5,965,194.00</b>	<b>\$9,268,832.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Other Expenses	\$0.00	\$0.00	\$155,000.00	\$175,000.00
Contractual Services	\$0.00	\$0.00	\$230,000.00	\$90,000.00
Debt Service	\$853,043.00	\$862,775.00	\$857,444.00	\$858,000.00
Capital Outlay	\$5,427,545.69	\$2,198,929.36	\$5,410,000.00	\$7,864,000.00
Transfers	\$700,000.00	\$75,000.00	\$0.00	\$0.00
<b>Total Expense Objects:</b>	<b>\$6,980,588.69</b>	<b>\$3,136,704.36</b>	<b>\$6,652,444.00</b>	<b>\$8,987,000.00</b>

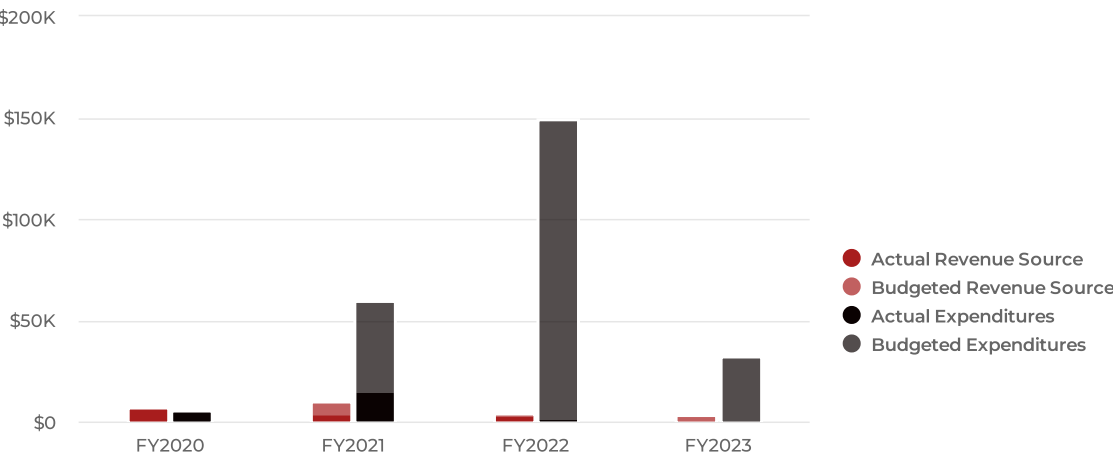


# Stormwater Management

The Stormwater Management Fund is a non-major Governmental Fund. It was established to fund stormwater improvement projects on as-needed basis.

## Summary

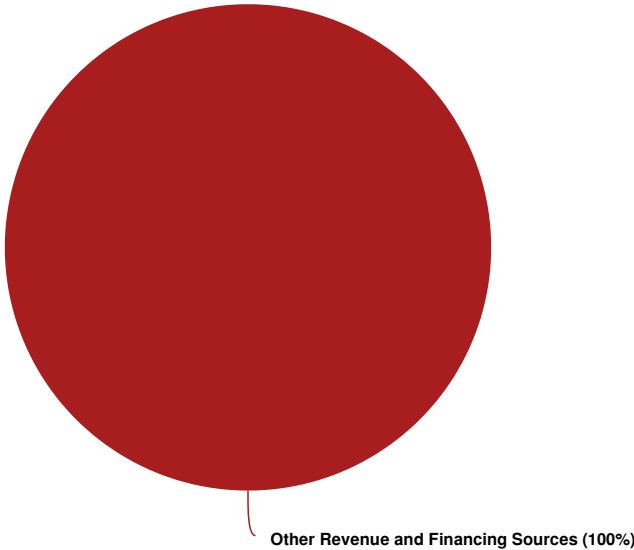
The City of Rochelle is projecting \$3.5K of revenue in FY2023, which represents a 22.2% decrease over the prior year. Budgeted expenditures are projected to decrease by 78.1% or \$117K to \$32.8K in FY2023.



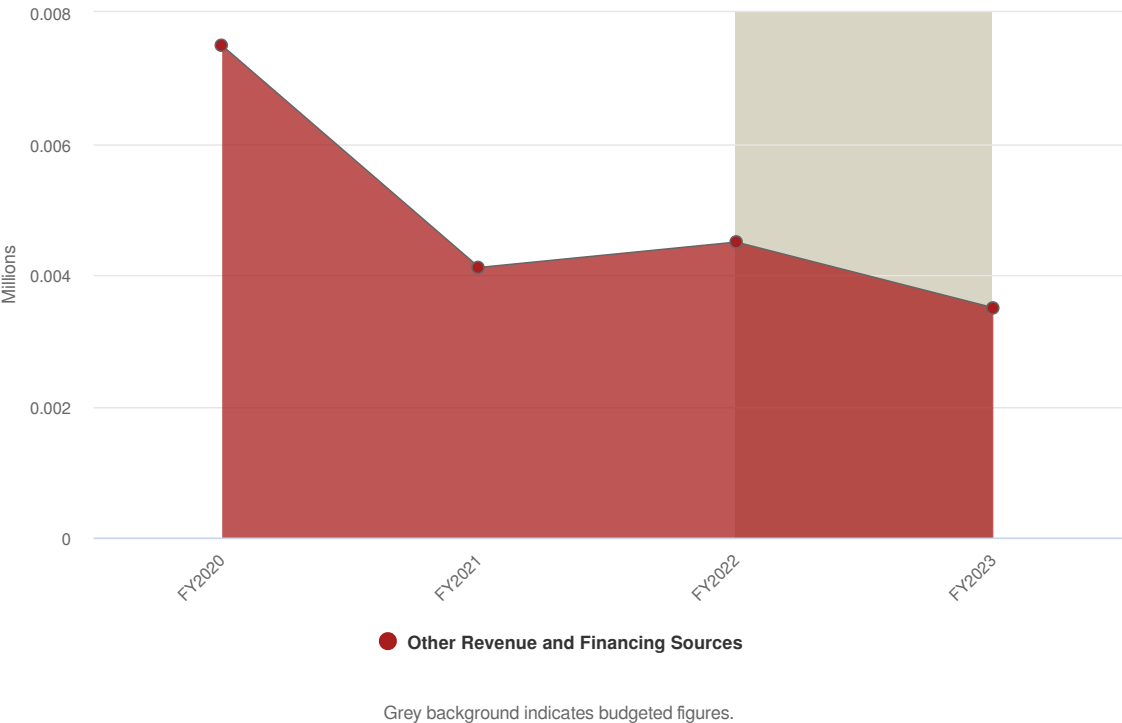
# Revenues by Source

The single source of revenue for the Stormwater Fund is the Stormwater Management Fee assessed to developers.

## Projected 2023 Revenues by Source



## Budgeted and Historical 2023 Revenues by Source

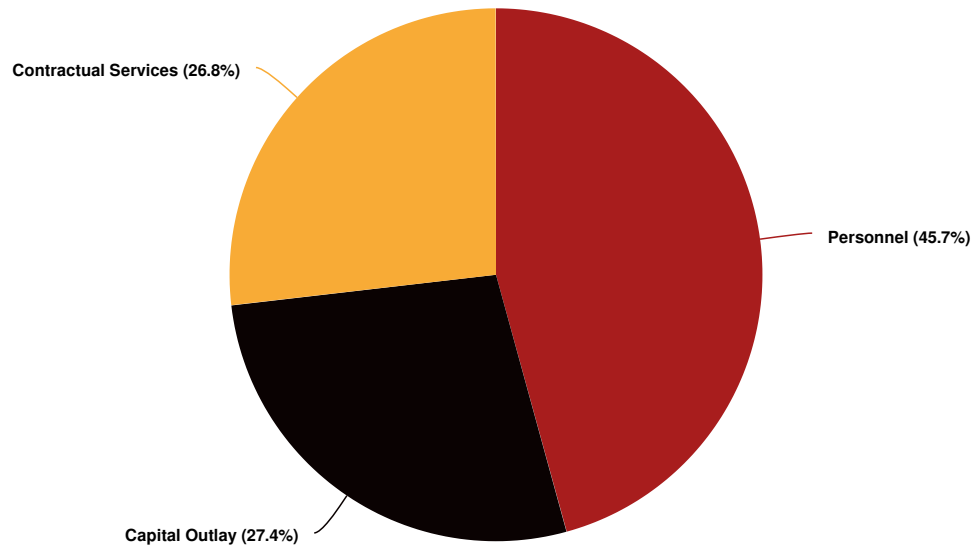


Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
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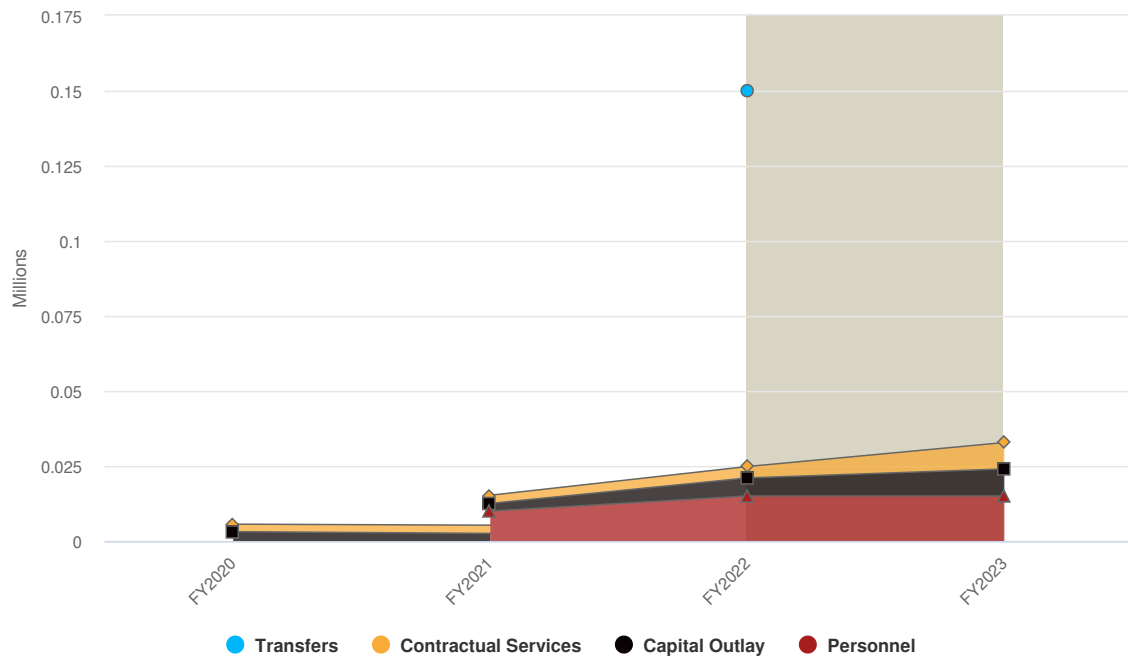
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$7,491.55	\$4,113.48	\$4,500.00	\$3,500.00
<b>Total Revenue Source:</b>	<b>\$7,491.55</b>	<b>\$4,113.48</b>	<b>\$4,500.00</b>	<b>\$3,500.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$0.00	\$9,977.00	\$15,000.00	\$15,000.00
Contractual Services	\$2,500.00	\$2,731.38	\$3,800.00	\$8,800.00
Capital Outlay	\$3,109.40	\$2,532.49	\$6,000.00	\$9,000.00
Transfers	\$0.00	\$0.00	\$125,000.00	\$0.00
<b>Total Expense Objects:</b>	<b>\$5,609.40</b>	<b>\$15,240.87</b>	<b>\$149,800.00</b>	<b>\$32,800.00</b>



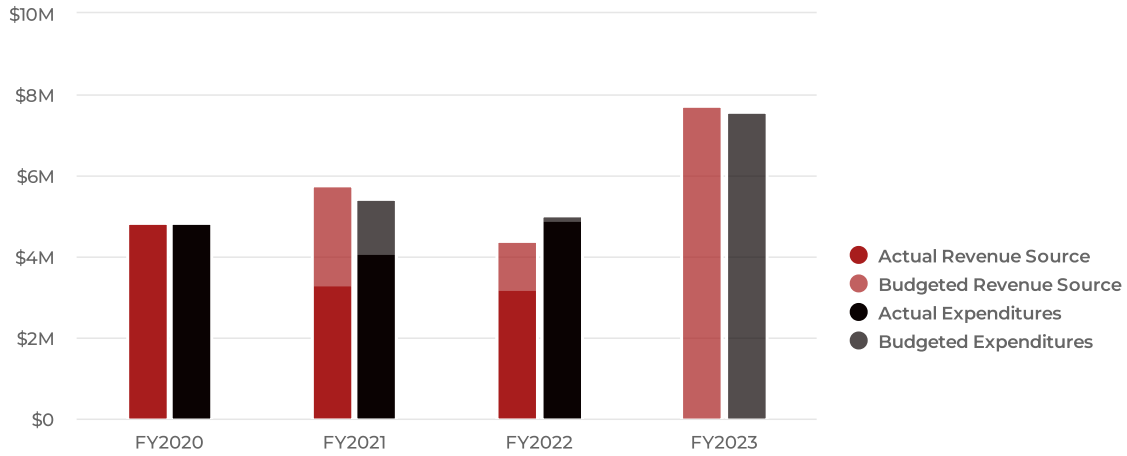


## Water Fund

The Water Utility is a major Enterprise Fund. It accounts for the safe, reliable, and cost-efficient services that are provided to the community while fully complying with all water quality standards listed under the Safe Drinking Water Act.

### Summary

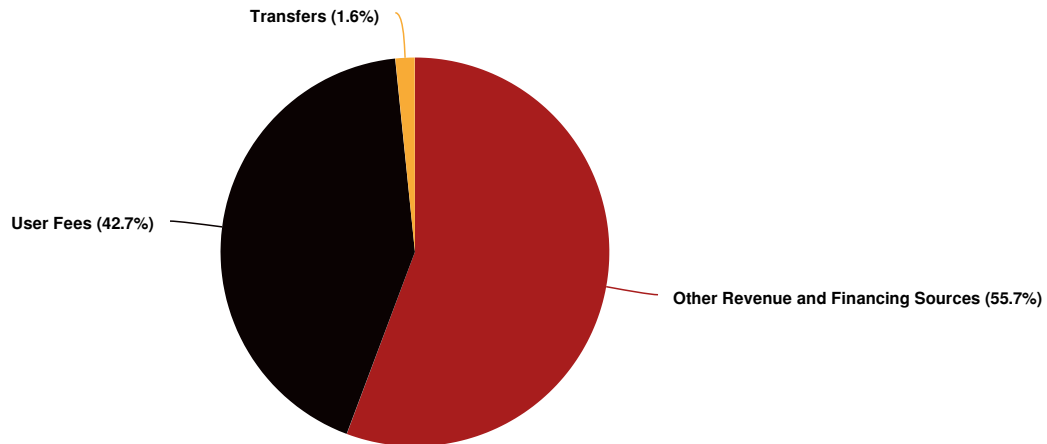
The City of Rochelle is projecting \$7.74M of revenue in FY2023, which represents a 76.2% increase over the prior year. Budgeted expenditures are projected to increase by 50.7% or \$2.56M to \$7.61M in FY2023.



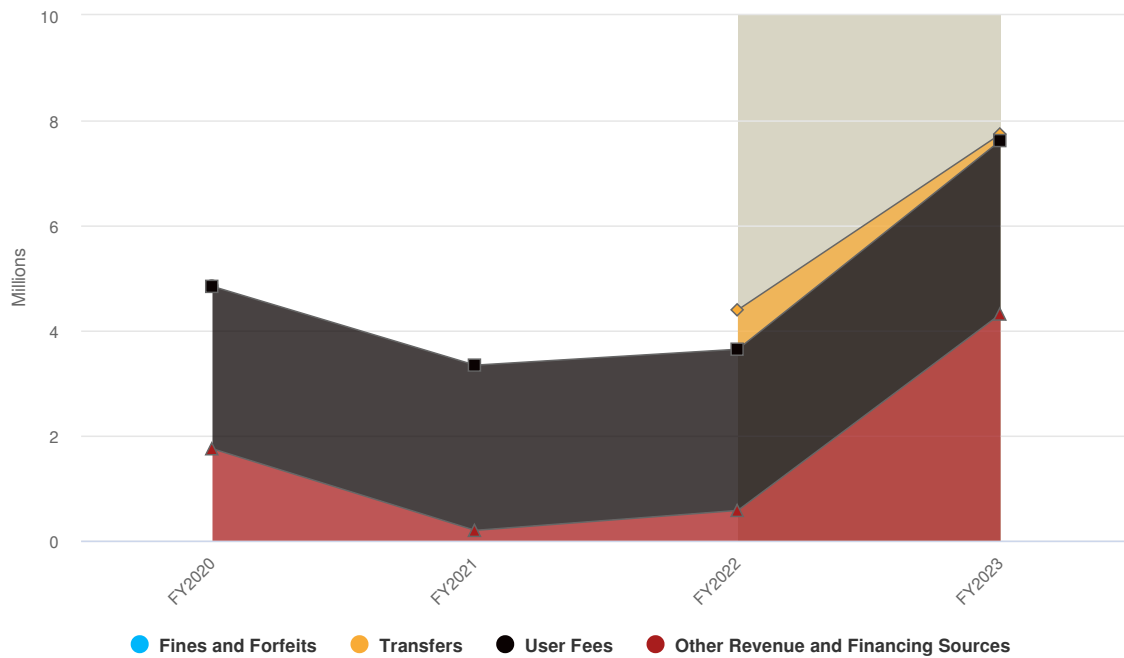
## Revenues by Source

Operating Revenue in the Water Fund for 2023 is budgeted at the same level as in the past. Other revenue includes an IEPA loan and a transfer from the General Fund of a portion of the ARPA Grant funds.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

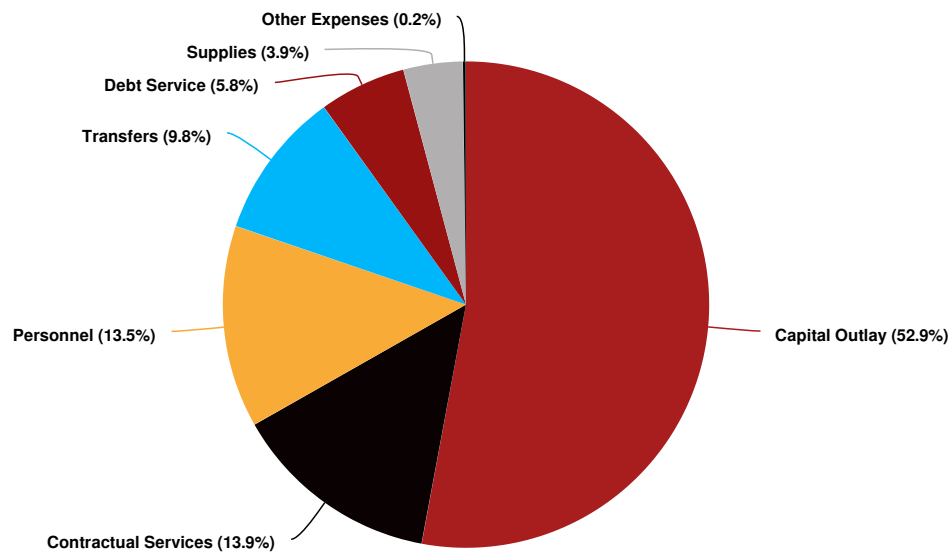


Grey background indicates budgeted figures.

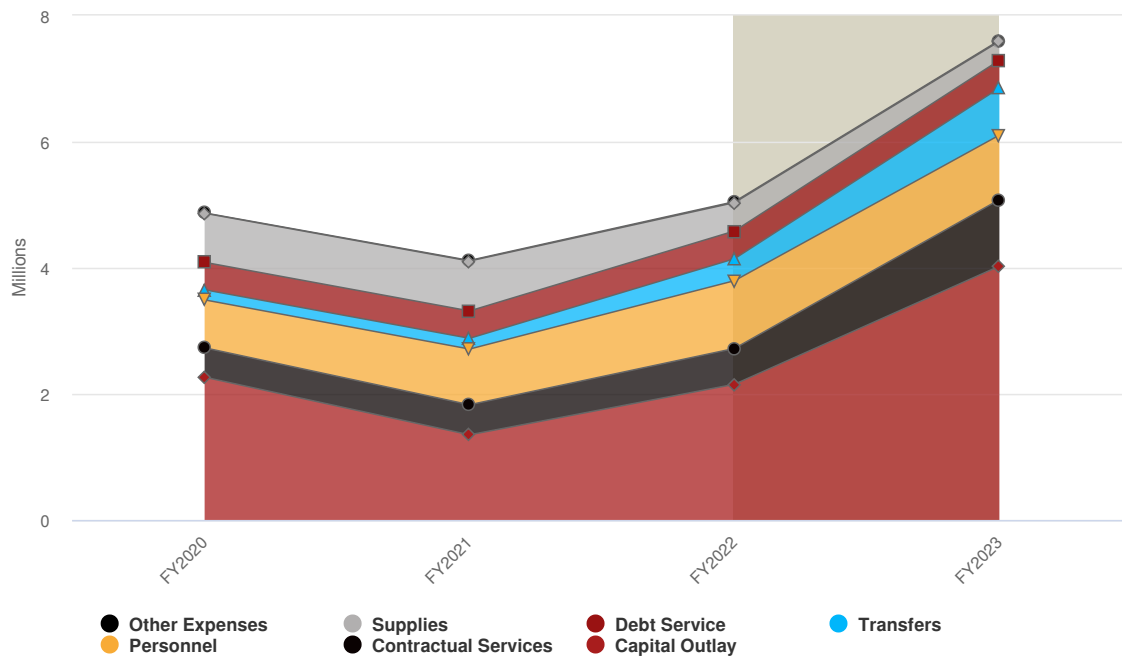
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$1,748,934.32	\$195,179.99	\$575,062.00	\$4,312,850.00
Fines and Forfeits	\$6,079.63	\$0.00	\$0.00	\$0.00
User Fees	\$3,090,625.65	\$3,144,793.27	\$3,068,045.00	\$3,301,862.00
Transfers	\$0.00	\$0.00	\$750,000.00	\$125,000.00
<b>Total Revenue Source:</b>	<b>\$4,845,639.60</b>	<b>\$3,339,973.26</b>	<b>\$4,393,107.00</b>	<b>\$7,739,712.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$759,838.77	\$883,424.16	\$1,074,344.00	\$1,023,319.00
Other Expenses	\$5,039.06	\$9,277.38	\$15,000.00	\$15,000.00
Contractual Services	\$466,281.58	\$476,844.66	\$568,396.00	\$1,054,804.00
Supplies	\$778,348.87	\$791,532.80	\$450,000.00	\$299,940.00
Debt Service	\$435,411.22	\$433,998.72	\$439,872.00	\$439,871.92
Capital Outlay	\$2,264,421.00	\$1,350,000.00	\$2,152,000.00	\$4,026,000.00
Transfers	\$160,449.96	\$170,700.96	\$348,486.00	\$747,824.00
<b>Total Expense Objects:</b>	<b>\$4,869,790.46</b>	<b>\$4,115,778.68</b>	<b>\$5,048,098.00</b>	<b>\$7,606,758.92</b>

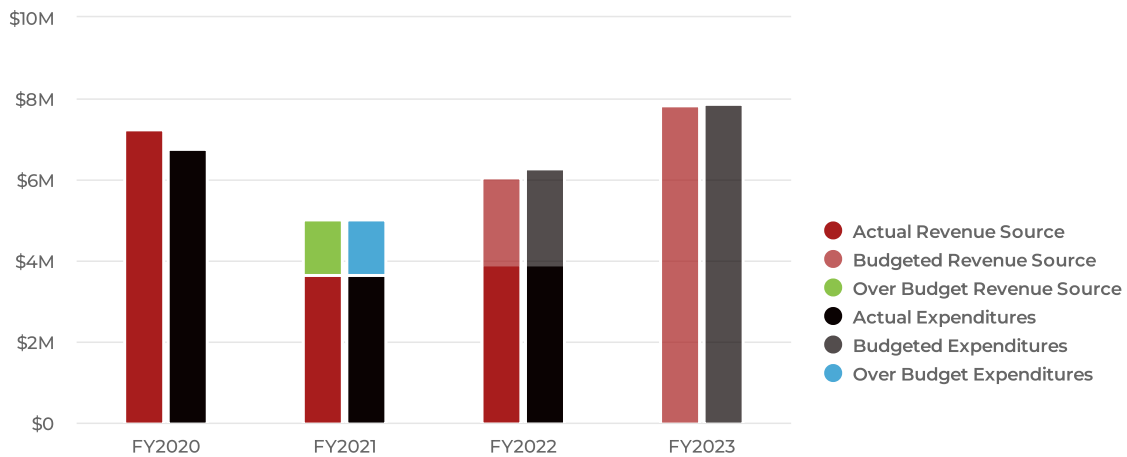


## Water Reclamation Fund

The Water Reclamation Utility is a major Enterprise Fund. It accounts for the safe, reliable, and cost-efficient services that are provided to the community while fully complying with the permit issued by the Illinois Environmental Protection Agency.

### Summary

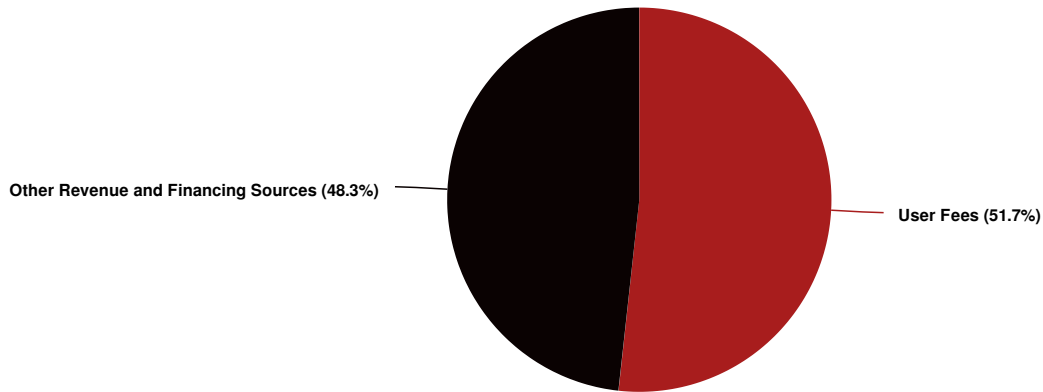
The City of Rochelle is projecting \$7.87M of revenue in FY2023, which represents a 29.5% increase over the prior year. Budgeted expenditures are projected to increase by 25.7% or \$1.62M to \$7.9M in FY2023.



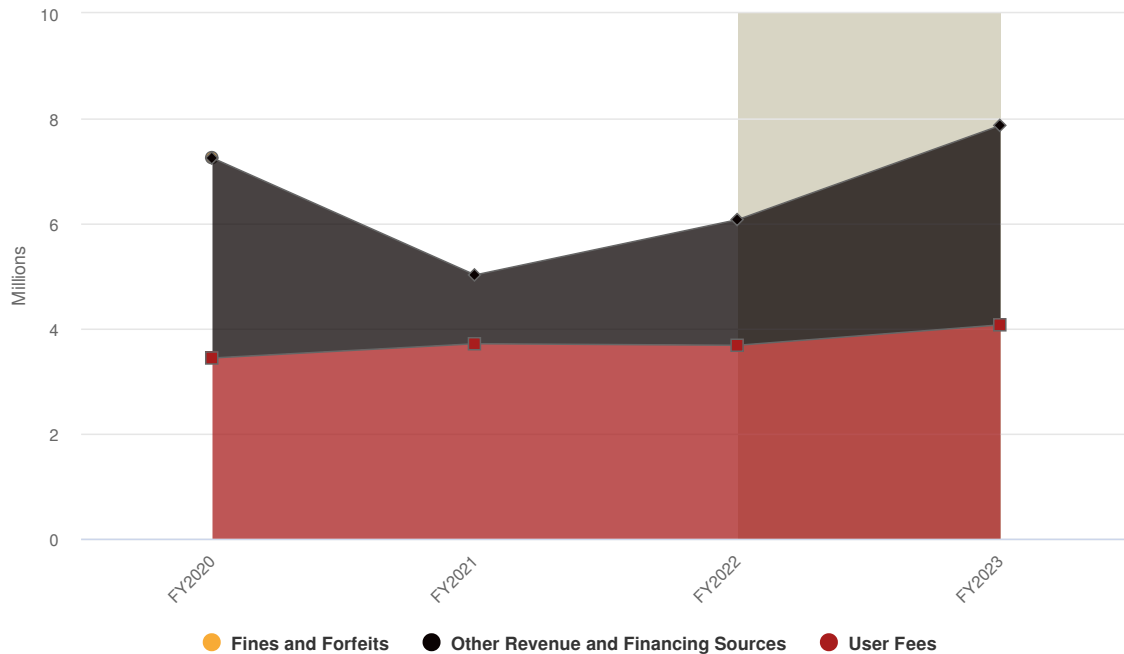
## Revenues by Source

Operating Revenue in the Water Reclamation Fund for 2023 is budgeted at a slight increase from the original 2022 Budget due to a rate increase. Other revenue includes an installment of an IEPA loan for \$3,500,000. The last two years' budgets included \$5 million in IEPA loan proceeds.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

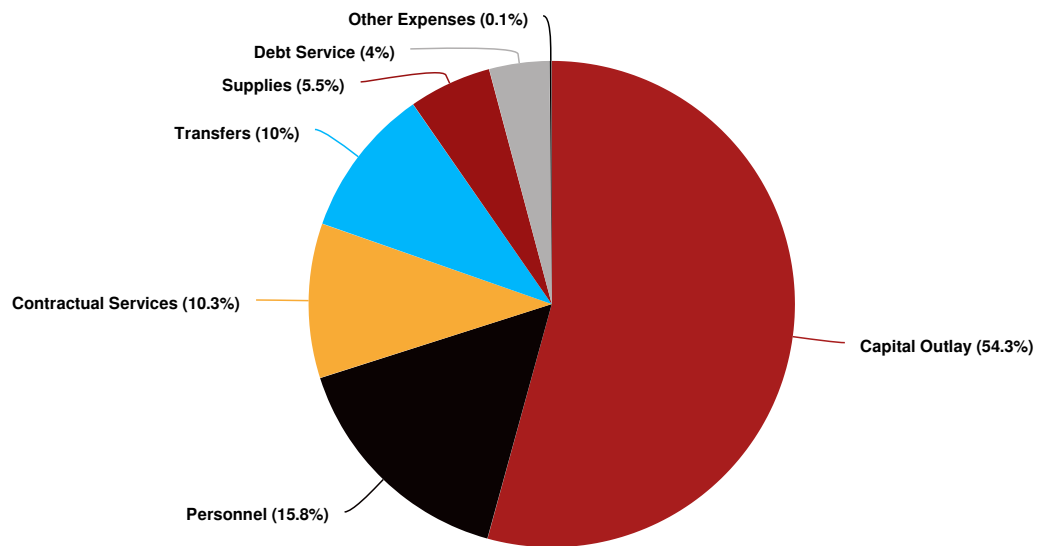


Grey background indicates budgeted figures.

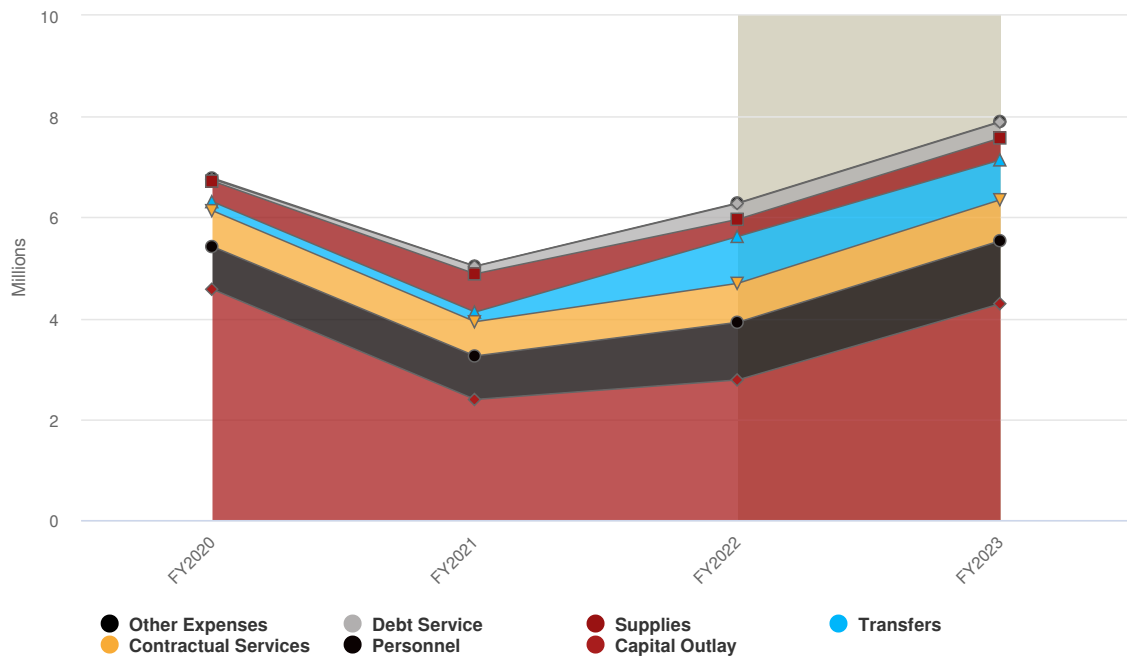
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$3,806,678.04	\$1,309,413.79	\$2,392,500.00	\$3,796,397.00
Fines and Forfeits	\$7,235.86	\$0.00	\$0.00	\$0.00
User Fees	\$3,439,339.07	\$3,710,428.44	\$3,681,288.00	\$4,070,336.00
<b>Total Revenue Source:</b>	<b>\$7,253,252.97</b>	<b>\$5,019,842.23</b>	<b>\$6,073,788.00</b>	<b>\$7,866,733.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$846,624.58	\$862,712.39	\$1,142,694.00	\$1,249,463.70
Other Expenses	\$22,179.74	\$4,892.24	\$10,000.00	\$10,000.00
Contractual Services	\$711,344.62	\$678,897.93	\$772,046.00	\$812,156.00
Supplies	\$407,998.58	\$756,801.54	\$340,000.00	\$435,400.00
Debt Service	\$39,062.83	\$148,645.80	\$314,312.00	\$316,967.20
Capital Outlay	\$4,574,658.00	\$2,388,870.00	\$2,777,116.00	\$4,288,558.00
Transfers	\$178,544.04	\$192,140.04	\$929,588.00	\$789,161.00
<b>Total Expense Objects:</b>	<b>\$6,780,412.39</b>	<b>\$5,032,959.94</b>	<b>\$6,285,756.00</b>	<b>\$7,901,705.90</b>



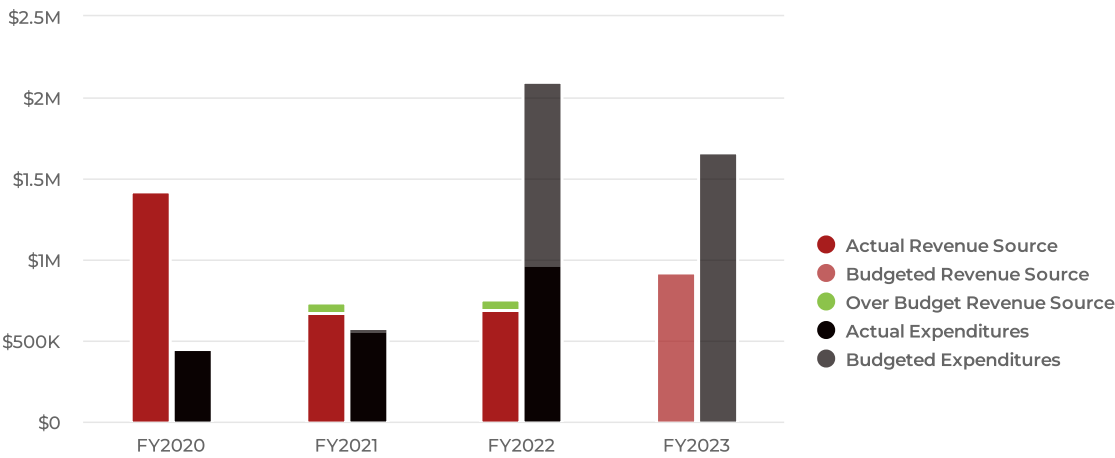


# Solid Waste Fund

The Solid Waste Fund is a non-major Enterprise Fund. Per the contract with the operator, the City collects host and tipping fees and provides solid waste collection services to residential properties.

## Summary

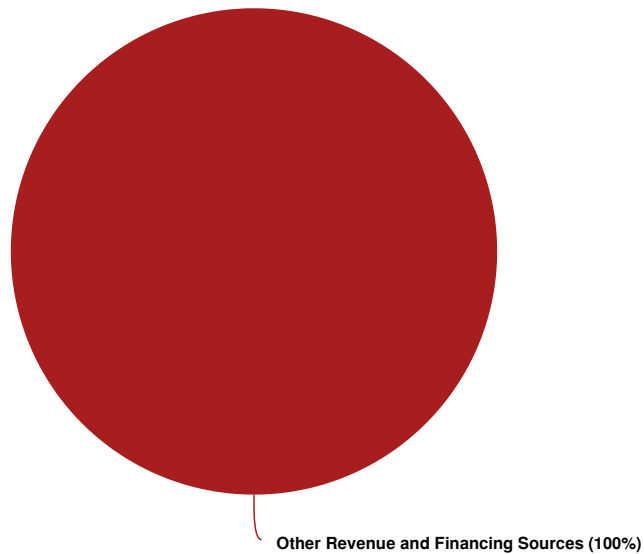
The City of Rochelle is projecting \$927.72K of revenue in FY2023, which represents a 32.9% increase over the prior year. Budgeted expenditures are projected to decrease by 20.7% or \$434.88K to \$1.67M in FY2023.



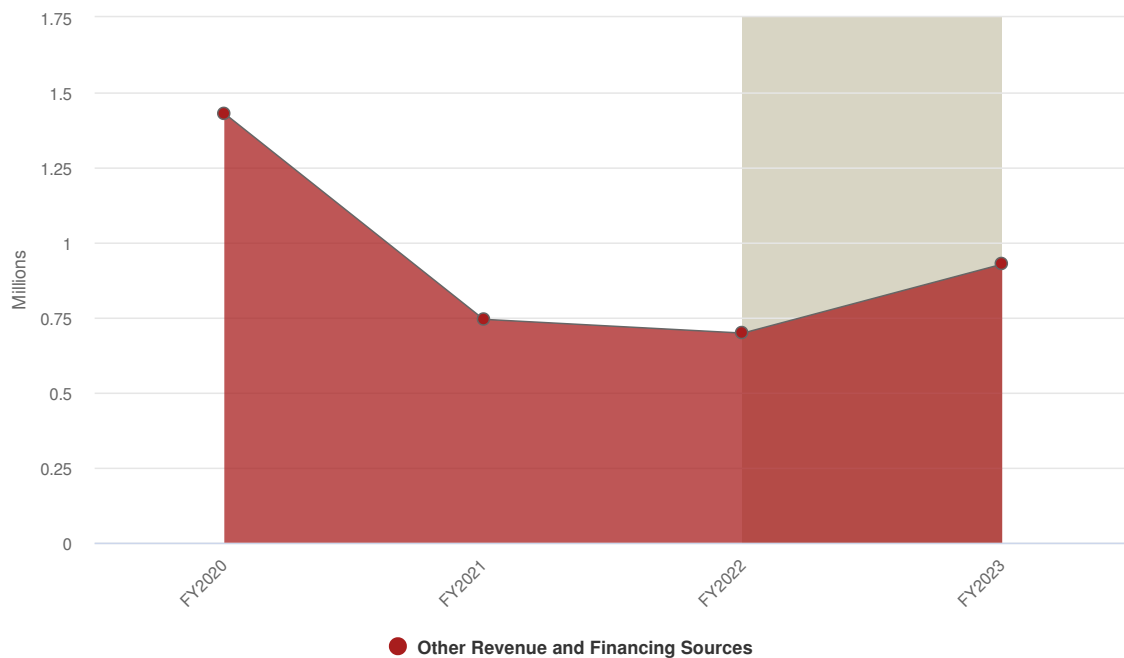
## Revenues by Source

Revenues in the Solid Waste Fund include host fees and sanitation pick-up fees from the landfill operator. Those remain consistent with prior years.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

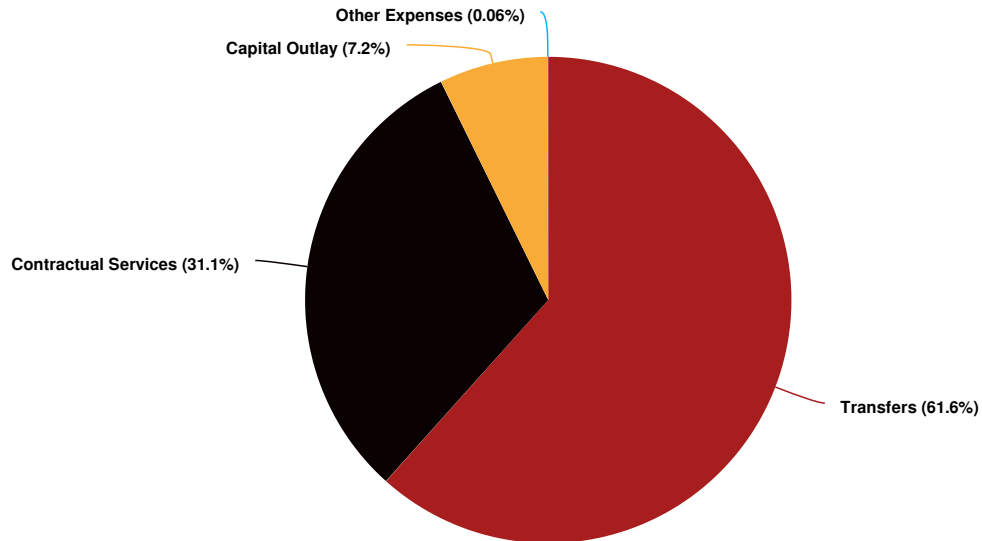


Grey background indicates budgeted figures.

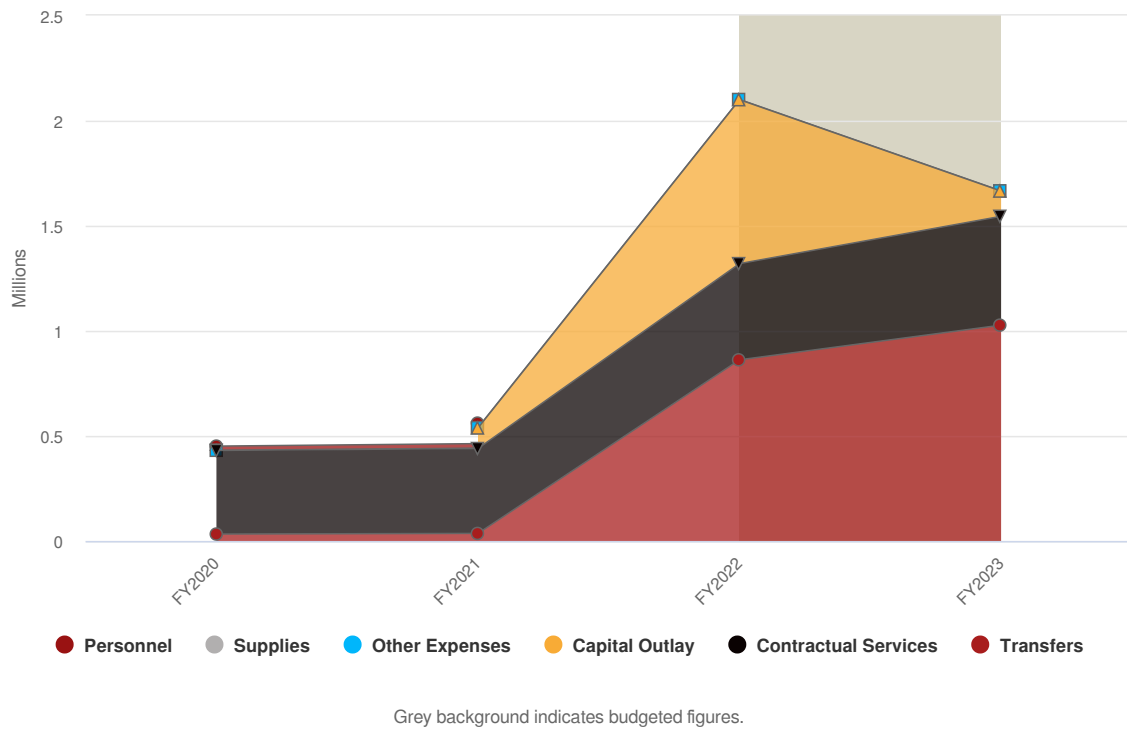
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$1,430,081.56	\$743,961.42	\$698,041.00	\$927,719.00
<b>Total Revenue Source:</b>	<b>\$1,430,081.56</b>	<b>\$743,961.42</b>	<b>\$698,041.00</b>	<b>\$927,719.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$20,085.43	\$21,618.88	\$0.00	\$0.00
Other Expenses	\$669.35	\$1,620.78	\$1,000.00	\$1,000.00
Contractual Services	\$397,789.69	\$404,048.15	\$457,754.00	\$517,948.00
Supplies	\$16.18	\$0.00	\$0.00	\$0.00
Capital Outlay	\$0.00	\$97,687.69	\$780,000.00	\$120,000.00
Transfers	\$32,825.04	\$35,889.00	\$862,000.00	\$1,026,922.00
<b>Total Expense Objects:</b>	<b>\$451,385.69</b>	<b>\$560,864.50</b>	<b>\$2,100,754.00</b>	<b>\$1,665,870.00</b>

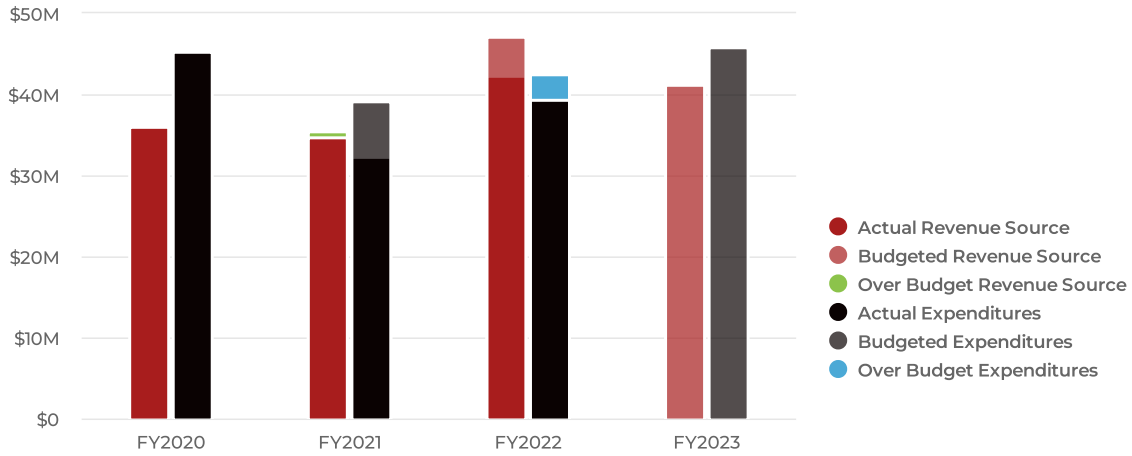


## Electric Fund

The Electric Utility is a major Enterprise Fund. It accounts for the reliable, quality, responsive, and cost-efficient services it provides to its customers, in support of health, welfare, growth, and sustainability.

### Summary

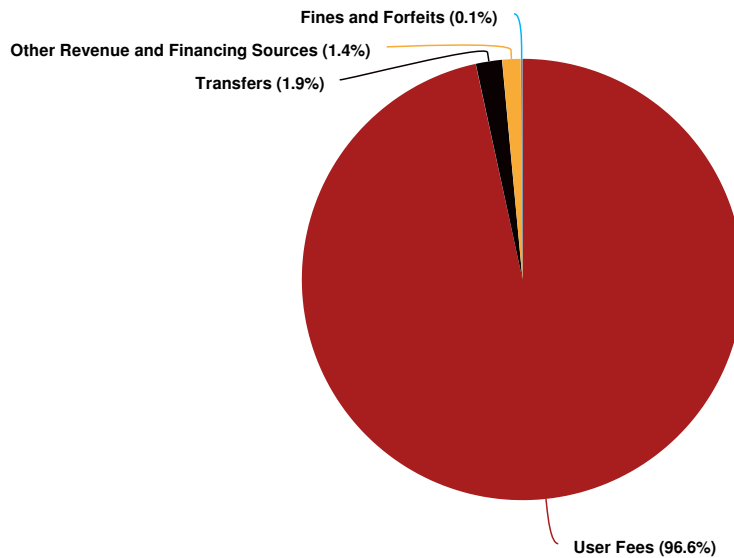
The City of Rochelle is projecting \$41.25M of revenue in FY2023, which represents a 12.7% decrease over the prior year. Budgeted expenditures are projected to increase by 16.8% or \$6.61M to \$45.97M in FY2023.



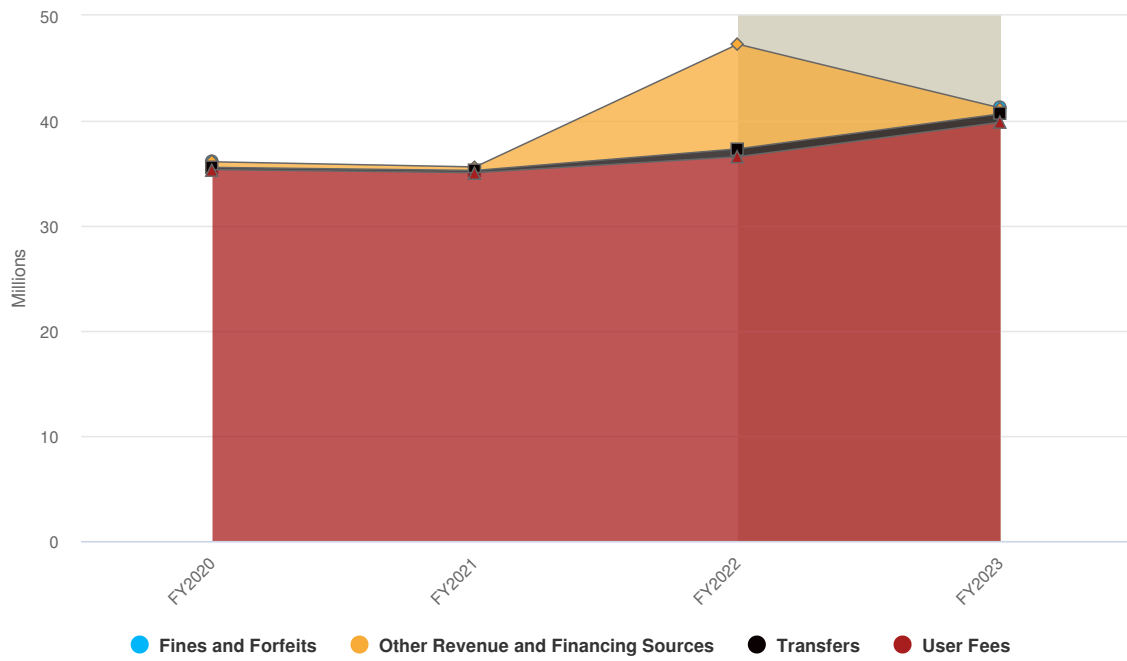
## Revenues by Source

The budgeted operating revenue for the Electric Fund is consistent with prior years. Last year, other revenue included a bond for \$9.5 million. The City built an additional substation in the industrial area in anticipation of a large user coming online at the end of 2022. Another substation is planned for 2023 for redundancy purposes.

### Projected 2023 Revenues by Source



## Budgeted and Historical 2023 Revenues by Source

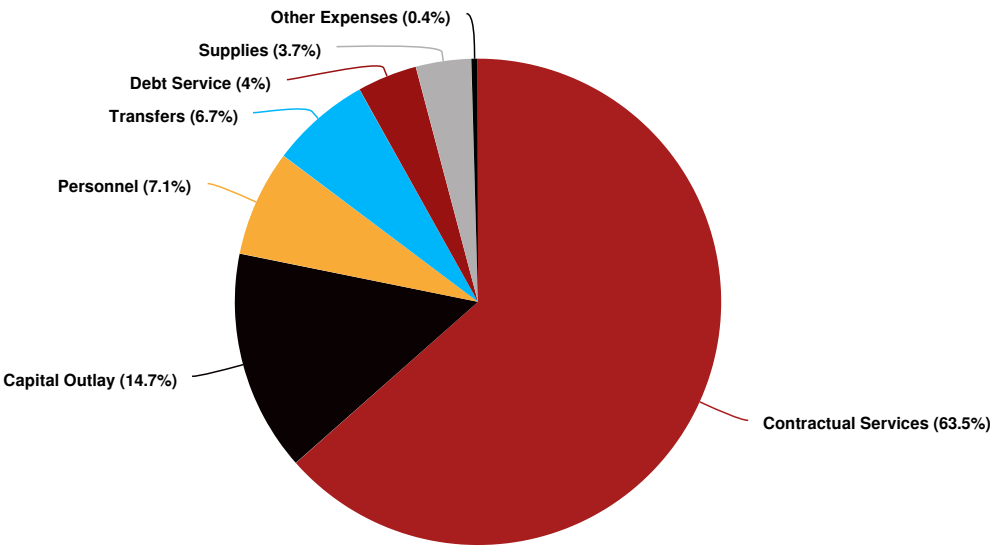


Grey background indicates budgeted figures.

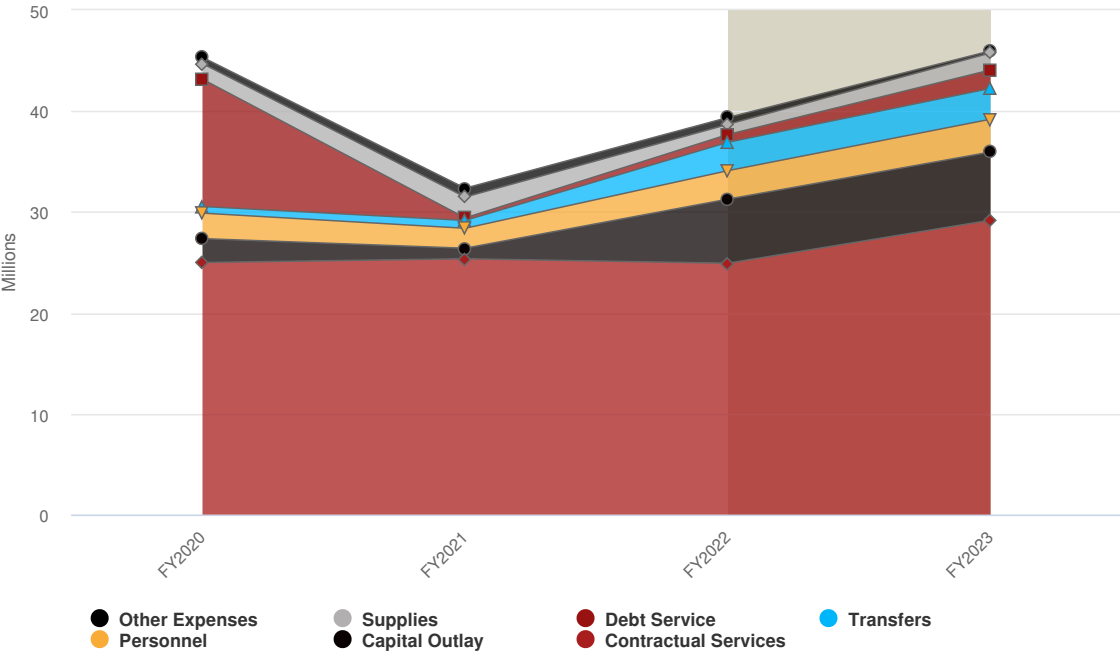
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$533,111.11	\$335,435.41	\$9,965,000.00	\$558,000.00
Fines and Forfeits	\$52,928.37	\$0.00	\$0.00	\$50,000.00
User Fees	\$35,341,445.43	\$35,051,519.57	\$36,566,256.00	\$39,854,600.00
Transfers	\$210,000.00	\$210,000.00	\$748,057.00	\$790,823.00
<b>Total Revenue Source:</b>	<b>\$36,137,484.91</b>	<b>\$35,596,954.98</b>	<b>\$47,279,313.00</b>	<b>\$41,253,423.00</b>

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$2,525,637.02	\$1,975,732.08	\$2,825,454.00	\$3,250,261.00
Other Expenses	\$625,159.92	\$879,192.01	\$679,500.00	\$203,500.00
Contractual Services	\$24,990,763.29	\$25,360,465.54	\$24,918,599.00	\$29,185,859.00
Supplies	\$1,544,155.21	\$2,068,377.34	\$1,006,300.00	\$1,688,650.00
Debt Service	\$12,618,011.29	\$248,064.86	\$767,491.00	\$1,824,691.00
Capital Outlay	\$2,367,461.53	\$1,045,189.87	\$6,349,982.00	\$6,758,833.00
Transfers	\$657,468.96	\$779,016.96	\$2,815,292.00	\$3,058,697.00
<b>Total Expense Objects:</b>	<b>\$45,328,657.22</b>	<b>\$32,356,038.66</b>	<b>\$39,362,618.00</b>	<b>\$45,970,491.00</b>

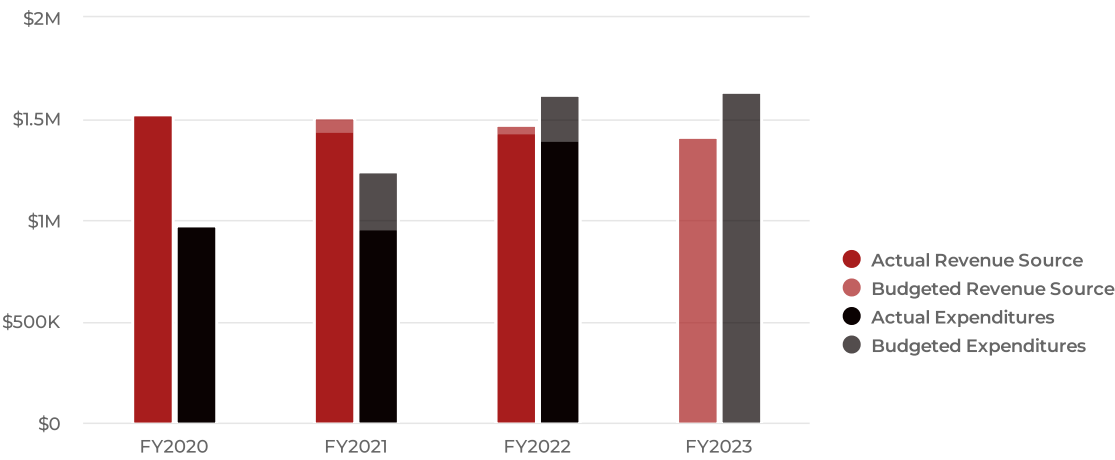


# Tech Center/Advanced Communications

The Tech Center/Advanced Communication Fund is a Major Enterprise Fund. It accounts for the collocation and dark fiber customers at the Rochelle Technology Center and VOIP/fiber services to the citizens throughout the community.

## Summary

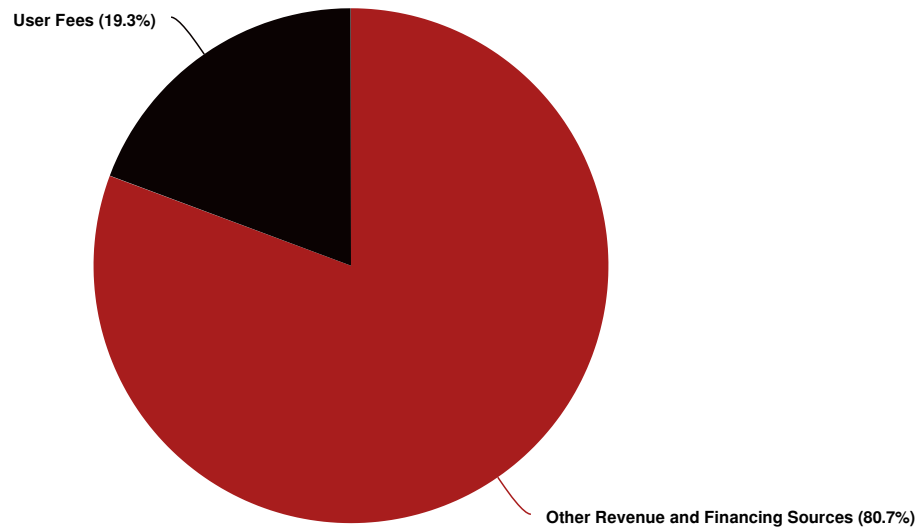
The City of Rochelle is projecting \$1.42M of revenue in FY2023, which represents a 3.8% decrease over the prior year. Budgeted expenditures are projected to increase by 0.9% or \$14.62K to \$1.64M in FY2023.



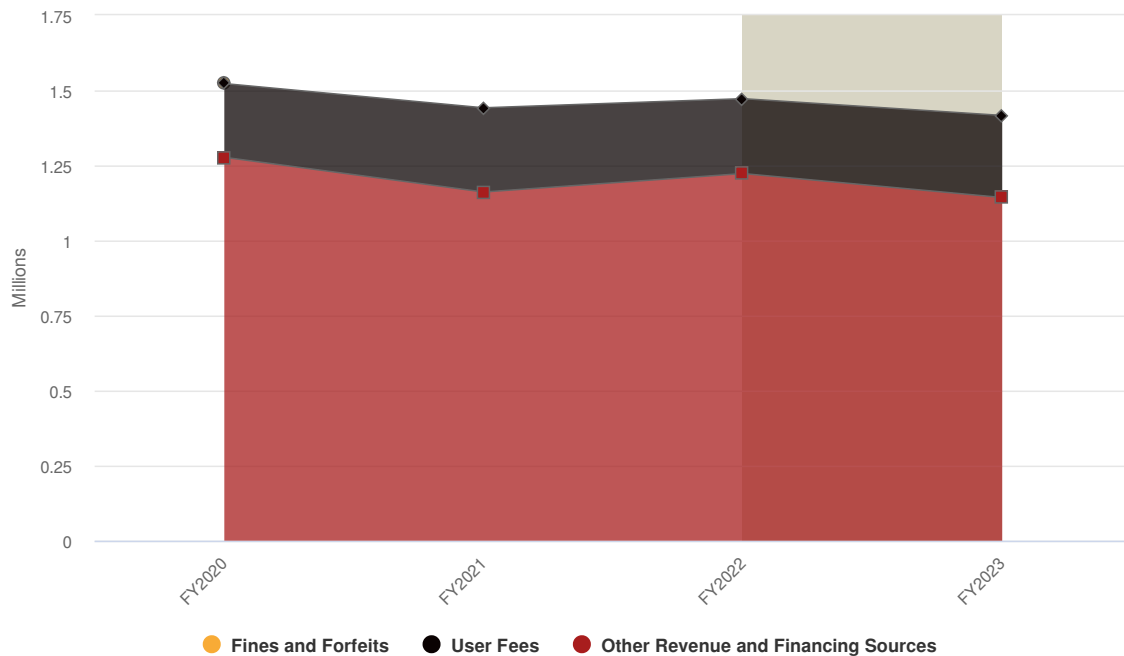
## Revenues by Source

The Technology Center generates dark fiber and co-location revenues. Advanced Communication includes charges to customers for fiber, network internet access, voice over IP, and data services. Revenues for both departments remained the same as past years.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

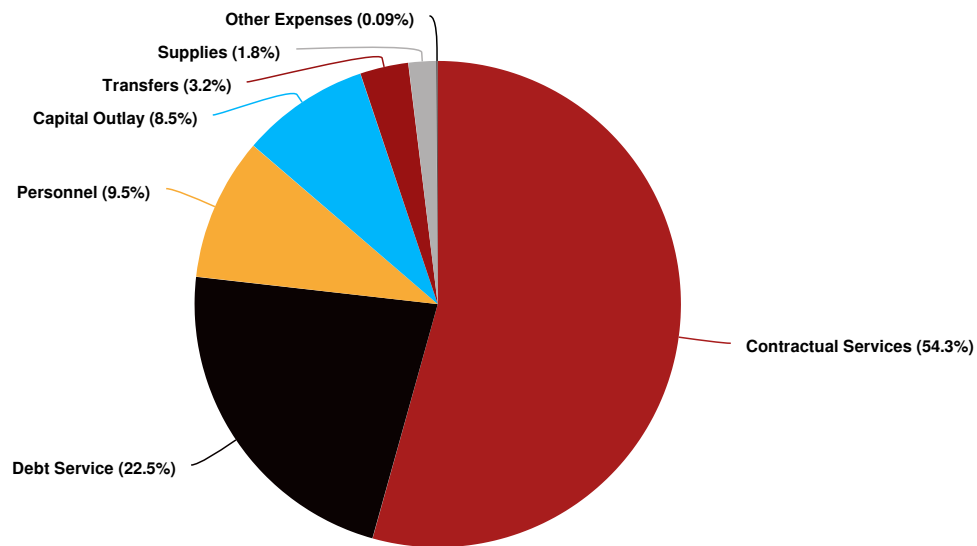


Grey background indicates budgeted figures.

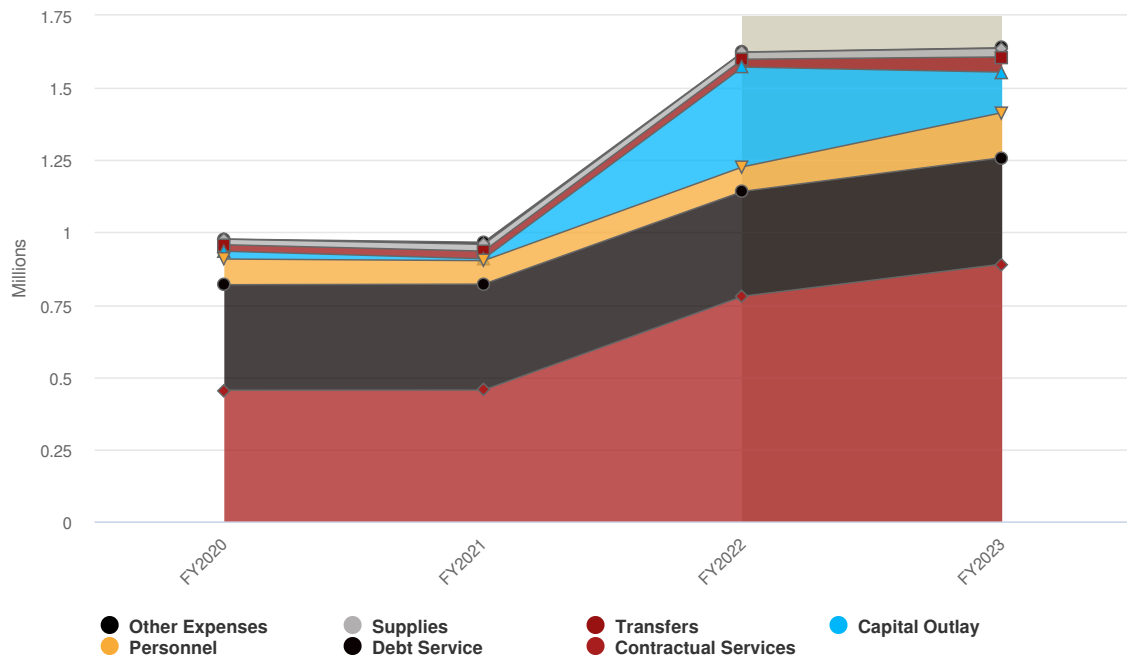
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$1,277,008.11	\$1,161,350.29	\$1,222,900.00	\$1,143,000.00
Fines and Forfeits	\$2,716.58	\$0.00	\$0.00	\$0.00
User Fees	\$245,636.38	\$280,585.71	\$249,500.00	\$273,500.00
<b>Total Revenue Source:</b>	<b>\$1,525,361.07</b>	<b>\$1,441,936.00</b>	<b>\$1,472,400.00</b>	<b>\$1,416,500.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



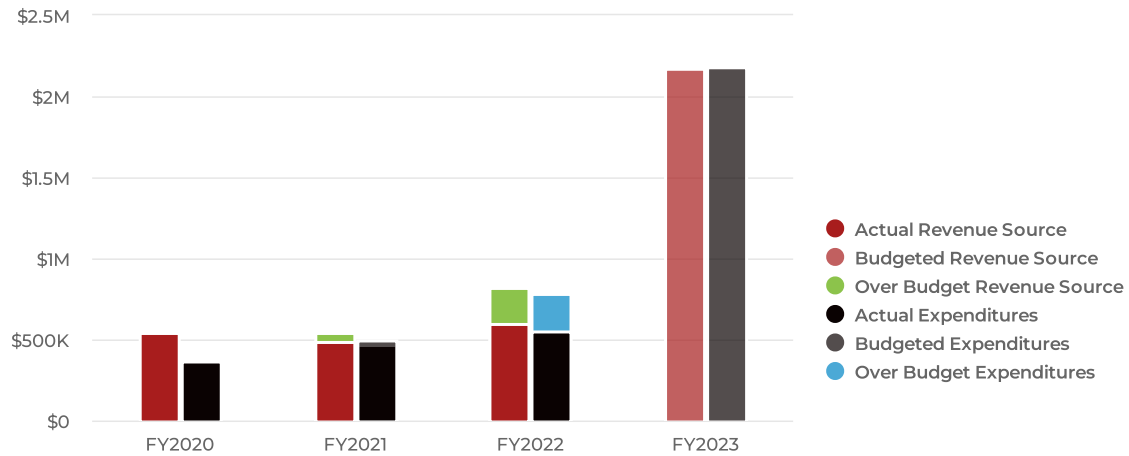
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$88,901.23	\$81,267.20	\$85,068.00	\$155,695.00
Other Expenses	\$122.12	\$7,146.58	\$1,000.00	\$1,500.00
Contractual Services	\$454,165.39	\$454,591.12	\$779,113.00	\$890,351.00
Supplies	\$19,394.16	\$23,519.02	\$24,000.00	\$30,200.00
Debt Service	\$364,674.96	\$366,275.00	\$362,650.00	\$368,300.00
Capital Outlay	\$27,134.34	\$6,587.04	\$345,000.00	\$140,000.00
Transfers	\$22,329.96	\$26,457.96	\$27,185.00	\$52,585.00
<b>Total Expense Objects:</b>	<b>\$976,722.16</b>	<b>\$965,843.92</b>	<b>\$1,624,016.00</b>	<b>\$1,638,631.00</b>



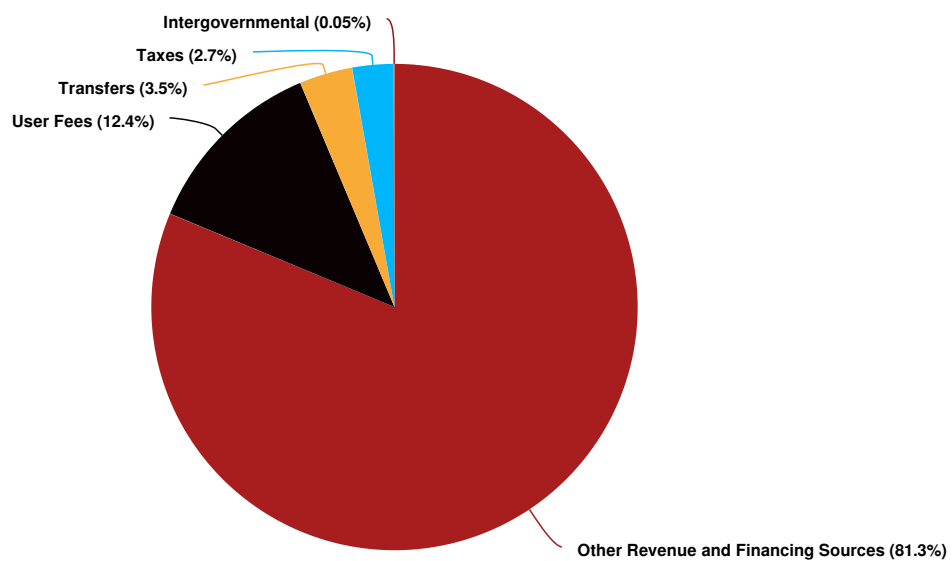
## Summary

The City of Rochelle is projecting \$2.18M of revenue in FY2023, which represents a 260.6% increase over the prior year. Budgeted expenditures are projected to increase by 292.2% or \$1.63M to \$2.18M in FY2023.



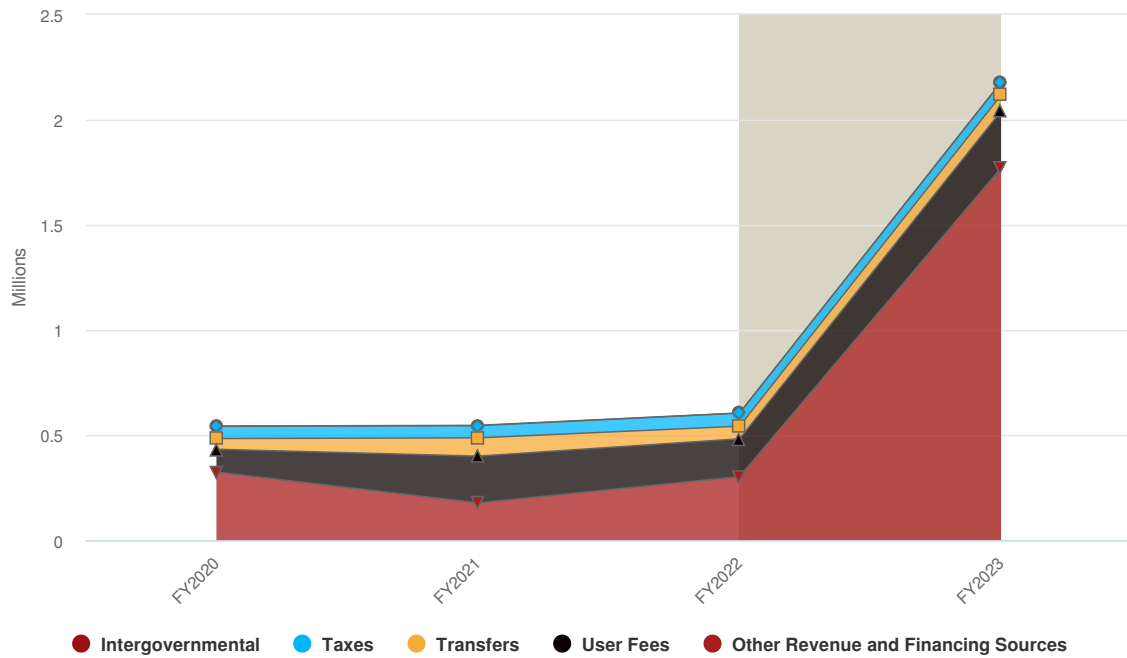
## Revenues by Source

### Projected 2023 Revenues by Source



The hangar, land lease, and aviation fuel income budget were budgeted the same as the prior year. The 2023 Budget includes a loan of \$650,000 to purchase land for future expansion.

### Budgeted and Historical 2023 Revenues by Source

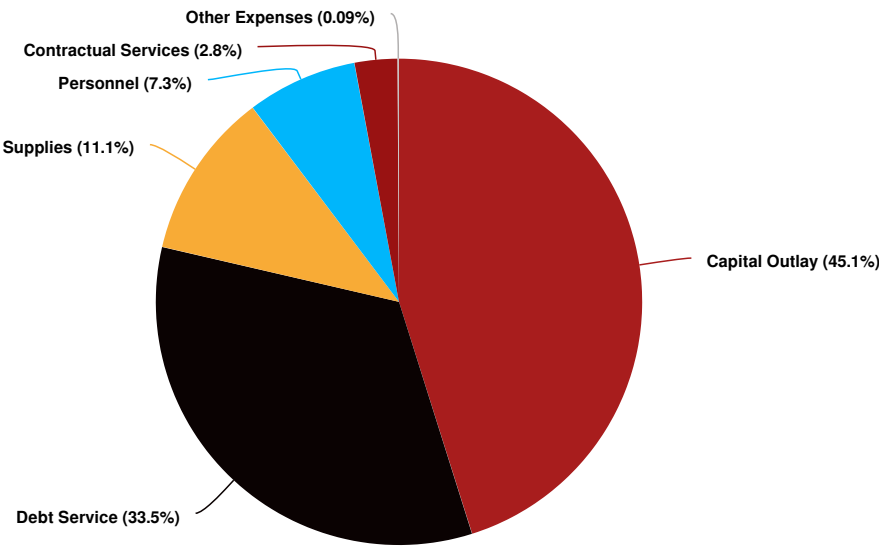


Grey background indicates budgeted figures.

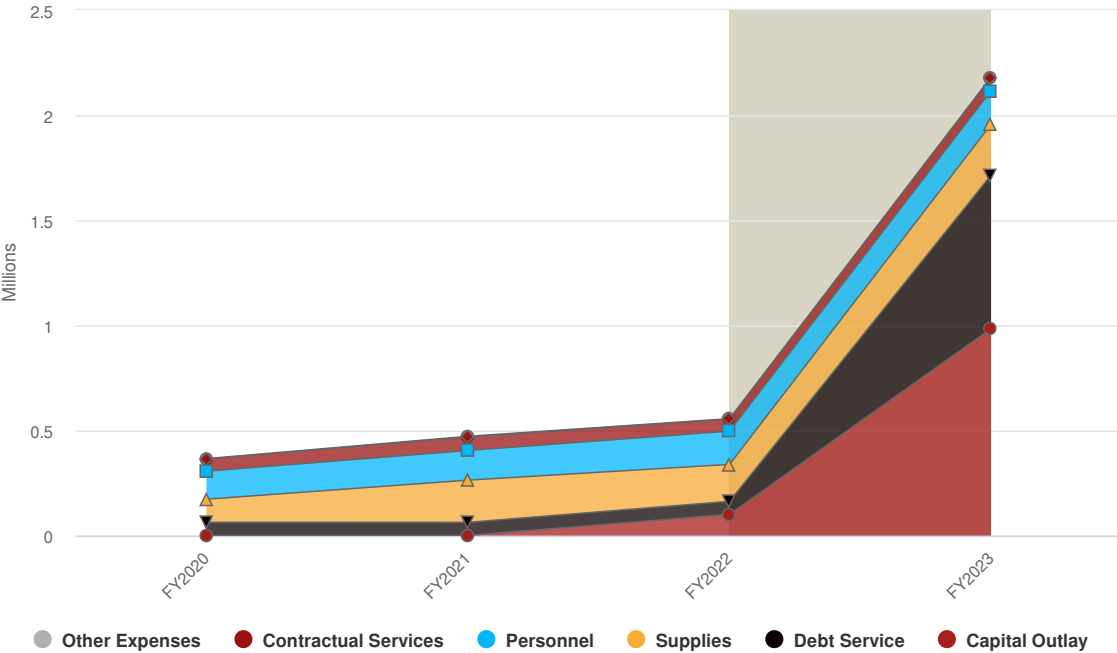
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$58,467.00	\$57,859.96	\$62,069.00	\$59,894.00
Intergovernmental	\$1,031.37	\$1,537.56	\$500.00	\$1,000.00
Other Revenue and Financing Sources	\$323,228.87	\$176,858.29	\$301,700.00	\$1,770,867.00
User Fees	\$108,658.92	\$222,358.97	\$180,000.00	\$270,000.00
Transfers	\$51,000.00	\$87,000.00	\$60,000.00	\$77,000.00
<b>Total Revenue Source:</b>	<b>\$542,386.16</b>	<b>\$545,614.78</b>	<b>\$604,269.00</b>	<b>\$2,178,761.00</b>

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$133,438.42	\$141,239.47	\$158,399.00	\$160,098.00
Other Expenses	\$2,451.90	\$3,577.81	\$2,000.00	\$2,000.00
Contractual Services	\$57,231.00	\$63,898.14	\$57,050.00	\$62,150.00
Supplies	\$109,799.36	\$200,711.19	\$175,750.00	\$241,750.00
Debt Service	\$62,105.00	\$62,003.76	\$62,069.00	\$730,644.00
Capital Outlay	\$1,149.98	\$1,071.59	\$101,000.00	\$985,000.00
<b>Total Expense Objects:</b>	<b>\$366,175.66</b>	<b>\$472,501.96</b>	<b>\$556,268.00</b>	<b>\$2,181,642.00</b>

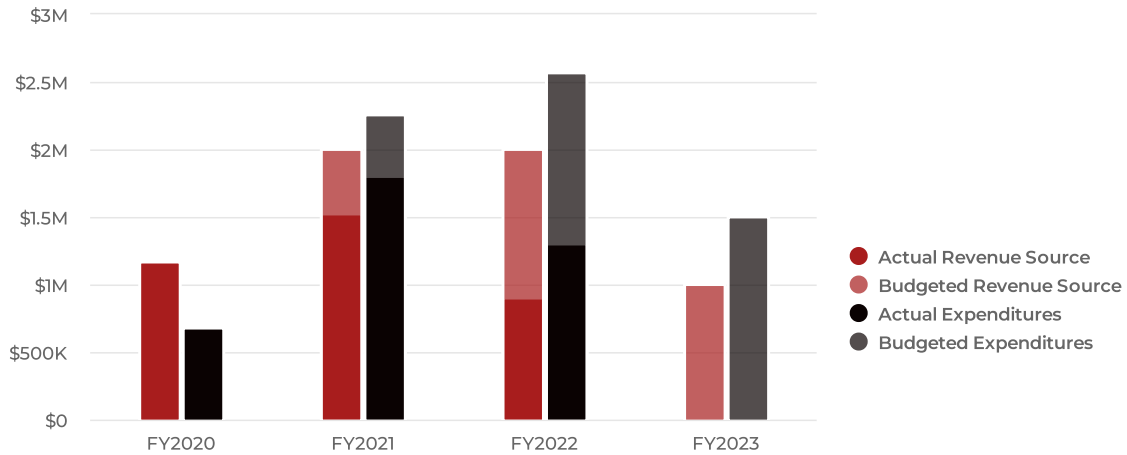


## Railroad

The Railroad Fund is a major Governmental Fund. It accounts for costs associated with expansion of the rail system. Costs are offset by switching fees, storage fees, and grant revenue. It is used as an economic development tool to attract and retain industrial development.

### Summary

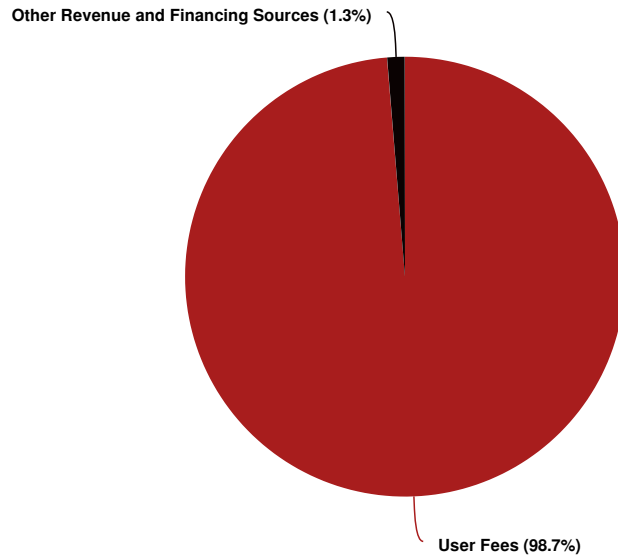
The City of Rochelle is projecting \$1.01M of revenue in FY2023, which represents a 49.7% decrease over the prior year. Budgeted expenditures are projected to decrease by 41.4% or \$1.07M to \$1.51M in FY2023.



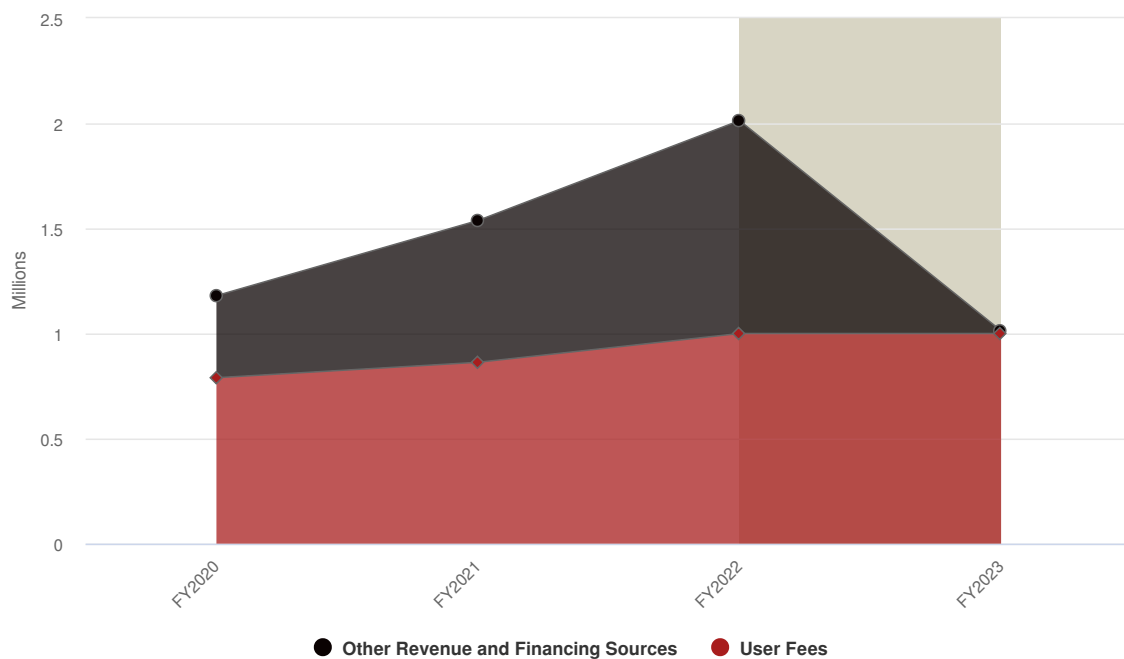
## Revenues by Source

Railroad Revenues consist of switch fees and grant revenue.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source

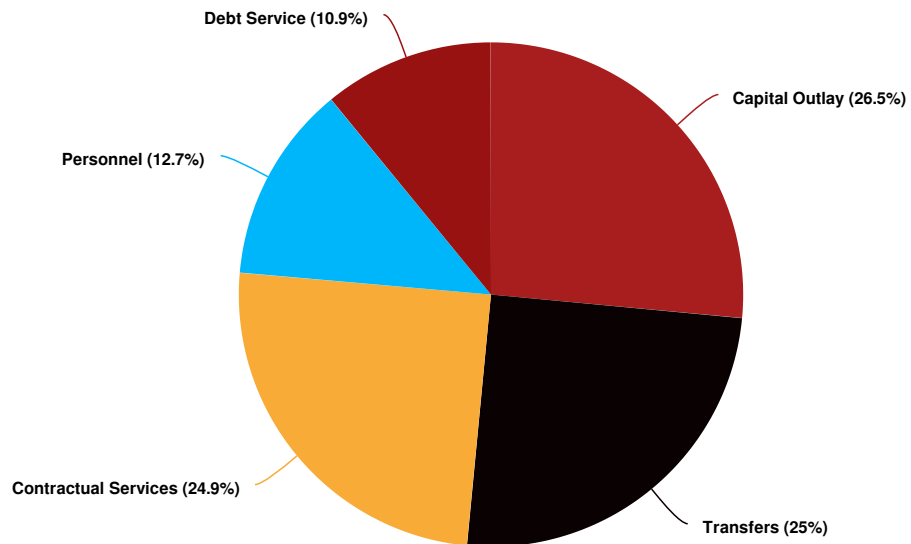


Grey background indicates budgeted figures.

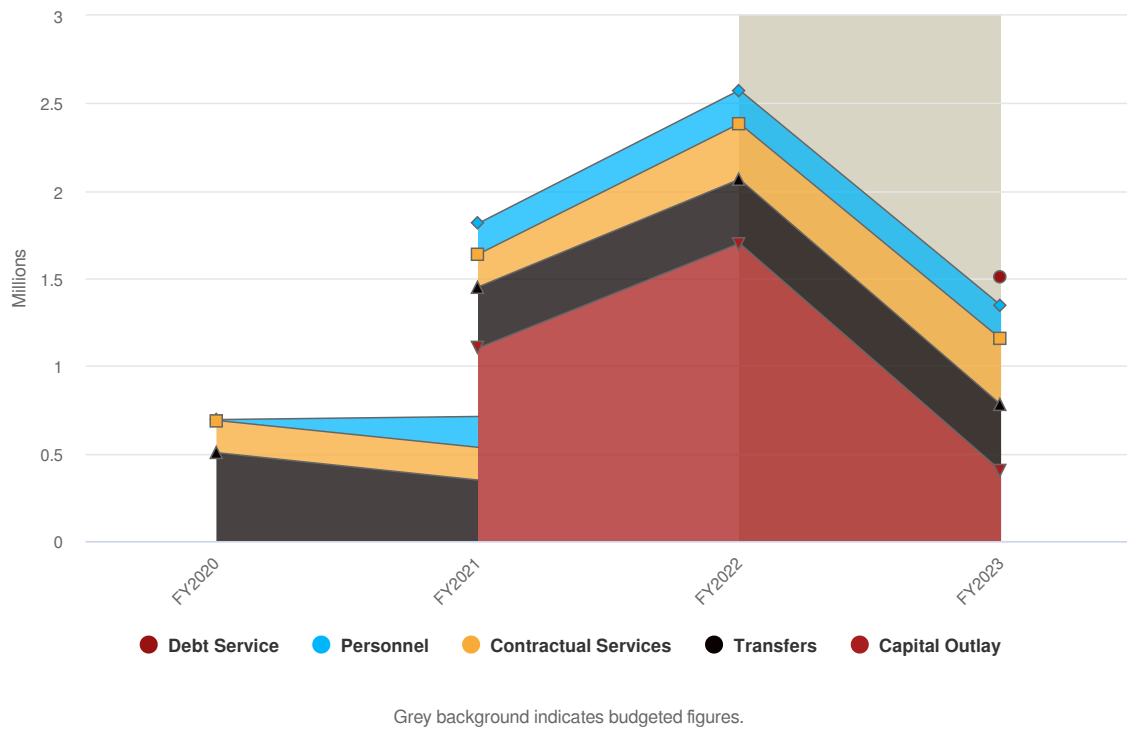
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$390,542.85	\$674,826.27	\$1,013,062.00	\$13,062.00
User Fees	\$789,461.15	\$862,888.00	\$1,000,000.00	\$1,000,000.00
<b>Total Revenue Source:</b>	<b>\$1,180,004.00</b>	<b>\$1,537,714.27</b>	<b>\$2,013,062.00</b>	<b>\$1,013,062.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$4,654.30	\$176,029.39	\$190,860.00	\$191,364.00
Contractual Services	\$183,961.55	\$186,977.24	\$318,129.00	\$375,311.00
Debt Service	\$0.00	\$0.00	\$0.00	\$164,938.00
Capital Outlay	\$0.00	\$1,102,013.93	\$1,700,000.00	\$400,000.00
Transfers	\$504,549.12	\$348,028.08	\$365,651.00	\$377,703.00
<b>Total Expense Objects:</b>	<b>\$693,164.97</b>	<b>\$1,813,048.64</b>	<b>\$2,574,640.00</b>	<b>\$1,509,316.00</b>

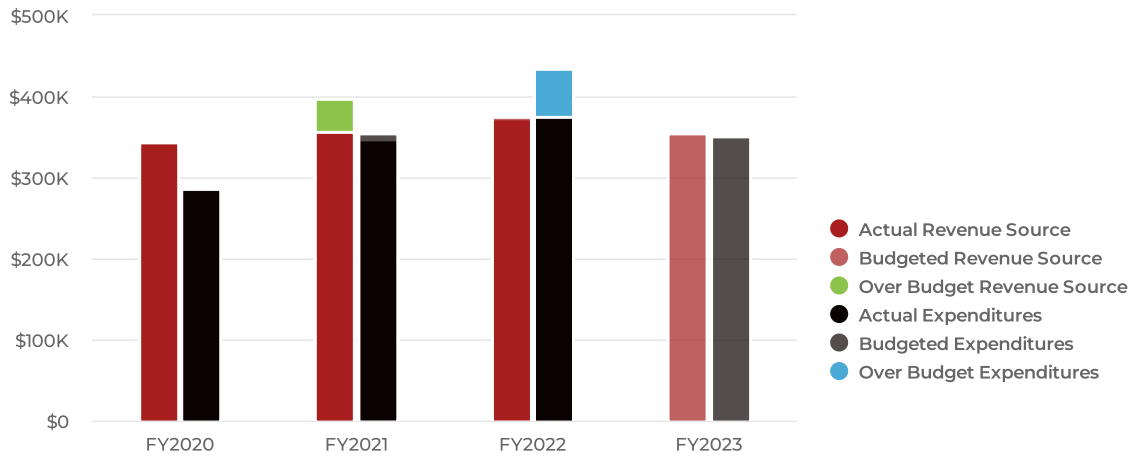


## Golf Course

The Golf Fund is a non-major Governmental Fund. It was established in partnership with the Flagg-Rochelle Park District in 2016.

### Summary

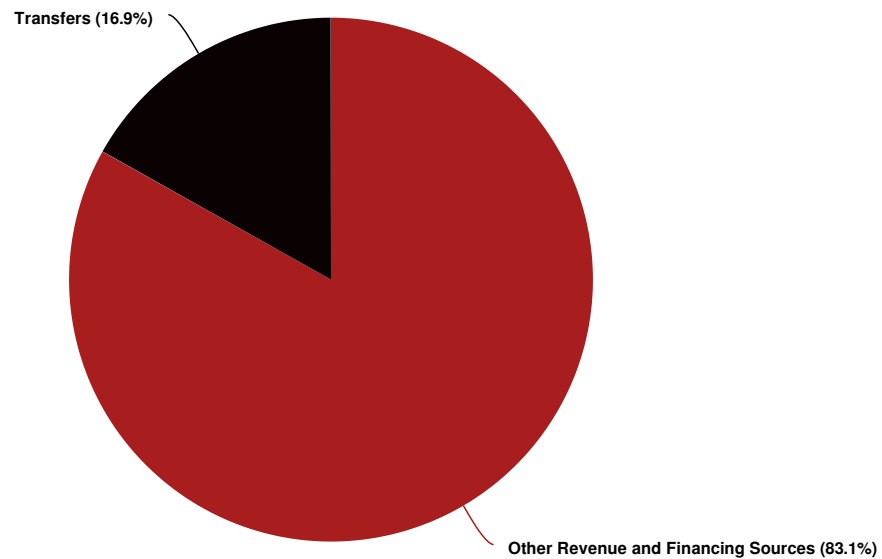
The City of Rochelle is projecting \$355.8K of revenue in FY2023, which represents a 5.6% decrease over the prior year. Budgeted expenditures are projected to decrease by 6.5% or \$24.46K to \$352.18K in FY2023.



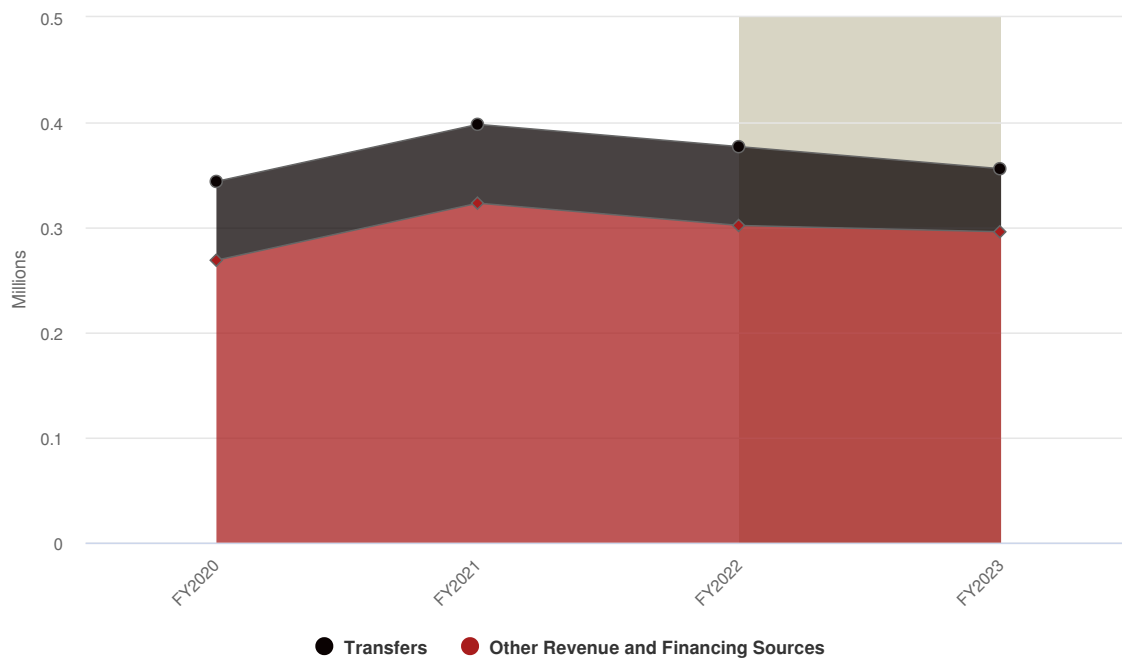
## Revenues by Source

The 2023 Budget for the Golf Fund is the same as in the past. The primary funding sources are payments from the Park District and the Tourism Fund.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source



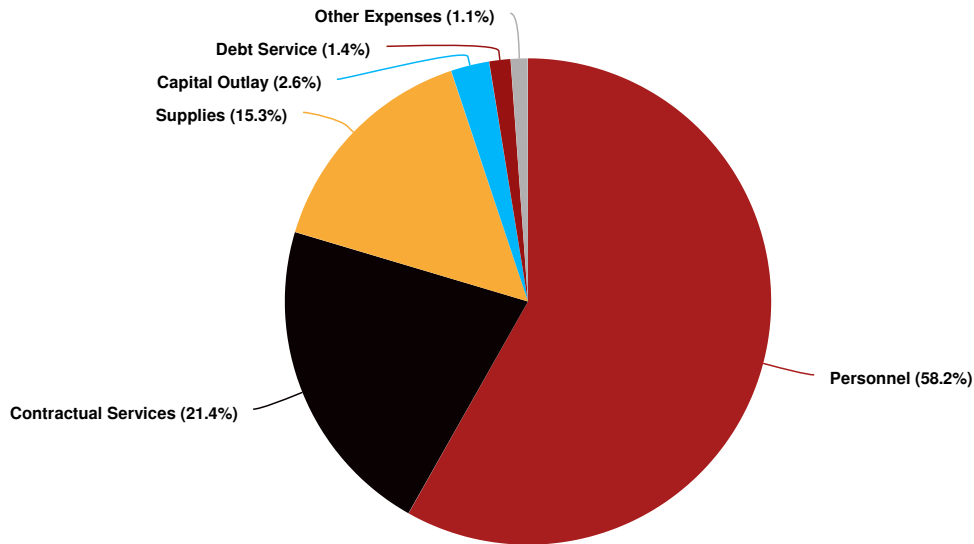
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
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Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$268,714.99	\$323,048.92	\$301,800.00	\$295,800.00
Transfers	\$75,000.00	\$75,000.00	\$75,000.00	\$60,000.00
<b>Total Revenue Source:</b>	<b>\$343,714.99</b>	<b>\$398,048.92</b>	<b>\$376,800.00</b>	<b>\$355,800.00</b>

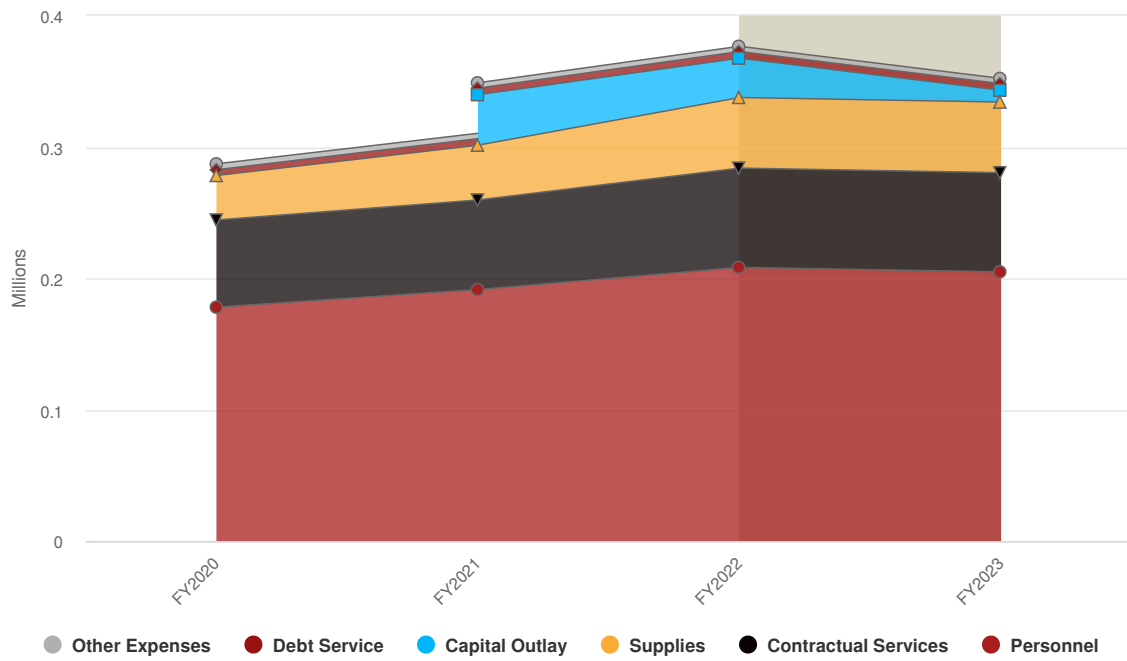
## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type





## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$178,022.43	\$191,452.93	\$208,293.00	\$204,930.00
Other Expenses	\$4,487.34	\$4,094.62	\$4,000.00	\$4,000.00
Contractual Services	\$66,383.79	\$68,180.22	\$75,600.00	\$75,500.00
Supplies	\$33,834.18	\$41,705.07	\$53,750.00	\$53,750.00
Debt Service	\$4,423.59	\$4,976.04	\$5,000.00	\$5,000.00
Capital Outlay	\$0.00	\$38,448.46	\$30,000.00	\$9,000.00
<b>Total Expense Objects:</b>	<b>\$287,151.33</b>	<b>\$348,857.34</b>	<b>\$376,643.00</b>	<b>\$352,180.00</b>

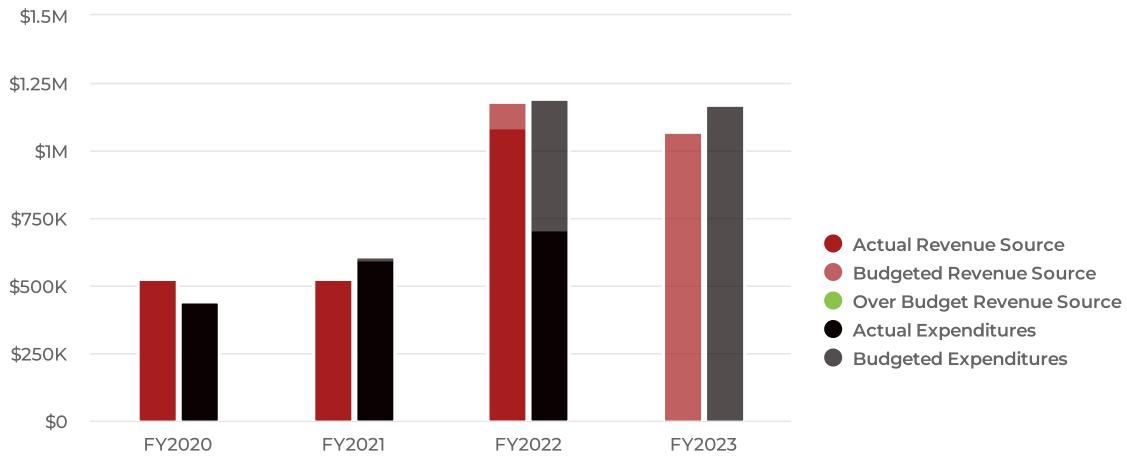


## Network Administration Fund

The Network Administration Fund is an Internal Service Fund. It accounts for costs associated with in-house networks owned by the City. Funds are transferred in annually from other funds.

### Summary

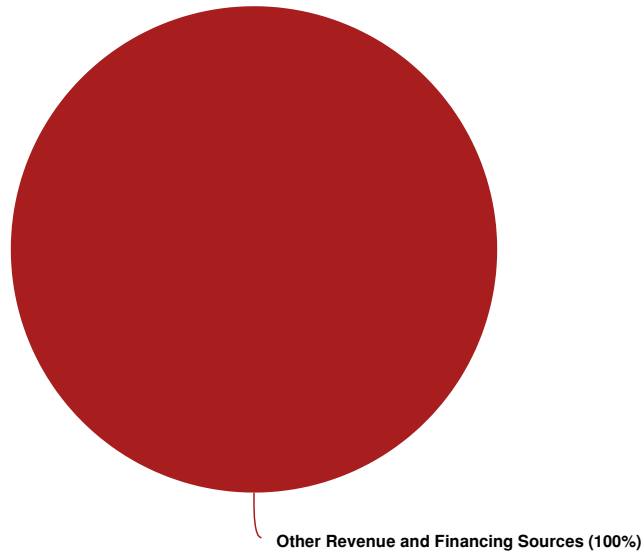
The City of Rochelle is projecting \$1.07M of revenue in FY2023, which represents a 9.5% decrease over the prior year. Budgeted expenditures are projected to decrease by 1.9% or \$23.07K to \$1.17M in FY2023.



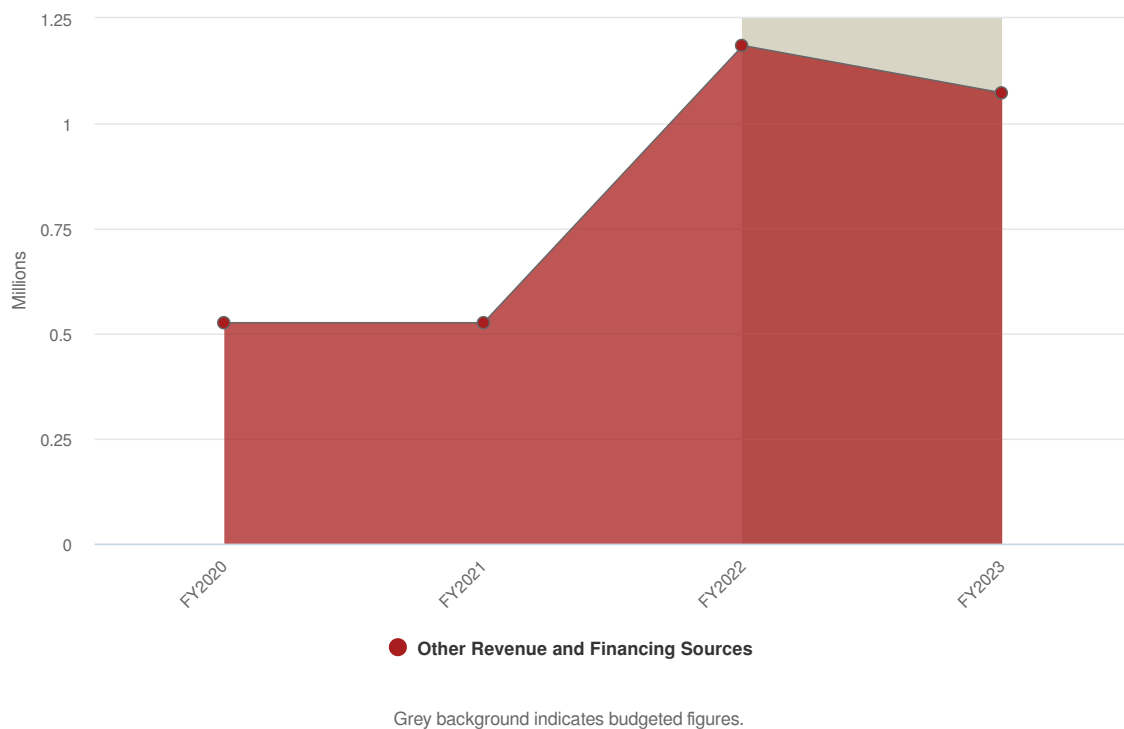
## Revenues by Source

Network Administration Revenues include transfer from other Departments. The Budget did not change from last year.

### Projected 2023 Revenues by Source



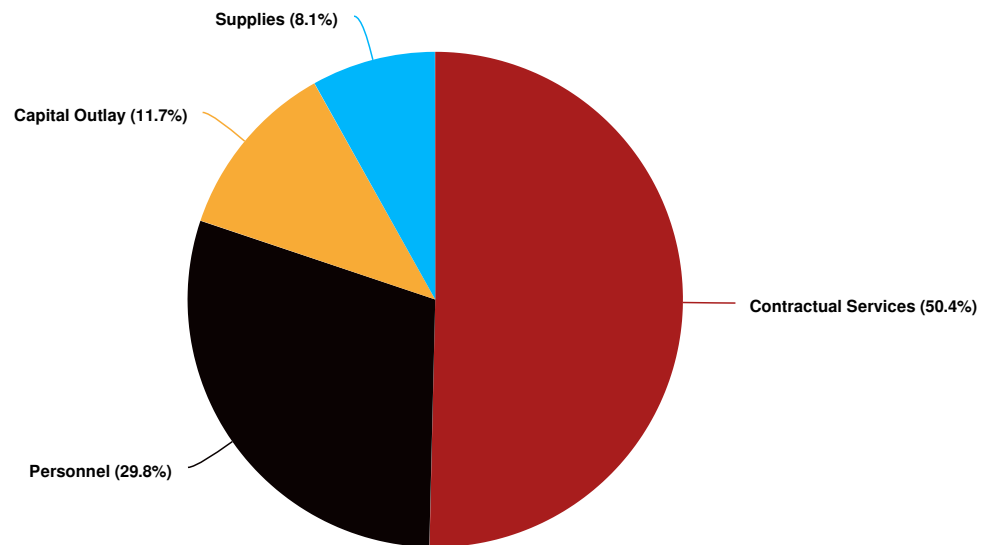
### Budgeted and Historical 2023 Revenues by Source



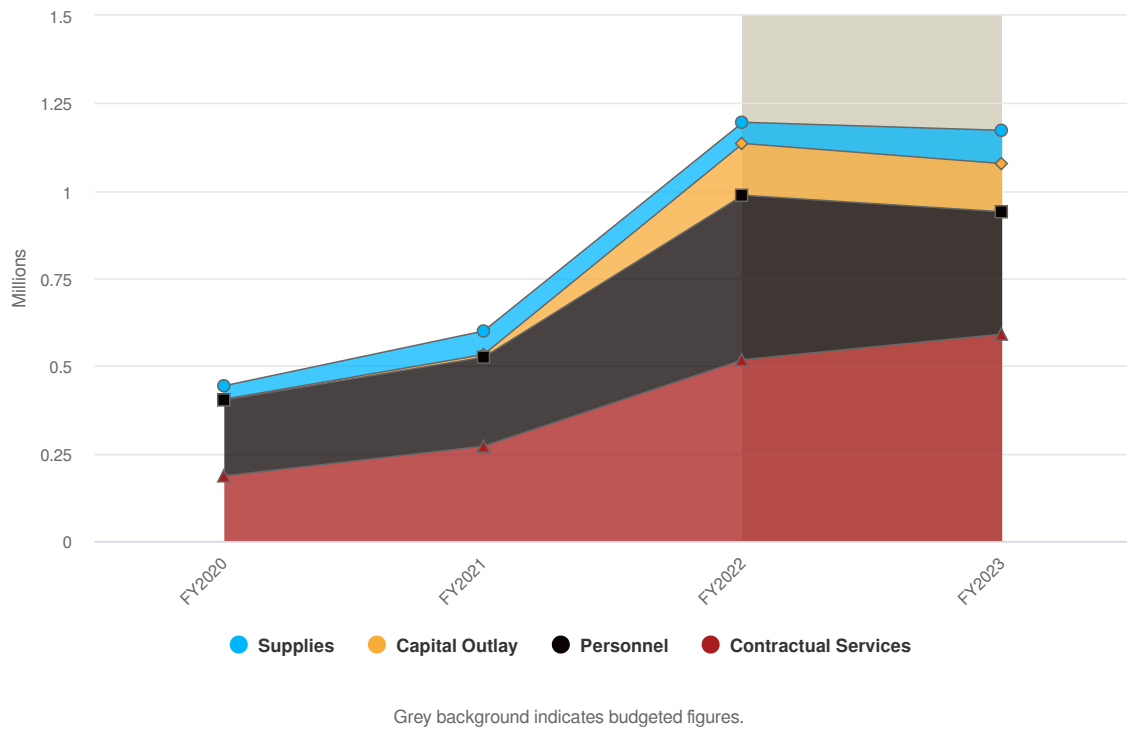
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$525,586.92	\$525,587.01	\$1,185,170.00	\$1,072,450.00
<b>Total Revenue Source:</b>	<b>\$525,586.92</b>	<b>\$525,587.01</b>	<b>\$1,185,170.00</b>	<b>\$1,072,450.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$216,804.67	\$253,799.68	\$469,419.00	\$349,200.00
Contractual Services	\$186,009.52	\$270,952.50	\$517,600.00	\$590,750.00
Supplies	\$38,360.08	\$67,193.76	\$60,500.00	\$95,000.00
Capital Outlay	\$2,075.98	\$7,586.18	\$148,000.00	\$137,500.00
<b>Total Expense Objects:</b>	<b>\$443,250.25</b>	<b>\$599,532.12</b>	<b>\$1,195,519.00</b>	<b>\$1,172,450.00</b>

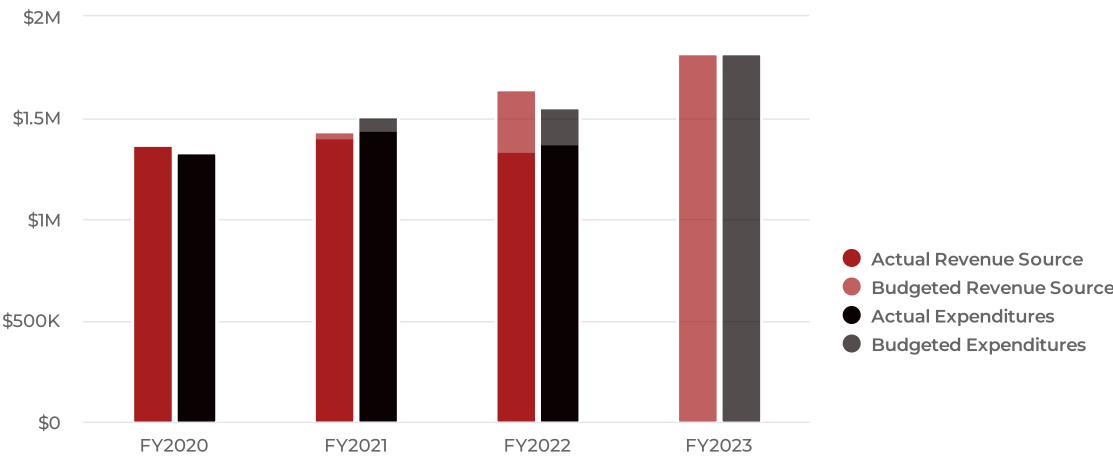


# Administrative Services

The Administrative Services Fund is an Internal Service Fund. It accounts for costs associated with in-house accounts payable, budget preparation, payroll, and financial management. Funds are transferred annually from other funds.

## Summary

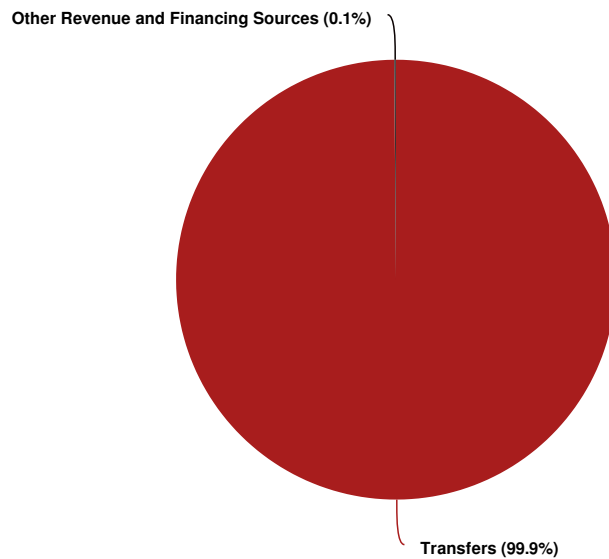
The City of Rochelle is projecting \$1.82M of revenue in FY2023, which represents a 10.9% increase over the prior year. Budgeted expenditures are projected to increase by 17.1% or \$265.95K to \$1.82M in FY2023.



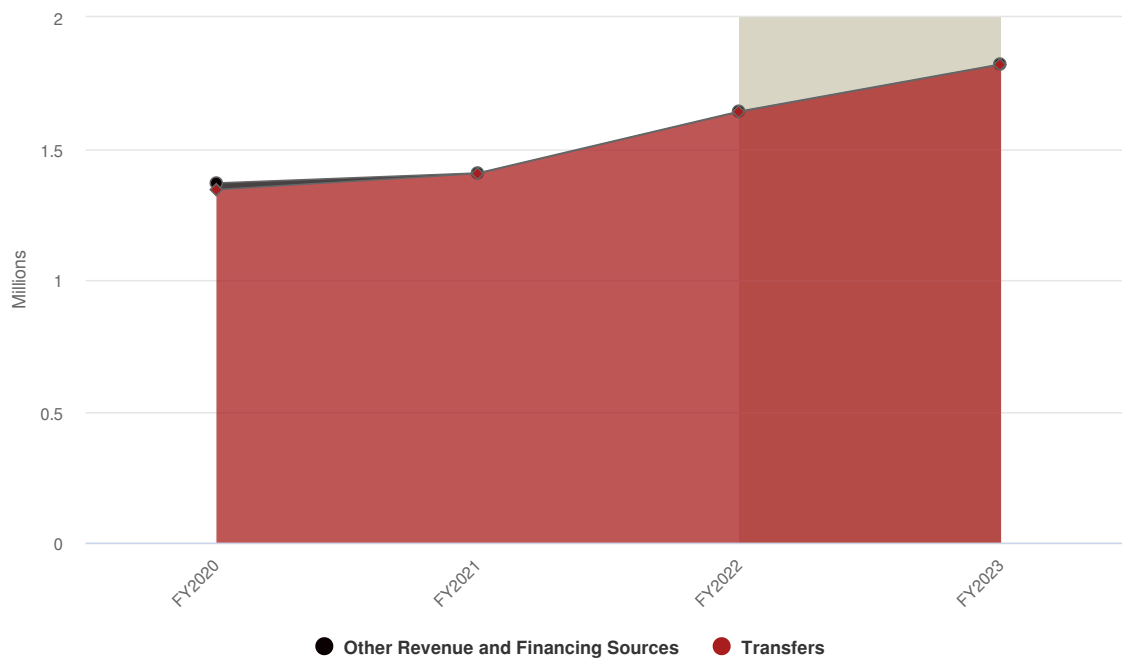
## Revenues by Source

Administrative Services Revenues include transfers from other Departments. The increase of \$150,000 from the prior year is to offset the cost of the new ERP.

### Projected 2023 Revenues by Source



### Budgeted and Historical 2023 Revenues by Source



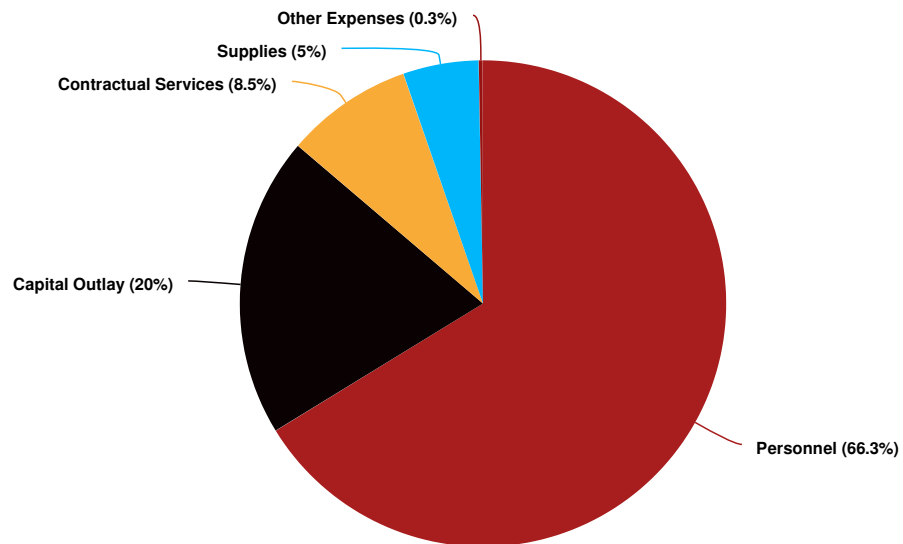
Grey background indicates budgeted figures.



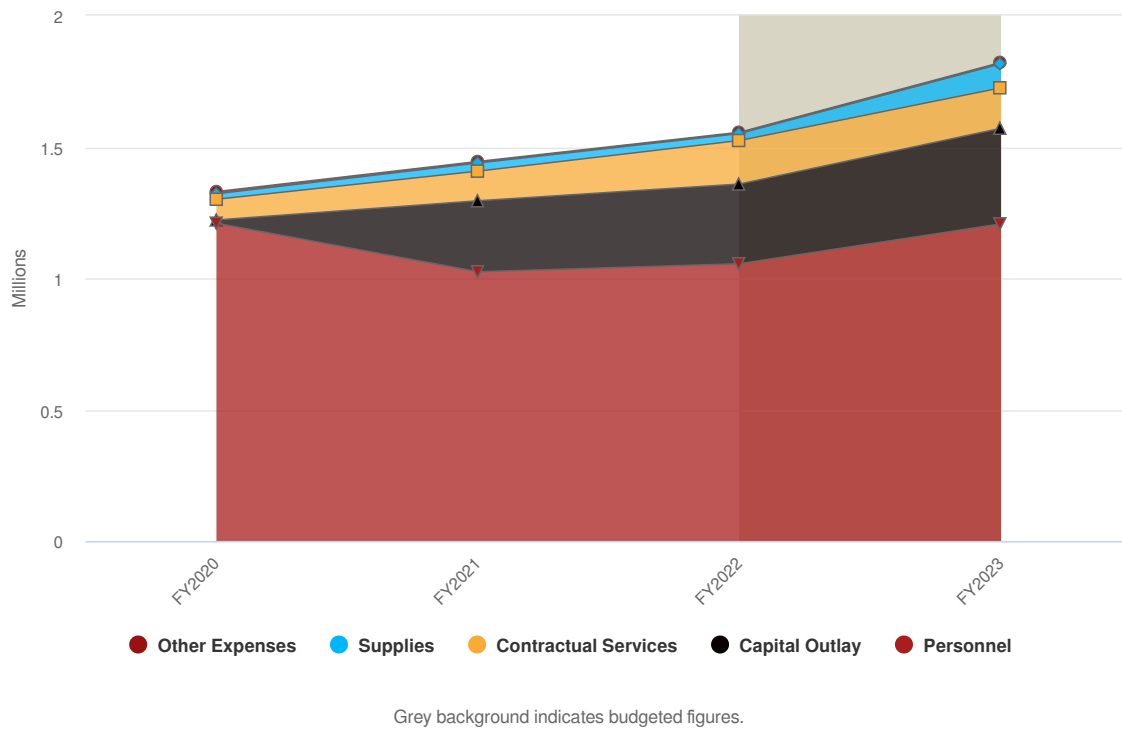
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Other Revenue and Financing Sources	\$25,280.75	\$2,164.40	\$2,100.00	\$2,100.00
Transfers	\$1,343,700.04	\$1,404,990.00	\$1,640,144.00	\$1,819,698.00
<b>Total Revenue Source:</b>	<b>\$1,368,980.79</b>	<b>\$1,407,154.40</b>	<b>\$1,642,244.00</b>	<b>\$1,821,798.00</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$1,209,622.60	\$1,024,843.62	\$1,055,398.00	\$1,207,100.00
Other Expenses	\$8,348.16	\$5,831.90	\$5,000.00	\$5,000.00
Contractual Services	\$78,826.50	\$112,809.59	\$165,650.00	\$153,998.00
Supplies	\$20,976.76	\$30,961.95	\$26,400.00	\$91,700.00
Capital Outlay	\$12,263.14	\$270,150.79	\$303,405.00	\$364,000.00
<b>Total Expense Objects:</b>	<b>\$1,330,037.16</b>	<b>\$1,444,597.85</b>	<b>\$1,555,853.00</b>	<b>\$1,821,798.00</b>

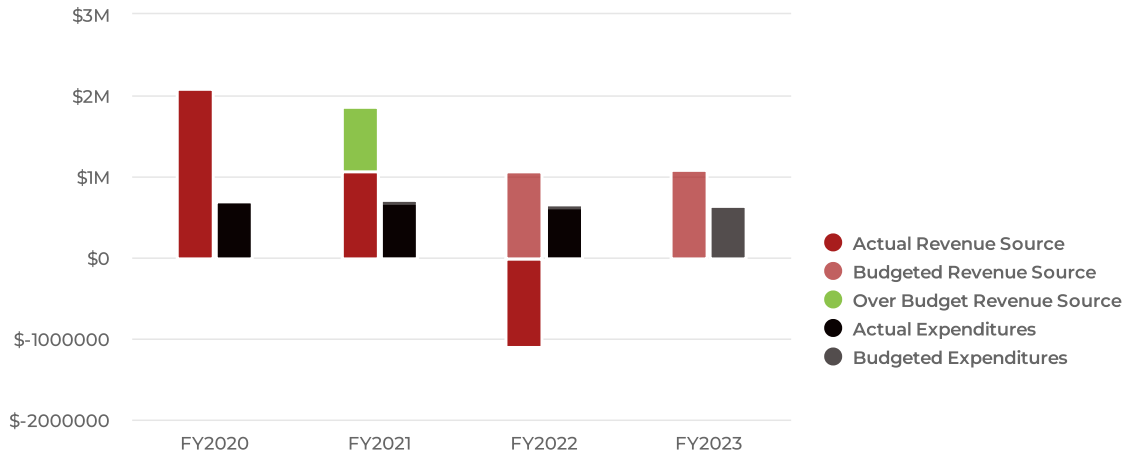


## Fire Pension Fund

The Fire Pension Fund provides retirement benefits for current and future Fire Department retirees.

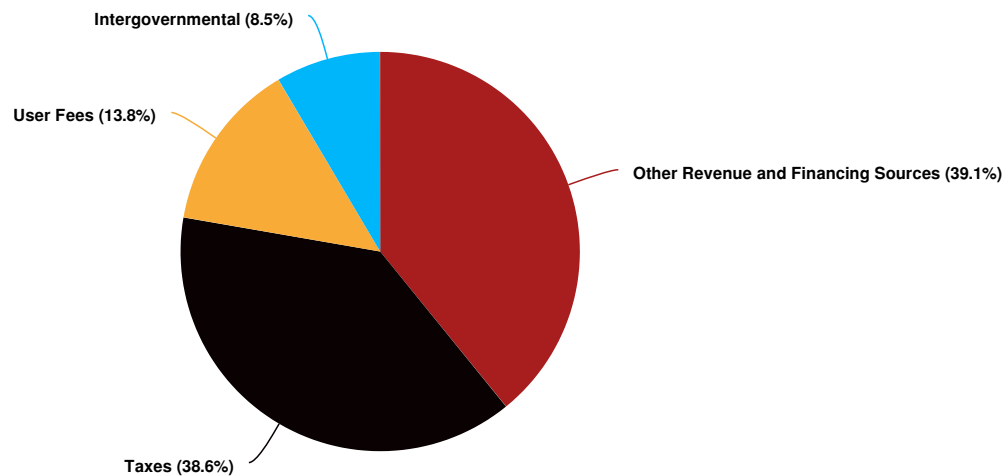
### Summary

The City of Rochelle is projecting \$1.09M of revenue in FY2023, which represents a 1.5% increase over the prior year. Budgeted expenditures are projected to decrease by 2.2% or \$14.49K to \$653K in FY2023.

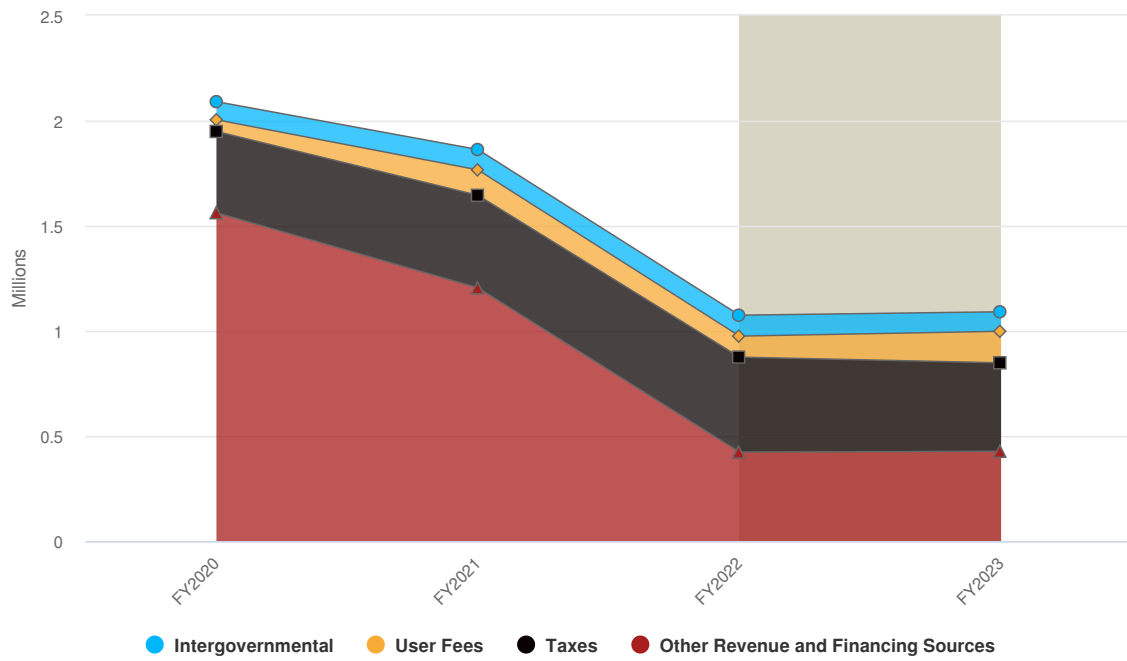


### Revenues by Source

#### Projected 2023 Revenues by Source



## Budgeted and Historical 2023 Revenues by Source

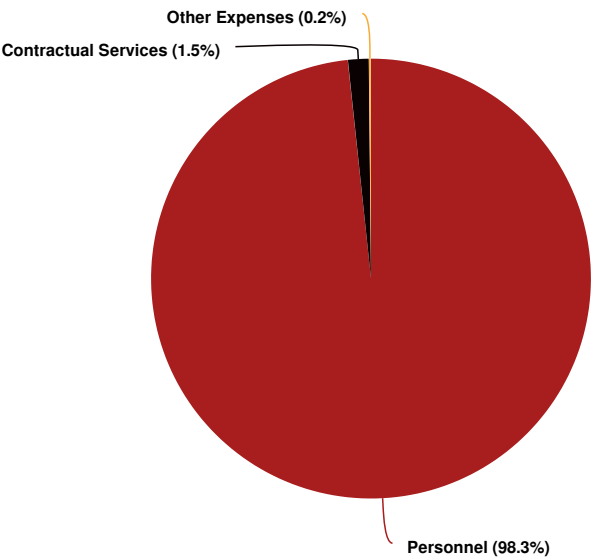


Grey background indicates budgeted figures.

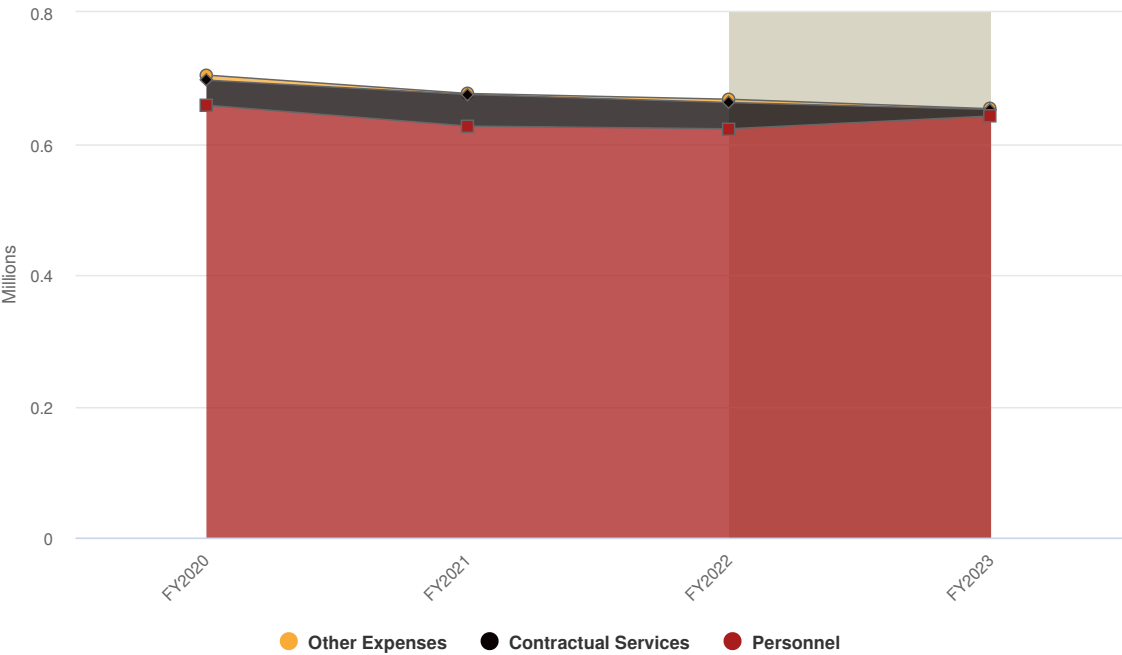
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$386,803.00	\$440,150.00	\$451,747.00	\$420,901.00
Intergovernmental	\$86,202.00	\$96,847.00	\$99,588.00	\$92,787.00
Other Revenue and Financing Sources	\$1,562,062.00	\$1,204,715.00	\$423,174.00	\$427,000.00
User Fees	\$55,582.00	\$121,025.00	\$100,000.00	\$150,000.00
<b>Total Revenue Source:</b>	<b>\$2,090,649.00</b>	<b>\$1,862,737.00</b>	<b>\$1,074,509.00</b>	<b>\$1,090,688.00</b>

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$658,451.00	\$626,651.00	\$622,486.00	\$642,000.00
Other Expenses	\$7,691.00	\$1,438.00	\$5,000.00	\$1,000.00
Contractual Services	\$38,148.00	\$48,174.00	\$40,000.00	\$10,000.00
<b>Total Expense Objects:</b>	<b>\$704,290.00</b>	<b>\$676,263.00</b>	<b>\$667,486.00</b>	<b>\$653,000.00</b>

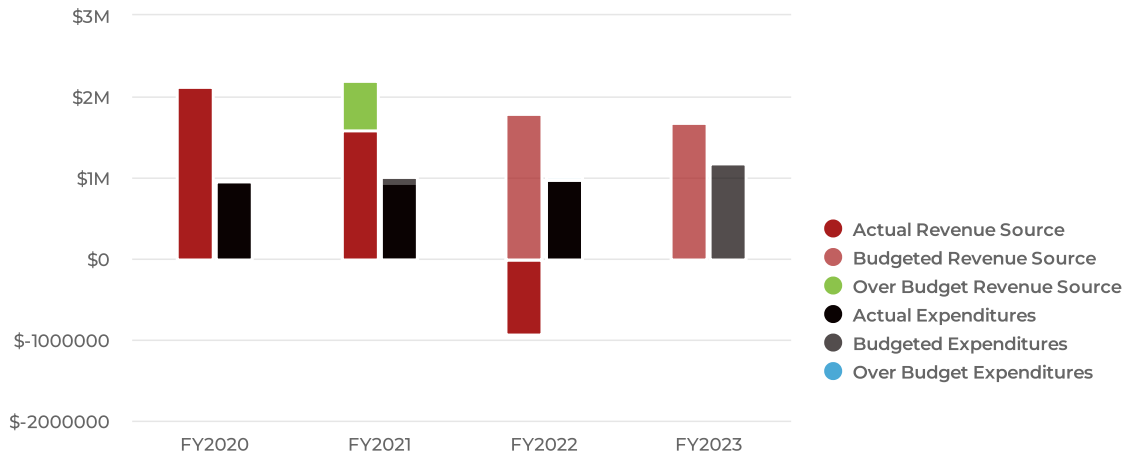


## Police Pension Fund

The Police Pension Fund provides retirement benefits for current and future Police Department retirees.

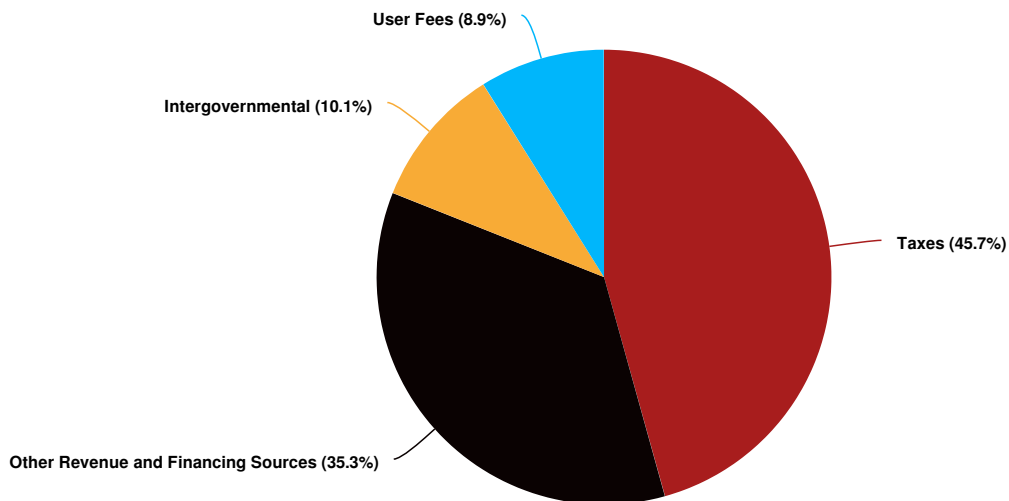
### Summary

The City of Rochelle is projecting \$1.69M of revenue in FY2023, which represents a 6.1% decrease over the prior year. Budgeted expenditures are projected to increase by 21.4% or \$207.65K to \$1.18M in FY2023.

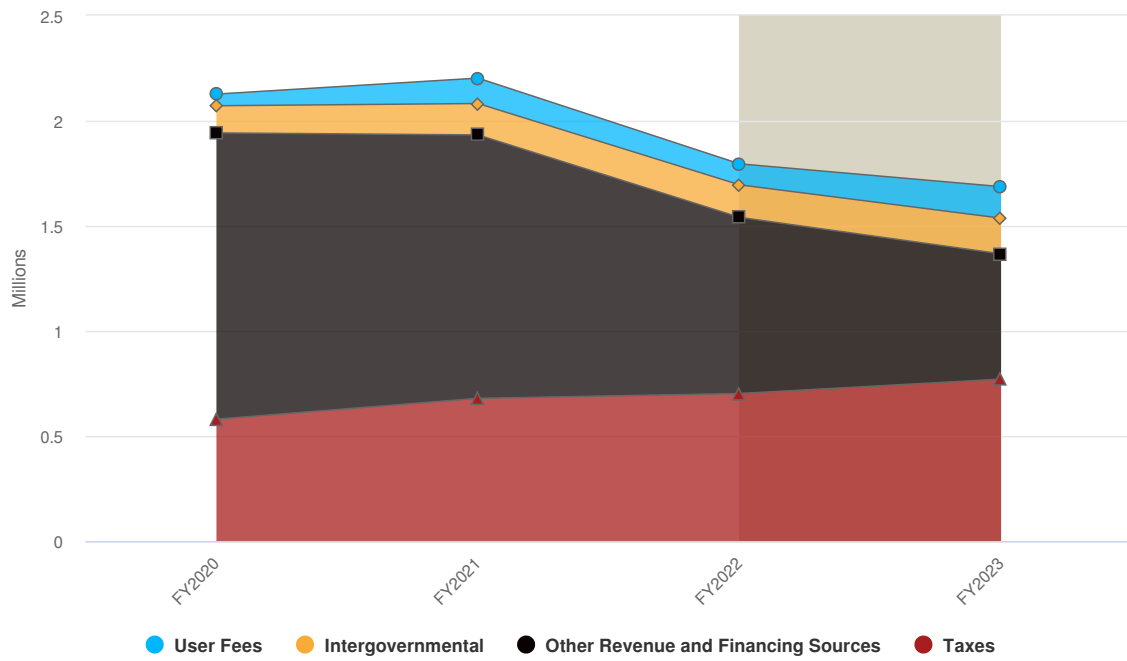


### Revenues by Source

#### Projected 2023 Revenues by Source



## Budgeted and Historical 2023 Revenues by Source



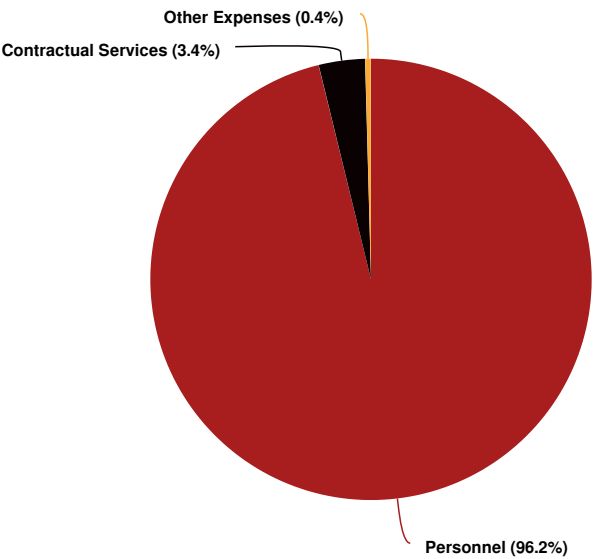
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Revenue Source				
Taxes	\$579,776.00	\$678,953.00	\$701,818.00	\$770,350.00
Intergovernmental	\$129,207.00	\$149,388.00	\$154,716.00	\$169,823.00
Other Revenue and Financing Sources	\$1,362,120.00	\$1,253,351.00	\$838,251.00	\$596,000.00
User Fees	\$55,582.00	\$121,025.00	\$100,000.00	\$150,000.00
<b>Total Revenue Source:</b>	<b>\$2,126,685.00</b>	<b>\$2,202,717.00</b>	<b>\$1,794,785.00</b>	<b>\$1,686,173.00</b>

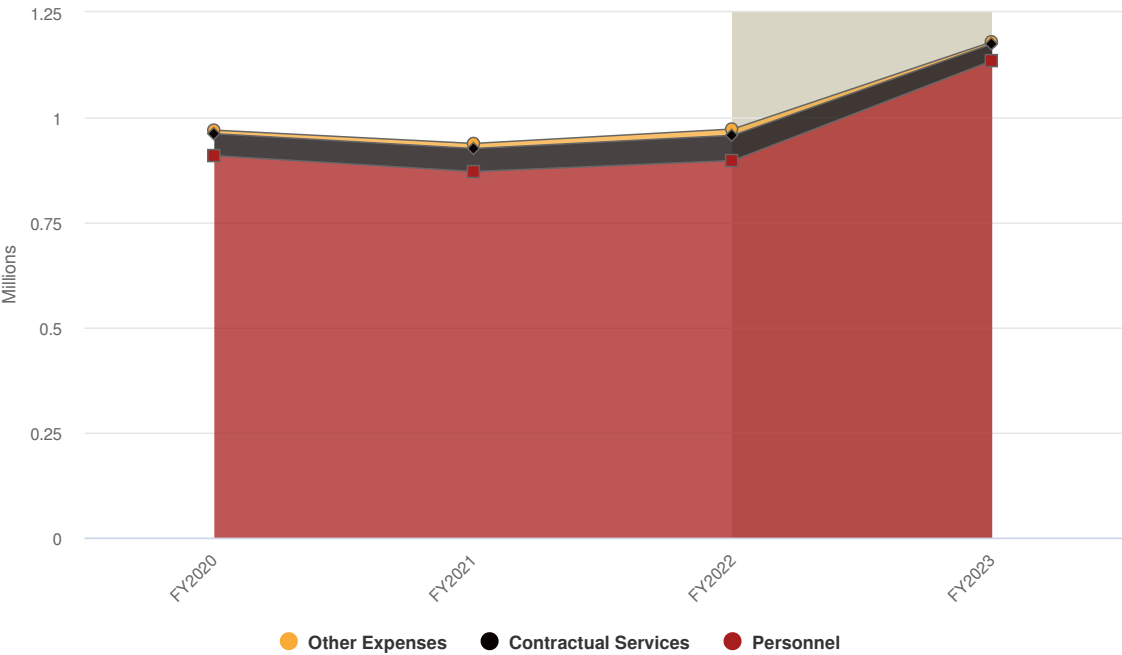


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel	\$908,978.00	\$871,116.00	\$897,250.00	\$1,134,896.00
Other Expenses	\$8,470.00	\$12,036.00	\$15,000.00	\$5,000.00
Contractual Services	\$52,156.00	\$54,705.00	\$60,000.00	\$40,000.00
<b>Total Expense Objects:</b>	<b>\$969,604.00</b>	<b>\$937,857.00</b>	<b>\$972,250.00</b>	<b>\$1,179,896.00</b>

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# DEPARTMENTS

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## Mayor and Council



**JOHN BEARROWS**  
Mayor

The City of Rochelle, by referendum in 1994, adopted the Council-Manager form of City government. The corporate legislative powers of the City are vested in the Council and exercised only as directed or authorized by law. All powers of the Council are exercised by ordinance, resolution, order or motion carried out by the Council-appointed City Manager. The Council makes board and commission appointments, approval of the annual budget and the appointment of the City Manager, City Clerk and City Treasurer. The elected officers of the City are six Council members and one directly-elected Mayor. The Mayor and Council members remain in office until assumption of duties by their duly elected successors. Council members serve four-year overlapping terms in the manner provided by state statute.

Council meetings are held on the 2<sup>nd</sup> and 4<sup>th</sup> Monday of each month at 6:30pm in the Council Chambers at City Hall. Citizens are welcomed and encouraged to attend. Meetings are streamed live on YouTube.

The Mayor and City Council serve as the legislative body, elected to establish policy and provide overall direction for the city.

## Expenditures Summary

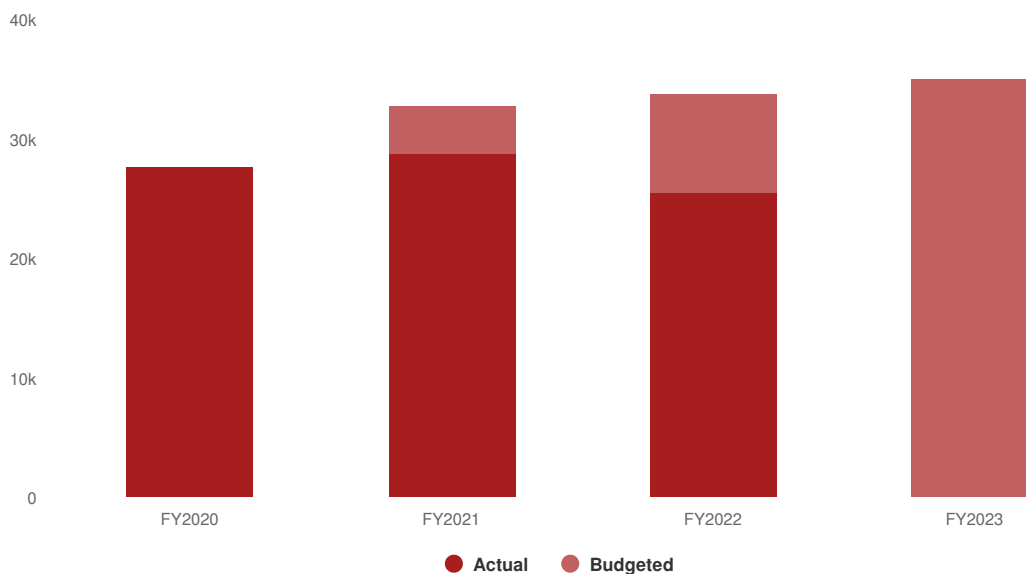
**FUND: General — 01-12**

**DEPT: MAYOR AND CITY COUNCIL**

Major expenses are for the salaries of seven elected members and attendance at various meetings and conferences.

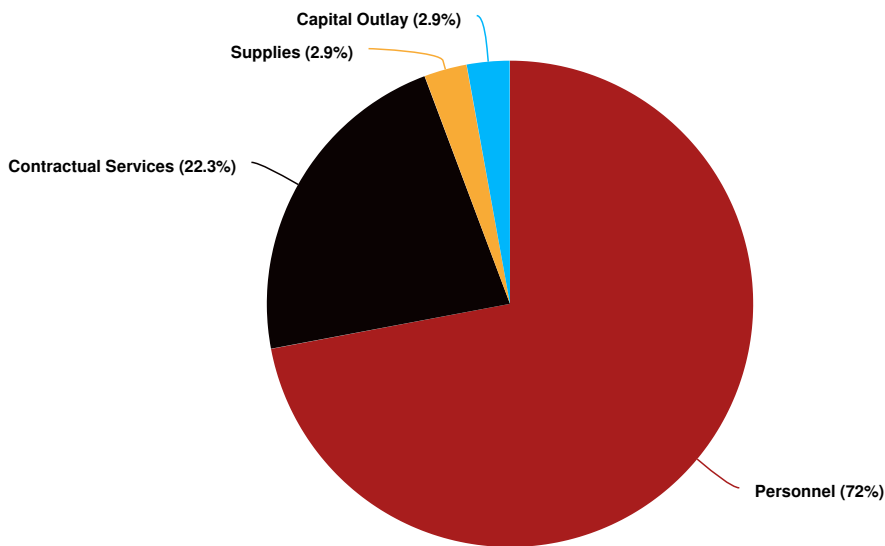
**\$35,050** **\$1,250**  
(3.70% vs. prior year)

### Mayor and Council Proposed and Historical Budget vs. Actual

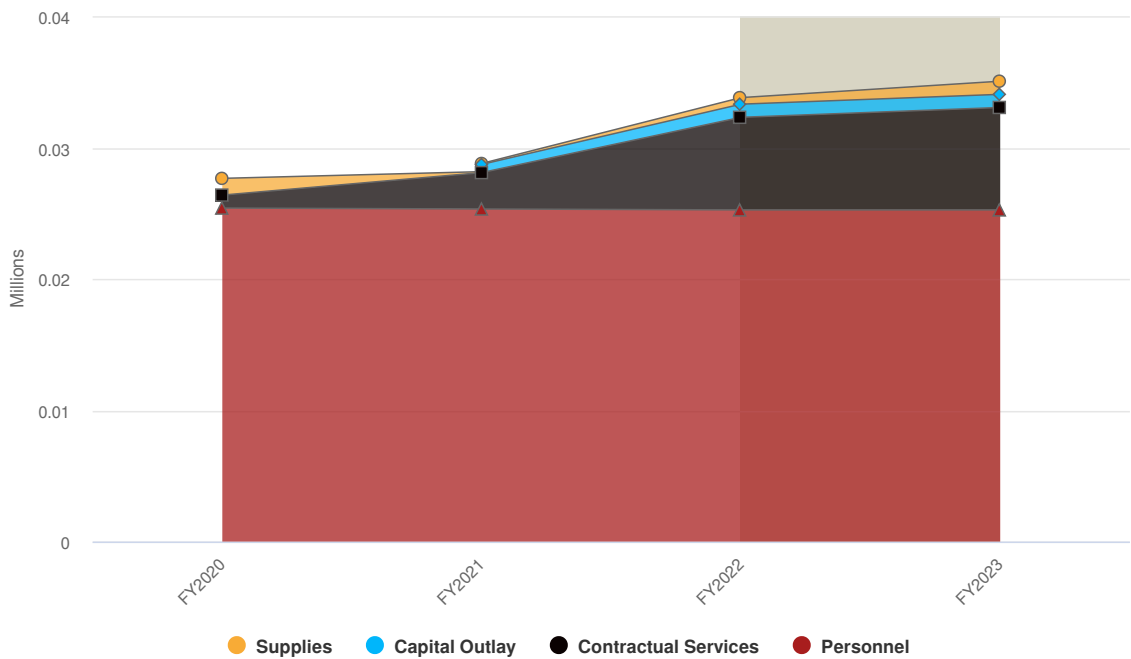


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



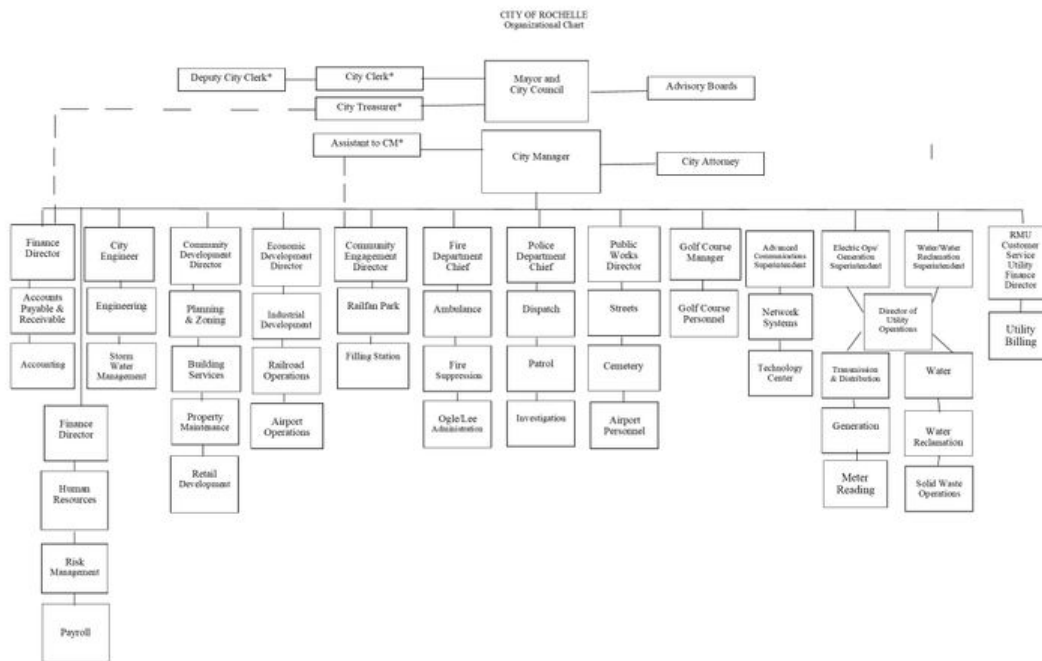
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Elected Officials Salaries	\$25,389.95	\$25,320.55	\$25,250.00	\$25,250.00
<b>Total Personnel:</b>	<b>\$25,389.95</b>	<b>\$25,320.55</b>	<b>\$25,250.00</b>	<b>\$25,250.00</b>
<b>Contractual Services</b>				
Other Professional Services	\$0.00	\$0.00	\$100.00	\$100.00
Printing	\$0.00	\$0.00	\$250.00	\$1,000.00
Dues	\$756.37	\$132.00	\$1,200.00	\$1,200.00
Travel	\$0.00	\$0.00	\$1,000.00	\$1,000.00
Conference	\$0.00	\$400.00	\$2,000.00	\$2,000.00
Community Relations	\$231.30	\$2,237.14	\$2,500.00	\$2,500.00
<b>Total Contractual Services:</b>	<b>\$987.67</b>	<b>\$2,769.14</b>	<b>\$7,050.00</b>	<b>\$7,800.00</b>
<b>Supplies</b>				
Office Supplies	\$1,274.72	\$73.89	\$500.00	\$1,000.00
<b>Total Supplies:</b>	<b>\$1,274.72</b>	<b>\$73.89</b>	<b>\$500.00</b>	<b>\$1,000.00</b>
<b>Capital Outlay</b>				
Equipment	\$0.00	\$622.00	\$1,000.00	\$1,000.00
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$622.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>
<b>Total Expense Objects:</b>	<b>\$27,652.34</b>	<b>\$28,785.58</b>	<b>\$33,800.00</b>	<b>\$35,050.00</b>

## Mayor and City Council - Organizational Chart



## Strategic Plan Success - Community of Opportunity Hiring Expo

ROCHELLE, IL – The last few years have seen some unprecedented global disruptions in the workplace and workforce. Unretirement and hybrid work schedules are becoming trends. “Economic uncertainty and a disconnect between what employees need and what employers can provide are expected to continue into 2023”, said Mayor John Bearrows. “The goals of the Rochelle Community of Opportunity Hiring Expo are to provide a place for a quick and streamlined hiring process, attract quality candidates, and motivate job seekers to find new local careers. Sometimes the perfect candidate isn’t in an employer’s target zone”, he added.

Rochelle Township High School District #212 (RTHS) & Community Consolidated School District #231 Superintendent Jason Harper said, “It is critical that educators, parents, and students be exposed to good career choices in Rochelle”. He added, “RTHS is very intentional in preparing our students to thrive in careers here at home”.

The first Rochelle Community of Opportunity Hiring Expo was held in 2020 as federal unemployment benefits expired after the COVID-19 Pandemic. Event organizers are celebrating those who found employment after attending past expos, including former RTHS students. Employers benefit by having access to a large pool of talent while boosting brand awareness. The community prospers by retaining local talent. The expo is cost-effective as there is no cost to participate.

Jasmine Sarabia, a recent RTHS graduate said, “I first attended the Hiring Expo during my junior year. Chief Dave Sawlsville shared information about the Rochelle Fire Department but suggested I return in my senior year.” Sarabia met Sawlsville the following year at the Expo and applied to the Department. She now works for both the Fire and Police Departments doing what she loves and giving back to her community. “Without the first interaction, I might never have thought that any of this could be possible”, she added.

Edgar Lopez is a 2016 alumnus of RTHS who plans to return to the Expo but this time as a talent scout for United Parcel Service (UPS). Lopez attended the event as a senior and was exposed to employers and organizations he didn’t know existed. “I urge job seekers to not just consider pay but to think about company benefits and potential career paths because it matters and will truly make a difference in life”, said Lopez. “It’s important to work together to upscale students and their development because they are truly the future and to engage with people at all levels about opportunities at UPS.”, he shared.

Whether you are looking for the job of your dreams or want to explore new options, the Community of Opportunity Hiring Expo is the place to get started.

**WHAT** - Rochelle Community of Opportunity Hiring Expo

**WHEN** - March 10, 2023

**WHERE** - Rochelle Township High School, Blue Gym at 1401 Flagg Road, Rochelle, Illinois

**WHO** - 40 local commercial, retail, industrial, and service industry companies on-site

**DETAILS** - RTHS juniors and seniors are invited to attend the Expo. Open to the public from Noon-2pm

**REGISTER** - Job seekers pre-register at Eventbrite to be eligible for one entry into a drawing for \$300 and must attend and register at Expo.

**SPONSORS** - City of Rochelle, Mayor John Bearrows, Kishwaukee College, Rochelle Township High School, Rochelle Foods, Rochelle Chamber, and 102.3 The Coyote

# # #

**Strategic Goals and Initiatives: Business and Economic Development, Community Inclusivity and Engagement, and Quality of Life**



## **Strategic Plan Success - Elimination of Certain Boards and Committees**

Resolution R96-3 approved in 1996 revised the Rochelle Municipal Code to end the current terms of all members of City Boards and Commissions as of June 30 and make new appointments to begin July 1 of each year. In preparation for the newly appointed terms, it was found the activity of these five boards and committee activities are no longer needed for the operation of the city's business. Currently, the Trucking Advisory Committee, Utility Advisory Board, Stormwater Advisory Commission, Airport Advisory Board, and Railroad Advisory Board have vacant openings. These past years it has been difficult to find volunteers for these boards and committees to fill the vacancies. Any issues that these boards have discussed in the past are handled by staff and the city manager with direct reporting to the Mayor and City Council.

### **Strategic Goals and Initiatives: Community Inclusivity and Engagement**



## City Clerk



**ROSE HUERMO**  
City Clerk

Duties of the City Clerk include researching Council action, City Regulations, Law, and Policy. The City Clerk serves as the FOIA Officer for the City of Rochelle. The Clerk is dedicated to meeting the requirements and deadlines prescribed by City, State and Federal law to ensure the proper function of government; to keep the official records of the City Council, to maintain up-to-date City Codes; to provide accurate information to citizens and to the City Administration, and to properly manage and execute the official records for the citizens and the Courts; to administer the Alcoholic Beverage Ordinance and licensing; and to meet the statutory requirements of the City of Rochelle; all in the most cost-effective and efficient manner.

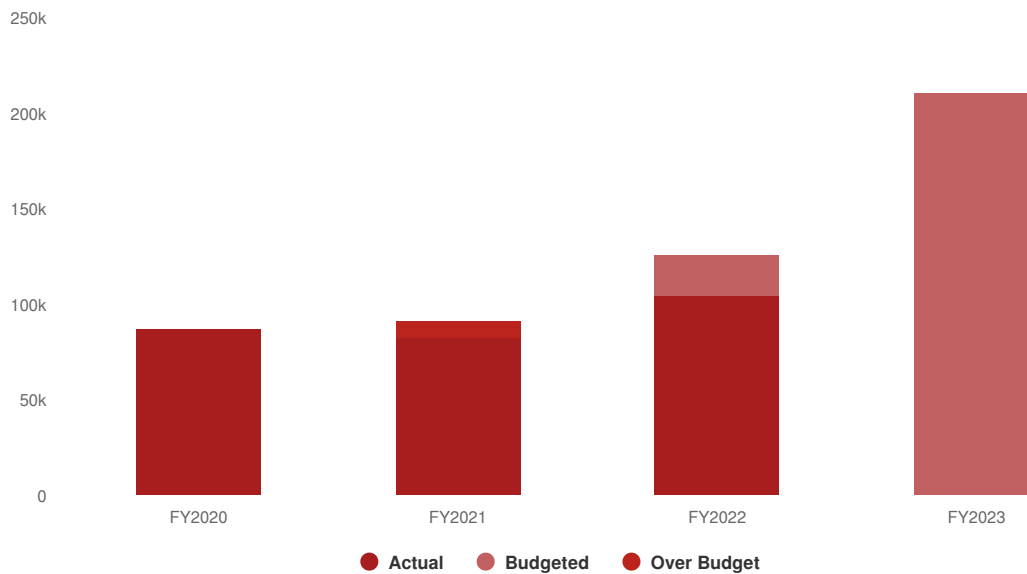
## Expenditures Summary

**FUND: General — 01-13**  
**DEPT: CITY CLERK**

Major expenditures are for salary and benefits of the Deputy Clerk. Contractual services include on-line codification of the municipal Code by Municode. Publishing and printing costs are for the official documents including ordinances and birth and death certificates.

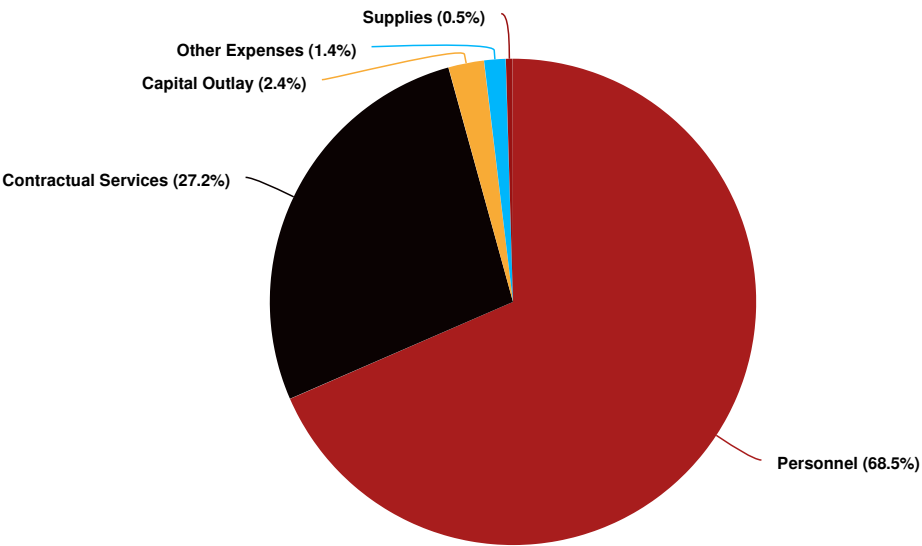
**\$210,877** **\$84,847**  
(67.32% vs. prior year)

### City Clerk Proposed and Historical Budget vs. Actual

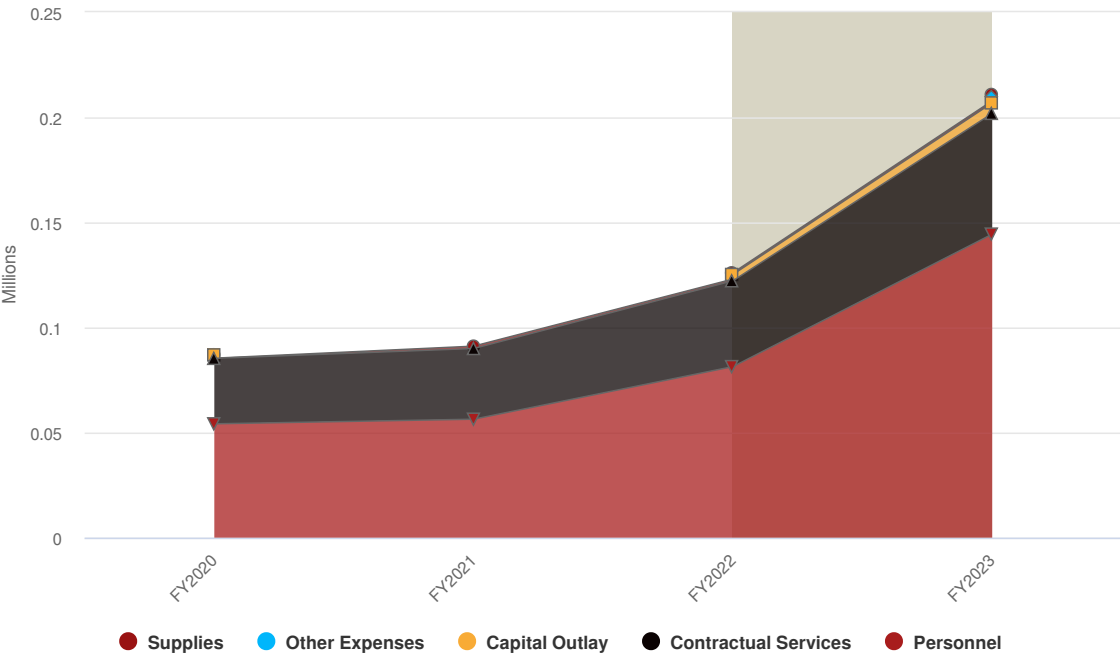


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



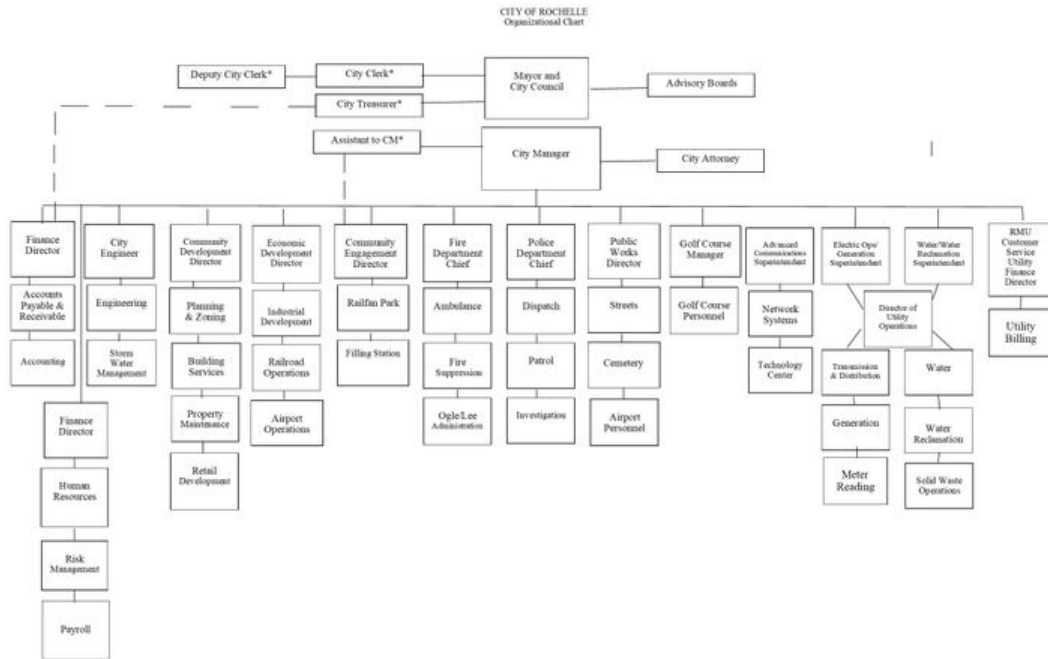
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$43,261.03	\$46,269.59	\$55,000.00	\$82,902.00
Part-Time	\$0.00	\$9,578.96	\$26,330.00	\$27,250.00
Overtime	\$177.48	\$484.56	\$0.00	\$0.00
Health Insurance	\$10,717.20	\$0.00	\$0.00	\$34,225.00
Life Insurance	\$0.00	\$17.73	\$50.00	\$50.00
<b>Total Personnel:</b>	<b>\$54,155.71</b>	<b>\$56,350.84</b>	<b>\$81,380.00</b>	<b>\$144,427.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$0.00	\$0.00	\$0.00	\$3,000.00
<b>Total Other Expenses:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,000.00</b>
<b>Contractual Services</b>				
Other Professional Services	\$6,243.82	\$7,922.06	\$8,000.00	\$20,000.00
Postage	\$6,083.25	\$4,500.72	\$6,000.00	\$8,000.00
Telephone	\$676.53	\$2,152.02	\$750.00	\$750.00
Publishing	\$514.50	\$110.25	\$500.00	\$500.00
Printing	\$3,801.15	\$51.69	\$4,000.00	\$5,000.00
Dues	\$315.91	\$170.00	\$700.00	\$800.00
Travel	\$54.10	\$318.05	\$300.00	\$300.00
Training	-\$250.00	\$0.00	\$150.00	\$300.00
Tuition	\$0.00	\$0.00	\$1,800.00	\$1,800.00
Publications	\$114.00	\$147.00	\$150.00	\$1,500.00
Conference	-\$276.00	\$812.88	\$3,000.00	\$3,000.00
Intergovernmental Agreement	\$13,864.00	\$17,464.00	\$15,500.00	\$15,500.00
<b>Total Contractual Services:</b>	<b>\$31,141.26</b>	<b>\$33,648.67</b>	<b>\$40,850.00</b>	<b>\$57,450.00</b>
<b>Supplies</b>				
Office Supplies	\$92.50	\$1,114.47	\$800.00	\$1,000.00
<b>Total Supplies:</b>	<b>\$92.50</b>	<b>\$1,114.47</b>	<b>\$800.00</b>	<b>\$1,000.00</b>
<b>Capital Outlay</b>				
Equipment	\$1,649.96	\$0.00	\$3,000.00	\$3,000.00
Furniture	\$0.00	\$0.00	\$0.00	\$2,000.00
<b>Total Capital Outlay:</b>	<b>\$1,649.96</b>	<b>\$0.00</b>	<b>\$3,000.00</b>	<b>\$5,000.00</b>
<b>Total Expense Objects:</b>	<b>\$87,039.43</b>	<b>\$91,113.98</b>	<b>\$126,030.00</b>	<b>\$210,877.00</b>

# City Clerk - Organizational Chart



## Strategic Plan Success - Citizens Academy



Created by the City Clerk, Citizens Academy is a program that offers the opportunity for residents of Rochelle to learn about local government, the municipal utilities and the services delivered that impact the quality of life. Participants will see first-hand staff's commitment to serving the community.

The ten-week program includes sessions that focus on these departments: Mayor, City Manager and City Clerk; Finance and Human Resources; Police and Fire; Community and Economic Development; Public Works and Engineering; Rochelle Municipal Utilities; Airport, Golf Course and Tourism. Attenders go behind the scenes to learn how the city works through hands-on activities, facility tours and more.

The 2022 sessions were held every Thursday, August 4 – October 6, 2022, from 5:30 - 8:00 p.m. at various City facilities. Applicants must be 18 or older and agree to attend at least eight of the ten sessions. High school students, ages 16 and 17, may participate with parental permission. The free program included a complimentary meal.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement and Quality of Life**

## Strategic Plan Success - Video Gaming Act



The Video Gaming Act authorizes a maximum annual fee of \$250.00 for each video gaming terminal. Many surrounding municipalities have adjusted the annual fee to the allowed maximum fee. The City of Rochelle currently has a count of 124 video gaming terminals. The city will implement the gaming fees over a three-year period starting January 1, 2023: \$100.00 year 1, \$150 year 2, and final adjustment of \$250 year 3. The establishment must be a current liquor license holder while also meeting the requirements for such a license. An annual permit fee of two hundred fifty dollars (\$250.00) for each video gaming terminal shall be paid in advance on or before December 31st of each year. Each permit shall expire on December 31st of each year. There shall be no prorated fees and funds will be deposited into the General Fund.

**Strategic Goals and Initiatives: Financial and Organizational Management and Quality of Life**



## Strategic Plan Success - Amending Municipal Code Chapter 6 Adding Liquor License Resort Classification



In 2012, when the liquor code was updated, the Resort classification was deleted as no businesses held a license in that classification. Recent applications from Comfort Inn & Suites Rochelle located at 1133 N. 7th St. and Holiday Inn Express located at 1240 Dement Rd would benefit from the addition of a resort liquor license classification. In reviewing the Municipal Code, businesses do not qualify under our current liquor classification codes. Both businesses plan to sell liquor to their patrons and make it available for meetings and or guests as desired. It is our understanding that Comfort Inn & Suites Rochelle and Holiday Inn Express do not intend to operate a bar. Resort means an establishment designed to attract and accommodate tourists and visitors to the resort area or the community, with lodging facilities with at least 25 motel rooms located on the premises, and the primary business of the establishment is not the sale of alcoholic beverages. The Resort Liquor classification will be defined as: Resort. A resort license shall be a license for the sale of alcoholic liquor by a resort, as defined in section 6-2. A resort license shall entitle the licensee to sell alcoholic liquor for consumption on or off the premises in the original package during the hours as specified in section 6-4. The holder of the Class Resort license shall also be allowed to sell alcoholic beverages in the original container to persons who are of the age of 21 years or older who have registered renting a room in the hotel or motel for the purpose of consuming such alcoholic beverages within the hotel or motel room. Further, it is the responsibility of the hotel or motel operator to obtain a written statement from the person who is renting the room that no persons under the age of 21 will consume any alcoholic beverages within the room. Said sales may be made indirectly by the placement of alcoholic beverages within rooms to be occupied by persons over the age of 21 years, with directions that the consumption of such beverages will be charged to the person renting that particular room.

**Strategic Goals and Initiatives: Economic and Business Development and Quality of Life**

## Municipal Building



**Jennifer Thompson**  
Assistant to the City Manager

The Municipal Building includes all general expenses for the General Fund such as janitorial, marketing, City Hall building improvements, and transfers to Administrative Services and Network Administration.

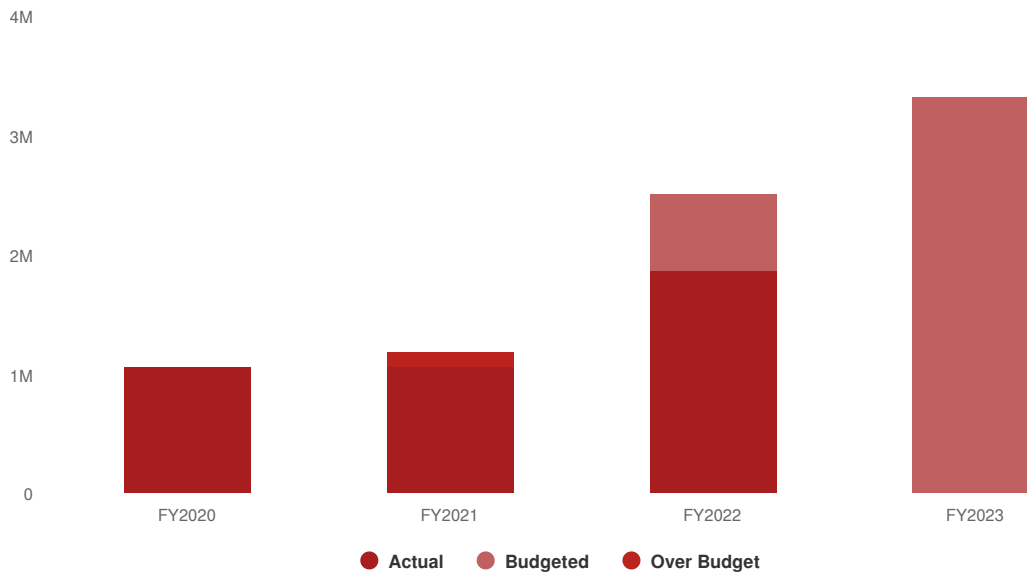
### Expenditures Summary

**FUND: General — 01-17**  
**DEPT: MUNICIPAL BUILDING**

Funds are included for City Hall custodial services. Funds are also budgeted for the General Fund share of Network Administration and Administrative Services.

**\$3,329,262** **\$808,148**  
(32.06% vs. prior year)

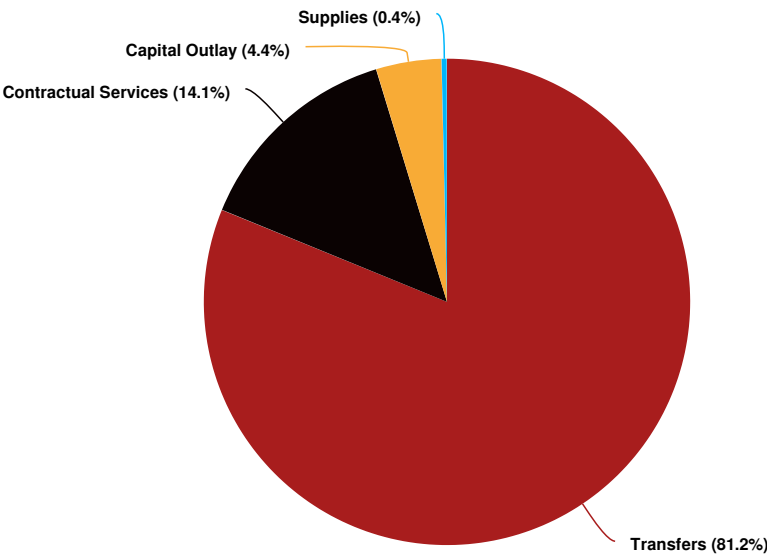
#### Municipal Building Proposed and Historical Budget vs. Actual



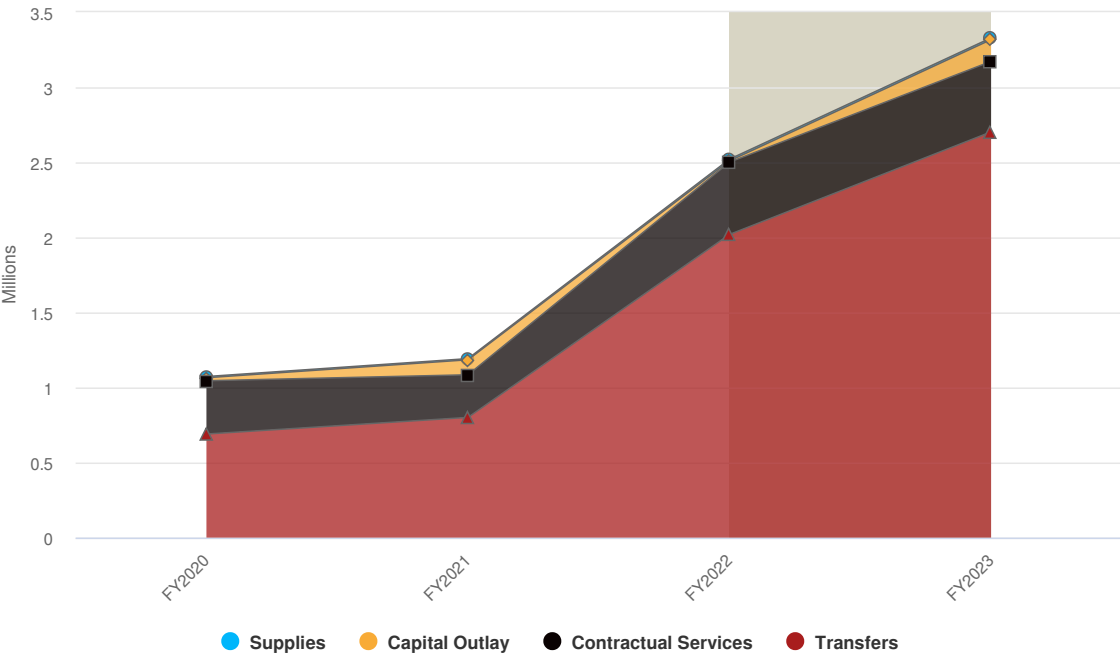


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



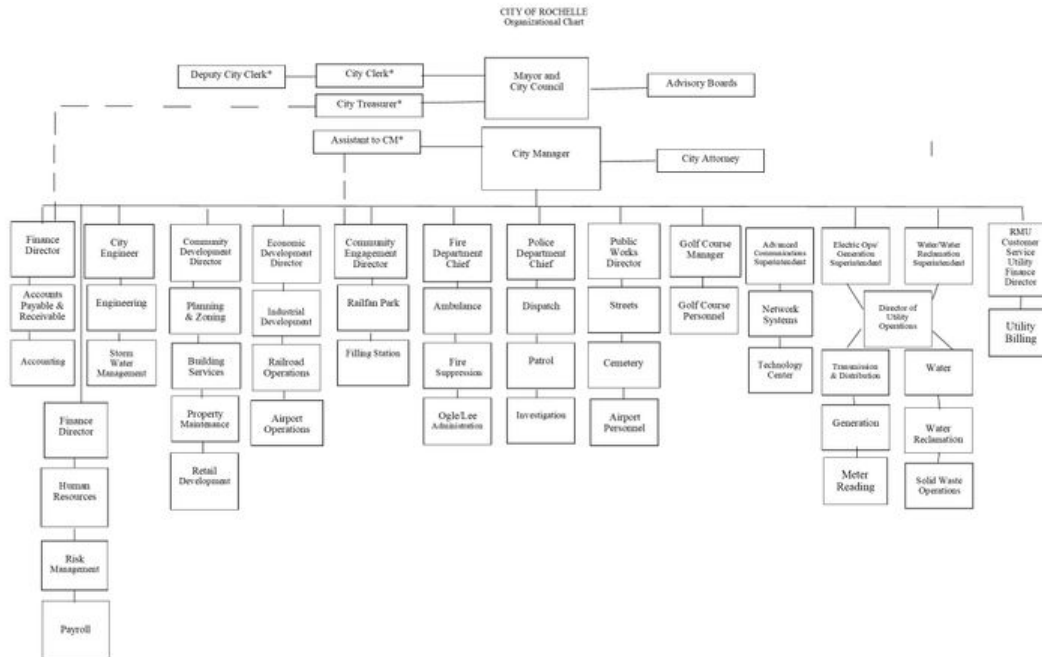
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Building Maintenance	\$15,915.22	\$18,588.09	\$40,000.00	\$108,000.00
Grounds Maintenance	\$1,125.00	\$4,795.00	\$7,500.00	\$7,500.00
Other Maintenance	\$2,810.33	\$1,241.20	\$3,000.00	\$3,000.00
Janitorial Services	\$29,900.00	\$29,678.25	\$30,000.00	\$30,000.00
Network Administration	\$141,144.00	\$141,144.00	\$296,293.00	\$268,113.00
Other Contractual Services	\$0.00	\$89.00	\$500.00	\$500.00
Other Professional Services	\$2,334.25	\$31,568.90	\$30,000.00	\$30,000.00
Utilities	\$67,616.81	\$1,235.56	\$1,100.00	\$1,100.00
Garbage Disposal/Recycling	\$488.76	\$453.30	\$500.00	\$750.00
Property Tax	\$104.40	\$939.84	\$600.00	\$750.00
Community Relations	\$42,911.75	\$377.68	\$20,000.00	\$20,000.00
Sales Tax Rebate	\$50,784.36	\$53,783.78	\$52,000.00	\$0.00
<b>Total Contractual Services:</b>	<b>\$355,134.88</b>	<b>\$283,894.60</b>	<b>\$481,493.00</b>	<b>\$469,713.00</b>
<b>Supplies</b>				
Building Supplies	\$898.33	\$25.70	\$1,000.00	\$1,200.00
Grounds Supplies	\$0.00	\$430.36	\$500.00	\$500.00
Office Supplies	\$4,097.27	\$3,762.62	\$6,000.00	\$6,000.00
Janitorial Supplies	\$3,136.36	\$3,739.13	\$4,000.00	\$4,000.00
<b>Total Supplies:</b>	<b>\$8,131.96</b>	<b>\$7,957.81</b>	<b>\$11,500.00</b>	<b>\$11,700.00</b>
<b>Capital Outlay</b>				
Building	\$6,600.00	\$97,344.90	\$8,500.00	\$135,000.00
Equipment	\$10,292.17	\$2,419.49	\$0.00	\$10,000.00
Other Improvements	\$2,936.00	\$0.00	\$0.00	\$0.00
<b>Total Capital Outlay:</b>	<b>\$19,828.17</b>	<b>\$99,764.39</b>	<b>\$8,500.00</b>	<b>\$145,000.00</b>
<b>Transfers</b>				
Transfer Hotel/Motel Fund	\$0.00	\$0.00	\$60,000.00	\$0.00
Transfer Ambulance fund	\$200,000.04	\$180,000.00	\$200,000.00	\$220,000.00
Transfer Electric Fund	\$0.00	\$0.00	\$195,566.00	\$438,057.00
Transfer Water Fund	\$0.00	\$0.00	\$750,000.00	\$125,000.00
Transfer Tech Center Fund	\$0.00	\$0.00	\$225,000.00	\$0.00
Transfer Admin Services Fund	\$378,657.00	\$378,657.00	\$389,055.00	\$490,792.00
Transfer Fire Pension	\$55,581.97	\$121,024.70	\$100,000.00	\$150,000.00
Transfer Police Pension	\$55,581.97	\$121,024.70	\$100,000.00	\$150,000.00
Transfer Capital Improvement	\$0.00	\$0.00	\$0.00	\$1,129,000.00
<b>Total Transfers:</b>	<b>\$689,820.98</b>	<b>\$800,706.40</b>	<b>\$2,019,621.00</b>	<b>\$2,702,849.00</b>
<b>Total Expense Objects:</b>	<b>\$1,072,915.99</b>	<b>\$1,192,323.20</b>	<b>\$2,521,114.00</b>	<b>\$3,329,262.00</b>

## Municipal Building - Organizational Chart



## Strategic Plan Success - Improvements to 333 Lincoln Highway



The 2023 budget includes \$225,000 for building updates at 333 Lincoln Highway for the RMU Customer Service and Finance Departments. The upgrades to the lobby space will include enhanced safety features and handicap accessibility. Two bids were received and were within \$50 of one another. Staff recommends proceeding with the low bidder, Lite Construction of Montgomery, Illinois, for \$174,950. The City's engineering firm, Cordogan & Clark, has experience of working with Lite Construction. Work is anticipated to take place in the summer of 2023 and internal discussions are underway to relocate staff and offer an alternate location for in-person customer service for three weeks during the project.

**Strategic Goals and Initiatives: Core Service Delivery and Infrastructure Effectiveness and Improvements**

## City Attorney



**Dominick L. Lanzito**  
Legal Counsel

The City Attorney provides legal counsel to the City Council, City Manager and various other operating departments. The City Attorney is retained and responsible for general city corporation counsel matters including the preparation of review or ordinances, contracts or other legal documents.

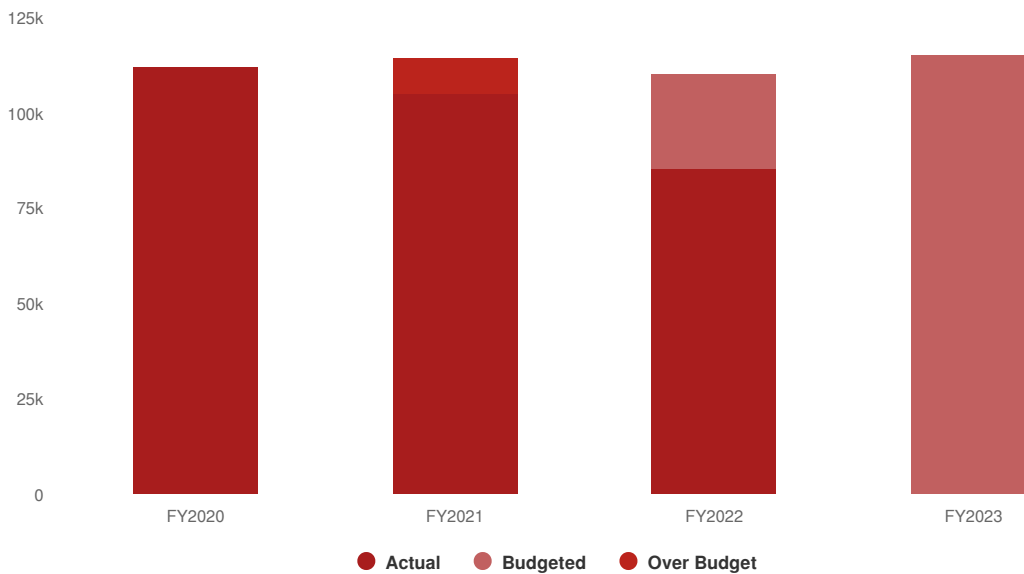
## Expenditures Summary

**FUND: General 01-18**  
**DEPT: CITY ATTORNEY**

Ordinance prosecution is handled by contractual service.

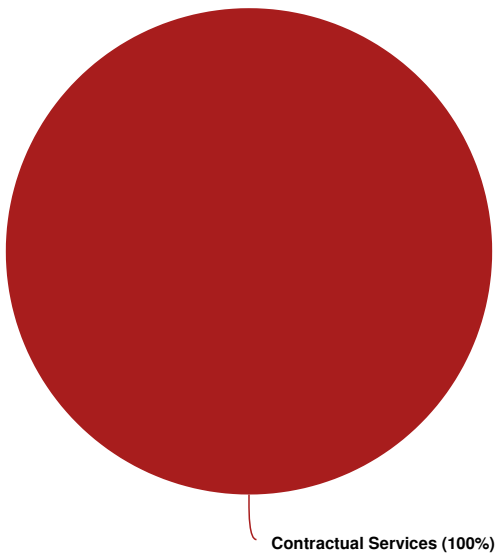
**\$115,000** **\$5,000**  
(4.55% vs. prior year)

### City Attorney Proposed and Historical Budget vs. Actual

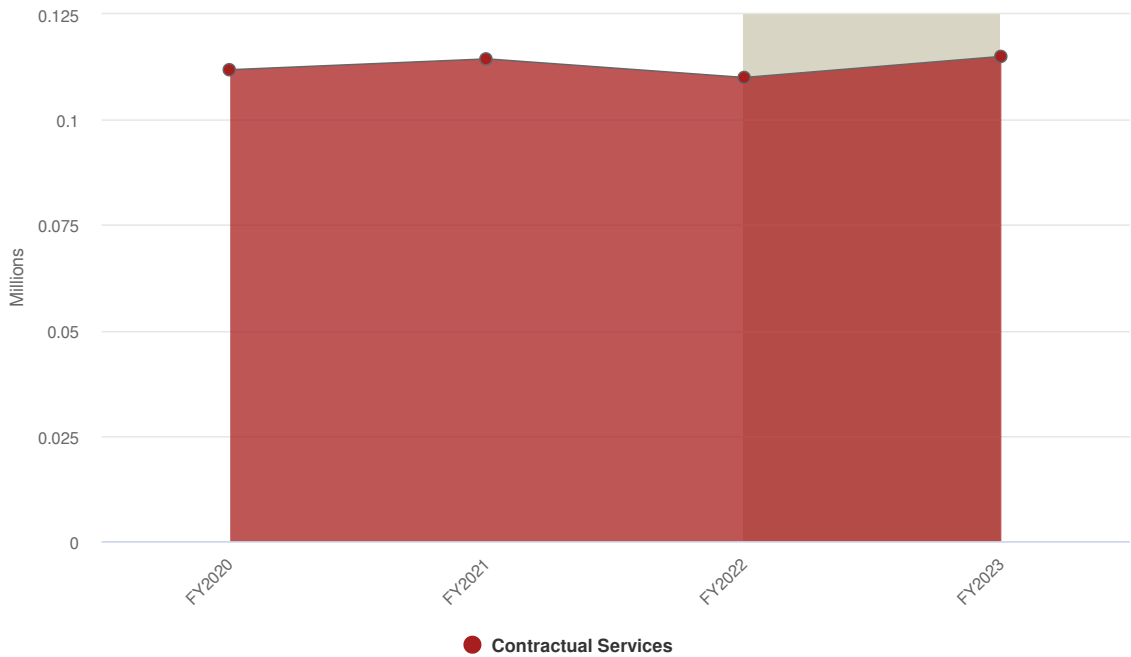


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



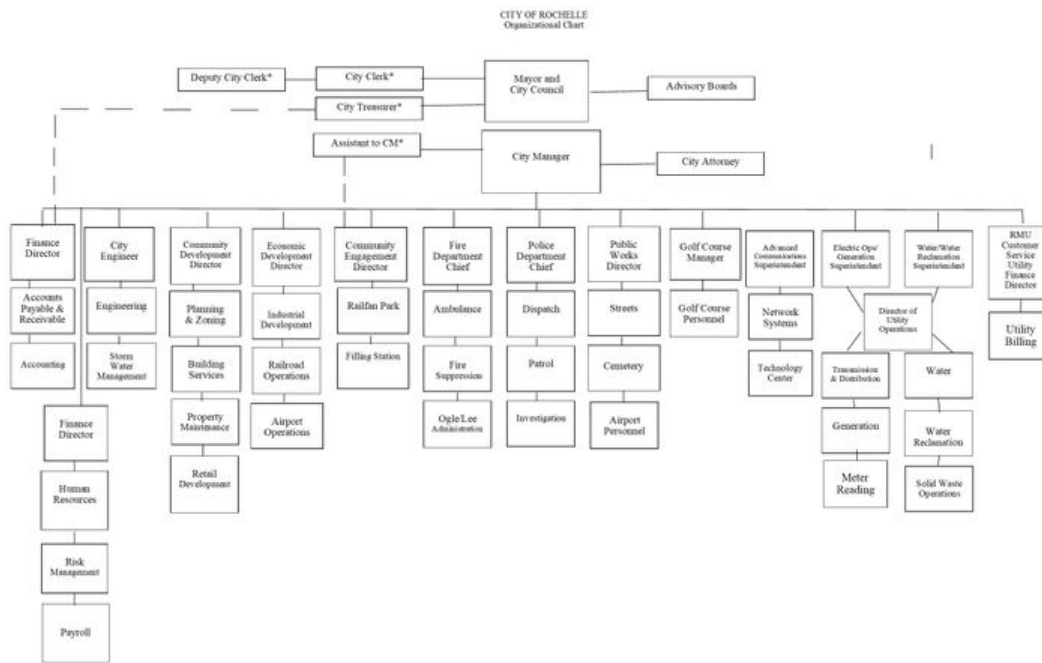
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Legal Service	\$111,842.85	\$114,410.75	\$110,000.00	\$115,000.00
<b>Total Contractual Services:</b>	<b>\$111,842.85</b>	<b>\$114,410.75</b>	<b>\$110,000.00</b>	<b>\$115,000.00</b>
<b>Total Expense Objects:</b>	<b>\$111,842.85</b>	<b>\$114,410.75</b>	<b>\$110,000.00</b>	<b>\$115,000.00</b>

## City Attorney - Organizational Chart



## City Manager



**JEFF FIEGENSCHUH, ICMA-CM, MPA**  
City Manager

The Council Manager form of government was approved by public referendum in 1994. The first Ordinance establishing the City Manager position in Rochelle was adopted by the City Council in 1995. The City operates under the City Manager Statutes of the State of Illinois. The City Manager coordinates and oversees the activities of all City departments, providing direct staff assistance to City Council members, including the mayor and council committees. His staff leads the financial and budget management process for the City and directs the City's planning efforts. His staff also conducts research, develops policies, and evaluates potential public programs. The City Manager is expected to be nonpartisan and politically neutral.

## Expenditures Summary

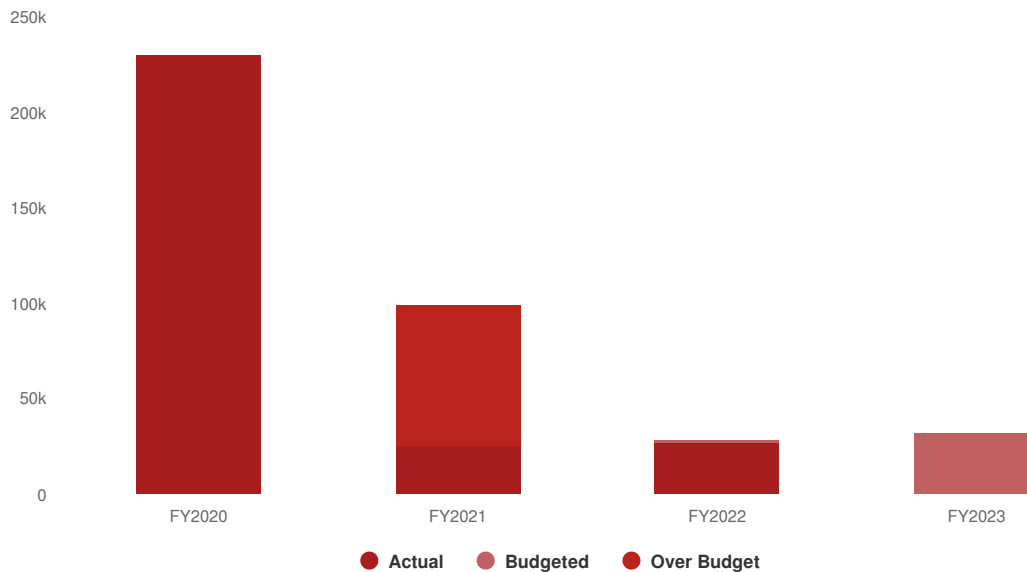
**FUND: General - 01-19**

**DEPT: CITY MANAGER**

The City Manager and Assistant to the City Manager Salaries are budgeted and allocated through Administrative Services.

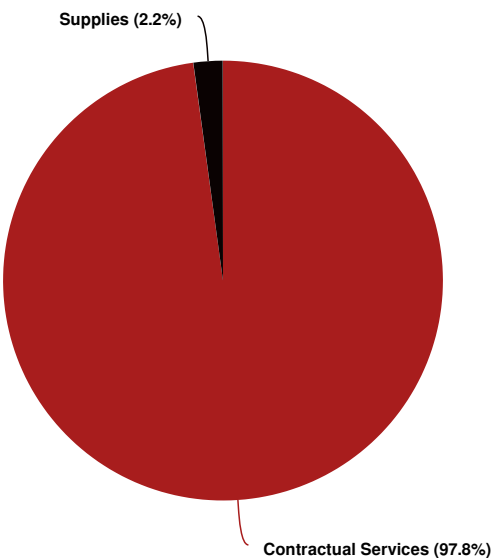
**\$32,450** **\$4,200**  
(14.87% vs. prior year)

### City Manager Proposed and Historical Budget vs. Actual

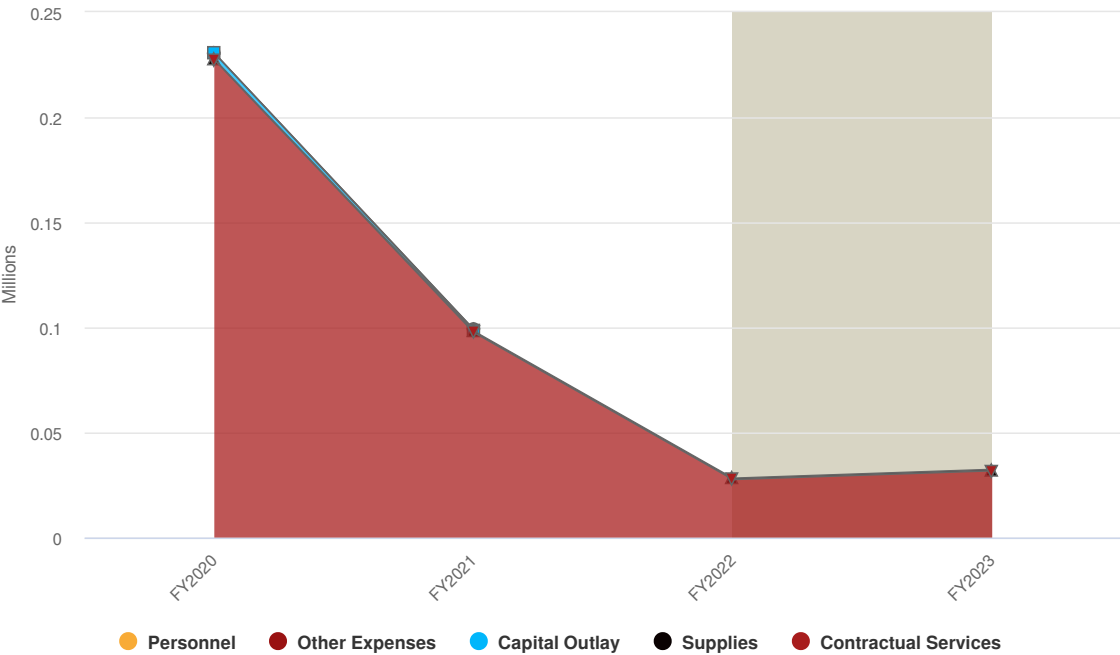


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

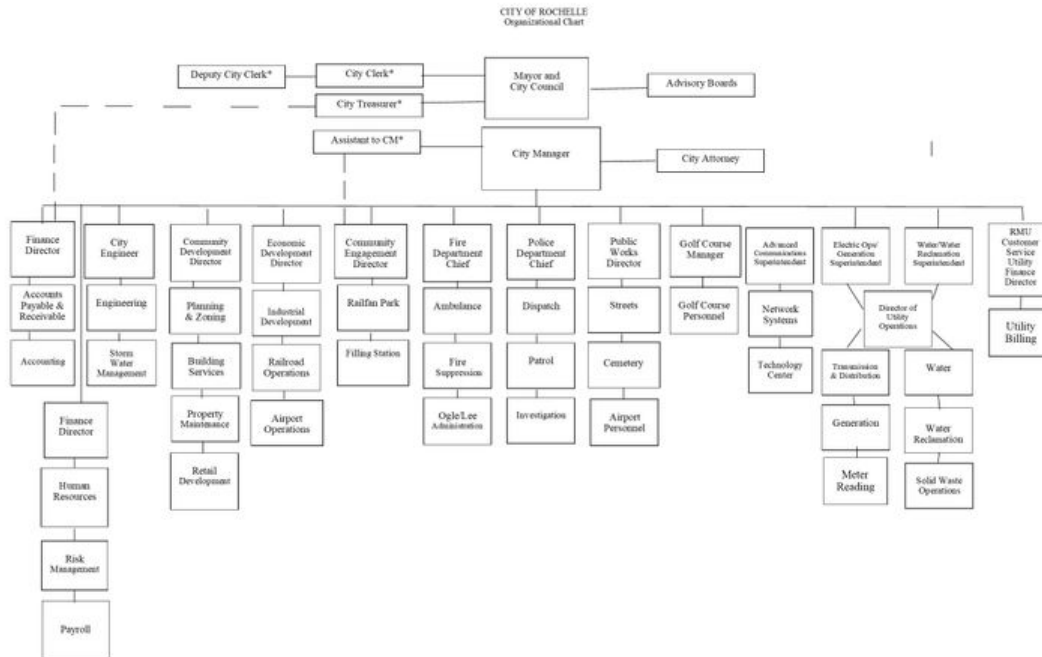


Grey background indicates budgeted figures.



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Life Insurance	\$70.92	\$53.19	\$0.00	\$0.00
<b>Total Personnel:</b>	<b>\$70.92</b>	<b>\$53.19</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$52.00	\$405.05	\$0.00	\$0.00
<b>Total Other Expenses:</b>	<b>\$52.00</b>	<b>\$405.05</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Contractual Services</b>				
Other Professional Services	\$0.00	\$235.16	\$750.00	\$850.00
Telephone	\$262.60	\$558.82	\$600.00	\$600.00
Professional Development	\$255.00	\$0.00	\$1,500.00	\$2,000.00
Dues	\$12,515.71	\$11,945.00	\$12,500.00	\$12,500.00
Travel	\$339.56	\$712.50	\$2,500.00	\$3,500.00
Publications	\$0.00	\$0.00	\$250.00	\$300.00
Conference	\$3,865.48	\$1,927.00	\$4,000.00	\$4,500.00
Community Relations	\$210,127.31	\$82,248.79	\$5,500.00	\$7,500.00
<b>Total Contractual Services:</b>	<b>\$227,365.66</b>	<b>\$97,627.27</b>	<b>\$27,600.00</b>	<b>\$31,750.00</b>
<b>Supplies</b>				
Office Supplies	\$283.18	\$666.97	\$650.00	\$700.00
<b>Total Supplies:</b>	<b>\$283.18</b>	<b>\$666.97</b>	<b>\$650.00</b>	<b>\$700.00</b>
<b>Capital Outlay</b>				
Equipment	\$2,825.30	\$418.00	\$0.00	\$0.00
<b>Total Capital Outlay:</b>	<b>\$2,825.30</b>	<b>\$418.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Expense Objects:</b>	<b>\$230,597.06</b>	<b>\$99,170.48</b>	<b>\$28,250.00</b>	<b>\$32,450.00</b>

## City Manager - Organizational Chart



## Strategic Plan Success - Strategic Plan Update

Since 2020, the City of Rochelle has been working with Northern Illinois University on an updated strategic planning document. The city engaged the Northern Illinois University (NIU) Center for Governmental Studies to conduct resident and business-owner focus groups, staff surveys, an in-person workshop and city council goal-ranking process. The final plan was presented as a discussion item in September 2022. In the Strategic Plan, six key focus areas were identified including: Economic and Business Development; Community Inclusivity and Engagement; Core Service Delivery; Financial and Organizational Management; Infrastructure Effectiveness and Improvements; and Quality of Life.

**Strategic Goals and Initiatives: Economic and Business Development; Community Inclusivity and Engagement; Core Service Delivery; Financial and Organizational Management; Infrastructure Effectiveness and Improvements and Quality of Life**

## Strategic Plan Success - Budget Fiscal Year 2023

The City of Rochelle held a Committee of the Whole meeting on November 7 to discuss the upcoming 2023 budget. During the meeting, the City Manager presented a PowerPoint highlighting the 2023 budget and answered specific questions on various line items. The City Clerk published a Public Hearing Notice, as required by State law, to consider adoption of the budget at the November 28th City Council Meeting. Final action on the 2023 Budget was required on or before December 30, 2022, to be filed with Ogle and Lee Counties. The final Proposed 2023 General Fund revenues are budgeted at **\$13,405,888**. This represents an increase of approximately **10%** compared to the original approved 2022 budget. Budgeted expenses total **\$14,702,934**, which is approximately **11%** higher than the 2022 budget. This results in a budget deficit of **\$1,297,046**. The combination of the General Fund, Special Revenue Funds, Enterprise Funds, Internal Service Funds, Trust and Agency Funds, and Capital Project Funds results in budgeted revenues of **\$96,251,524** and budgeted expenses of **\$106,616,478**. Illinois statutes require that the city conduct a public hearing on the proposed budget to allow citizens the opportunity to provide comments. After the Council returns to regular session, members of the Council can propose modifications to the proposed budget, each of which will be voted on by the Council. The proposed budget as amended was subject to a final Council vote for approval.

**Strategic Plan Goals: Economic and Business Development, Community Inclusivity and Engagement, Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements, and Quality of Life**

## **Strategic Plan Success - Early Separation Incentive**

Since 2017, the city has offered early separation incentives as a cost-saving measure. Since the last plan was approved, the City/RMU has had 14 eligible employees participate. Of the 14 open positions, 5 have been replaced at new pay rates and insurance tiers. When the insurance subsidy for the last employee separates ends, the City/RMU will notice a savings of over \$1.7 million dollars. The city manager offered this program again to generate further savings for the city. All participating employees who are either 50 or over with 15 years of service or age 60 or over and vested in their respective pension fund will receive two years of paid insurance from the city at their current level of coverage. Employees must enter into the agreement between March 14 and October 1, 2023, with a separation date of no later than December 31, 2024.

Those qualifying positions left open by a separation will be consolidated into other positions, replaced with part-time personnel or replaced in full after two (2) years. Several positions will need to be replaced immediately, but those will be done at a lower rate of pay and at the new second tier insurance levels. The approximate savings for the first year, could be more than \$225,000, depending upon who participates and when. The estimate considers the early separation payment along with the insurance. Employees may exhaust or receive payment for any allowable accrued and unused vacation, personal or sick time.

**Strategic Goals and initiatives: Core Service Delivery and Financial and Organizational Management**

## **Strategic Plan Success - Low Income Energy Assistance Program**

In December 2022, council approved to waive any requirements that program applicants need to apply for the Illinois Low Income Energy Assistance Program ("LIHEAP") before applying for the RMU Customer Assistance Program. With this change, RMU customer service staff have had to collect, verify, and retain personal financial information from applicants and determine the accuracy and completeness of the financial documents. By reverting back to application to LIHEAP prior to the RMU application, we are taking the time-consuming and uncomfortable responsibility of the financial verification off of our staff and relying on LIHEAP authorization.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management and Quality of Life**

## Strategic Plan Success - City Manager Extends Utility Assistance Program for Two Years

According to US Census data, an estimated 311 households in the Rochelle Municipal Utilities (RMU) territory are below poverty level. The RMU Assistance Program is open to all RMU residential customers who fall within our guidelines of household income at or below 200% of the federal poverty level, which is currently \$27,750 for a family of four. The program provides \$500 a year per household to help pay for utility charges and is funded by renewable energy credits from the previous year. In 2022, \$32,298.28 has been committed to 67 households. The program expires at the end of 2022 and the proposed resolution will extend the program for two additional years.

**Strategic Goals and Initiatives: Core Service Delivery and Community Inclusivity and Engagement**



## Strategic Plan Success - Sustainable Rain Barrels



Rain barrels are an effective tool for capturing roof runoff to be later used for landscaping purposes, reducing stormwater pollution and conserving water. The City of Rochelle would offer residents the opportunity to purchase rain barrels from a sustainable source at a reduced cost by working with UpCycle Products Inc. The public can purchase rain barrels from the Rochelle 2023 Home Delivery Rain Barrel event page at [Upcycle-products.com](https://upcycle-products.com), starting in mid-March, at a reduced cost of between \$40 and \$70 per barrel, and will include home delivery. The reduced cost rate will apply to residents who are up to date on their city utility bills, with a limit of one subsidized rain barrel per calendar year per household. The City of Rochelle will subsidize up to 100 rain barrels on a first come, first served basis. The total estimated cost for the city is approximately \$5,000 and will be provided by the storm water fund.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement and Quality of Life**

## Strategic Plan Success - Rochelle-U



Kishwaukee College offers an on-site certificate program for employees. The program includes four courses aimed at improving skills and leadership, including: Intro to Business, Intro to Software, Business Communications and Management & Supervision. Courses were held at a city facility on Tuesdays from 3-5pm with one hour of additional coursework assigned outside of class per week for each semester. One course will be held per semester: Fall '22, Spring '23, Summer '23 and Fall '23. Students will receive college credit for each course towards a Marketing/Management Associates Degree. A minimum of eight students is required to run the program. The City of Rochelle will cover the course costs for employees. If the employee fails to complete the course, they will be required to reimburse the city for expenses incurred. A Memorandum of Understanding will be presented to the council before each semester. The cost is \$583 per course for each student.

### Strategic Goals and Initiatives: Core Service Delivery and Quality of Life

## Strategic Plan Success - Uses for the American Rescue Plan Act Funds

The City of Rochelle received approximately \$1,230,566 in two installments from the Federal Government through the American Rescue Plan Act. Due to changes in the rules for the types of projects that can be funded, staff updated the list of approved projects and reallocated funds. Originally, the city council approved the following:

1. Rehabilitation and Painting of the overpass water tower-\$940,000
2. Investments in updating fiber infrastructure-\$225,000
3. Updates to Railfan Park-\$60,000

Below are the proposed updates:

1. Water Projects \$600,000
2. Updates to Railfan Park \$135,000
3. Community Storm Sewer Projects \$400,000
4. Resident energy efficiency and security projects \$100,000

The staff feels this new list will have the most impact on all our residents.

### Strategic Goals and Initiatives: Financial and Organizational Management, Infrastructure Effectiveness and Improvements, and Quality of Life



## Strategic Plan Success - Residential Home Efficiency Upgrades Sustainability



The flyer has a blue background with a white RMU logo in the top left corner. The logo consists of a stylized 'R' with 'MU' inside a circle. To the right of the logo, the words 'ENERGY AUDITS' are written in large, bold, white, distressed-style capital letters. Below this, a line of white cursive text reads 'Now offered by RMU through a partnership with PanOptic Solutions!'. The flyer is divided into three sections by green leaf icons. The first section has a leaf icon and text about saving money on energy bills. The second section has a leaf icon and text about PanOptic Solutions' experience and services. The third section has a leaf icon and text about the cost of the audits. At the bottom, a line of white cursive text provides contact information for scheduling an audit.

**ENERGY AUDITS**

*Now offered by RMU through a partnership with PanOptic Solutions!*

Looking to save money on your energy bills? An energy audit will help identify ways to reduce the cost of operating your home!

PanOptic Solutions has over ten years of experience in providing sustainability and reliability insights to industrial clients and is now offering services to residential customers. PanOptic looks for water leaks, insulation problems, appliance inefficiencies and maintenance issues, outside air leaks and potential ignition sources. A full report will be provided after the audit.

RMU will cover half of the cost for home and small business energy audits. The full price of a home audit is \$150 and RMU will cover \$75. A small Business energy audit is \$400 and RMU will pay \$200. Customers will pay PanOptic directly for their portion of the audit.

*To schedule an energy audit,  
call PanOptic Solutions at 877-668-6640*

Residential home efficiency upgrades can benefit both the customer and RMU by allowing customers and RMU to reduce their energy or water usage and lower peak demand. Incentivizing customers of RMU to make home efficiency upgrades can make upgrades more affordable for homeowners and renters, leading to a more sustainable city. Retroactively implementing the addition of home efficiency upgrades to Chapter 98 will allow RMU customers that have made applicable investments in their homes since January 1, 2022, to receive the financial benefit of home efficiency upgrades, alleviating financial distress in the present.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement, Core Service Delivery and Quality of Life**

## Police



**ERIC HIGBY**

Police Department Chief

The Police Department is responsible for educating the public on crime, enforcing state and local laws and delivering public safety services. The Department's primary activities are patrol, public assistance and criminal investigations. The Department operates the 911 Dispatch System for the City and is a back-up for Ogle County. Three full-time officers are included in the 2023 Budget for future retirements.

### Expenditures Summary

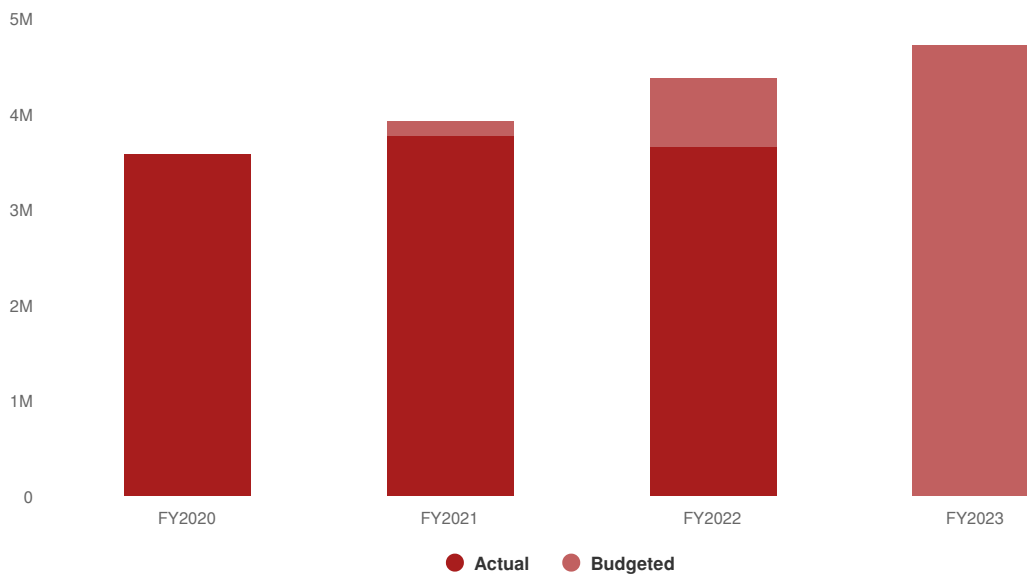
**FUND: General 01-21**

**DEPT: POLICE**

Major expenditures include salaries and benefits for the full-time and part-time employees (officers, dispatchers, administrative personnel, and crossing guards).

**\$4,735,206** **\$345,131**  
(7.86% vs. prior year)

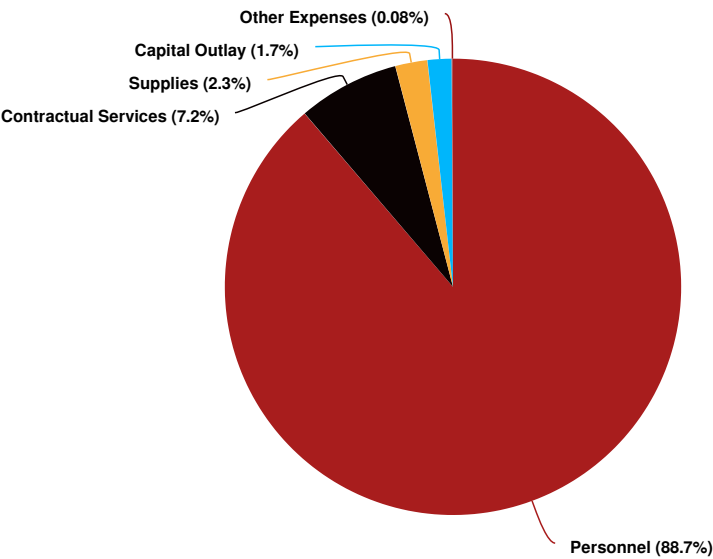
#### Police Proposed and Historical Budget vs. Actual



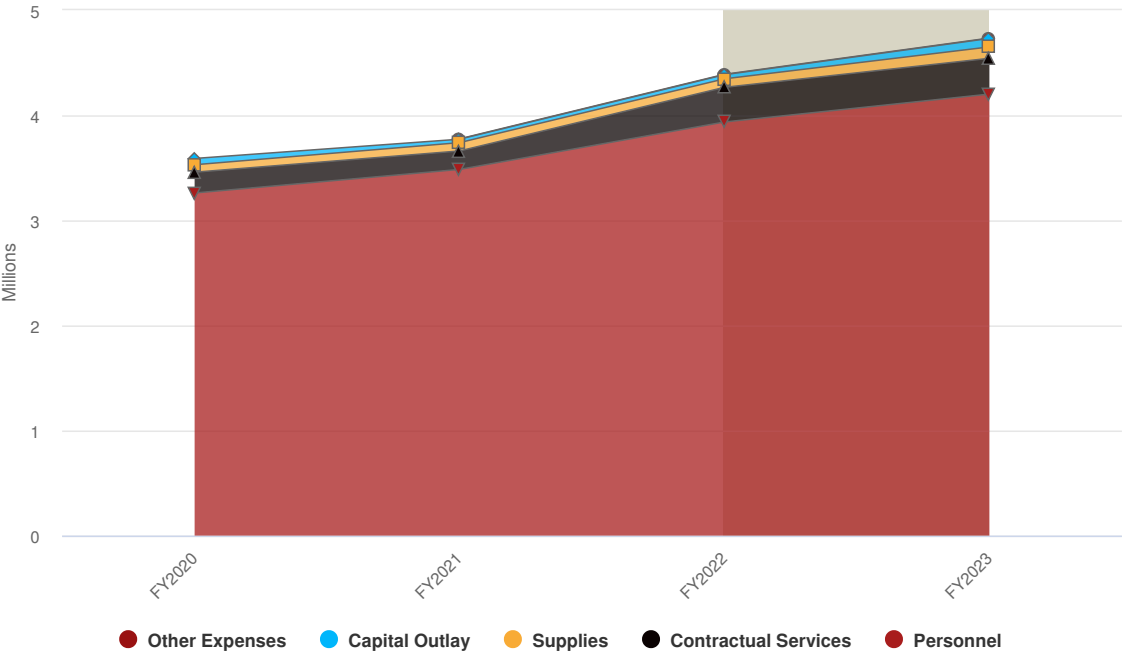


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

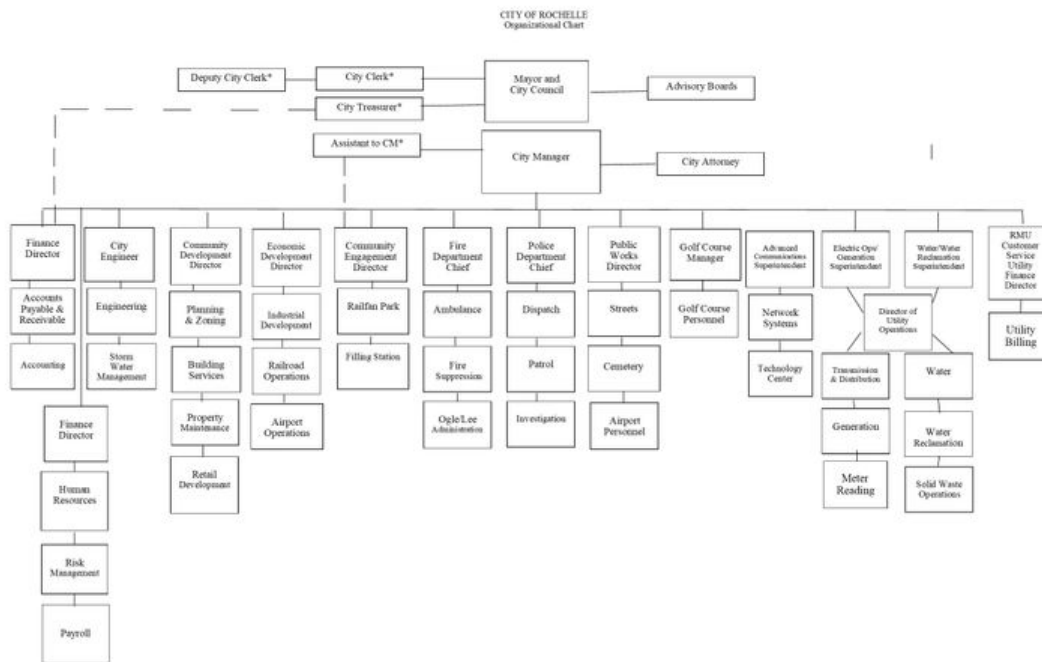


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$1,939,010.69	\$2,032,177.45	\$2,444,717.00	\$2,546,507.00
Part-Time	\$45,166.48	\$22,299.02	\$32,000.00	\$35,000.00
Overtime	\$139,744.59	\$147,743.26	\$120,000.00	\$125,000.00
Pager	\$0.00	\$0.00	\$0.00	\$20,724.00
OIC - On-Call FTO	\$25,390.64	\$40,338.85	\$30,000.00	\$30,000.00
Contribution to Police Pension	\$708,983.25	\$828,340.63	\$856,534.00	\$940,173.00
Health Insurance	\$377,931.80	\$406,492.64	\$417,996.00	\$472,393.00
Life Insurance	\$1,843.92	\$1,855.74	\$2,000.00	\$2,100.00
Uniform Allowance	\$22,415.05	\$5,722.73	\$33,000.00	\$30,000.00
<b>Total Personnel:</b>	<b>\$3,260,486.42</b>	<b>\$3,484,970.32</b>	<b>\$3,936,247.00</b>	<b>\$4,201,897.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$0.00	\$3,430.77	\$3,800.00	\$3,800.00
<b>Total Other Expenses:</b>	<b>\$0.00</b>	<b>\$3,430.77</b>	<b>\$3,800.00</b>	<b>\$3,800.00</b>
<b>Contractual Services</b>				
Equipment Maintenance	\$37,735.92	\$37,100.76	\$38,000.00	\$38,000.00
Vehicle Maintenance	\$51,130.81	\$26,702.09	\$20,000.00	\$30,000.00
Medical Services	\$359.00	\$0.00	\$500.00	\$500.00
Data Processing Service	\$15,484.14	\$360.00	\$10,000.00	\$11,000.00
Other Professional Services	\$3,962.30	\$2,983.75	\$5,200.00	\$6,500.00
Postage	\$0.00	\$53.65	\$100.00	\$400.00
Telephone	\$22,812.27	\$20,375.17	\$24,000.00	\$24,000.00
Publishing	\$343.00	\$974.00	\$500.00	\$700.00
Printing	\$3,597.98	\$3,222.50	\$5,000.00	\$5,000.00
Dues	\$16,458.54	\$17,592.16	\$25,600.00	\$28,000.00
Travel	\$345.93	\$3,736.50	\$20,800.00	\$20,000.00
Training	\$13,430.56	\$5,061.00	\$32,000.00	\$33,600.00
Tuition	\$12,500.00	\$12,500.00	\$12,500.00	\$12,147.00
Utilities	\$1,262.81	\$1,231.94	\$1,400.00	\$1,400.00
Animal Control	\$2,946.06	\$2,780.32	\$4,500.00	\$6,000.00
Lease or Rentals	\$0.00	\$35,827.08	\$124,236.00	\$118,236.00
Investigations	\$2,150.00	\$2,829.79	\$3,000.00	\$3,000.00
Drug Investigations	\$4,253.77	\$2,368.00	\$1,500.00	\$1,000.00
DUI	\$9,071.92	\$11.00	\$1,000.00	\$1,000.00
<b>Total Contractual Services:</b>	<b>\$197,845.01</b>	<b>\$175,709.71</b>	<b>\$329,836.00</b>	<b>\$340,483.00</b>
<b>Supplies</b>				
Equipment Supplies	\$2.65	\$0.00	\$0.00	\$0.00
Vehicle Supplies	\$3,243.26	\$245.26	\$2,000.00	\$2,000.00
Office Supplies	\$8,109.18	\$5,969.93	\$8,000.00	\$8,000.00
Operating Supplies	\$14,364.37	\$13,086.45	\$19,000.00	\$20,000.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Gasoline/Oil	\$34,984.79	\$48,390.66	\$45,000.00	\$62,000.00
Prisoner Supplies	\$4,833.62	\$2,217.52	\$6,000.00	\$6,000.00
K9 Supplies	\$5,371.85	\$9,065.96	\$1,000.00	\$10,400.00
<b>Total Supplies:</b>	<b>\$70,909.72</b>	<b>\$78,975.78</b>	<b>\$81,000.00</b>	<b>\$108,400.00</b>
<b>Capital Outlay</b>				
Equipment	\$59,891.92	\$30,905.41	\$39,192.00	\$80,626.00
Vehicles	\$0.00	\$1,821.21	\$0.00	\$0.00
<b>Total Capital Outlay:</b>	<b>\$59,891.92</b>	<b>\$32,726.62</b>	<b>\$39,192.00</b>	<b>\$80,626.00</b>
<b>Total Expense Objects:</b>	<b>\$3,589,133.07</b>	<b>\$3,775,813.20</b>	<b>\$4,390,075.00</b>	<b>\$4,735,206.00</b>

## Police Department - Organizational Chart



## Strategic Plan Accomplishment - Ordinance Amending Chapter 34 of the Rochelle Municipal Code Pertaining to Civil Emergencies

Staff located a gap in Chapter 34 of the local ordinance "Emergency Services and Disaster Agency" concerning the Mayor or City Manager's authority to declare a local disaster. Chapter 34 provides important statutory authority for local leaders to prepare for and respond to a disaster. However, it currently lacks a specific language describing the authority to declare a local emergency, the process by which one is declared, and the powers given to city officials once a local emergency is declared. The ordinance, amending Chapter 34, was drafted in coordination with the city's Municipal Code (65ILCS 5/11-1-6) and the Illinois Emergency Management Act (20 ILCS 3305/11). These two state statutes grant the Mayor and his/her designee authority to declare a municipal state of emergency, explain how ships are made and describe what additional authority or powers are available once the declaration is made.

### Strategic Plan Goal: Core Service Delivery



## Fire



**DAVID SAWLSVILLE**  
Fire Department Chief

The Fire Department provides fire prevention, suppression and ambulance services for the City and Ogle-Lee Fire Protection District. The Department is staffed with thirteen full-time and 30 paid-on-call firefighters. The Rochelle Fire Department operates a paramedic ambulance service.

### Expenditures Summary

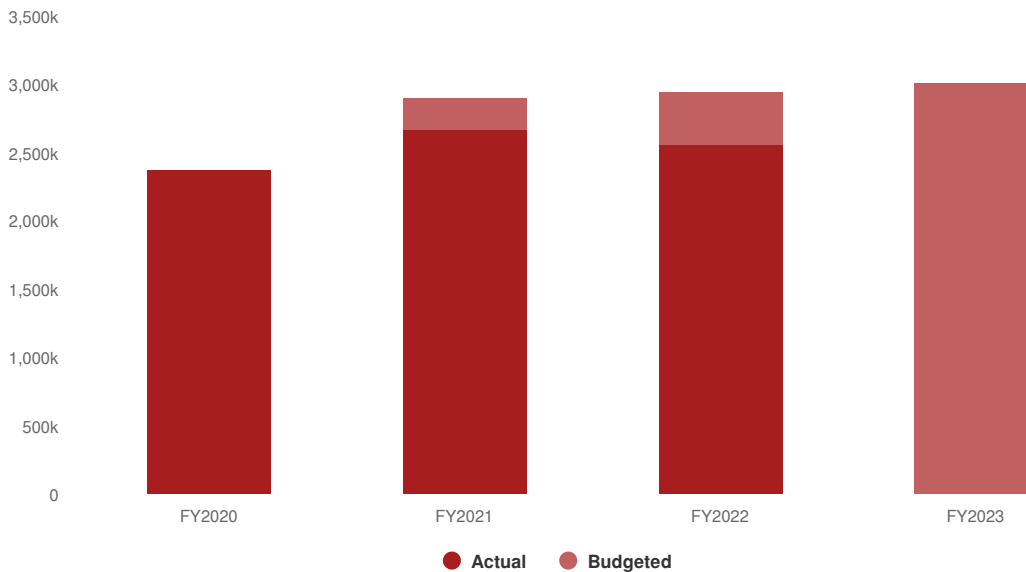
**FUND: General — 01-22**

**DEPT: FIRE**

Facility equipment, vehicles, utilities and the cost of ambulance billing services are the major non-personnel operating costs. The Department plans to replace a Ford Tahoe through the Enterprise Lease Program. Capital Outlay includes TRT Equipment (Tap Rack Dry Fire Safety Training Equipment) (\$5,000); SCBA (Self-Contained Breathing Apparatus) (\$174,300); cardiac monitor (\$30,000); bathroom/dorm remodel (\$105,000) and asbestos removal (\$7,000).

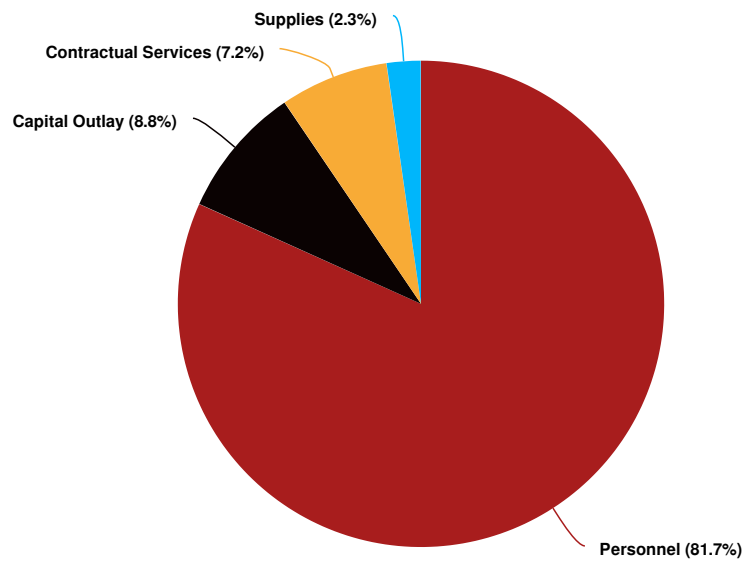
**\$3,017,416** **\$65,714**  
(2.23% vs. prior year)

#### Fire Proposed and Historical Budget vs. Actual

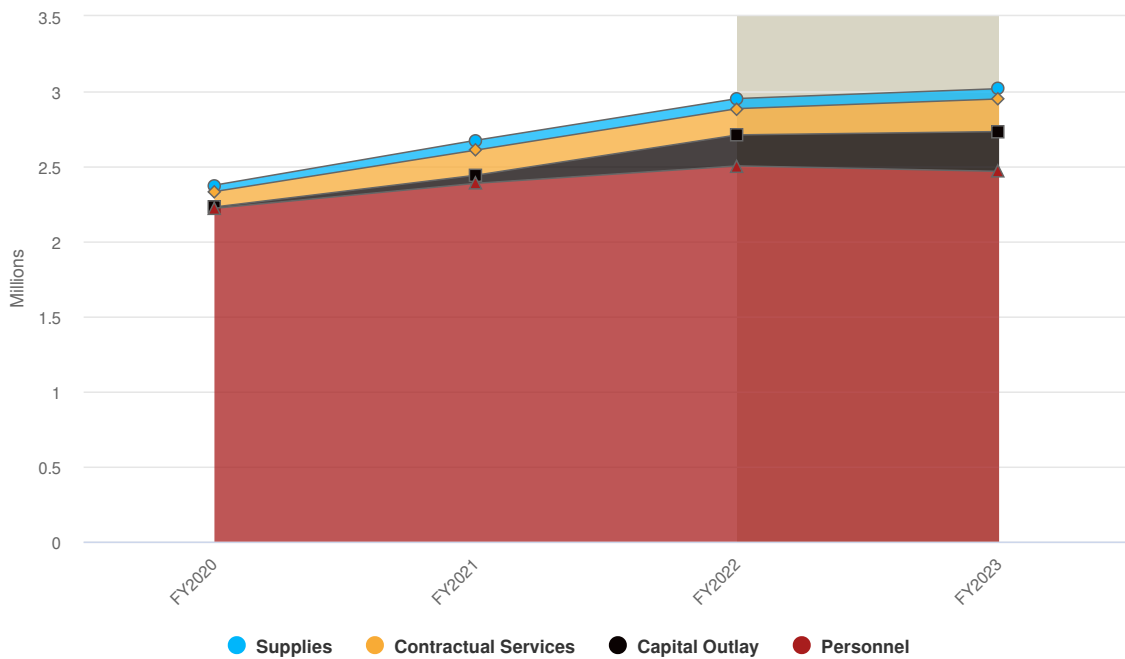


## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type

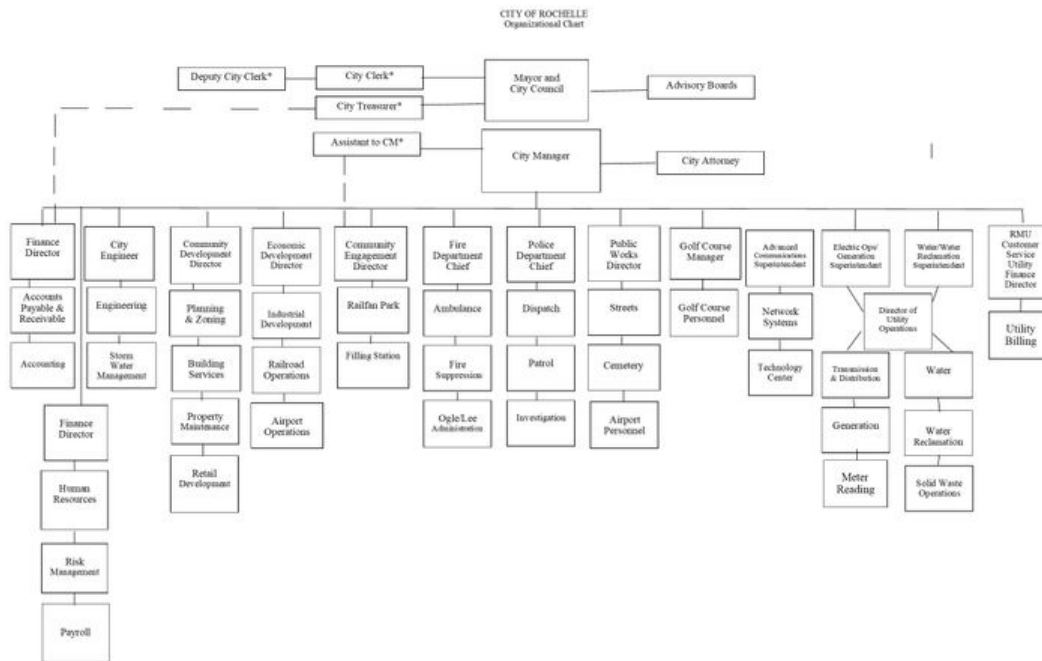


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$1,130,866.41	\$1,160,959.59	\$1,282,860.00	\$1,249,030.66
Part-Time	\$76,684.14	\$99,961.25	\$85,000.00	\$100,000.00
Overtime	\$321,972.06	\$366,537.65	\$350,000.00	\$350,000.00
Contribution to Fire Pension	\$473,004.58	\$536,996.68	\$551,335.00	\$513,688.00
Health Insurance	\$208,479.69	\$208,217.43	\$220,757.00	\$240,757.00
Life Insurance	\$921.96	\$910.14	\$1,000.00	\$1,000.00
Unemployment Insurance	\$0.00	\$2,272.50	\$0.00	\$0.00
Uniform Allowance	\$8,596.39	\$10,887.24	\$12,000.00	\$12,000.00
<b>Total Personnel:</b>	<b>\$2,220,525.23</b>	<b>\$2,386,742.48</b>	<b>\$2,502,952.00</b>	<b>\$2,466,475.66</b>
<b>Contractual Services</b>				
Building Maintenance	\$4,875.15	\$3,317.50	\$8,000.00	\$25,500.00
Equipment Maintenance	\$8,163.07	\$8,429.36	\$12,000.00	\$12,000.00
Vehicle Maintenance	\$14,249.63	\$29,817.39	\$25,000.00	\$31,000.00
Medical Services	\$0.00	\$1,244.00	\$2,800.00	\$5,000.00
Other Professional Services	\$43,797.54	\$99,897.74	\$88,000.00	\$88,000.00
Postage	\$112.92	\$122.16	\$500.00	\$500.00
Telephone	\$7,707.54	\$5,038.58	\$5,700.00	\$7,700.00
Printing	\$1,035.90	\$421.05	\$750.00	\$750.00
Dues	\$1,220.00	\$1,457.00	\$2,000.00	\$11,000.00
Travel	\$375.97	\$80.00	\$2,500.00	\$2,500.00
Training	\$4,766.02	\$8,293.13	\$7,000.00	\$7,000.00
Tuition	\$3,190.98	\$6,000.00	\$6,000.00	\$2,000.00
Publications	\$0.00	\$0.00	\$0.00	\$150.00
Utilities	\$13,189.28	\$1,231.93	\$1,200.00	\$1,200.00
Lease or Rentals	\$0.00	\$760.56	\$12,000.00	\$14,000.00
Public Relations	\$0.00	\$1,065.82	\$1,500.00	\$9,000.00
<b>Total Contractual Services:</b>	<b>\$102,684.00</b>	<b>\$167,176.22</b>	<b>\$174,950.00</b>	<b>\$217,300.00</b>
<b>Supplies</b>				
Building Supplies	\$2,085.59	\$4,789.85	\$4,000.00	\$5,000.00
Equipment Supplies	\$4,039.15	\$5,004.21	\$6,000.00	\$7,300.00
Vehicle Supplies	\$4,212.09	\$3,706.73	\$9,000.00	\$6,000.00
Office Supplies	\$1,304.34	\$2,570.08	\$2,500.00	\$1,500.00
Operating Supplies	\$21,132.19	\$34,046.88	\$25,000.00	\$26,000.00
Janitorial Supplies	\$1,309.86	\$1,305.36	\$3,000.00	\$2,000.00
Gasoline/Oil	\$8,702.92	\$11,805.09	\$12,000.00	\$15,000.00
Software	\$0.00	\$2,455.56	\$5,800.00	\$5,800.00
<b>Total Supplies:</b>	<b>\$42,786.14</b>	<b>\$65,683.76</b>	<b>\$67,300.00</b>	<b>\$68,600.00</b>
<b>Capital Outlay</b>				
Equipment	\$5,307.99	\$42,764.04	\$0.00	\$11,540.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Vehicles	\$0.00	\$0.00	\$8,500.00	\$8,500.00
Other Improvements	\$3,113.00	\$11,295.00	\$198,000.00	\$245,000.00
<b>Total Capital Outlay:</b>	<b>\$8,420.99</b>	<b>\$54,059.04</b>	<b>\$206,500.00</b>	<b>\$265,040.00</b>
<b>Total Expense Objects:</b>	<b>\$2,374,416.36</b>	<b>\$2,673,661.50</b>	<b>\$2,951,702.00</b>	<b>\$3,017,415.66</b>

## Fire Department - Organizational Chart





## Strategic Plan Accomplishment - Resolution Establishing Emergency Service Price Schedule

Ambulance rates were last updated in 2017. In 2019, the Illinois Department of Healthcare and Family Services issued rules for participation in the Ground Emergency Medical Transport (GEMT) Program, funded by the Centers for Medicare and Medicaid Services and administered by the State of Illinois. For participating agencies (including Rochelle Fire Department Ambulance), GEMT supplements the standard Medicaid reimbursement schedule with up to 50% of the "cost" of ambulance transport in a given municipality, as determined through the GEMT application process. Based on the GEMT analysis, the City of Rochelle Fire Department Ambulance is eligible for approximately \$795 in total reimbursement (Medicaid + GEMT) for BLS calls and \$965 for ALS calls. An ambulance rate less than this reimbursement eligibility results in a lower reimbursement rate; therefore, staff made the recommendation to set the base rates for BLS and ALS according to these amounts. Though the GEMT program only supplements Medicaid payments, rates must be the same no matter the method of payment (e.g., private insurance, Medicare, Medicaid). Approximately 31% of ambulance calls in 2020 were Medicaid. The ratio of these new proposed base rates for ALS and BLS to the previous rates was used to set the non-resident rates and ALS 2 rates.

**Strategic Plan Goal: Core Service Delivery and Financial Management and Stability**



## Strategic Plan Success - Intergovernmental Agreement Between the City of Rochelle and the Ogle-Lee Fire Protection District

The current agreement with the district is set to expire on September 30, 2022. The current contract is working well for both organizations and the only desired change discussed was Sec 7 Compensation. The Fire Chief and City Manager met with a representative from the district and discussed leaving the 3% annual increase in the contract. Attached to this staff report is the total number of calls our department handled in the district, but outside of the City's corporate limits. Under the terms of the new agreement, the district shall pay the City the sum of \$100,277.16 per year at a rate of \$8,356.43 per month for the period of October 1, 2022, to September 30, 2023. Thereafter, the amount will increase by 3% annually each from October 1 through September 30, 2027. These amounts may be amended by mutual agreement of the parties pursuant to any future recommendations of the Management Board.

**Strategic Goals and Initiatives: Financial and Organizational Management and Quality of Life**

## Strategic Plan Success - Proposed Shared Fire Training Facility

Fehr Graham has submitted a proposal for an amount not to exceed \$36,000 for design and construction observation services for the proposed City/Ogle-Lee Fire Training facility located at 920 South Main Street. Fehr Graham has helped develop concept plans for the multiple sites considered for the project and is very knowledgeable about the needs of the city and district. The work includes design and construction oversight of the project. All costs will be split between the city, RMU, and the Ogle/Lee Fire Protection District. Approving this contract will keep the project moving and provide needed continuity for the contractor and staff. The project cost is \$35,350 from the Utilities and Ambulance Fund.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements, and Quality of Life**

## Strategic Plan Success - Agreement with the Illinois Tollway Authority

The Illinois Tollway Authority offered to enter into an Intergovernmental Agreement with the City of Rochelle to offset the cost associated with responding to emergency calls on the Illinois Tollway system. The Agreement stipulates that when the fire department responds to a call for service on the tollway, the Tollway Authority will pay directly to the City of Rochelle \$500.00 per call. This agreement does not prohibit the city's ability to directly bill patients for ambulance services or companies for hazardous material spills.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, and Quality of Life**



## Street



**TIM ISLEY**

Public Works Director

The Street Division is responsible for maintaining and repairing streets, alleys, sidewalks, municipal lots, traffic signs and markings, 13 traffic signals, all City-owned trees, Lawnridge Cemetery, mosquito control, snow and ice removal, annual brush and leaf collection programs and Solid Waste. This Division currently has 11 full-time employees, which includes 1 Director, 8 Operators (1-75% time at the Cemetery) and 2 Minor Maintenance employees (1-50% of time work at the Airport).

### Expenditures Summary

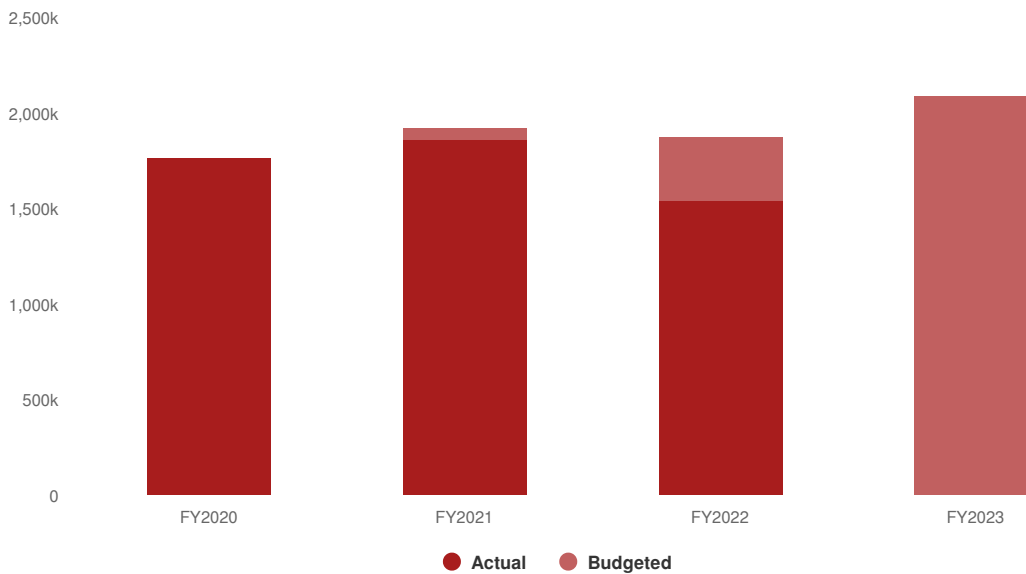
**Fund: General - 01-41**

**DEPT: STREET DIVISION**

Expenditures in Capital Outlay include 1 — Mastic asphalt repair machine (\$77,000); 2 Compact loader attachments (\$41,000); 2 single-axle dump/plow trucks loan payment (\$86,802); 1 1/4 Utility work vehicle (\$15,000); and parkway tree and replacements (\$10,000). The Department shares equipment and vehicles with the Cemetery Department to save resources, where applicable.

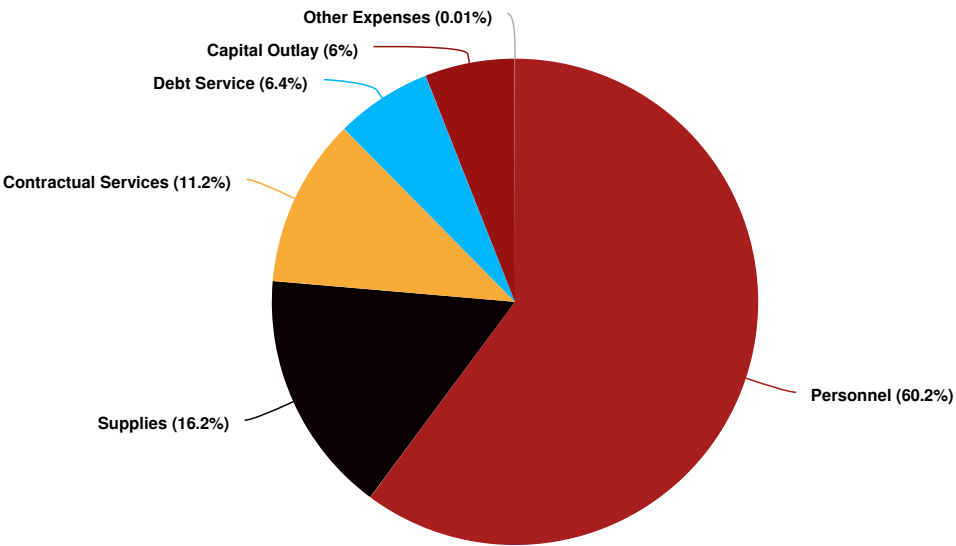
**\$2,090,547** **\$214,476**  
(11.43% vs. prior year)

#### Street Proposed and Historical Budget vs. Actual

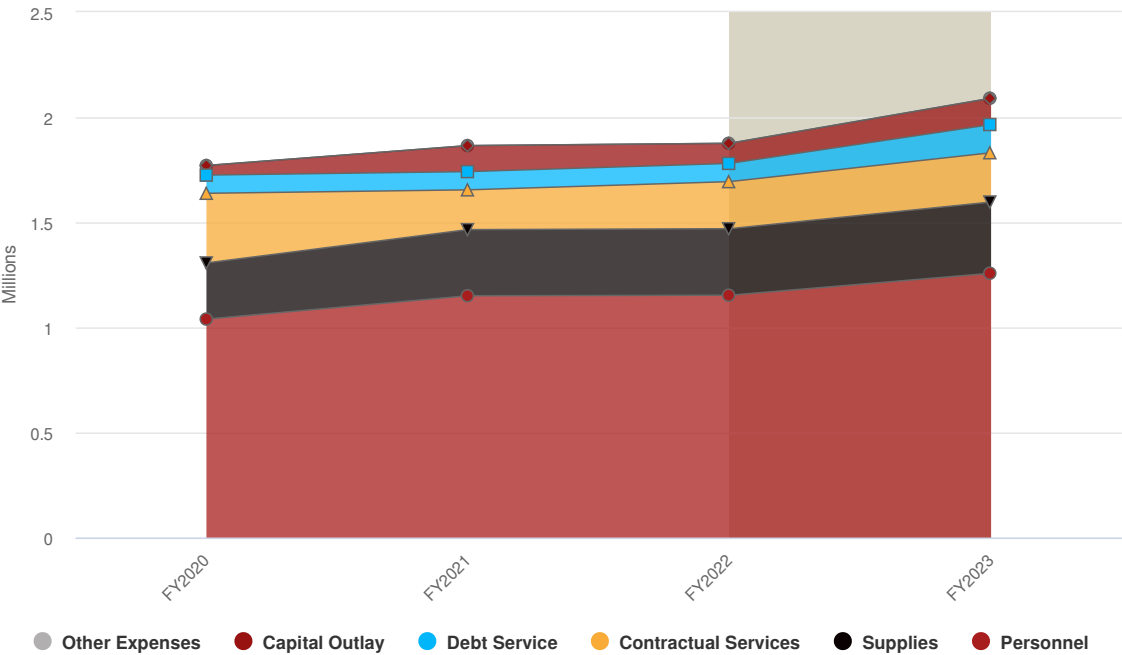


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

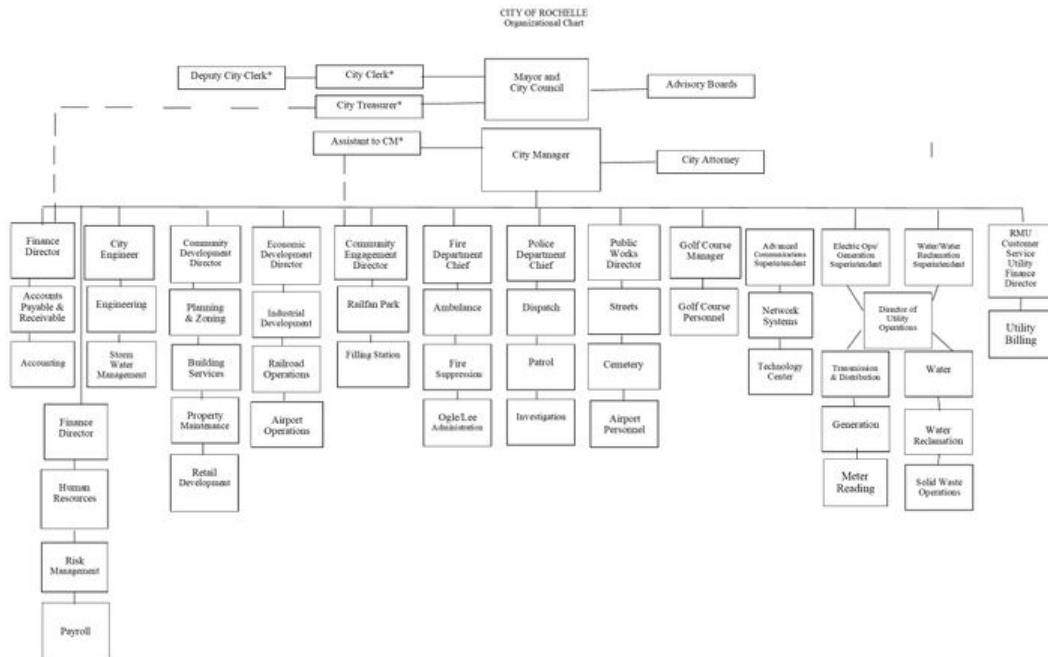


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$810,279.28	\$873,036.70	\$824,250.00	\$945,159.37
Part-Time	\$0.00	\$0.00	\$25,000.00	\$0.00
Overtime	\$42,687.84	\$63,672.71	\$67,000.00	\$69,000.00
Pager	\$18,510.72	\$19,179.55	\$22,000.00	\$27,000.00
Health Insurance	\$165,895.78	\$192,320.63	\$208,100.00	\$209,790.00
Life Insurance	\$709.20	\$709.20	\$750.00	\$750.00
Clothing Acquisition	\$1,499.43	\$1,822.46	\$6,000.00	\$6,000.00
<b>Total Personnel:</b>	<b>\$1,039,582.25</b>	<b>\$1,150,741.25</b>	<b>\$1,153,100.00</b>	<b>\$1,257,699.37</b>
<b>Other Expenses</b>				
Miscellaneous	\$190.04	\$218.05	\$200.00	\$200.00
<b>Total Other Expenses:</b>	<b>\$190.04</b>	<b>\$218.05</b>	<b>\$200.00</b>	<b>\$200.00</b>
<b>Contractual Services</b>				
Building Maintenance	\$2,532.99	\$1,931.95	\$3,000.00	\$3,000.00
Equipment Maintenance	\$26,368.49	\$28,823.16	\$25,000.00	\$25,000.00
Vehicle Maintenance	\$35,071.73	\$41,969.78	\$45,000.00	\$45,000.00
Street Maintenance	\$24,281.66	\$39,126.51	\$30,000.00	\$30,000.00
Snow Removal Maintenance	\$1,345.00	\$1,109.00	\$10,000.00	\$10,000.00
Traffic Signal Maintenance	\$38,341.08	\$18,780.18	\$25,000.00	\$25,000.00
Janitorial Services	\$2,203.64	\$1,869.94	\$2,500.00	\$2,500.00
Other Professional Services	\$30,132.78	\$29,292.31	\$25,000.00	\$25,000.00
Postage	\$4.40	\$9.46	\$25.00	\$25.00
Telephone	\$2,639.98	\$1,486.39	\$3,000.00	\$3,000.00
Publishing	\$0.00	\$114.00	\$300.00	\$300.00
Travel	\$29.51	\$0.00	\$3,000.00	\$7,500.00
Training	\$725.00	\$497.00	\$5,000.00	\$15,000.00
Publications	\$120.00	\$132.00	\$200.00	\$200.00
Utilities	\$9,539.48	\$2,286.62	\$2,500.00	\$2,500.00
Street Lighting	\$153,957.21	\$847.05	\$500.00	\$500.00
Lease or Rentals	\$4,159.59	\$21,005.24	\$44,000.00	\$40,000.00
<b>Total Contractual Services:</b>	<b>\$331,452.54</b>	<b>\$189,280.59</b>	<b>\$224,025.00</b>	<b>\$234,525.00</b>
<b>Supplies</b>				
Building Supplies	\$2,338.42	\$703.09	\$3,500.00	\$3,500.00
Equipment Supplies	\$14,181.48	\$14,328.40	\$20,000.00	\$20,000.00
Vehicle Supplies	\$18,676.51	\$31,549.09	\$25,000.00	\$25,000.00
Street Supplies	\$73,941.55	\$69,292.31	\$70,000.00	\$70,000.00
Snow Removal Supplies	\$103,849.48	\$105,328.27	\$105,000.00	\$105,000.00
Grounds Supplies	\$1,219.14	\$4,649.02	\$10,000.00	\$10,000.00
Other Supplies	\$9,590.55	\$22,542.60	\$15,000.00	\$15,000.00
Office Supplies	\$1,444.84	\$1,929.63	\$2,000.00	\$2,000.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Operating Supplies	\$2,836.56	\$7,141.74	\$8,000.00	\$8,000.00
Small Tools	\$1,358.12	\$1,885.23	\$3,500.00	\$3,500.00
Janitorial Supplies	\$832.96	\$255.86	\$1,000.00	\$1,000.00
Gasoline/Oil	\$35,040.51	\$53,725.15	\$50,000.00	\$60,000.00
Safety Supplies	\$1,743.75	\$1,201.61	\$3,500.00	\$3,500.00
Software	\$0.00	\$0.00	\$0.00	\$12,400.00
<b>Total Supplies:</b>	<b>\$267,053.87</b>	<b>\$314,532.00</b>	<b>\$316,500.00</b>	<b>\$338,900.00</b>
<b>Debt Service</b>				
Interest Expense	\$3,504.68	\$5,103.30	\$3,469.00	\$3,500.00
Principal Expense	\$83,261.06	\$81,662.44	\$83,277.00	\$130,723.00
<b>Total Debt Service:</b>	<b>\$86,765.74</b>	<b>\$86,765.74</b>	<b>\$86,746.00</b>	<b>\$134,223.00</b>
<b>Capital Outlay</b>				
Equipment	\$14,330.94	\$98,936.94	\$45,500.00	\$85,000.00
Vehicle	\$20,319.62	\$12,458.61	\$0.00	\$20,000.00
Other Improvements	\$10,755.00	\$12,176.08	\$50,000.00	\$20,000.00
<b>Total Capital Outlay:</b>	<b>\$45,405.56</b>	<b>\$123,571.63</b>	<b>\$95,500.00</b>	<b>\$125,000.00</b>
<b>Total Expense Objects:</b>	<b>\$1,770,450.00</b>	<b>\$1,865,109.26</b>	<b>\$1,876,071.00</b>	<b>\$2,090,547.37</b>

## Street Department - Organizational Chart





## Strategic Plan Success - Tree City USA Standards



Rochelle's current Tree and Shrub Ordinance does not apply to all community trees and does not meet Tree City USA standards. Expanding the ordinance to include a purpose, definitions, designated authority over public trees, and setting a standard for the planting and maintenance of trees will allow Rochelle's Tree and Shrub ordinance to qualify for Tree City USA Designation while promoting a healthy urban canopy.

**Strategic Goals and Initiatives: Core Service Delivery, Infrastructure Effectiveness and Improvements, and Quality of Life**

## Strategic Plan Success - Sunnymeade Drive Speed Limits

To promote the health, safety, and welfare of Rochelle residents and the motoring public, it was necessary to amend certain portions of its traffic regulations contained within the City of Rochelle Municipal Code from time to time. Sunnymeade Drive is a narrow residential street with a width of 31 feet from back of curb to back of curb. Parking is permitted along either side of the street. Sunnymeade Drive is used as a cut through route by some motorists as it connects with IL Route 251 and IL Route 38. Currently, Sunnymeade Drive falls under Chapter 94, Article III. Division 3 Sec.94-131. - General Speed Restrictions of Rochelle's municipal code. This code states it is unlawful to drive any motor vehicle on any street not under the jurisdiction of the State in the county, within an urban district within the City, at a speed in excess of 30 miles per hour, unless the roadway is posted indicating a designated speed limit for that portion of the roadway, in which case the posted limit shall apply. City staff received several safety concerns from Sunnymeade Drive residents due to speeding and distracted motorists. Many vehicles park on Sunnymeade Drive. With the narrow roadway, speeding, and distracted motorists, the safety of children and pedestrians stepping between parked vehicles onto the road is a major concern. To improve safety for Sunnymeade residents, the motoring public, and in consideration of the narrow roadway with vehicle parking along either side of the street, city staff believe it to be in the best interest of the City of Rochelle to amend Chapter 94 of the Rochelle Municipal code and designate and post Sunnymeade Drive with a speed limit of 20 miles per hour.

**Strategic Goals and Initiatives: Infrastructure Effectiveness and Improvements and Quality of Life**

## Strategic Plan Success - Steward Road Parking Amendment



To promote the health, safety, and welfare of Rochelle residents and the motoring public, it is necessary to amend certain portions of its traffic regulations contained within the City of Rochelle Municipal Code from time to time. City staff received several safety concerns due to semi-tractors and trailers parking on the shoulders of Steward Road, between IL Route 251 and S. Main Street. Vehicles parked on the shoulders of Steward Road are causing visibility issues for traffic entering and exiting nearby businesses and increasing the possibilities of an accident. Parked vehicles also pose a concern to drivers who may exit the vehicle by stepping into a driving lane with heavy truck traffic. To eliminate these visibility issues and reduce the chance of an accident on Steward Road, city staff believe it to be in the best interest of the City and the motoring public to amend Section 223 of Chapter 94 of Rochelle's Municipal Code, erect signage to prohibit parking along either side of Steward Road, between IL Route 251 and S. Main Street, and increase the penalty to \$250.00 for any vehicle weighing more than 8,000 pounds.

**Strategic Goals and Initiatives: Infrastructure Effectiveness and Improvements and Quality of Life**



## Strategic Plan Success - New Trash Can Delivery

The City of Rochelle and Northern Illinois Disposal will be delivering new trash cans to residents the week of March 21, 2023. Residential garbage collection using the new cans will begin on March 28.

Starting March 28 and going forward, all residential garbage, recycling, yard waste, and brush collection within the city limits will take place at the curb or edge of the road, including residents' alleys. All residential alley collection will end at this time.

Residents who ordered a second can will receive those cans the week of March 21, but the cans will be delivered separately and may arrive on different days. Residents have two recycling options. First, to use existing trash cans for recycling, pick up a free sticker at City Hall, RMU Customer Service or the Library. Second, residents may contact Northern Illinois Disposal to purchase recycling cans. Those who currently recycle will see no changes to the program and may continue to use the blue and green cans as usual.

### Strategic Goals and Initiatives: Core Service Delivery and Quality of Life

## NEW TRASH CAN DELIVERY!

*New trash cans are being delivered the week of March 21st!*



- ★ IF YOU ORDERED A SECOND CAN, IT WILL BE DELIVERED SEPARATELY.
- ★ PLEASE BEGIN USING YOUR NEW CAN THE WEEK OF 3/28.
- ★ ALL PICKUP WILL HAPPEN AT THE CURB BEGINNING 3/28.



## Strategic Plan Success - 2023 Waste Collection Annual Rate Increase

Northern Illinois Disposal Service provides residential, commercial, industrial, institutional, and governmental solid waste pickup, residential landscape waste, and residential recycling collection services to Rochelle. On October 25, 2021, city council passed Resolution R21-51, a resolution authorizing the execution of an extension to the agreement between Northern Illinois Disposal Services, INC., and the City of Rochelle.

Subject to provisions of this agreement, the rate for residential, commercial, industrial, institutional, and governmental solid waste collection may be increased or decreased, no more often than once a year beginning on April 1, 2023, and there after annually on April 1, based on the percentage increase or decrease during the immediately preceding twelve month period, in the Consumer Price Index (CPI) for Garbage and Trash Collection as published by U.S. Department of Labor, Bureau of Labor Statistics; provided, however that in no event shall such increase be less than three percent (3%) nor more than four percent (4%).

Currently, the monthly charge for residential solid waste, recycling, and yard waste collection is \$12.00 per dwelling. The annual increase for April 1, 2023, will be a minimum of \$0.36 (\$12.36), or a maximum of \$0.48 (\$12.48).

### Strategic Goals and Initiatives: Core Service Delivery and Quality of Life

## Strategic Plan Success - Purchase of Three Used Dump Trucks

On February 14th, 2022, Rochelle City Council approved the purchase and financing of \$490,550.51 at 1.5% for two new Kenworth dump trucks with snowplow packages. Due to widespread supply chain issues and material shortages, Kenworth has drastically reduced the number of accepted medium duty truck orders. Rochelle's order for two (2) new Kenworth dump trucks had not been accepted. With lower truck production, many truck and body vendors are not submitting bids to potential customers due to so many uncertainties and because they cannot guarantee pricing or delivery dates. On average, customers wait two or three years for delivery of a new truck and body package. On 12/1/2022, Public Works staff met with CIT Trucks and Bonnell Industries for a status update of the two new dump trucks. It was estimated that the new trucks would not be delivered until sometime in 2024 with no guarantees. Recently, city staff reached out to vendors of other truck manufacturers and body builders in search of quicker delivery times. Unfortunately, the average timeframe for delivery of a new medium duty truck, regardless of the manufacturer, is two to three years. While looking into other options, staff learned of six used Freightliner tandem axle trucks for sale and available for delivery by the end of December or beginning of January 2023. These trucks were purchased new in 2015 and 2016 by the City of Carmel, Indiana and taken in on trade by Brown Equipment Company. Each of these tandem axle trucks has less than 20,000 miles and is used only for snow removal operations. These trucks are equipped with stainless steel dump bodies including 34" stainless steel conveyors, 12' front plows, 9' wing plows, Groundspeed salt controllers, and electric tarps. Each truck is listed for \$145,000.00. This is approximately \$120,000.00 less than the cost of the new tandem axle dump truck with snowplow package that was approved by the City Council. The total purchase price for the three (3) tandem axle dump trucks is \$437,000.00 including shipping. This is \$53,550.51 below the cost of two (2) new dump trucks approved by the City Council on February 14th, 2022. Although these trucks are used, they all have very low miles and have been very well maintained. The addition of these three (3) trucks will improve the average age of our medium duty fleet by 4.5 years. Other benefits of this purchase would include reducing maintenance and repair costs by selling three city dump trucks that are over 20 years old, lowering salt usage and expenses with electronic groundspeed salt controllers, improving efficiency with the addition of three wing plows, and increasing dependability in a medium duty truck fleet.

### Strategic Goals and Initiatives: Core Service Delivery and Financial and Organizational Management

## **Strategic Plan Success - Pavement Condition Survey and Right-of-Way Asset**

In January 2021, the City of Rochelle began implementing VueWorks software. VueWorks is a web-enabled integrated GIS, enterprise asset management solution. This software allows City Departments to track the conditions, minimize failure risk, optimize expenditures and service delivery of the City's physical assets. The City's VueWorks package includes advanced modules to better manage City infrastructure condition, risk, projects, budget forecasting, and valuation. To fully utilize VueWorks asset management software, it is vital the City provides the most accurate and up-to-date GIS data for VueWorks and its advanced modules. To accomplish this task, City staff meet with vendors who provide pavement condition surveys and right-of-way (ROW) asset inventory services. Typically, these vendors have vehicles equipped with cameras, special sensors, global positioning system (GPS) and computerized data collection systems that collect, process, and provide analytics on the pavement and assets surveyed. Road and asset condition surveys assess or describe the state of being or "health" of an infrastructure network. A condition survey provides a rational and consistent method of allocating limited resources. A condition survey will allow the City to evaluate the current condition of the infrastructure network, determine the rates of deterioration, project future conditions, determine maintenance and rehabilitation needs, determine the cost of repair, prepare plans of repair, determine the effects of budget restrictions and deferred maintenance, schedule future pavement maintenance activities, and track performance of various pavement designs and materials. To provide an accurate basis for VueWorks asset management software, Rochelle's 2022 budget includes funds for a pavement condition survey and ROW asset inventory. The survey services requested are centerline identification, street network collection with pavement condition index (PCI) values, pavement width, alley network collection with PCI values, parking lot pavement assessment, sidewalk inventory, Americans with Disabilities Act (ADA) sidewalk ramp inventory, traffic sign and signal inventory, and a pavement report with multi-year budget scenarios. ROW imagery for all segments collected will be provided to the City for future asset inventory needs. City staff received four quotes from the pavement condition survey and ROW asset inventory vendors. After multiple meetings with road and asset survey vendors, Rochelle's geographic information system (GIS) team, VueWorks consultants, city consultants and staff, it has been determined that Roadway Asset Services (RAS) is the best fit candidate to complete Rochelle's pavement condition survey and ROW asset inventory. RAS has provided a quote in the amount of \$71,910.00 to conduct a field survey of Rochelle's pavement condition and inventory ROW assets. The RAS team is equipped with state-of-the-art pavement condition survey vehicles, experienced engineers, GIS specialists, and infrastructure asset managers. RAS has experience with development and modification of GIS data files and segmentation for pavement management analysis. The RAS team understands how to effectively format data results into the City's VueWorks infrastructure management software. This is important as it eliminates the need for any additional and expensive software programs other vendors require.

### **Strategic Goals and Initiatives: Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Purchase of Digital Message Display Board Trailer



The Public Works Department has operated and maintained a digital message display board trailer for over 10 years. This message display board is used for many different functions throughout the City of Rochelle. Some of these functions include roadwork zones, city events, emergency repairs, detours, weather related emergencies and so on. Message display board trailers are compact and can be easily moved from location to location as needed. Digital message display boards have bright LED lights that deliver important safety warnings and information to motorists and pedestrians clearly and effectively. The Public Works Department recommends purchasing a new message display board to provide additional safety warnings and information for motorists and pedestrians. The city often has projects in multiple locations at the same time and adding an additional message display board will provide important information at each end of a work zone or a separate location. Quotes were received for a new message display board trailer. Work Zone Safety Inc of Crest Hill, Illinois offered the lowest price quote of \$15,394.50.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement and Core Service Delivery**

## Strategic Plan Success - Purchase of LED Streetlights

The City of Rochelle has purchased streetlights from Wesco under the Sourcewell contract for several years. The staff wishes to purchase a year's worth of streetlights to continue replacing deteriorating infrastructure. A total of 360 Cobra Heads Streetlights will be purchased for the year 2022. This quote was provided under the Sourcewell contract for streetlighting. Competitive bidding was waived by the council because Sourcewell completed the RFP process for their members.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements, and Quality of Life**

# Community Development



**MICHELLE PEASE**  
Community Development Director

The Community Development Department is responsible for retail and commercial development, community planning, code enforcement, zoning and subdivision regulations, issuance of building permits and the coordination of development reviews. The Department provides assistance to the public, other Departments and the Planning and Zoning Commission.

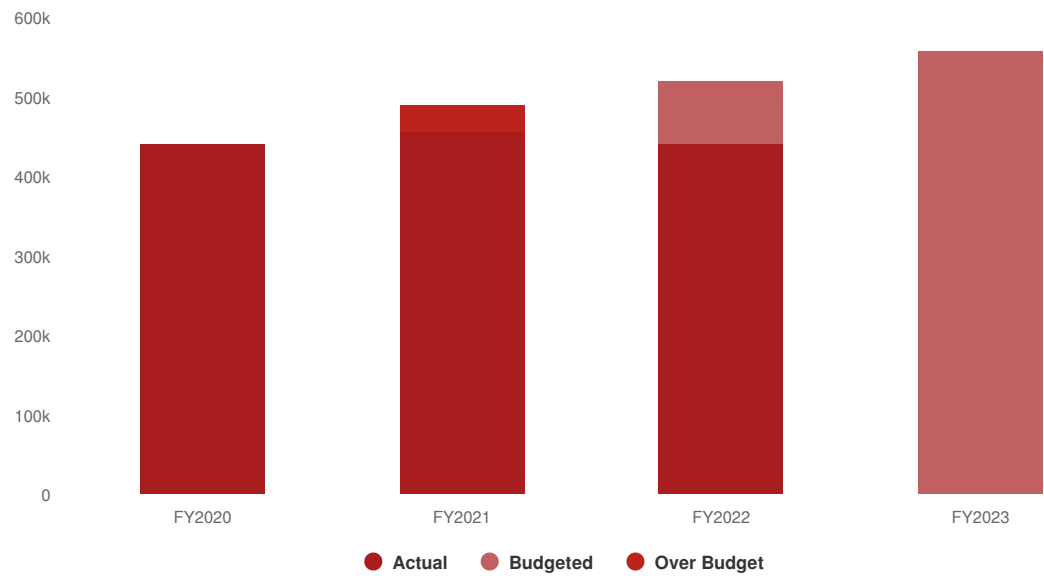
## Expenditures Summary

**FUND: General — 01-44**  
**DEPT: COMMUNITY DEVELOPMENT**

The Department's primary expenditures are salaries and benefits for 5 full-time employees.

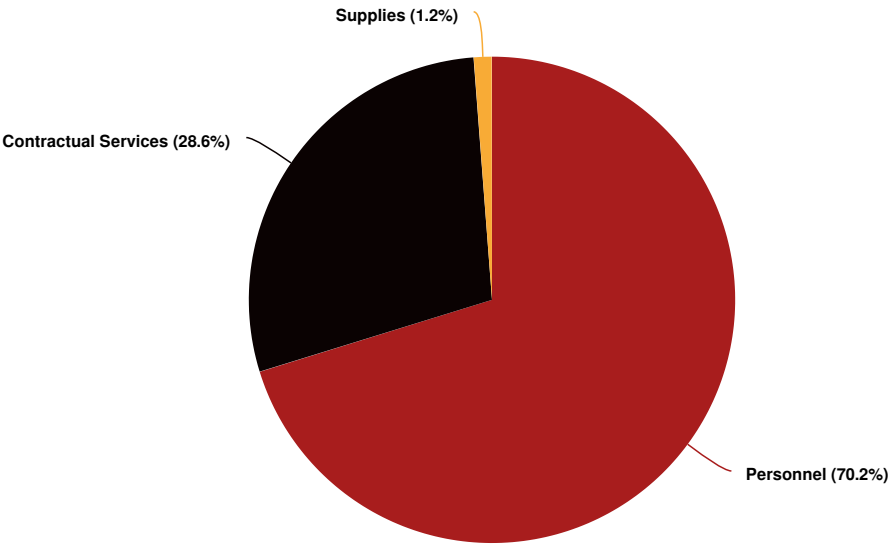
**\$558,490**    **\$38,108**  
(7.32% vs. prior year)

Community Development Proposed and Historical Budget vs. Actual

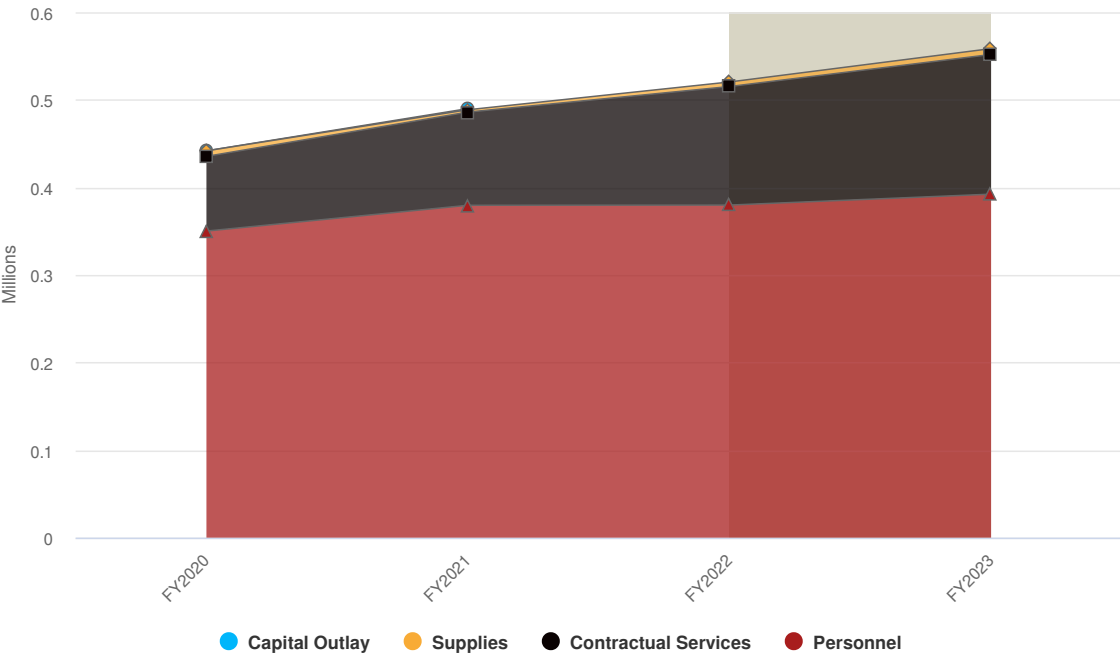


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

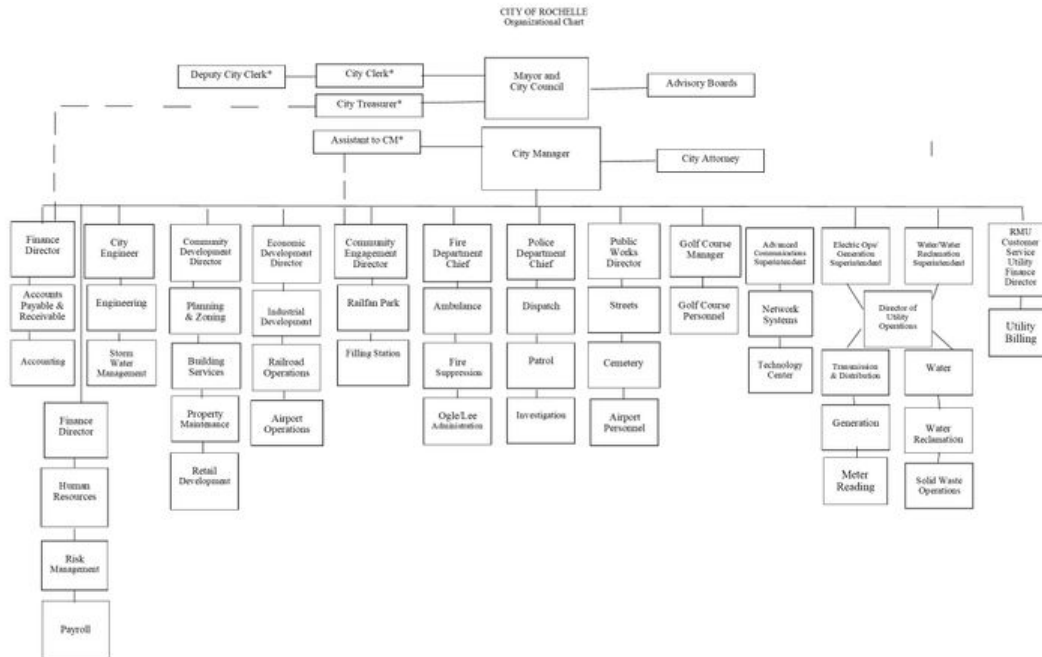


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$298,789.83	\$326,137.96	\$322,341.00	\$334,837.00
Health Insurance	\$51,018.80	\$53,143.40	\$57,091.00	\$57,077.76
Life Insurance	\$283.68	\$283.68	\$350.00	\$350.00
<b>Total Personnel:</b>	<b>\$350,092.31</b>	<b>\$379,565.04</b>	<b>\$379,782.00</b>	<b>\$392,264.76</b>
<b>Contractual Services</b>				
Vehicle Maintenance	\$1,331.07	\$170.76	\$400.00	\$1,000.00
Other Maintenance - Nuisance Abatement	\$2,918.00	\$2,515.00	\$6,900.00	\$6,900.00
Other Professional Services	\$39,076.99	\$23,733.66	\$20,000.00	\$20,000.00
Downtown Beautification	\$26,801.26	\$48,839.17	\$65,000.00	\$65,000.00
Telephone	\$1,940.12	\$2,333.98	\$2,000.00	\$2,000.00
Publishing	\$2,010.75	\$3,438.50	\$3,000.00	\$3,000.00
Printing	\$1,854.88	\$2,107.30	\$3,000.00	\$3,000.00
Dues	\$1,442.05	\$1,183.00	\$2,100.00	\$4,100.00
Travel	\$595.92	\$0.00	\$1,500.00	\$7,000.00
Training	\$85.00	\$340.00	\$3,000.00	\$7,000.00
Publications	\$0.00	\$119.00	\$0.00	\$0.00
Conference	\$0.00	\$425.00	\$1,500.00	\$13,525.00
Utilities	\$85.49	\$0.00	\$0.00	\$0.00
Lease or Rentals	\$0.00	\$4,725.54	\$10,000.00	\$10,000.00
Public Relations	\$7,173.33	\$16,497.27	\$17,000.00	\$17,000.00
<b>Total Contractual Services:</b>	<b>\$85,314.86</b>	<b>\$106,428.18</b>	<b>\$135,400.00</b>	<b>\$159,525.00</b>
<b>Supplies</b>				
Equipment Supplies	\$1,844.92	\$0.00	\$1,500.00	\$2,500.00
Office Supplies	\$2,748.82	\$1,516.81	\$2,500.00	\$3,000.00
Operating Supplies	\$1,278.61	\$330.26	\$400.00	\$400.00
Gasoline/Oil	\$449.38	\$818.23	\$800.00	\$800.00
<b>Total Supplies:</b>	<b>\$6,321.73</b>	<b>\$2,665.30</b>	<b>\$5,200.00</b>	<b>\$6,700.00</b>
<b>Capital Outlay</b>				
Vehicles	\$18.59	\$0.00	\$0.00	\$0.00
Furniture	\$0.00	\$1,323.85	\$0.00	\$0.00
<b>Total Capital Outlay:</b>	<b>\$18.59</b>	<b>\$1,323.85</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Expense Objects:</b>	<b>\$441,747.49</b>	<b>\$489,982.37</b>	<b>\$520,382.00</b>	<b>\$558,489.76</b>



## Community Development - Organizational Chart



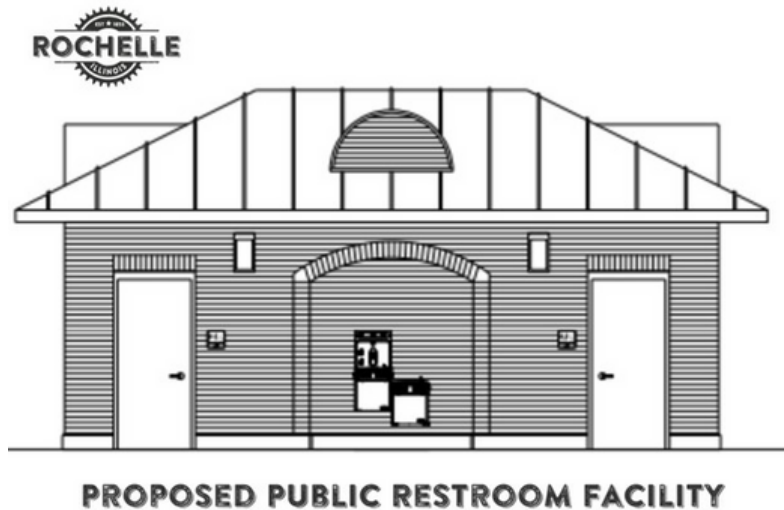
## Strategic Plan Success - Comprehensive Plan Update

The City of Rochelle adopted its first Comprehensive Plan in 1973, with the most recent update in 2016 by Teska & Associates. The Comprehensive Plan is intended to provide a framework for future development and revitalization based on existing conditions, trends, goals, and objectives. In order to be an effective tool, the Plan should be updated every 5-7 years. In keeping with these guidelines, the city has hired Teska & Associates to assist with a revision to the 2016 plan. Teska and Associates has worked closely with the city over the years to update the Plan. The total estimated fee is approximately \$9,560. This fee will include 4 workshops, 1 public hearing and all required text revisions identified within the Plan. The funding source is Community Development- Other Professional Services and \$15,000 was budgeted.

**Strategic Goals and Initiatives: Economic and business Development, Financial and Organizational Management, Infrastructure Effectiveness and Improvements and Quality of Life**



## \$1.1M Downtown Development Grant



The City of Rochelle is thrilled to be a recipient of over \$1.1 Million for downtown redevelopment as part of Governor Pritzker's Rebuild Illinois' Downtowns and Main Streets Program. Improvements to our downtown attract small business, create jobs, and improve the quality of life for our residents. Rochelle is one of just fifty communities to receive the award.

"I am extremely excited to officially receive word of the receipt of the \$1.1 Million grant for our downtown. This grant will allow our community to continue to prosper and grow with some long-awaited projects in the downtown area," said Mayor John Bearrows. "Thank you to the State of Illinois and my hats off to our staff who worked very diligently through the documentation process required to achieve this for Rochelle."

The city plans to construct a public restroom facility, add two additional parking lots and rehab several existing parking lots. Also included in the plans is the continuation of lighting, landscaping and beautification projects that have been underway over the last several years. The City's portion of the project will be \$306,000 and construction is anticipated to take place in 2023.

The Downtowns and Main Streets Capital Program is designed to support local commercial corridors, with concentrations of businesses that experienced difficulties during the pandemic due to declining foot traffic, tourism, and business from downtown offices. The program drives investment in infrastructure and public amenities that continue to fuel economic activity as more Illinoisans patron their local town centers.

**Strategic Goals and Initiatives: Infrastructure Effectiveness and Improvements, Quality of Life**

### Strategic Plan Success - Code Amendment Pertaining to B-1 Central Commercial District

The City of Rochelle proposed text amendments to the Zoning Code, Section 110-120, B-1 Central Commercial District to add the following: ADDED Language (2) Special uses and developments. The following alterations to any vacant land or existing structure may be permitted within the B-1 Central Commercial District under the conditions and requirements specified in (Sec. 110-31. Special Uses): a. The new construction of any primary or accessory structure. b. Any addition to an existing structure. c. Any project that would change the physical appearance of any elevation of any side of an existing structure. By adding this language to the B-1 Central Commercial District, the Planning and Zoning Commission and City Council will have the opportunity to review each potential new special use/construction project on a case-by-case basis. On September 6, 2022, the Planning and Zoning Commission voted 7-0 to approve the proposed text amendment for a B-2 Central Business District.

**Strategic Goals and Initiatives: Economic and Business Development, Quality of Life**

## Strategic Plan Success - 2022 Small Business Incentives



The City of Rochelle, in its continuing effort to support the revival and development of local business, has expanded its Façade Improvement Program to all business owners and operators within the community.

The City will provide a 50% matching grant, with a maximum amount of \$5,000 to business or building owners who complete eligible improvements to the facades of their buildings. Improvements must be constructed within six months of application approval. The City will match dollar-for-dollar an owner's investment in eligible improvements to the appearance of their building's storefront façade. The building or business owner who has funded most of the improvements must apply for and be approved in order to receive the 50% matching grant.

All commercially operated buildings within the city limits are eligible for the Façade Improvement Program. Only one grant will be awarded per building within a five-year period. Only improvements to facades that directly front a public right-of-way are eligible for funding. Any building with a zoning or building code violation is not eligible for the program. Façade improvements beginning construction before January 1, 2022 will not be eligible. Examples of eligible projects include: brick cleaning, exterior doors, streetscape elements, tuck pointing, windows and window frames, landscaping, painting, shutters & awnings, stairs, porches, railings, wall façade repair & treatment, exterior lighting, roofs visible from the street, original architectural feature repair or replacement, signage repair or replacement, or improvements for ADA compliance.

A complete list of eligible expenses, boundary map and applications procedures are available for pick up at the Community Development Department located at 333 Lincoln Highway and on the City's website at [www.cityofrochelle.net](http://www.cityofrochelle.net). For questions or information, please contact Michelle Pease, City of Rochelle Community Development Director. The City of Rochelle is also kicking off its annual Blade Sign Contest for Downtown Businesses.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement, Economic and Business Development, Infrastructure Effectiveness and Improvement**

## **Strategic Plan Success - Change of Property Maintenance Notification Strategy**

The City of Rochelle's property maintenance code is in place to ensure the safety of the public and to preserve and protect the character of Rochelle's neighborhoods, industrial parks and commercial areas. Property maintenance codes address issues such as tall grass and weeds; trash on the property; or building maintenance issues.

In the past, when a complaint was received by the City, staff would drive to the property to do a visual inspection and return to the office to send a citation. To simplify the process and reduce the number of citations sent, staff now leaves a door hanger on the property to alert residents of a code violation. The door hanger will include the violation as well as a compliance date. Most complaints are fully addressed without fines or an appearance at an administrative adjudication hearing. However, if a violation is not addressed by the compliance date, a formal citation will be mailed which may include a fine and/or administrative hearing citation.

The City of Rochelle strives to keep our community a beautiful place for all who live here and appreciates the efforts of property owners.

### **Strategic Goals and Initiatives: Quality of Life**

## Strategic Plan Success - City Requests Proposals for the Former Hickory Grove Site



Willet Hoffman submitted a proposal for an amount not to exceed \$35,000 for construction and demolition observation services at Hickory Grove. This includes maintaining a daily log of activities, providing witnesses that work is being completed in accordance with the intent of the expressed contract, and serving as a central contact for the city, contractor, and adjacent property owners. Willet Hoffman has been the engineer of record for this project since the inception.

The City of Rochelle accepted proposals for the site of the former Hickory Grove building. The two-acre parcel is located near the intersection of Routes 251 and 38 in the heart of Rochelle and would make an ideal location for a new business endeavor.

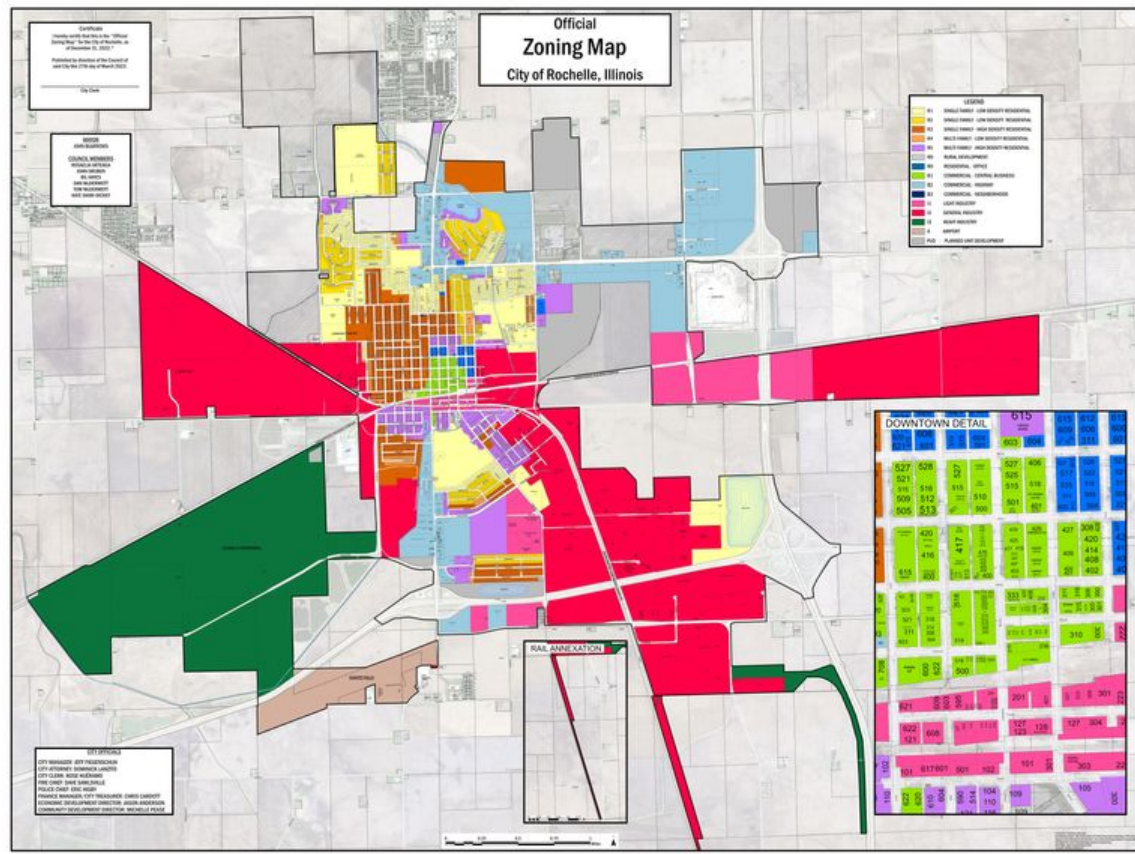
"Our City Council is looking forward to reviewing creative proposals for the best use of the site," said City Manager Jeff Fiegenschuh. "The space is full of potential and should make Rochelle residents proud."

With traffic counts of over 18,000 per day on each respective highway, the Illinois Department of Transportation is currently in the design phase of improvements along IL 251 and at the IL 251 / IL 38 intersection, which will include improved roadway pavement and turning lanes which will improve access to the site. City water, sewer, I-Fiber, and electrical utilities are on-site, which is zoned B-2 Commercial Highway. Potential site development could include residential, meeting space, retail shops, dining, professional offices, corporate events, tourism activities or an event center. Proposals are due to the City of Rochelle by July 15, 2022.

**Strategic Goals and Initiatives: Economic and Business Development, Infrastructure Effectiveness and Improvements, and Quality of Life**



# Strategic Plan Success - Chapter 110 Zoning of the Municipal Code Amended



City staff worked through the process of updating zoning codes by simplifying the District Classification List (Sec.110-160) to be more general. In the process, several allowable I-3 uses were omitted from the list. Currently, within the City of Rochelle Zoning Ordinance, Article V, Division 7 (District Use Classifications), certain uses within the I-2 and general industry are not permitted in the I-3 heavy industry zoning district. The City of Rochelle is proposing certain text amendments to the Zoning Code, Section 110-160, District Use Classification List, to permit (P) or permit by special use (S) certain land uses within the I-3 to be more consistent with the I-2 zoning district. Those land uses are as follows: Adult regulated use (S), Automobile and/or truck rental (S), Automobile and/or truck repair (S), Greenhouses (P), Manufacturing, general (P), Manufacturing, light (P), Offices, Professional and Business (P), Personal Wireless Services (S), Planned developments (S), Research and development facilities (S), Small Cell Facilities (P), Utilities (S) and Transloading Facilities (P). The Planning and Zoning Commission recommended to the city council a text amendment to expand or alter the official zoning code district classification list to allow these facilities within the I-3, Heavy Industry District. Generally, what is allowed on an I-2 is allowed on an I-3. The distinction between an I-2 and I-3 is intermodal and transloading operations. These are only allowed in the I-3 zone. The staff feels that by adding these uses back to the zoning code district classification list, this will allow for the intended versatility within the I-3 heavy industry district. On Monday, June 6, 2022, the Planning and Zoning Commission voted 7 to 0 to approve the proposed update to the Rochelle Municipal Code Section 110- Zoning.

**Strategic Goals and Initiatives: Economic and Business Development and Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Intergovernmental Agreement with Northern Illinois Land Bank Authority

In recent years, several properties in the City have become vacant, dilapidated, and non-revenue-generating. These properties contain numerous health and safety violations and contribute to the blight and deterioration of the community. The Northern Illinois Land Bank Authority has been created to assist its members with the acquisition and sale of vacant, dilapidated, and non-revenue-generating properties. The City desires to enter into this intergovernmental cooperation agreement with the Northern Illinois Land Bank Authority to address the vacant, dilapidated properties in our community.

### Strategic Goals and Initiatives: Quality of Life



## Strategic Plan Success - Tax Increment Allocation Redevelopment Act Amendment

The Tax Increment Allocation Redevelopment Act of the State of Illinois (the “Act”) creates tax increment financing to stimulate and induce redevelopment and to provide cities with a mechanism to construct public infrastructure to spur economic development and job growth within their jurisdiction. The act makes it possible for municipalities like the City of Rochelle to incentivize development within the areas that are found to be “blighted areas” in order to reduce or eliminate the factors that cause such areas to be designated as “blighted areas” by reimbursing others for the payment of eligible redevelopment project costs as defined in Section 11-74.4-3(q) of the Act. SB2298, sponsored by Senator Ann Gillespie and co-sponsored by Senator Melinda Bush, attempts to eliminate the effectiveness of the most important tool available to municipalities to enhance positive economic change.

### Proposed Changes:

1. Removes or modifies various factors for the definitions of “blighted area” and “conversation area” that will greatly reduce the eligibility for many distressed areas throughout Illinois communities.
2. Requires all new redevelopment projects to have a completion date no later than the end of the 10th year after a TIF Ordinance is adopted, instead of the 23 years currently allowed.
3. Prohibits new or modified redevelopment project areas that overlap with other previously approved project areas, eliminating the ability for communities to successfully develop or redevelop contiguous areas that may not have been eligible at the time the TIF District was originally adopted.
4. Impose stricter requirements for EAV decline and it would eliminate common TIF eligibility criteria such as dilapidation, deterioration, code standards, excessive vacancies, lack of ventilation, obsolete platting, diversity of ownership, and adjacent deterioration.

### Strategic Goals and Initiatives: Business and economic Development, Infrastructure Effectiveness and Improvements, and Quality of Life

## Strategic Plan Success - TIF Redevelopment Agreement with Seldal Properties LLC



The City of Rochelle entered into a development agreement with Seldal Properties, LLC for the redevelopment of (5) separate parcels (PINs, 24-24-377-005, 24-24-377-006, 24-24-377-007 and 24-24-377-008 and 24-24-377-009) located at 318, 320, 322, 324 and 326 Lincoln Highway in Downtown Rochelle.

The redevelopment will consist of mixed-use retail and residential space. The total project will be approximately \$1,025,000.00. Seldal Properties, LLC is requesting \$300,000. Reimbursed in five payments as follows:

1. A \$60,000 payment will be paid upon the acquisition and the completion of the but no sooner than December 31, 2023
2. A \$60,000 payment will be made one year after the initial payment
3. A \$60,000 payment will be made two years after the initial payment
4. A \$60,000 payment will be made three years after the initial payment
5. A \$60,000 payment will be made four years after the initial payment

**Strategic Goals and Initiatives: Economic and Business Development, Financial and Organizational Management, and Quality of Life**

## Strategic Plan Success - Workforce Housing

New Directions Housing Corporation ("NDHC") is an Illinois non-profit 501(c)(3) tax-exempt charitable corporation that was formed in 1994. New Directions has built and rehabilitated more than 500 multi-family and single-family units since its inception. New Directions Housing Corporation's sole purpose is: "to provide high quality affordable housing for households who would otherwise be unable to afford safe and decent housing without undue hardship."

Rodger Brown is the President of New Directions Housing Corporation and has over 25 years of experience in real estate including financing, acquisition, construction, zoning, annexation and underwriting of affordable housing in Illinois.

**Strategic Goals and Initiatives: Economic and Business Development and Quality of Life**



## Strategic Plan Success - Shop Local RMU Credit Program Comes to an End



The Shop Local RMU Credit Program was a financial tool designed to encourage our RMU customers to shop locally to assist our small businesses in the financial recovery of the required closures during COVID.

**Strategic Goals and Initiatives: Economic and Business Development, Community Inclusivity and Engagement, and Quality of Life**

## Strategic Plan Success - Downtown Revitalization Mural





## Cemetery



**TIM ISLEY**  
Director of Public Works

Lawnridge Cemetery is owned and operated by the City of Rochelle Public Works Department. Established in 1874, Lawnridge Cemetery is located on the north-east corner of 8th Avenue and 20th Street. Currently Lawnridge has 25 acres of developed area along with 10 acres of undeveloped land on the south side of 8th avenue. A Mausoleum crypt provides for the needs of Rochelle and the surrounding area. Hours of operation are Monday - Friday from 6:30am to 3pm. For information, call John Beck, Lawnridge Sexton at 815-562-6329 | [jbeck@rochelleil.us](mailto:jbeck@rochelleil.us)

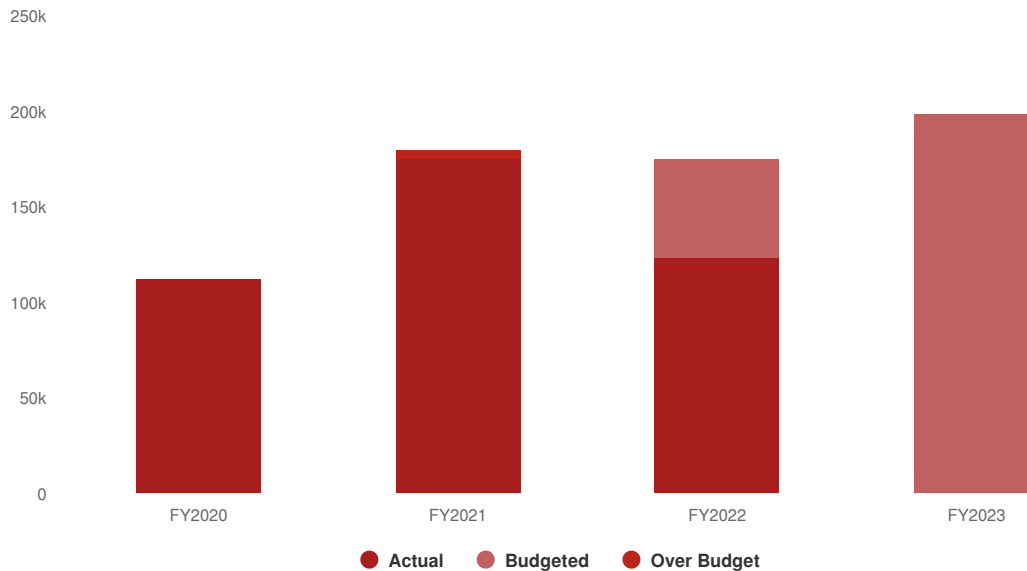
### Expenditures Summary

**FUND: General 01-16**  
**DEPT: CEMETERY**

Major expenditures include salaries, mowing and trimming of cemetery grounds. Capital Outlay includes 1 (3/4 share) Utility work vehicle (\$40,000).

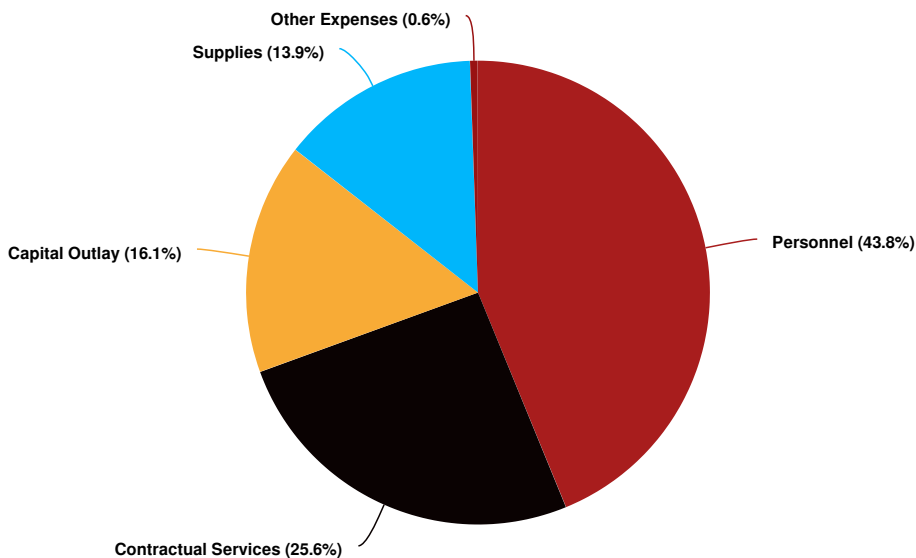
**\$198,536** **\$23,099**  
(13.17% vs. prior year)

#### Cemetery Proposed and Historical Budget vs. Actual

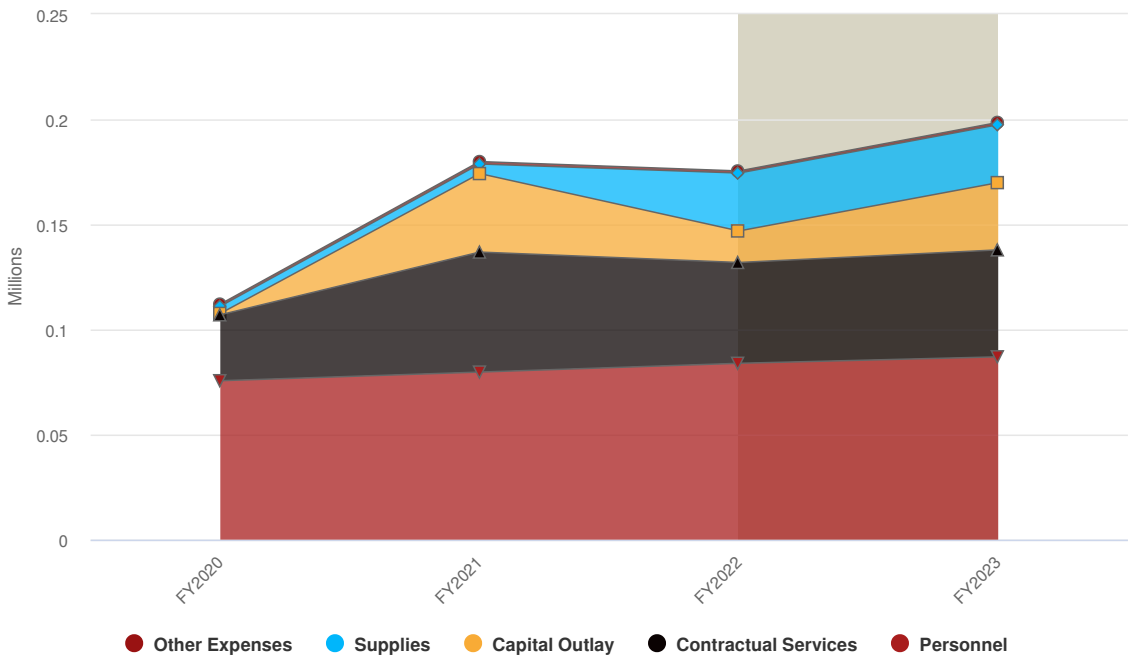


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



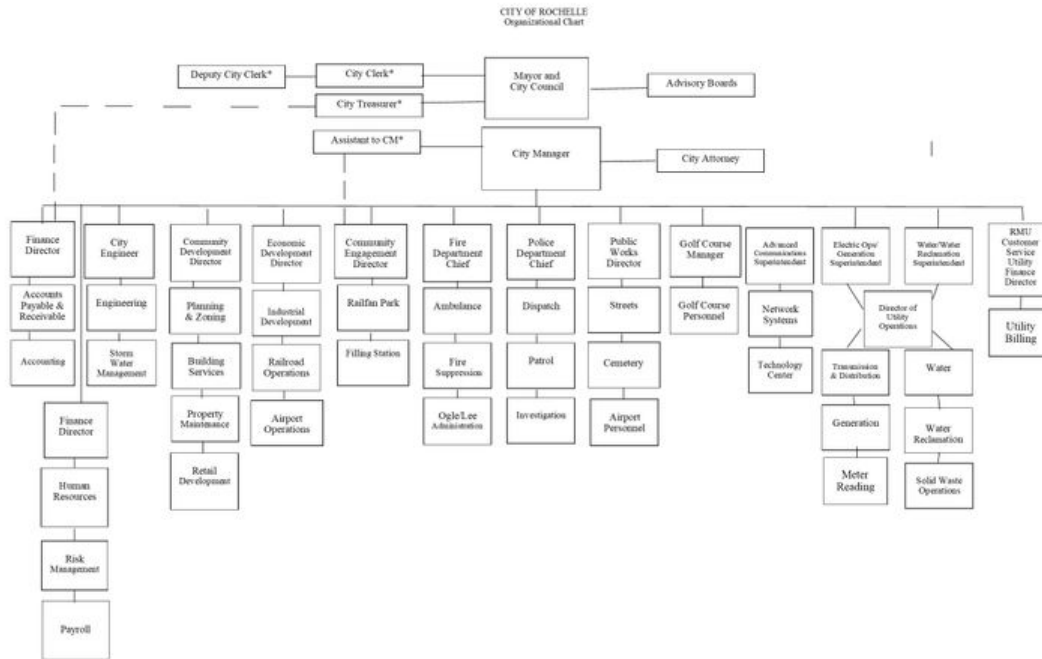
## Budgeted and Historical Expenditures by Expense Type



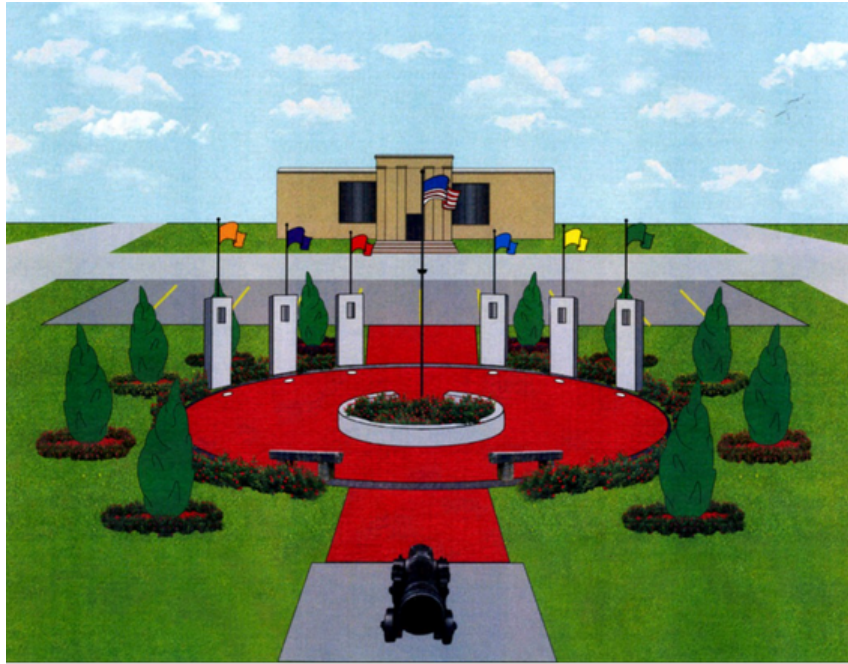
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full Time	\$56,560.53	\$57,985.55	\$59,155.00	\$62,057.00
Overtime	\$3,685.67	\$5,596.20	\$7,000.00	\$7,000.00
Pager	\$1,809.54	\$1,508.46	\$1,950.00	\$2,200.00
Health Insurance	\$13,557.83	\$14,637.17	\$15,729.00	\$15,654.00
Life Insurance	\$0.00	\$0.00	\$75.00	\$75.00
<b>Total Personnel:</b>	<b>\$75,613.57</b>	<b>\$79,727.38</b>	<b>\$83,909.00</b>	<b>\$86,986.00</b>
<b>Other Expenses</b>				
Miscellaneous Charges	\$1,001.62	\$1,150.80	\$1,000.00	\$1,100.00
<b>Total Other Expenses:</b>	<b>\$1,001.62</b>	<b>\$1,150.80</b>	<b>\$1,000.00</b>	<b>\$1,100.00</b>
<b>Contractual Services</b>				
Building Maintenance	\$320.00	\$12,170.95	\$1,250.00	\$1,250.00
Equipment Maintenance	\$70.20	\$1,275.17	\$500.00	\$500.00
Vehicle Maintenance	\$102.00	\$39.00	\$250.00	\$250.00
Other Professional Services	\$25,669.82	\$37,998.94	\$45,000.00	\$45,000.00
Telephone	\$1,506.41	\$1,857.62	\$762.00	\$1,700.00
Life Insurance	\$70.92	\$70.92	\$0.00	\$0.00
Utilities	\$3,633.90	\$3,697.72	\$216.00	\$2,200.00
<b>Total Contractual Services:</b>	<b>\$31,373.25</b>	<b>\$57,110.32</b>	<b>\$47,978.00</b>	<b>\$50,900.00</b>
<b>Supplies</b>				
Building Supplies	\$23.29	\$0.00	\$750.00	\$750.00
Equipment Supplies	\$376.20	\$133.71	\$500.00	\$500.00
Vehicle Supplies	\$0.00	\$186.68	\$250.00	\$250.00
Supplies Road	\$0.00	\$0.00	\$20,000.00	\$20,000.00
Supplies Grounds	\$468.31	\$953.77	\$1,600.00	\$1,600.00
Supplies Other	\$0.00	\$43.28	\$0.00	\$0.00
Operating Supplies	\$640.91	\$786.72	\$750.00	\$750.00
Small Tools	\$0.00	\$19.79	\$500.00	\$500.00
Janitorial Supplies	\$182.62	\$30.99	\$200.00	\$200.00
Gasoline/Oil	\$1,755.49	\$2,405.78	\$3,000.00	\$3,000.00
<b>Total Supplies:</b>	<b>\$3,446.82</b>	<b>\$4,560.72</b>	<b>\$27,550.00</b>	<b>\$27,550.00</b>
<b>Capital Outlay</b>				
Equipment	\$0.00	\$0.00	\$15,000.00	\$15,000.00
Vehicles	\$0.00	\$37,354.82	\$0.00	\$0.00
Other Improvements	\$637.00	\$0.00	\$0.00	\$17,000.00
<b>Total Capital Outlay:</b>	<b>\$637.00</b>	<b>\$37,354.82</b>	<b>\$15,000.00</b>	<b>\$32,000.00</b>
<b>Total Expense Objects:</b>	<b>\$112,072.26</b>	<b>\$179,904.04</b>	<b>\$175,437.00</b>	<b>\$198,536.00</b>

# Cemetery - Organizational Chart



## Strategic Plan Success - America 250 Patriot Marker at Veteran's Memorial



The Rochelle Chapter of the National Society of Daughters of the American Revolution are in the planning phase to celebrate America's 250th birthday. The Rochelle Chapter is interested in placing an America 250 Patriot Marker at the Veterans War Memorial, inside Lawnridge Cemetery. The Rochelle Veterans War Memorial Association met on April 20, 2022. During this meeting, committee members agreed the Revolutionary War Patriots marker would be a great addition to the Veterans War Memorial. The proposed America 250 Patriot Marker is a bronze plaque measuring 30" X 30".

**Strategic Goals and Initiatives: Community Inclusivity and Engagement and Quality of Life**

# Engineering



**SAM TESREAU**  
City Engineer

The Engineering Department provides civil engineering related services in support of the managed, orderly growth and development of the community. The city engineer is responsible for the review of development plans, current and planned capital improvements for street, roadway, bridge, stormwater and drainage infrastructure improvements, as well as coordination of general engineering street and roadway infrastructure related services. This Division provides liaison between state, federal and local agencies on intergovernmental highway agency agreements and projects as well as Motor Fuel Tax (MFT), federal aid and certain Illinois Department of Transportation (IDOT) Economic Development Program (EDP) funded projects including truck access routes.

## Expenditures Summary

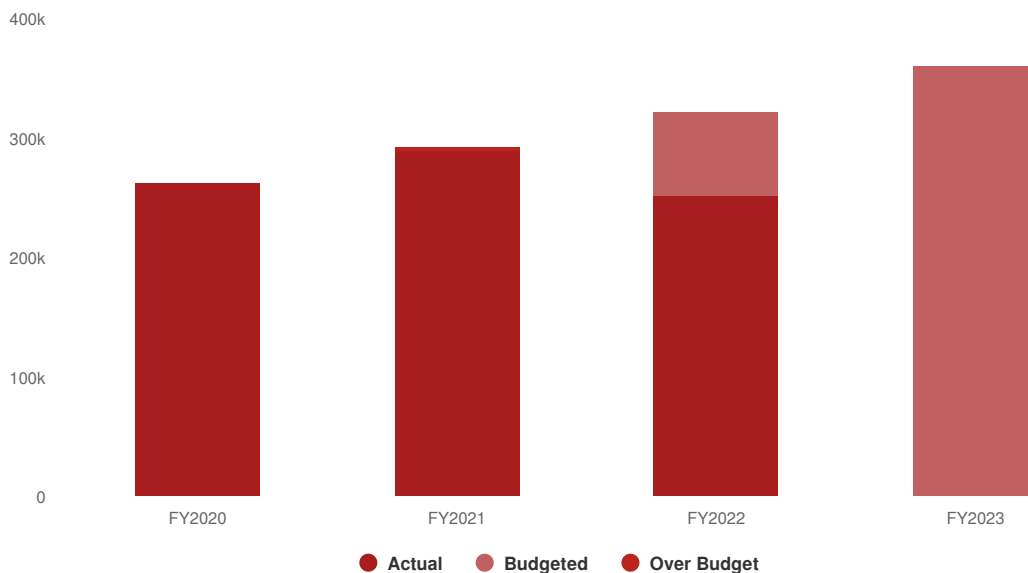
**FUND: General - 01-48**

**DEPT: ENGINEERING DIVISION**

Major expenditures include salaries and benefits for one Engineer, one full-time Engineering Tech, outside engineering/professional services consultants and internal office operational expenses and equipment. Some outside engineering and professional services are for special projects and reviews of private developments which are subject to reimbursement by the developer per the Rochelle Municipal Code. Other consulting engineering service expenses are for non-reimbursable expenses for staff support that are not individually programmed for ineligible CIP, EDP, EDA or other grant-related projects.

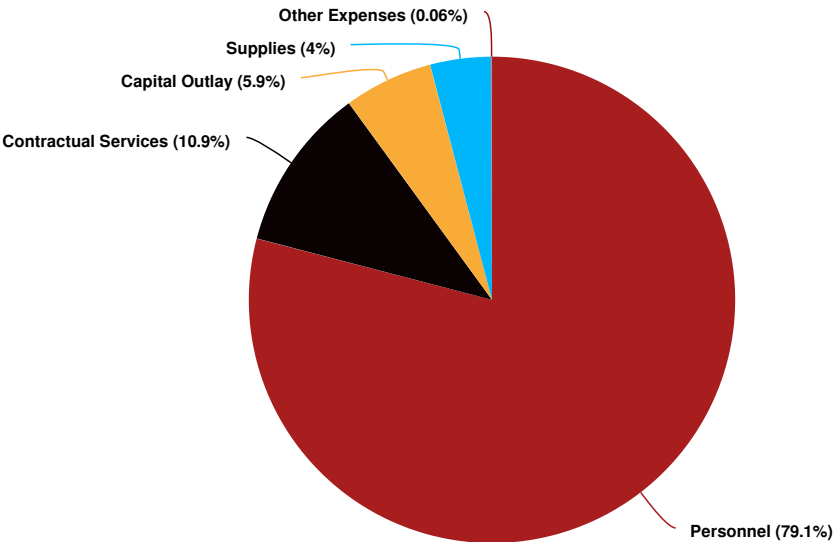
**\$360,700** **\$38,136**  
(11.82% vs. prior year)

### Engineering Proposed and Historical Budget vs. Actual

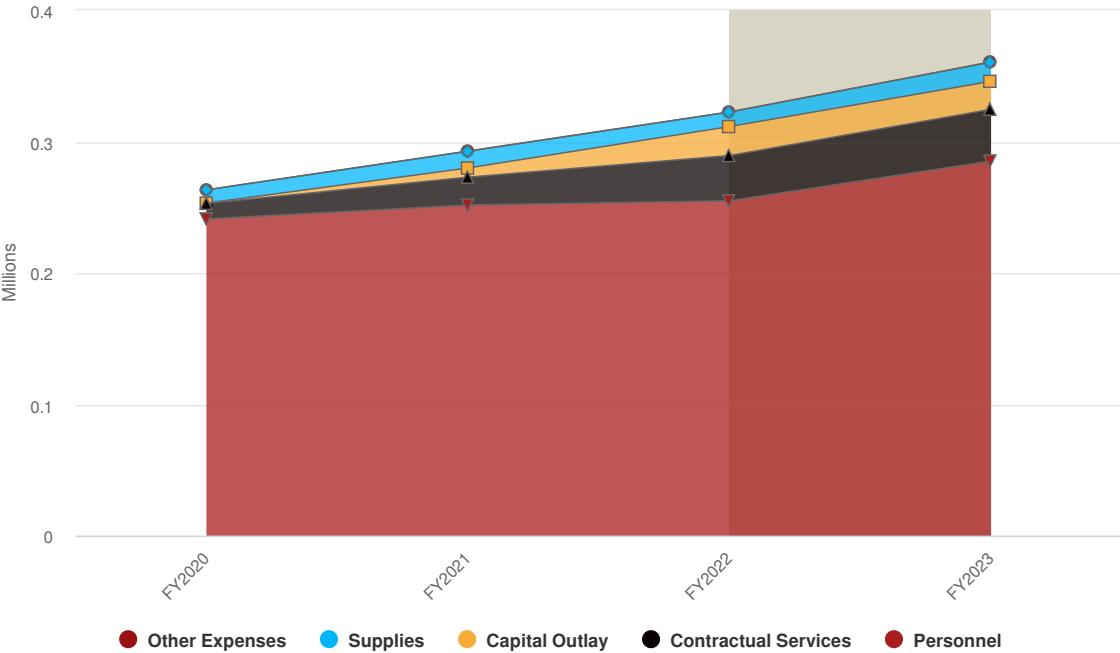


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

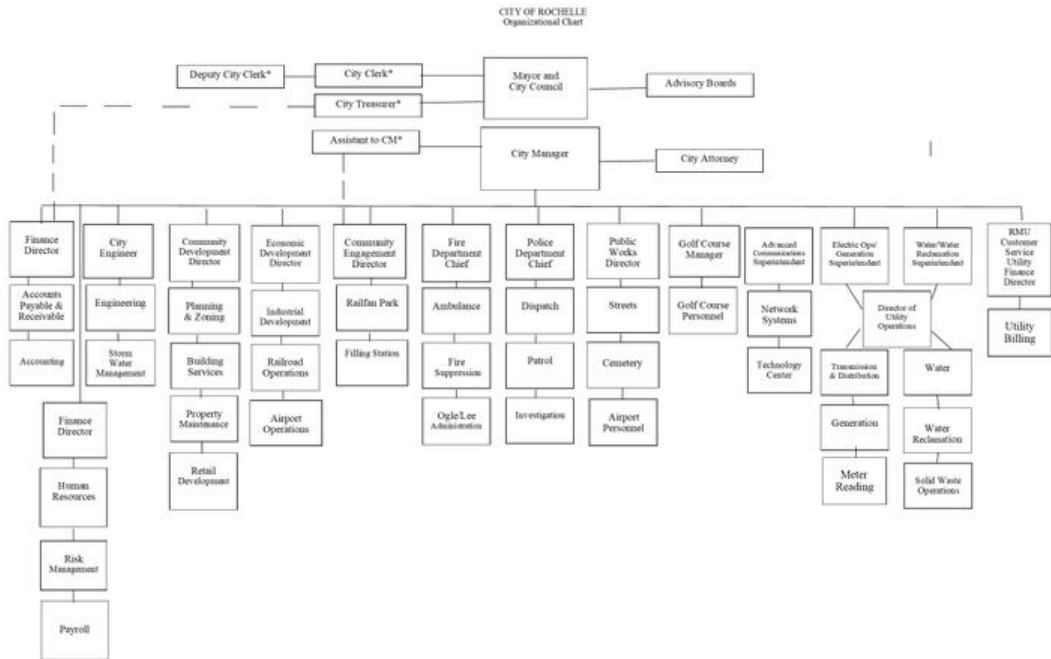


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$199,544.59	\$202,389.72	\$205,803.00	\$213,000.00
Part-Time	\$0.00	\$0.00	\$0.00	\$21,000.00
Overtime	\$4,687.56	\$10,184.25	\$7,000.00	\$7,000.00
Health Insurance	\$36,762.41	\$39,032.40	\$41,931.00	\$44,000.00
Life Insurance	\$141.84	\$141.84	\$180.00	\$200.00
<b>Total Personnel:</b>	<b>\$241,136.40</b>	<b>\$251,748.21</b>	<b>\$254,914.00</b>	<b>\$285,200.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$35.00	\$200.95	\$100.00	\$200.00
<b>Total Other Expenses:</b>	<b>\$35.00</b>	<b>\$200.95</b>	<b>\$100.00</b>	<b>\$200.00</b>
<b>Contractual Services</b>				
Building Maintenance	\$45.48	\$0.00	\$1,000.00	\$3,800.00
Equipment Maintenance	\$1,646.83	\$2,127.36	\$1,700.00	\$1,800.00
Vehicle Maintenance	\$918.44	\$335.02	\$1,300.00	\$1,300.00
Engineering Service	\$3,561.25	\$7,562.30	\$10,500.00	\$10,500.00
Other Professional Services	\$1,541.93	\$1,028.30	\$1,500.00	\$2,500.00
Telephone	\$1,921.58	\$1,721.06	\$1,950.00	\$2,800.00
Publishing	\$121.00	\$97.00	\$200.00	\$200.00
Dues	\$970.90	\$791.00	\$1,100.00	\$1,200.00
Travel	\$722.97	\$445.05	\$1,100.00	\$1,100.00
Training	\$355.00	\$995.00	\$900.00	\$1,000.00
Publications	\$0.00	\$24.85	\$200.00	\$200.00
Utilities	\$0.00	\$0.00	\$200.00	\$200.00
Lease or Rentals	\$0.00	\$6,059.36	\$12,800.00	\$12,800.00
<b>Total Contractual Services:</b>	<b>\$11,805.38</b>	<b>\$21,186.30</b>	<b>\$34,450.00</b>	<b>\$39,400.00</b>
<b>Supplies</b>				
Equipment Supplies	\$4,005.82	\$3,157.29	\$3,700.00	\$3,700.00
Office Supplies	-\$135.79	\$482.88	\$600.00	\$600.00
Small Tools	\$1,140.03	\$205.21	\$400.00	\$400.00
Janitorial Supplies	\$409.96	\$0.00	\$0.00	\$2,600.00
Gasoline/Oil	\$1,077.13	\$1,718.00	\$1,600.00	\$2,100.00
Print Materials	\$163.00	\$0.00	\$0.00	\$500.00
Software	\$3,404.33	\$7,159.97	\$4,700.00	\$4,700.00
<b>Total Supplies:</b>	<b>\$10,064.48</b>	<b>\$12,723.35</b>	<b>\$11,000.00</b>	<b>\$14,600.00</b>
<b>Capital Outlay</b>				
Equipment	\$226.99	\$6,961.71	\$22,000.00	\$17,500.00
Furniture	\$0.00	\$0.00	\$100.00	\$3,800.00
<b>Total Capital Outlay:</b>	<b>\$226.99</b>	<b>\$6,961.71</b>	<b>\$22,100.00</b>	<b>\$21,300.00</b>
<b>Total Expense Objects:</b>	<b>\$263,268.25</b>	<b>\$292,820.52</b>	<b>\$322,564.00</b>	<b>\$360,700.00</b>



# Engineering - Organizational Chart

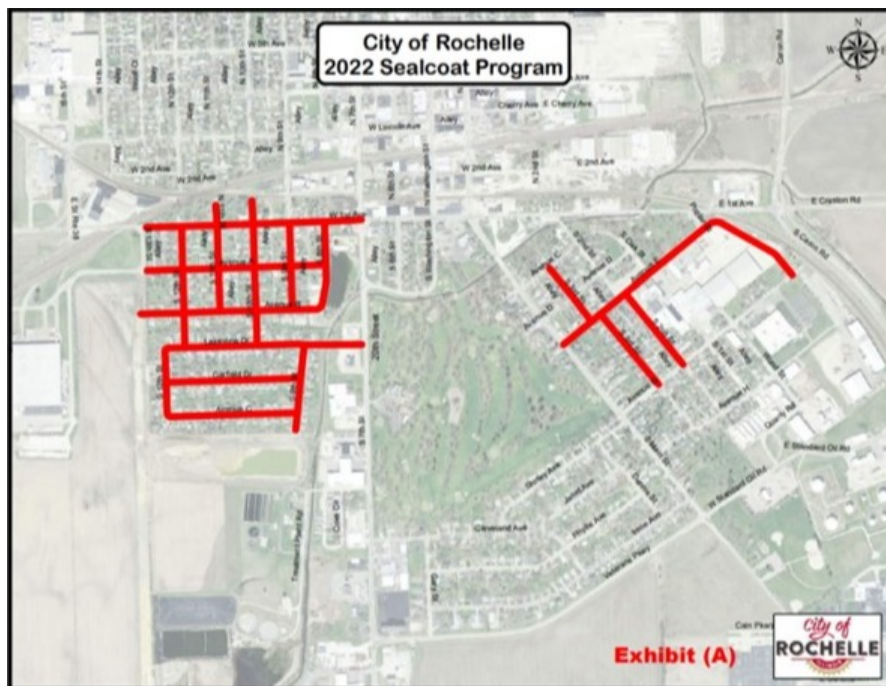


## Strategic Plan Success - 2022 Seal Coat Maintenance

The City of Rochelle's 2022 Sealcoat Project is the result of the ten-year capital plan to address maintenance requirements. Many streets and roadways have been identified for maintenance. The application of a seal coat surface treatment is a cost-effective way to maintain and preserve the life of these streets.

1. 20th Street
2. Avenue C
3. Garfield Drive
4. Lakeview Drive
5. Avenue B
6. Avenue A
7. West 1st Avenue
8. South 2nd, 3rd, 8th, 9th, 10th, 11th and 12th Streets
9. Avenue E

### Strategic Goals and Initiatives: Infrastructure Effectiveness and Improvements and Quality of Life



## Strategic Plan Success - Intersection Design Study for Phase II Improvements to the Flagg Road and 20th Street Intersection

In 2009, the Flagg Road and 20th Street intersection was partially improved along with the Kings Crossing subdivision. Temporary signals were installed along with partial geometric improvements and pavement widening primarily on the north side of Flagg Road. Since then, two major developments have occurred within this subdivision. Those are the Rochelle Lincoln Elementary School and Liberty Village campuses.

Flagg Road is an Ogle County Highway (Route #22) from Illinois Route 251 west to the Lee County line near and 20th Street is under the jurisdiction of the City of Rochelle. In 2010, the County improved and widened Flagg Road from IL. Rte. 251 to 600 feet east of 20th Street, to a four-lane section. Much of the rural ditch section was replaced with curb and gutter and storm sewer drainage systems as part of the county project. The city participated in the installation of a pedestrian sidewalk from IL Rte 251 to Wendell Drive.

The annual average daily traffic counts are estimated at nearly 5,000 vpd. Over the past several months, the Ogle County Engineer, City Engineer and Public Works staff have discussed the need for improvements to the greater intersection including, but not limited to, permanent signals, mast arms, new controller boxes, geometric improvements to allow for additional turning lanes and pavement widening along 20th Street south of Flagg Road.

The intergovernmental agreement will allow the city and county to collaborate on an Engineering Agreement and proceed forward with the initial phase of engineering to determine the needs for right of way, specific road improvements, plans and specifications and estimate of costs. This engineering phase will also help determine financial responsibility for the ultimate cost of construction and additional phases of this multi-year project. It is expected that as the project progresses and more details are defined there will be a need for amendments to this intergovernmental agreement. The initial project phase has been programmed in the 2022 CIP budget.

An intergovernmental agreement with Ogle County, as approved by city council in early 2022, provides for collaboration and cost sharing of various phases of engineering and construction of the Flagg Rd and 20th Street multi-year project. With a traffic analysis complete, an Engineering Services Agreement will allow the Intersection Design Phase to begin. Willett Hofmann and Associates, who performed the traffic analysis, submitted a proposal for an Engineering Services Agreement IDS Phase to be completed in early 2023 to determine needs and warrants for signalization, ROW, turn lanes, geometrics and other related items. This work will also assist in defining cost sharing for limits of improvements adjacent to and within the greater intersection as well as the Final Engineering design Phase 3.

Strategic Goals and Initiatives: Core Service Delivery, Infrastructure Effectiveness and Improvements



## Strategic Plan Success - Drainage Structure Replacement



Phase 1 of the Drainage Structure Replacement Project was completed in early 2022. Scores of work orders were gathered along with field data collection to identify the priority structures needing immediate replacement. Phase 2 plans, specifications and estimates of costs were developed by the Engineering Department and advertised for bid in early September. The project will replace over 55 drainage structures throughout the Northeast quadrant of the city and north of Illinois Route 38. The project also included replacement of curb and gutter, sidewalk ramps, street resurfacing and intersection reconstruction near Crest Lane, North Knoll Drive and Brookside Drive Streets. The project was advertised in the Rochelle News-Leader, and on the city website. Bids were publicly opened and read aloud on September 1, 2022 at 10am. Three separate bids were received as follows: 1. Porter Brothers Construction submitted a bid for making the entire improvements in the amount of \$841,214.75. 2. Martin and Company Excavating submitted a bid for making the entire improvements in the amount of \$1,032,122.42. 3. N-TRAK Group, LLC submitted a bid for making the entire improvements in the amount of \$930,462.95. The low bid was approximately 7% lower than the Engineer's estimate of cost of \$898,000.00. The project will be funded through the CIP fund with \$400,000 of ARPA, as designated by the City Manager, together with UTF and STF making up the difference. Given the favorable contract unit prices for multiple construction items, it was recommended that approval be given to the City Manager and/or the City Engineer to negotiate further change order work, not to exceed \$57,000, within the proposed contract to facilitate other improvements and upgrades to streets adjacent to this project. It is anticipated the construction project will be substantially complete by the end of June 2023. However, additional time will be granted for any additional work.

**Strategic Goals and Initiatives: Core Service Delivery, Infrastructure Effectiveness and Improvements, and Quality of Life**



## Strategic Plan Success - 1030 S 7th Street City Campus



The Engineering Department will be relocating to the City of Rochelle Campus located at 1030 S 7th Street late in 2022. As a result, office space has been designed to accommodate the Engineering Department's current and future needs, including file and plan storage, conference room, equipment, bathroom addition, fixtures, HVAC and plumbing adjustments/extensions, exterior façade improvements and other related items. To facilitate an accelerated timeline and get the improvements completed by the end of the year, staff recommends waiving competitive bidding and allowing the City Manager to enter into contract construction agreements and/or purchase materials to complete said project. The City Engineer has developed cost estimates for the proposed work for a total of \$158,700 for Phase 1. In addition, the City Engineer will oversee the project, thus eliminating the need for a general contractor and reducing expenses. Funding for the improvements will be funded through the CIP fund.

Phase 2 improvements are a part of the 2023 budget. The improvements are primarily for an interior addition to accommodate new breakrooms, locker rooms, bathrooms, showers, and training facilities, along with additional storage and interior office renovations and other related improvements. Willett Hofmann and Associates submitted a proposal for an Engineering and Architectural Services Agreement to develop plans/specifications and eventual bid documents for the proposed work. This work will also develop more accurate cost estimates as the project develops.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management and Infrastructure Effectiveness and Improvements**

### Strategic Plan Success - ESRI Small Government Enterprise License

City Engineer Sam Tesreau presented a resolution to approve the expenditure of \$84,750 split over three years per the terms of the ESRI Small Municipal and County Government Enterprise Agreement. This agreement allows the City of Rochelle to maintain its already existing ESRI Small Government Enterprise License at \$28,250 per year, a \$3,250 increase from \$25,000 the previous year which accounts for tracker licenses and software inflation. The \$28,250 will be billed in June of each year for the next three years per the agreement and the cost will be divided up between the city departments. ESRI is the leading Geographic Information Systems (GIS) software company in the world, controlling the largest market for GIS globally and is seen as the industry standard. The ESRI Small Government Enterprise License provides the city (and entire RMU service area) support of the city's strategic initiatives with the software and capabilities to administer and manage historic and future spatial data and databases, and create maps and applications needed for everyday city use publicly and internally. Additionally, the ESRI Small Government Enterprise License/GIS is used for every department within the city, whether it be for mapping utility locations, zoning, database administration, or the integration of VueWorks. The GIS created using this license is also utilized to increase public awareness and foster transparency and visual clarity for the residents. Such examples include the maps made for events, parade routes, road closures, public events, or any utility work that may affect our residents (some applications and data sharing services are still in production). Without this license, those functions cannot continue. The City of Rochelle has been using ESRI software for many years and this agreement and purchase is to lock in the current price (\$28,250) to be billed annually for the next three years. This agreement will also provide for additional benefits like lower cost per unit for licensed software, reduced administrative and procurement expenses, and complete flexibility to deploy software products when and is deemed necessary.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement, Core Service Delivery and Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Sidewalk/Pedestrian Path Improvements Project



The annual Sidewalk/Pedestrian Path Improvement Project, as administered by the engineering department, provides for the replacement of existing and/or constructs new sidewalks and pedestrian paths and other related items throughout the city. The program provides for improved accessible pedestrian access routes, including ramps for the disabled and other users. This is part of an effort to continuously improve our pedestrian network for all users and meet certain ADA and PROWAG standards. The program is primarily funded through the Utility Tax Fund (UTF) established in 1997 in an effort to routinely address the needed and required upgrades to the city's pedestrian sidewalk system, associated curb and gutter replacement, street pavement restoration and landscaping. Since its inception, over 900,000 square feet of sidewalk and/or other pedestrian paths and hundreds of accessibility ramps have been improved through replacement and/or new construction. The UTF has been utilized to supplement new sidewalk or pedestrian route construction on multiple roadways, bridge, storm sewer and city street urbanization/reconstruction projects. The project plans and specifications were developed by the city Engineering Department and advertised in the Rochelle News-Leader and on the city website. Bids were publicly opened and read aloud on April 4, 2022. Four separate bids were received as follows:

Bruns Construction, Inc. submitted a bid for making the entire improvements in the amount of \$360,002.50

AA Construction, Inc. submitted a bid for making the entire improvements in the amount of \$410,441.25

Porter Brothers Construction, Inc. submitted a bid for making the entire improvements in the amount of \$506,106.12

O'Brien Civil Works, Inc. submitted a bid for making the entire improvements in the amount of \$529,210.00.

The lowest bid is approximately 11% lower than the engineer's estimated costs for the project. The project is funded by UTF, administered by the Engineering Department. A transfer from the FY22 UTF #18-00 will be made to the FY 22 CIP fund #36-00-86500 & 502 to cover costs associated with the project. The city will purchase detectable warning plates for use on the project and the Street Department crews will provide pavement patching and restoration along new curb and gutter sections. Furthermore, given the favorable contract unit prices for multiple construction items, it was recommended that approval be given to the city manager and/or the city engineer to negotiate further change order work, not to exceed \$43,000, within the proposed contract to facilitate other improvements and upgrades to streets adjacent to this project. It is anticipated the construction project will be substantially complete by the end of September 2022. However, additional time will be granted for any additional work.

**Strategic Goals and Initiatives: Financial and Organizational Management, Infrastructure Effectiveness and Improvements, and Quality of Life**

## Strategic Plan Success - Improvement of 14th Street



The City of Rochelle approved a permanent road closure of 15th Street in 2001 for the expansion of the Silgan facility. As part of the original agreement, Silgan posted a CD surety to be used for 15th Street improvements. That CD has been renewed multiple times over the past years but will not be renewed further in 2022. Staff negotiated additional uses of the surety provisions over the past several years to allow the city to utilize the funds on a broader scope which includes improvements to the 14th Street truck route. This project will be completed in two phases as funds allow. Phase 1, from Lincoln to 6th Avenue, has been programmed in the 2022 budget. The project will consist of complete pavement removal and reconstruction of the pavement more suited for the route. The project will include certain storm and sanitary structure replacements or upgrades. The project plans and specifications were developed by the City Engineering Department and advertised in the Rochelle News-Leader, and on the city website. Bids were publicly opened and read aloud on March 8, 2022. Five separate bids were received as follows:

- Martin and Company Excavating submitted a bid for making the entire improvements in the amount of \$326,068.95.
- Northern Illinois Service Company submitted a bid to make the entire improvements in the amount of \$359,921.42.
- Stenstrom Excavation and Blacktop Group submitted a bid for making the entire improvements in the amount of \$364,242.00.
- N-TRAK Group, LLC submitted a bid for making the entire improvements in the amount of \$389,275.50.
- O'Brien Civil Works, Inc. submitted a bid for making the entire improvements in the amount of \$416,199.45.

The low bid is approximately 16% lower than the engineer's estimate of cost of \$378,000.00. The project will be funded through the CIP fund. Given the favorable contract unit prices for multiple construction items, it is recommended that approval be given to the city manager and/or the city engineer to negotiate further change order work, not to exceed \$52,000, within the proposed contract to facilitate other improvements and upgrades to streets adjacent to this project. It is anticipated the construction project will be substantially complete by the end of June 2022.

**Strategic Goals and Initiatives: Economic and Business Development and Infrastructure Effectiveness and Improvements**

## Tech Center/Advanced Comm.



**PAT BRUST**

Director of Advanced Communications

The Tech Center/Advanced Communication Fund accounts for the collocation and dark fiber customers at the Rochelle Technology Center and VOIP/fiber services to the citizens throughout the community. Major expenses include upgrades to the system, debt service payment, and utilities.

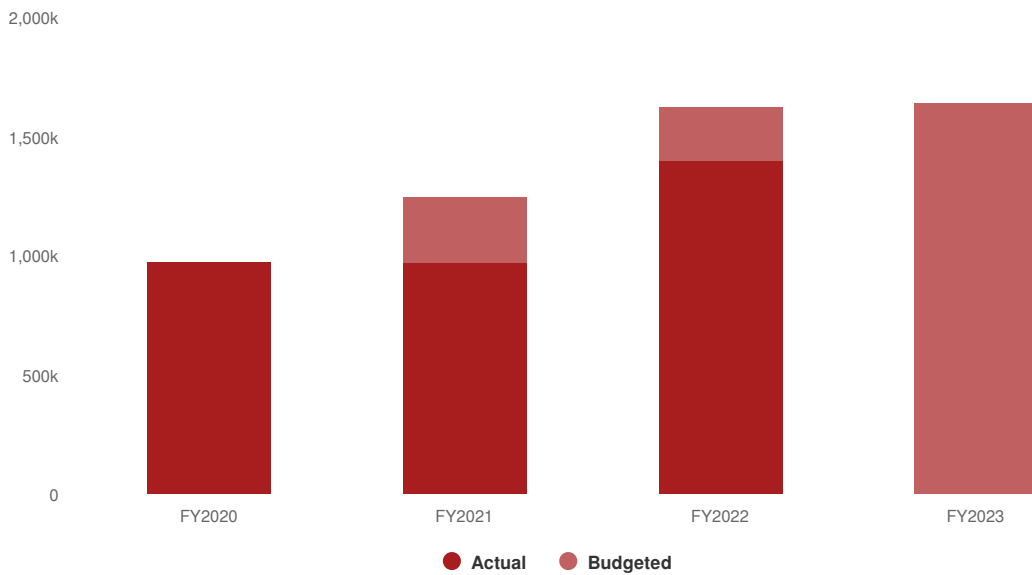
### Expenditures Summary

#### FUND NUMBER: 55

This fund was created to document the revenues and expenses associated with the development of the RMU Technology Center and Communication Services.

**\$1,638,631** **\$14,615**  
(0.90% vs. prior year)

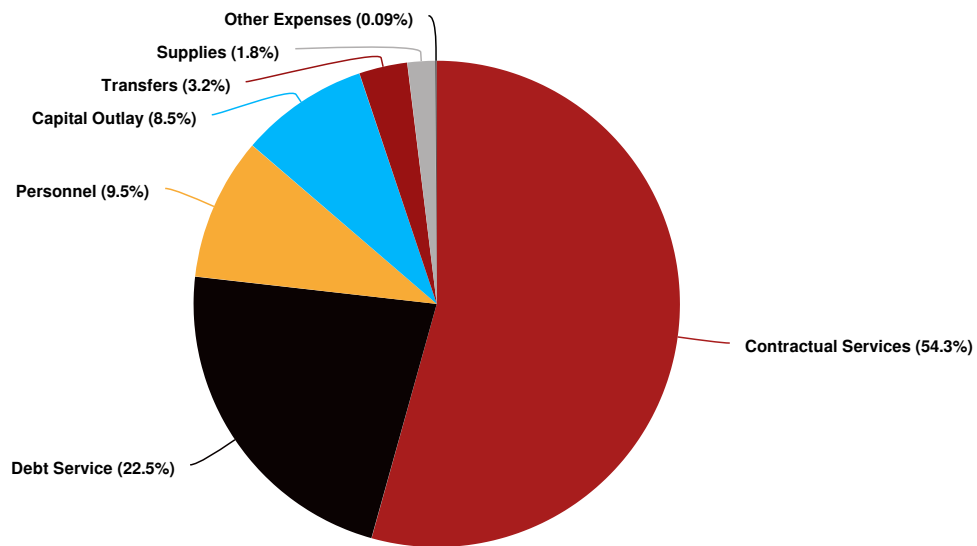
#### Technology Center/Advanced Communication Proposed and Historical Budget vs. Actual



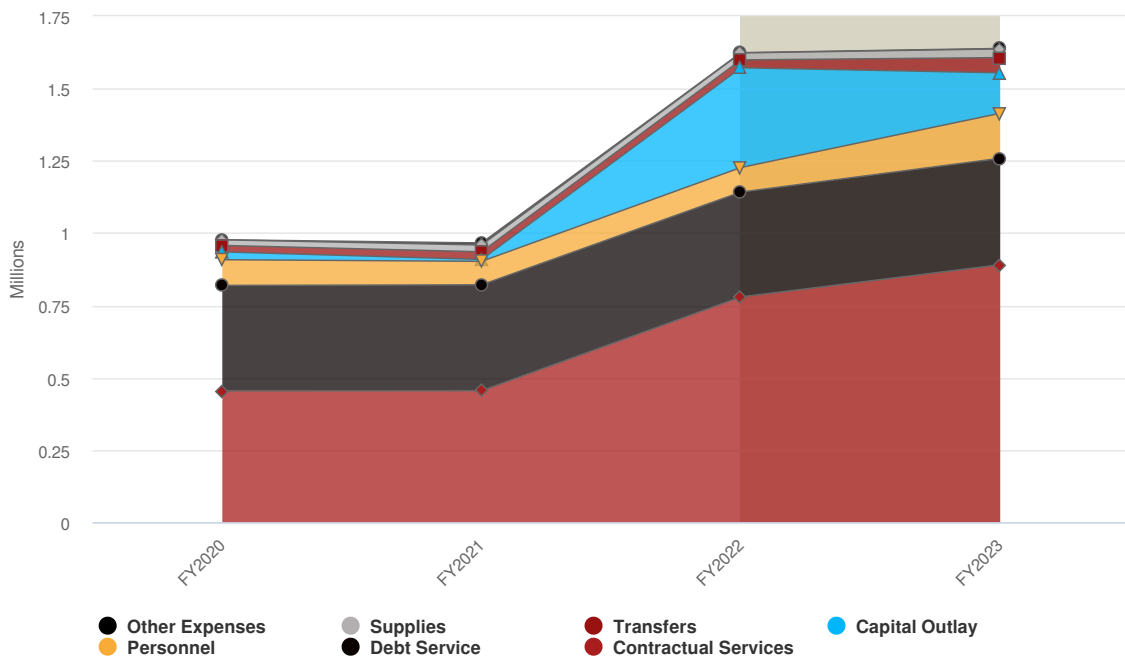


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

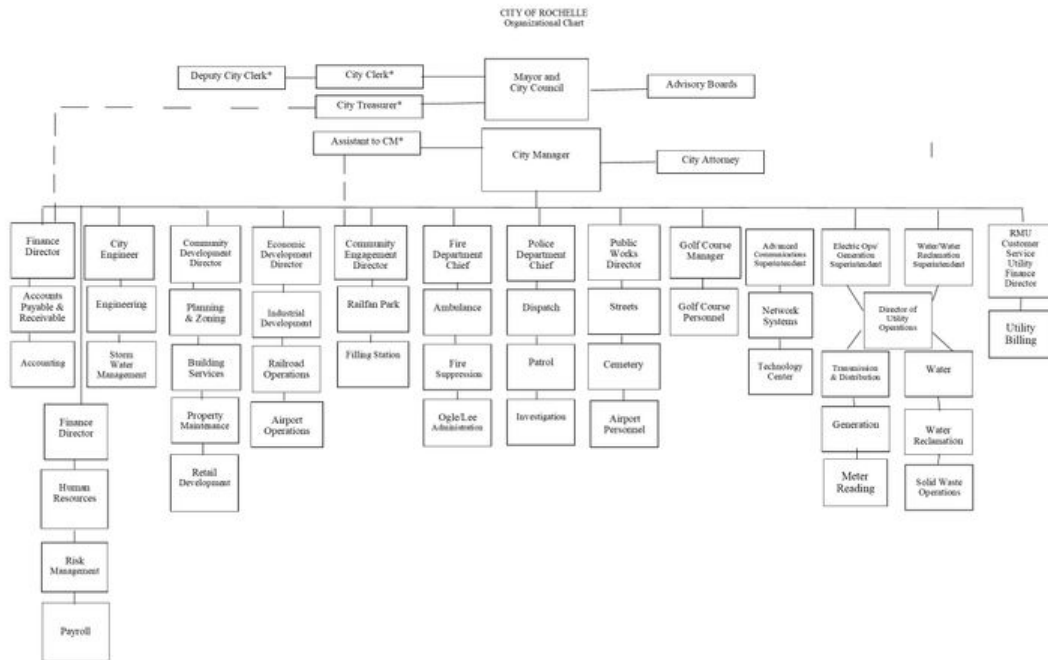


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$57,160.08	\$57,151.14	\$60,440.00	\$130,000.00
Overtime	\$1,675.17	\$2,177.51	\$2,000.00	\$0.00
Pager Pay	\$6,240.00	\$3,440.00	\$5,000.00	\$8,500.00
Health Insurance	\$12,009.49	\$7,888.50	\$8,474.00	\$250.00
Life Insurance	\$70.08	\$70.92	\$100.00	\$0.00
Social Security	\$4,605.41	\$4,436.13	\$4,624.00	\$9,945.00
IMRF	\$7,141.00	\$6,103.00	\$4,430.00	\$6,500.00
Clothing Acquisition	\$0.00	\$0.00	\$0.00	\$500.00
<b>Total Personnel:</b>	<b>\$88,901.23</b>	<b>\$81,267.20</b>	<b>\$85,068.00</b>	<b>\$155,695.00</b>
<b>Other Expenses</b>				
Bad Debt	\$0.00	\$7,146.58	\$0.00	\$0.00
Miscellaneous	\$122.12	\$0.00	\$1,000.00	\$1,500.00
<b>Total Other Expenses:</b>	<b>\$122.12</b>	<b>\$7,146.58</b>	<b>\$1,000.00</b>	<b>\$1,500.00</b>
<b>Contractual Services</b>				
Building Maintenance	\$4,375.44	\$10,811.62	\$7,500.00	\$10,000.00
Equipment Maintenance	\$3,750.00	\$13,406.93	\$7,500.00	\$32,000.00
Vehicle Maintenance	\$7,763.29	\$0.00	\$1,500.00	\$1,500.00
Grounds Maintenance	\$8,240.73	\$6,137.79	\$5,000.00	\$6,500.00
Other Maintenance	\$24,889.00	\$15,011.81	\$25,000.00	\$25,000.00
Engineering Services	\$0.00	\$0.00	\$0.00	\$75,000.00
Legal Services	\$3,868.97	\$2,052.00	\$10,000.00	\$10,000.00
Network Administration	\$118,704.00	\$118,704.00	\$266,663.00	\$241,301.00
Other Professional Services	\$31,969.54	\$28,754.01	\$40,000.00	\$50,000.00
Telephone	\$2,921.90	\$698.56	\$1,000.00	\$1,000.00
Travel	\$0.00	\$0.00	\$1,000.00	\$1,000.00
Training	\$0.00	\$0.00	\$1,000.00	\$2,500.00
Utilities	\$236,206.02	\$229,781.57	\$275,000.00	\$285,000.00
General Insurance	\$3,573.96	\$5,125.44	\$5,000.00	\$6,000.00
Lease or Rentals	\$0.00	\$6,164.16	\$7,000.00	\$7,500.00
Equipment Maintenance	\$99.96	\$0.00	\$500.00	\$1,000.00
Legal Services	\$1,148.00	\$0.00	\$1,000.00	\$1,000.00
Contractor	\$0.00	\$0.00	\$250.00	\$250.00
Other Professional Services	\$3,128.66	\$14,381.19	\$5,000.00	\$10,000.00
Postage	\$35.14	\$0.00	\$50.00	\$50.00
Telephone	\$1,239.87	\$1,156.65	\$2,500.00	\$2,500.00
Internet Bandwidth	\$0.00	\$0.00	\$110,400.00	\$115,000.00
Travel	\$0.00	\$0.00	\$250.00	\$250.00
Training	\$0.00	\$0.00	\$3,000.00	\$3,000.00
Utilities	\$2,250.91	\$2,405.39	\$3,000.00	\$3,000.00
<b>Total Contractual Services:</b>	<b>\$454,165.39</b>	<b>\$454,591.12</b>	<b>\$779,113.00</b>	<b>\$890,351.00</b>

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Supplies</b>				
Building Supplies	\$351.74	\$61.96	\$1,000.00	\$1,500.00
Equipment Supplies	\$509.36	\$0.00	\$750.00	\$1,000.00
Office Supplies	\$320.63	\$274.49	\$250.00	\$500.00
Operating Supplies	\$8,419.01	\$2,514.20	\$10,000.00	\$10,000.00
Janitorial Supplies	\$321.25	\$175.26	\$400.00	\$500.00
Equipment Supplies	\$5,081.99	\$10,999.98	\$3,000.00	\$3,000.00
Office Supplies	\$267.33	\$49.98	\$200.00	\$200.00
Operating Supplies	\$2,072.57	\$4,791.11	\$5,000.00	\$10,000.00
Small Tools	\$0.00	\$0.00	\$500.00	\$500.00
Gasoline/Oil	\$218.68	\$4,604.04	\$400.00	\$500.00
Software	\$1,831.60	\$48.00	\$2,500.00	\$2,500.00
<b>Total Supplies:</b>	<b>\$19,394.16</b>	<b>\$23,519.02</b>	<b>\$24,000.00</b>	<b>\$30,200.00</b>
<b>Debt Service</b>				
Interest Expense - 2017A Debt Certificates	\$89,674.96	\$81,275.00	\$72,650.00	\$68,300.00
Principal Exp Debt Certificate	\$275,000.00	\$285,000.00	\$0.00	\$300,000.00
Principal Expense	\$0.00	\$0.00	\$290,000.00	\$0.00
<b>Total Debt Service:</b>	<b>\$364,674.96</b>	<b>\$366,275.00</b>	<b>\$362,650.00</b>	<b>\$368,300.00</b>
<b>Capital Outlay</b>				
Equipment	\$27,059.38	\$4,777.67	\$90,000.00	\$40,000.00
Equipment	\$74.96	\$1,809.37	\$0.00	\$100,000.00
Other Improvements	\$0.00	\$0.00	\$255,000.00	\$0.00
<b>Total Capital Outlay:</b>	<b>\$27,134.34</b>	<b>\$6,587.04</b>	<b>\$345,000.00</b>	<b>\$140,000.00</b>
<b>Transfers</b>				
Admin Services Fund Transfer	\$22,329.96	\$26,457.96	\$27,185.00	\$52,585.00
<b>Total Transfers:</b>	<b>\$22,329.96</b>	<b>\$26,457.96</b>	<b>\$27,185.00</b>	<b>\$52,585.00</b>
<b>Total Expense Objects:</b>	<b>\$976,722.16</b>	<b>\$965,843.92</b>	<b>\$1,624,016.00</b>	<b>\$1,638,631.00</b>

# Technology Center and Advanced Communication - Organizational Chart



## ROCHELLE BUSINESS AND TECHNOLOGY PARK



## RMU DATA CENTER

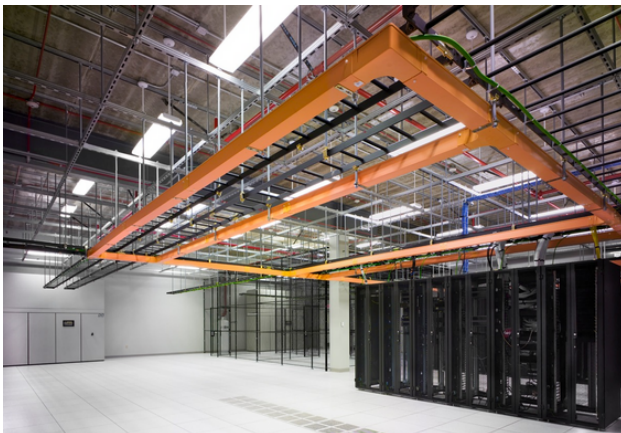
**Backup Power Systems** — The state-of-the-art Data Center does not rely on redundant connections to the national power grid to guarantee uptime but instead includes on-site diesel powered generation and centralized Uninterruptible Power Systems (UPS) to provide power conditioning and ensure uninterrupted dedicated hosting data center operation. Regularly scheduled maintenance including functional testing of our back-up generation will provide assurance of electrical power if needed in the event of an emergency.

**Redundant Power Sources** — The facility is fed by two separate electrical substations, each with dual substation transformers, and backed by two separate looped connections to the national electrical grid. Service is provided from the regional substations to the Rochelle Business & Technology Park through diverse and redundant distribution circuits. Redundant 48V DC Power Dual Feed A and B 48 volt power feeds to each rack space and collocation cage.

**Regulated Climate Control** — The Center's heating, ventilation and air conditioning (HVAC) systems have full particle filtering and humidity control. The environment within the dedicated hosting data center is maintained at a cool 68 degrees to ensure that servers function in the best optimal environment.

**Data Center Security** — The RMU Data Center is physically isolated to everyone but senior technicians and authorized collocation clients. Monitored closed circuit television of the facility, 24-hour electronic monitoring and military-grade pass card access to the units provide further layers of security. 24-Hour support Network Operations Center (NOC) staff continually monitors the network with available engineers in the event of an emergency. Access to phone or online support.

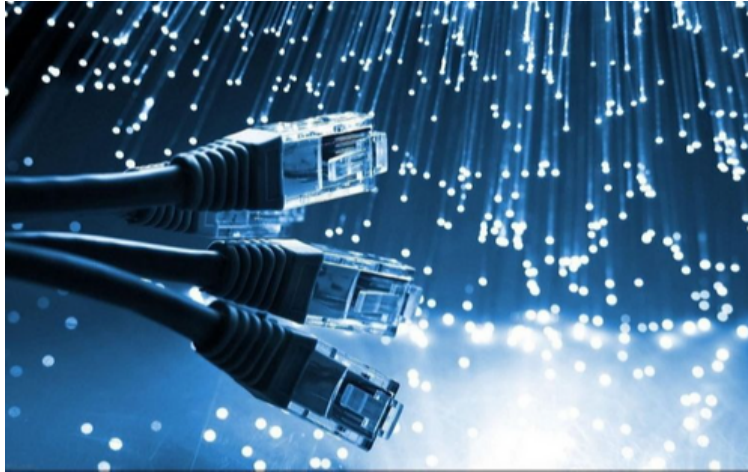
BUSINESS AND TECHNOLOGY PARK AMENITIES
Home to three world-class data centers including Fortune 100 and 500 companies
100 Acres available with flexible lot like
Served by dual electric substations with redundant connections to the national grid
Engineered for bandwidth speed and redundancy
Dual fiber optic circuits for all sites
Fiber optics feed into the park from two sources.
Single mode multi-gigabit fiber optic cables
1-MG-1G ethernet option for fiber optics available
Access to multiple dark fiber networks
Multiple telecommunications providers
Dual electric circuits for all sites
Zoned business within a Technology Overlay District
Easily accessible from I-39 and I-88
Fully improved, shovel ready sites



## Strategic Plan Success - Dark Fiber Services

The City entered into an agreement with iFiber to provide Dark Fiber services from the Technology Center to the Swedish American Medical Clinic in Rochelle. The agreement is for a 5-year term, with an additional 5-year option that can be renewed by iFiber prior to the end of the term. The contract will provide income of \$4,500 during the first year of the agreement, with subsequent years increasing 3% annually. The total amount of revenue generated during the initial 5-year contract will be \$23891.11.

**Strategic Goals and Initiatives: Economic and Business Development, Core Service Delivery, Financial and Organizational Management and Infrastructure Effectiveness and Improvements**



## Hotel Tax/Tourism



JENNIFER THOMPSON

Dir of Community Engagement/Assist to City Manager

The City's Hotel/Motel Tax, currently at 5%, is the primary revenue source for the Fund. The Marketing Department is included in Hotel Tax/Tourism .

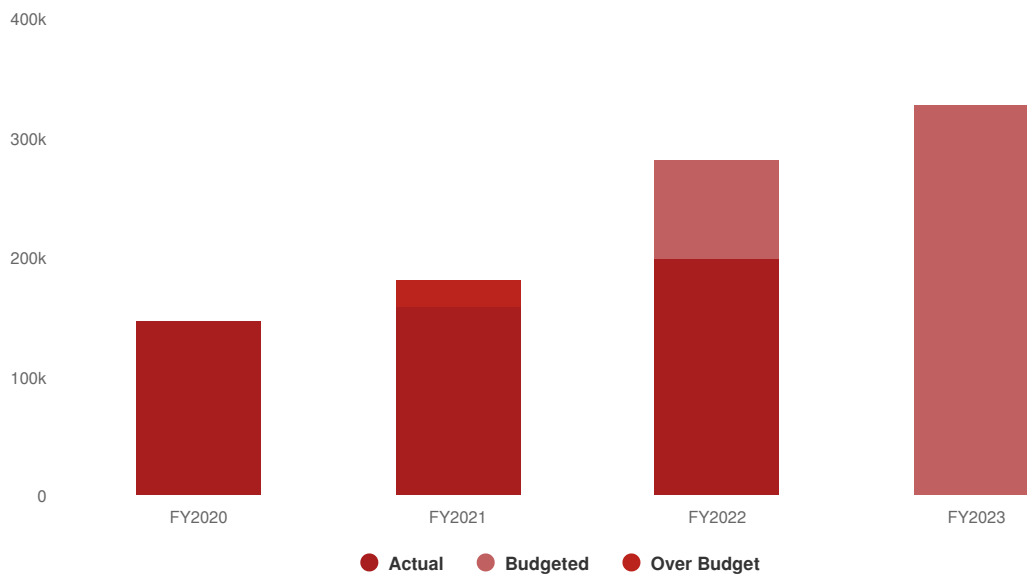
### Expenditures Summary

#### FUND NUMBER: 19-00

The Fund promotes efforts to carry out tourism and visitors and convention efforts in the community.

**\$328,700** **\$46,500**  
(16.48% vs. prior year)

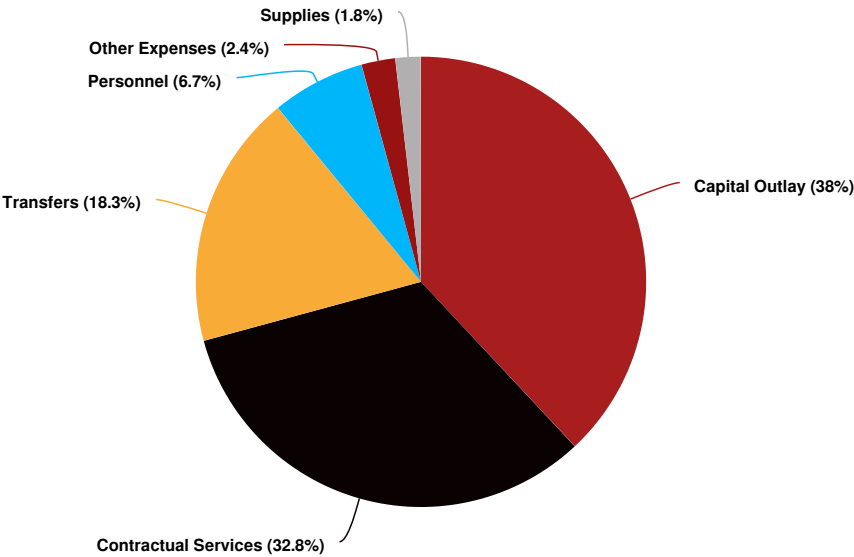
#### Hotel Tax/Tourism Proposed and Historical Budget vs. Actual



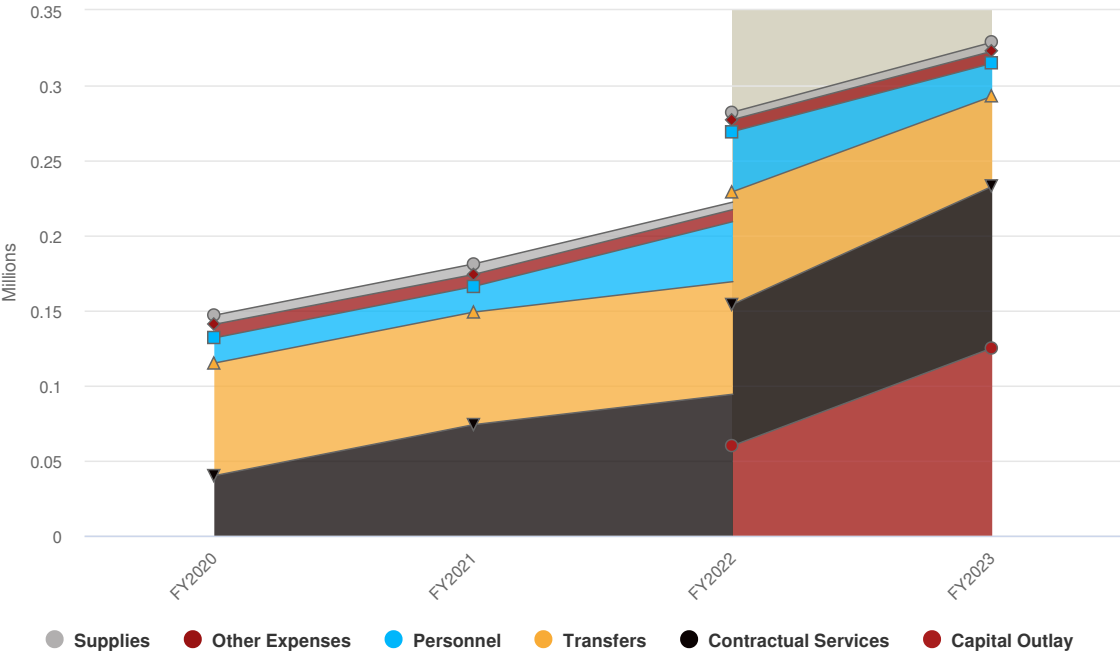


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



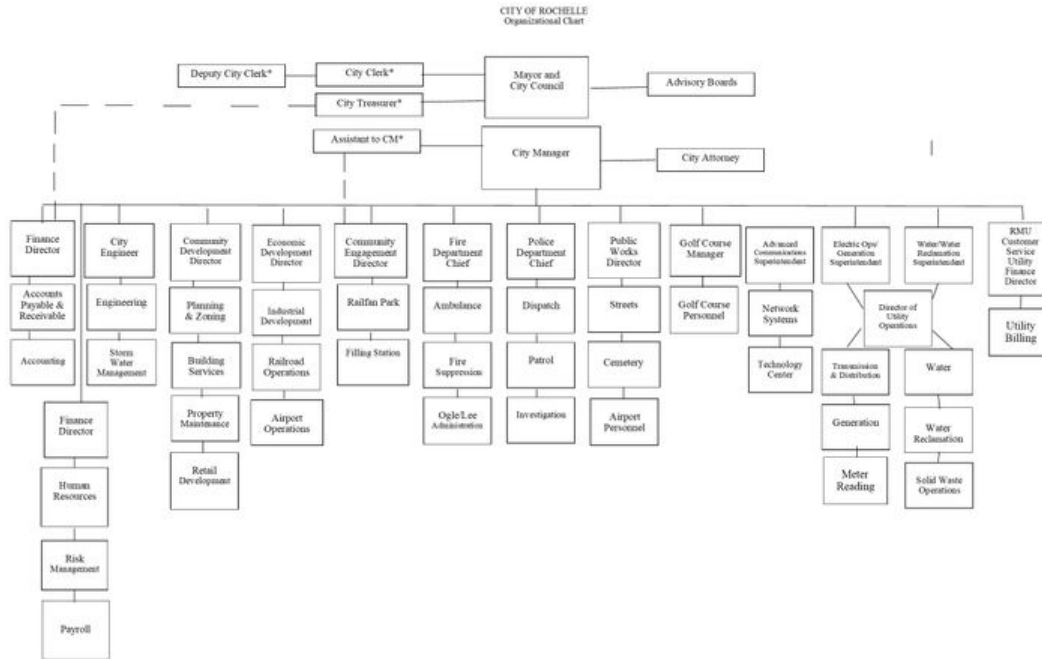
Grey background indicates budgeted figures.



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Part-Time	\$14,327.43	\$14,449.54	\$34,000.00	\$20,000.00
Social Security	\$1,111.92	\$1,105.41	\$4,000.00	\$1,000.00
IMRF	\$1,352.68	\$1,498.06	\$2,000.00	\$1,000.00
<b>Total Personnel:</b>	<b>\$16,792.03</b>	<b>\$17,053.01</b>	<b>\$40,000.00</b>	<b>\$22,000.00</b>
<b>Other Expenses</b>				
Blackhawk Waterways	\$9,000.00	\$8,000.00	\$8,000.00	\$8,000.00
<b>Total Other Expenses:</b>	<b>\$9,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>
<b>Contractual Services</b>				
Flagg Township Museum	\$8,000.00	\$8,000.00	\$8,000.00	\$12,000.00
Web Site - Design and Maint	-\$932.50	\$45.00	\$1,000.00	\$1,000.00
Advertising	\$7,858.69	\$7,676.03	\$10,000.00	\$10,000.00
Travel	\$133.10	\$180.99	\$500.00	\$1,000.00
Conference	\$249.00	\$0.00	\$1,000.00	\$1,000.00
Community Relations	\$0.00	\$0.00	\$0.00	\$5,000.00
Downtown Christmas Promotion	\$5,309.78	\$2,798.14	\$4,000.00	\$5,000.00
Lincoln Hwy Heritage Festival	\$0.00	\$6,000.00	\$8,000.00	\$8,000.00
Railroad Days	\$3,586.70	\$0.00	\$5,000.00	\$5,000.00
Irish Hooley	\$1,032.84	\$0.00	\$5,000.00	\$6,000.00
Cinco de Mayo	\$0.00	\$0.00	\$5,000.00	\$8,000.00
Hay Day	-\$480.53	\$3,827.11	\$5,000.00	\$8,000.00
Miscellaneous Events	\$5,486.58	\$15,453.25	\$10,000.00	\$20,000.00
Building Maintenance	\$1,643.92	\$13,057.22	\$20,000.00	\$5,000.00
Utilities	\$4,629.85	-\$75.79	\$500.00	\$1,500.00
Rail Cam Internet Connection	\$1,221.76	\$2,399.40	\$1,200.00	\$1,200.00
Railroad Park-Other	\$1,482.84	\$4,095.70	\$0.00	\$0.00
Railroad Park Merchandise	\$707.84	\$10,451.78	\$10,000.00	\$10,000.00
<b>Total Contractual Services:</b>	<b>\$39,929.87</b>	<b>\$73,908.83</b>	<b>\$94,200.00</b>	<b>\$107,700.00</b>
<b>Supplies</b>				
Maintenance Supplies - Equipment	-\$998.40	\$460.00	\$0.00	\$1,000.00
Operating Supplies	\$7,079.88	\$6,580.22	\$5,000.00	\$5,000.00
<b>Total Supplies:</b>	<b>\$6,081.48</b>	<b>\$7,040.22</b>	<b>\$5,000.00</b>	<b>\$6,000.00</b>
<b>Capital Outlay</b>				
Other Improvements	\$0.00	\$0.00	\$0.00	\$50,000.00
Capital Outlay - Building	\$0.00	\$0.00	\$60,000.00	\$75,000.00
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$60,000.00</b>	<b>\$125,000.00</b>
<b>Transfers</b>				
Transfer to Golf Course	\$75,000.00	\$75,000.00	\$75,000.00	\$60,000.00
<b>Total Transfers:</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$75,000.00</b>	<b>\$60,000.00</b>

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Total Expense Objects:	\$146,803.38	\$181,002.06	\$282,200.00	\$328,700.00

## Community Engagement - Hotel Tax and Tourism - Organizational Chart



## Strategic Plan Success - Improvements to Railroad Park Gift Shop



As part of the American Rescue Plan Act (ARPA), funds designated for communities were eligible for tourism-related expenditures due to pandemic-related impacts on the industry. As a result, various improvements to the Rochelle Railroad Park Gift Shop were identified by staff. The project includes the addition of a handicap ramp entrance, bathroom remodels, addition of a front window and new siding, gutters, and soffit. Bids were opened on December 13, 2022 and the low bidder was Bruns Construction, Inc. at \$167,175. The 2023 Hotel and Motel budget includes \$135,000 in ARPA Funds for the project. Staff recommends utilizing \$32,175 in Hotel Motel Cash Reserves and approving an additional \$17,000 as a project contingency.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement, Financial and Organizational Management, Infrastructure Effectiveness and Improvements and Quality of Life**

## Strategic Plan Success - Annual Hay Day

Hay Day in downtown Rochelle is Saturday October 14th from 11am to 5pm on Lincoln Highway and throughout the downtown area.

This family-friendly, fall event features a petting zoo, giant inflatables, rock climbing, hay rides and more! Children are welcome to come in costume and may even find a treat! The Flagg Rochelle Library will host pumpkin decorating at the event and City Hall hosts a Pumpkin Decorating Contest for schoolers through adults beginning October 11th.

The second annual Straw Sculpting Competition will be held Downtown throughout the festival and voting happens at City Hall and the winner will be announced during Hay Day! We'll have plenty of good food available with the Rochelle Fire Department serving their festival-famous pork chop sandwiches and Hicks BBQ. Musical entertainment will be provided by bluegrass band The Templetons – a family of ten playing old-time favorites.

Businesses, organizations and crafty individuals are invited to join in the fun and create a straw or hay sculpture and enter the competition.

### Strategic Goals and Initiatives: Community Inclusivity and Engagement, Quality of Life



## Strategic Plan Success - Community Entrance Signs



City of Rochelle staff is in the early stages of evaluating and updating the four community entrance signs that welcome visitors and residents to the community. The four current locations are at 251 North and South and 38 East and West. Staff proposed the retention of Hitchcock Design Group, an engineering firm with significant experience in the design of community entrance signs at a cost of \$9,900 for the completion of a schematic design of new signs, a signage location plan, and cost estimates for future budgeting.

**Strategic Goals and Initiatives: Quality of Life**



## Strategic Plan Success - Rochelle Railroad Park Upgrades



In 2021, the City of Rochelle received an allotment of American Rescue Plan Funds, which included tourism operations as an allowable expense. As a result, staff worked with Willett Hofmann to design a three-phase plan for upgrades to the Railroad Park property. The first phase of the plan includes: restroom improvements, accessibility, fixtures, and finishes, addressing freezing pipes, new doors, removal of existing siding, trim and soffits and installing new, installing a new ramp & deck from the parking lot, installing a concrete pad for garbage can storage, and installation of one new window on the east side of the building. A Professional Services Agreement for design phase services for the first phase of the project. This included site visits, cost projections, and preparation of bid documents, drawings, and specifications. The proposal included bid phase services including preparation and publication of advertisements for bid; conducting a pre-bid meeting; reviewing bids and providing bid award recommendations. The proposal covered construction phase services, including notice of award and preparation of contract documents; pre-construction meeting; review of pay requests; construction observation visits; preparation of final project punch list and final project close-out. The project is funded from Hotel/Motel Budget Reserves in the amount of \$30,750.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement and Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Non-Highway Vehicles

In late 2020, Council approved an ordinance to allow golf carts and UTVs on city streets. The proposed ordinance defines allowable non-highway vehicles; establishes hours of operation; prohibits operation on high-traffic roadways and the bike path; and includes requirements for safety, including seatbelts for all passengers. All non-highway vehicle owners who wish to operate said vehicle on city streets are required to obtain a registration sticker at the Rochelle Police Department. Drivers of non-highway vehicles are subject to all provisions of the Illinois Vehicle Code. The specified prohibited high-traffic roadways are: Route 251, Route 38, I-88, I-39, Caron Road, Veteran's Parkway, 20th Street, Flagg Road, Steward and Dement Roads. Recently, residents have approached Council members to request that non-highway vehicles be allowed on currently prohibited streets, which were originally deemed higher traffic and are heavily utilized by semis, particularly Caron Road from 7th Avenue to the Wal-Mart entrance. The council may determine which streets to strike from the ordinance.

**Strategic Goals and Initiatives: Community Inclusivity and Engagement and Quality of Life**

## Economic Development



**JASON ANDERSON**

Economic Development Director

Economic Development is responsible for the promotion of commercial and industrial expansion. In addition, staff assists in grant proposals and special projects. The Economic Development Director also oversees the infrastructure and daily operations of the Rochelle Municipal Airport (RPJ), City Industrial Railroad (CIR) and Rochelle Transload Center (RTC). The Industrial Development Manager is also responsible for business retention and workforce development.

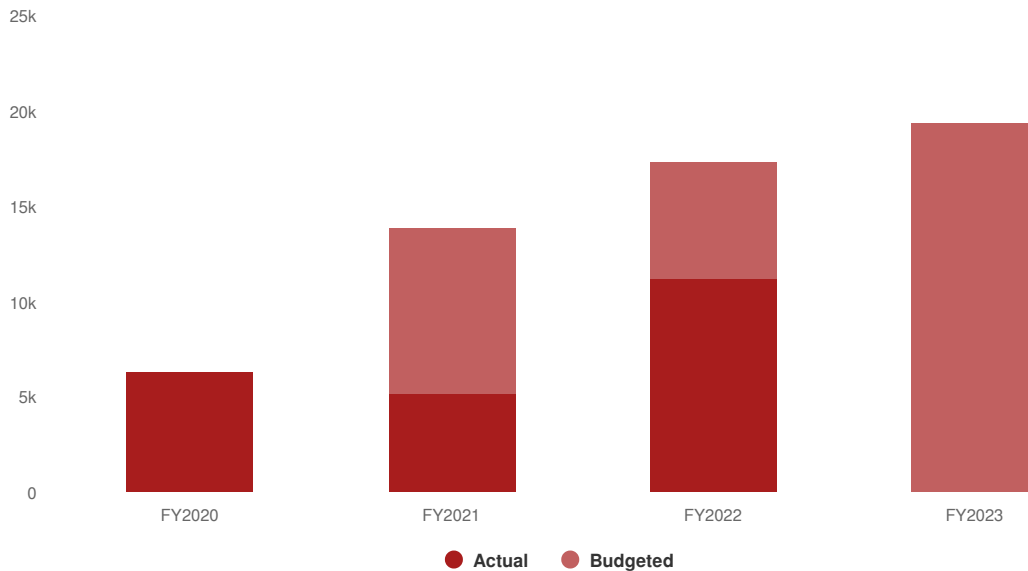
Economic Development involves time and patience and the building of partnerships. Their purpose is to streamline the site selection process by arranging site visits, providing valuable site information, and offering appealing incentives to help businesses locate and expand. Staff act as liaisons with other governmental agencies.

### Expenditures Summary

All salaries are being allocated to the Administrative Services Fund and Railroad Fund.

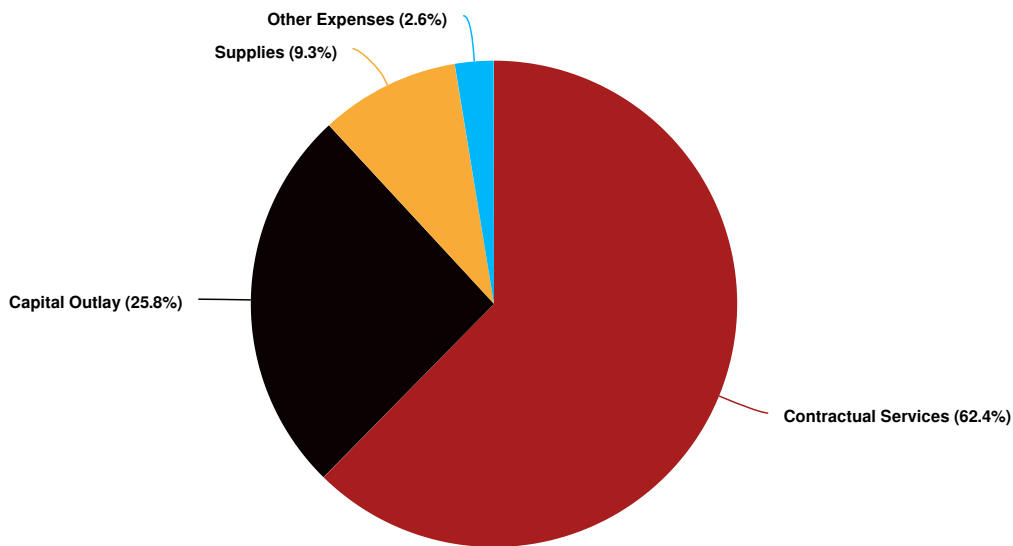
**\$19,400** **\$2,000**  
(11.49% vs. prior year)

#### Economic Development Proposed and Historical Budget vs. Actual

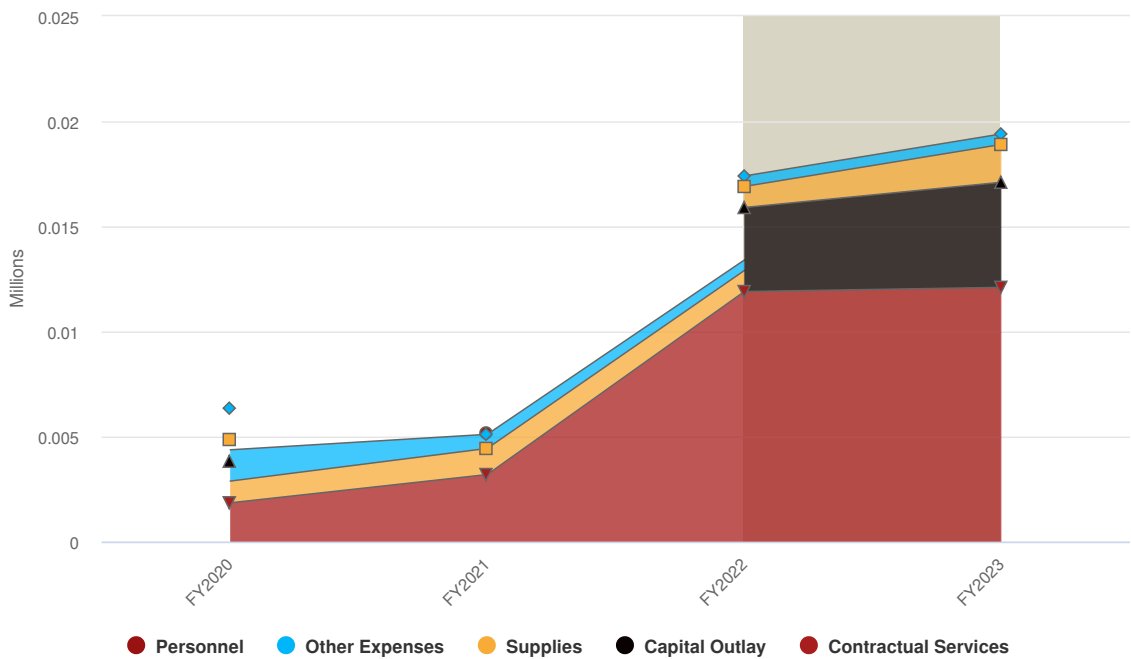


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

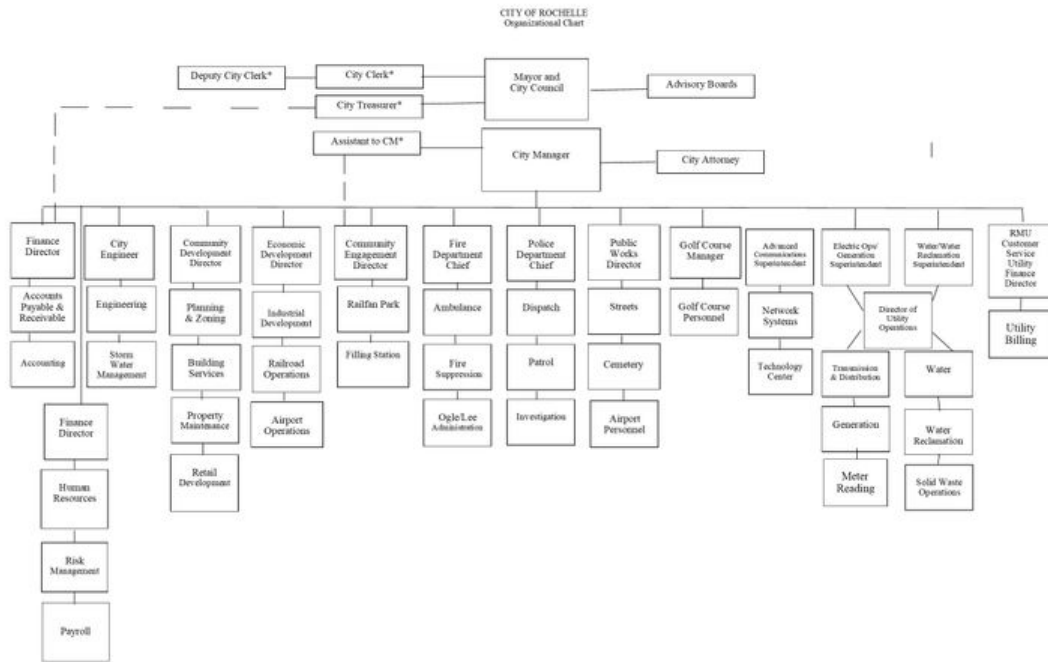


Grey background indicates budgeted figures.

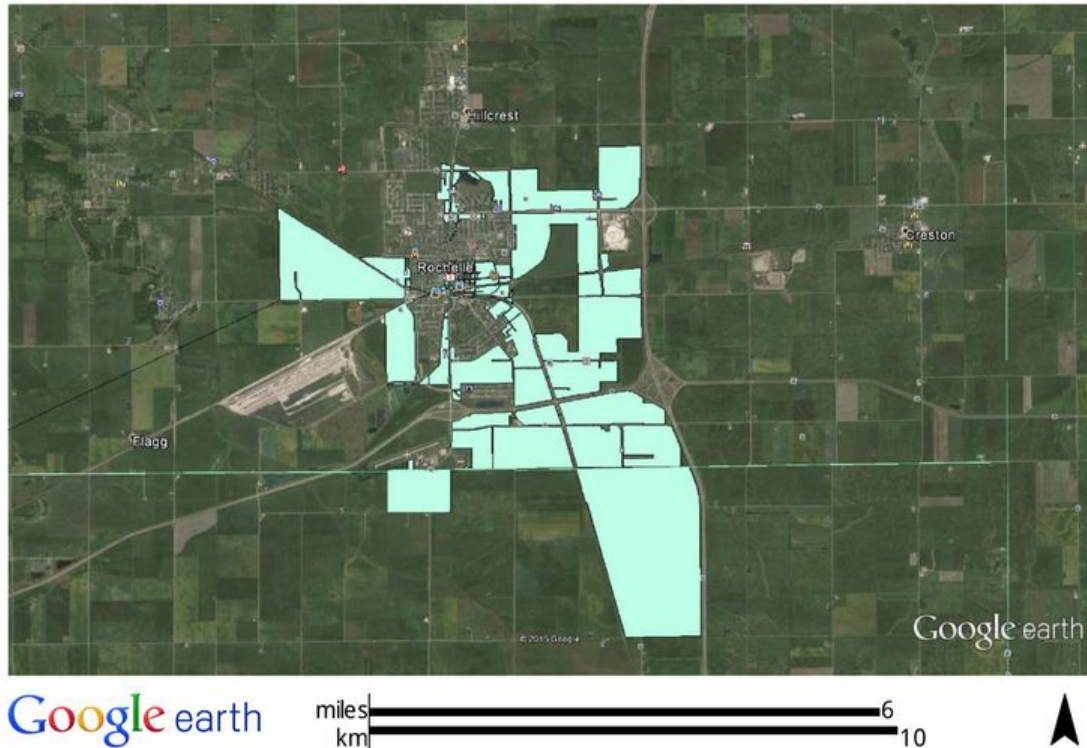


Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Life Insurance	\$0.00	\$65.01	\$0.00	\$0.00
<b>Total Personnel:</b>	<b>\$0.00</b>	<b>\$65.01</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$1,489.00	\$671.50	\$500.00	\$500.00
<b>Total Other Expenses:</b>	<b>\$1,489.00</b>	<b>\$671.50</b>	<b>\$500.00</b>	<b>\$500.00</b>
<b>Contractual Services</b>				
Other Professional Services	\$571.42	\$714.29	\$1,000.00	\$1,000.00
Postage	\$33.67	\$0.00	\$100.00	\$100.00
Telephone	\$1,002.43	\$1,046.67	\$1,500.00	\$1,500.00
Dues	\$0.00	\$299.94	\$1,200.00	\$1,500.00
Travel	\$0.00	\$340.53	\$2,000.00	\$2,000.00
Training	\$0.00	\$337.00	\$1,500.00	\$1,500.00
Publications	\$0.00	\$0.00	\$100.00	\$0.00
Conference	\$0.00	\$250.00	\$2,000.00	\$2,000.00
Community Relations	\$239.00	\$203.91	\$2,500.00	\$2,500.00
<b>Total Contractual Services:</b>	<b>\$1,846.52</b>	<b>\$3,192.34</b>	<b>\$11,900.00</b>	<b>\$12,100.00</b>
<b>Supplies</b>				
Office Supplies	\$743.81	\$1,122.79	\$700.00	\$1,500.00
Operating Supplies	\$290.03	\$119.88	\$300.00	\$300.00
<b>Total Supplies:</b>	<b>\$1,033.84</b>	<b>\$1,242.67</b>	<b>\$1,000.00</b>	<b>\$1,800.00</b>
<b>Capital Outlay</b>				
Equipment	\$1,979.98	\$0.00	\$4,000.00	\$5,000.00
<b>Total Capital Outlay:</b>	<b>\$1,979.98</b>	<b>\$0.00</b>	<b>\$4,000.00</b>	<b>\$5,000.00</b>
<b>Total Expense Objects:</b>	<b>\$6,349.34</b>	<b>\$5,171.52</b>	<b>\$17,400.00</b>	<b>\$19,400.00</b>

# Economic Development - Industrial Development, Railroad Operations and Airport Operations - Organizational Chart



## Strategic Plan Success - Lee Ogle Enterprise Zone Intergovernmental Agreement



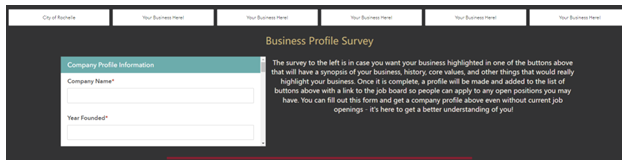
In 2015, the Cities of Rochelle and Dixon along with the Counties of Lee and Ogle joined together to create the Lee-Ogle Enterprise Zone (LOEZ). In their application to the Illinois Department of Commerce, over 9,000 acres between the four units of government were designated as Enterprise Zones. The chosen sites were proven to be the most accessible to highways, utility infrastructure and adjacent to existing industrial & commercial developments. Goals for every zone were included in the application, which included a commitment to investments in expanding the infrastructure into the sites and that good paying jobs would be created. The Enterprise Zone has helped to attract thousands of jobs and hundreds of millions of dollars to the region. Failure to meet the job creation goals and investments as stated in the 2015 EZ application would risk losing the certification of the Lee-Ogle Enterprise Zone. Therefore, only projects that bring significant job creation and capital investment should be designated for the LOEZ. In support of the Zone, the Lee County Board passed a resolution which states no special use permits would be issued for projects that were not consistent with the goals of the Lee-Ogle Enterprise Zone.

### Strategic Goals and initiatives: Economic and Business Development

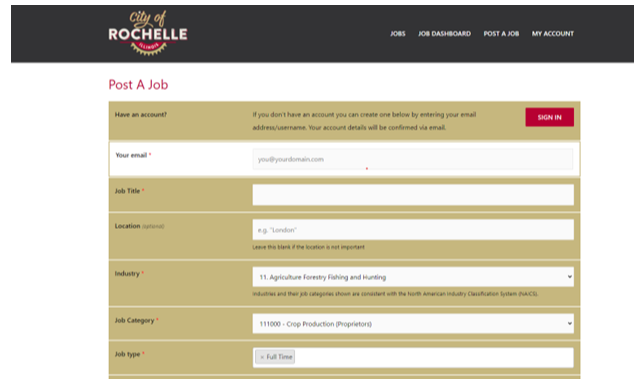
## Strategic Plan Success - Experience Builder and Job Board

Employers across the nation are facing the same issue- a workforce that lacks the skills necessary to perform their jobs successfully. The City of Rochelle decided to proactively build programs to help employers combat this issue which is facing our entire country. City GIS Specialist Casey Heuer with staff from GEO Spacial, created a highly technical and interactive website designed to quickly transform local industry, education, community, infrastructure, property, and demographic data into a user-friendly online experience using flexible layouts, content and widgets that interact with 2D and 3D data. The platform will include a job board where local HR professionals can post and maintain employment opportunities after creating a secure login. Industries can link company profiles, videos, photos and news to their logos on the home page. This business retention site was born in response to the Next Move Group, Rochelle Labor Analysis, that suggested the city provide a market job board website for targeted areas. (The public version of the Workforce Analysis is attached.)

### Strategic Goals and Initiatives: Economic and Business Development, Community Inclusivity and Engagement, and Quality of Life



The screenshot shows a web form titled "Business Profile Survey". It includes a header with navigation links: "City of Rochelle", "Your Business here", "Your Business here", "Your Business here", and "Your Business here". The form has two main sections: "Company Profile Information" with fields for "Company Name\*", "Year Founded\*", and "Your email\*", and a text area for "The survey to the left is in case you want your business highlighted in one of the buttons above that will have a synopsis of your business, history, core values, and other things that would really highlight your business. Once it is complete, a profile will be made and added to the list of buttons above with a link to the job board so people can apply to any open positions you may have. You can fill out this form and get a company profile above even without current job openings - it's here to get a better understanding of your".



The screenshot shows the "Post A Job" form on the City of Rochelle website. It features a header with the "City of ROCHELLE" logo and navigation links: "JOBS", "JOB DASHBOARD", "POST A JOB", and "MY ACCOUNT". The form includes a "Sign In" button and a "Post A Job" button. It has fields for "Your email\*", "Job Title\*", "Location (optional)", "Industry" (with a dropdown menu showing "11. Agriculture Forestry Fishing and Hunting"), "Job Category" (with a dropdown menu showing "111000 - Crop Production (Proprietors)"), and "Job type" (with a dropdown menu showing "Full Time").

## Strategic Plan Success - Industry Task Force



The Rochelle Industry Task Force was created as a business retention tool to provide industry leaders with a platform to identify and address common and unique concerns impacting their ability to do business in today's local and global markets. This small group will work with local and regional advisors from the City of Rochelle, Rochelle Municipal Utilities (RMU), Northern Illinois university, Kishwaukee College, Rochelle Township High School (RTHS), CPower, etc. to provide follow-through as we facilitate creative ways to address obstacles in the workplace. The group is also the catalyst for building relationships with federal, state, and local elected officials and the dissemination of critical information. Representatives from Rochelle Foods, Clark Dietrich, Cain Millwork, Silgan Containers, and Transworld Plastic Films serve on the inaugural committee.

### Strategic Goals and Initiatives: Economic and Business Development, Core Service Delivery, Quality of Life

## Strategic Plan Success - Support for Clean Energy Upgrades



Pasquesi Farms LLC – DBA Mighty Vine, is seeking to finance clean energy upgrades to their Hydroponic Greenhouse operation in Rochelle. At no cost to the city, the Illinois Finance Authority PACE Program (“IFA PACE Program”) is available to any eligible commercial property that voluntarily requests the levy of a special assessment to secure the financing or refinancing of a qualified PACE Project. C-PACE financing for projects occurs through the issuance of debt obligations (such as bonds or notes). Counties and municipalities can avoid the need to issue bonds or notes with their own time and resources by establishing the IFA PACE Program to facilitate access to capital from more than one program administrator. The Illinois Finance Authority (“IFA”) has statewide authorization to issue bonds and notes to fund PACE Projects in any PACE area.

**Strategic Goals and Initiatives: Economic and Business Development and Infrastructure Effectiveness and Improvements**



## Strategic Plan Success - Zekelman Industries to Locate in Rochelle



Zekelman Industries, the largest steel pipe and tube manufacturer in North America, has announced plans to commence operations in Rochelle in the fall of 2022. This development is expected to create between 100-150 jobs. The City of Rochelle expects the project to foster further industrial and commercial development in the community.

"The City of Rochelle is pleased to welcome Zekelman Industries to our community," said Rochelle Mayor John Bearrows. "Rochelle was only able to attract this type of development because of our ongoing investment in utility infrastructure."

"This announcement was made possible through the efforts of the Mayor, City Council, and City staff over almost two years," said City Manager Jeff Fiegenschuh. "This project demonstrates that Rochelle is an economic engine for the region and that our community is an attractive location for families."

Zekelman Industries is redeveloping the two buildings on the site located at 1600 Ritchie Court. When complete, the plant will incorporate state-of-the-art pipe and tube-making technology and create between 100-150 positions.

**Strategic Goals and Initiatives: Economic and Business Development, Infrastructure Effectiveness and Improvements, and Quality of Life**

## Strategic Plan Success - At-Grade Crossings at Steam Plant and Caron Roads



The at-grade crossings of the city railroad at Steam Plant Road and Caron Road were constructed in 2006 when the railroad was extended to the CHS Ethanol Plant. Due to nearly 20 years of heavy traffic, the crossings need replacement. The project includes a full replacement of all track materials (ties, rail, etc.), the concrete crossing panels, and the adjacent roadway pavement. Fehr Graham Engineering and Environmental prepared plans and specifications for the project and bids were received on July 12, 2022. Three bids were received ranging in price from \$587,388 to \$690,966. The engineer's estimate for the project was \$564,929.

**Strategic Goals and Initiatives: Infrastructure Effectiveness and Improvements and Quality of Life**

## Audit



**CHRIS CARDOTT**  
Finance Director

The Audit Fund includes the property tax levy to cover the annual General Fund and Special Revenue Fund auditing costs.

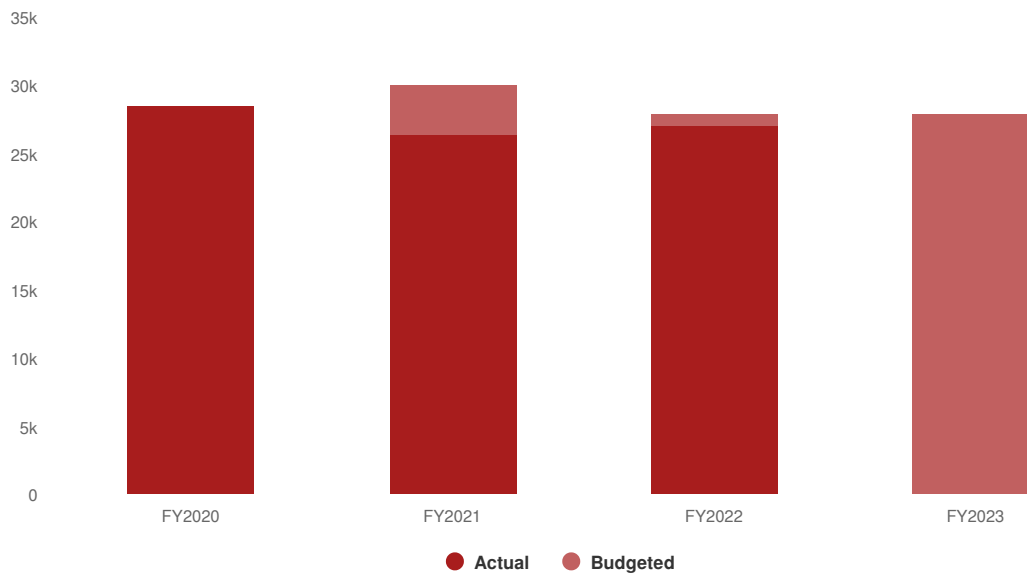
### Expenditures Summary

#### FUND NUMBER: 11-00

The Fund maintains a small balance at the beginning and end of the Calendar Year (CY).

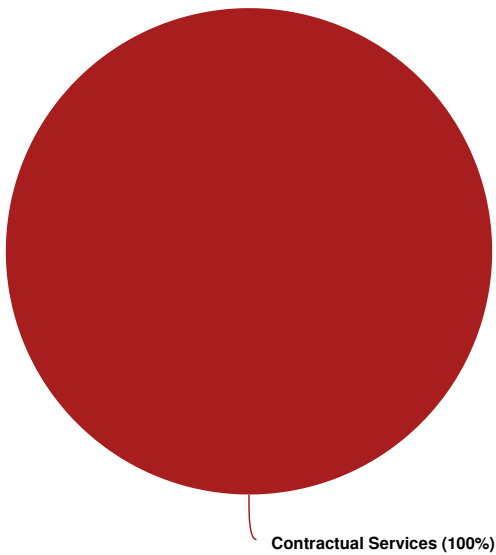
**\$28,000** **\$0**  
(0.00% vs. prior year)

#### Audit Proposed and Historical Budget vs. Actual

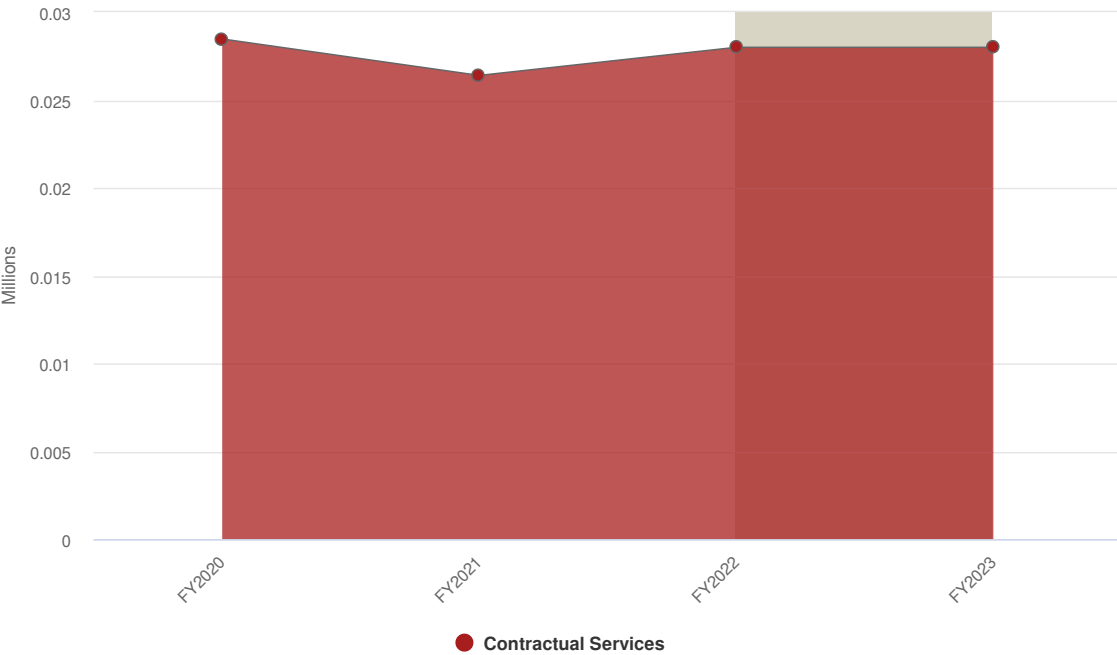


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

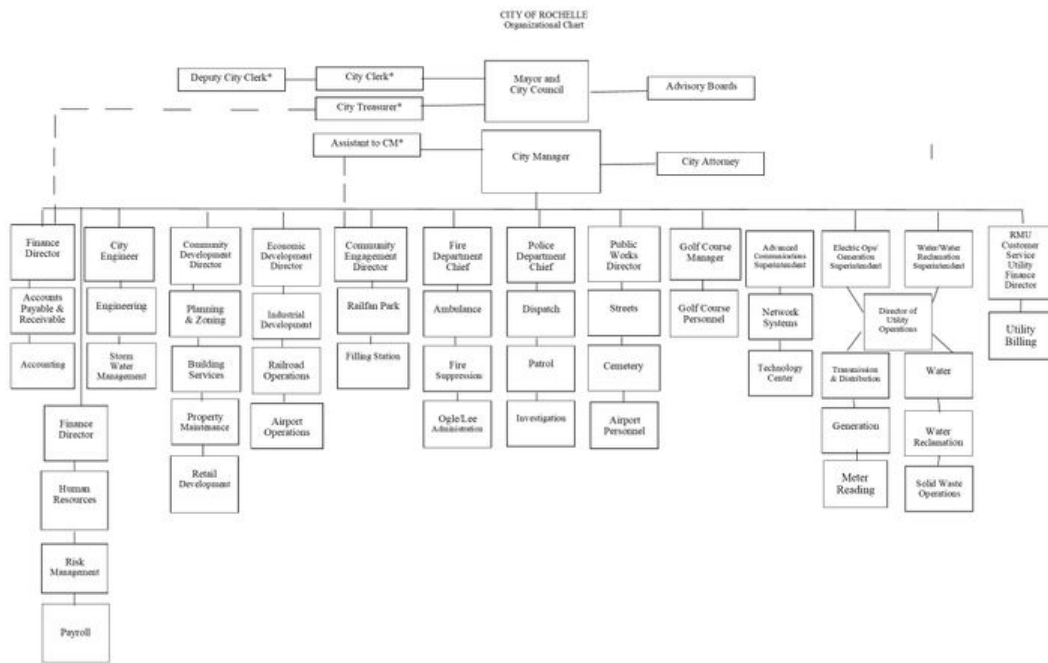


Grey background indicates budgeted figures.



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Accounting Service	\$28,475.00	\$26,398.94	\$28,000.00	\$28,000.00
<b>Total Contractual Services:</b>	<b>\$28,475.00</b>	<b>\$26,398.94</b>	<b>\$28,000.00</b>	<b>\$28,000.00</b>
<b>Total Expense Objects:</b>	<b>\$28,475.00</b>	<b>\$26,398.94</b>	<b>\$28,000.00</b>	<b>\$28,000.00</b>

## Finance - Audit - Organizational Chart



# Insurance



**NANCY BINGHAM**  
Human Resources & Payroll Director

The Insurance Fund has been established to cover the General Fund's property, liability and unemployment insurance.

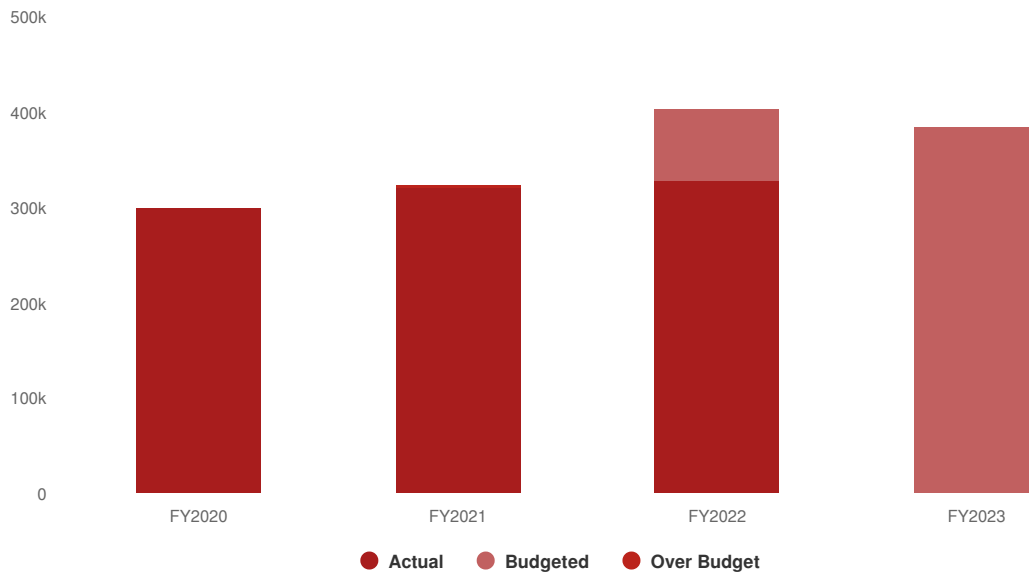
## Expenditures Summary

**FUND NUMBER: 12-00**

The source of funds is the annual Property Tax. Any balance carried forward is applied to the following year's insurance costs.

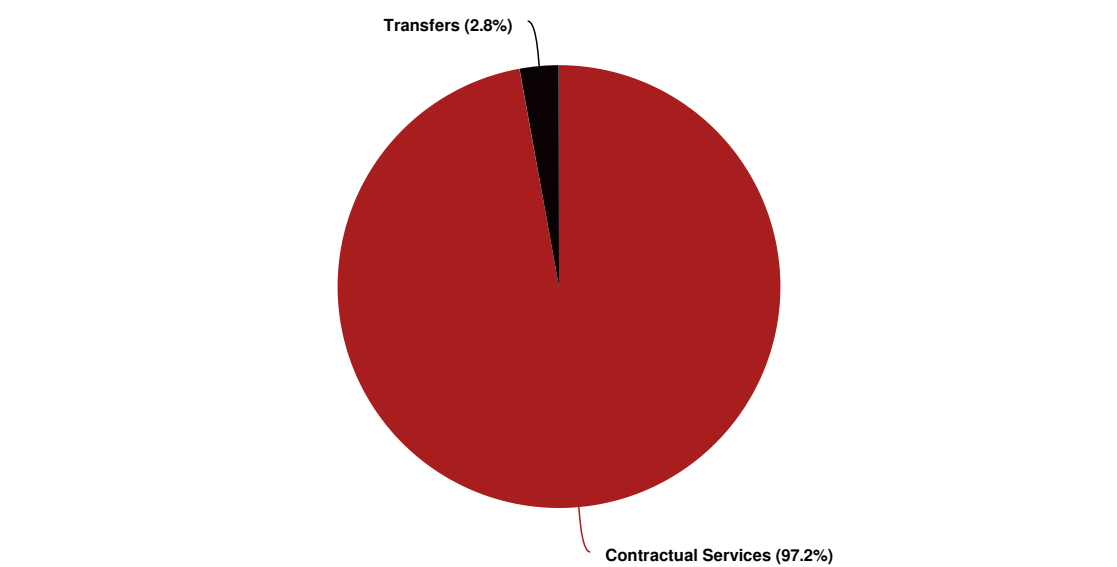
**\$386,000** **-\$18,644**  
(-4.61% vs. prior year)

### Insurance Proposed and Historical Budget vs. Actual

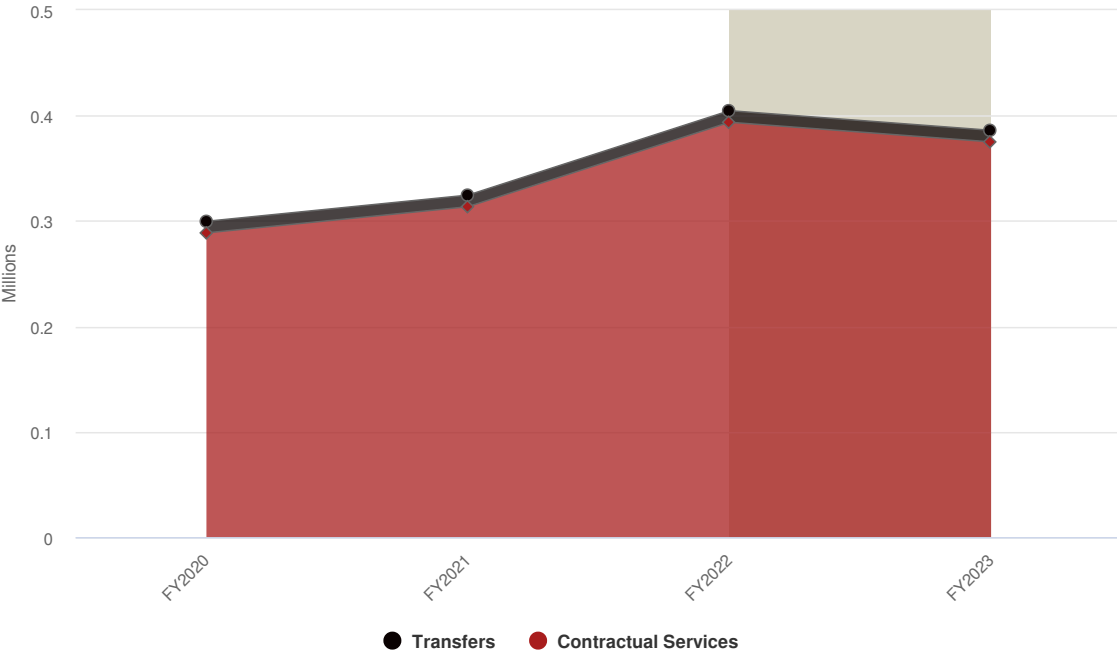


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



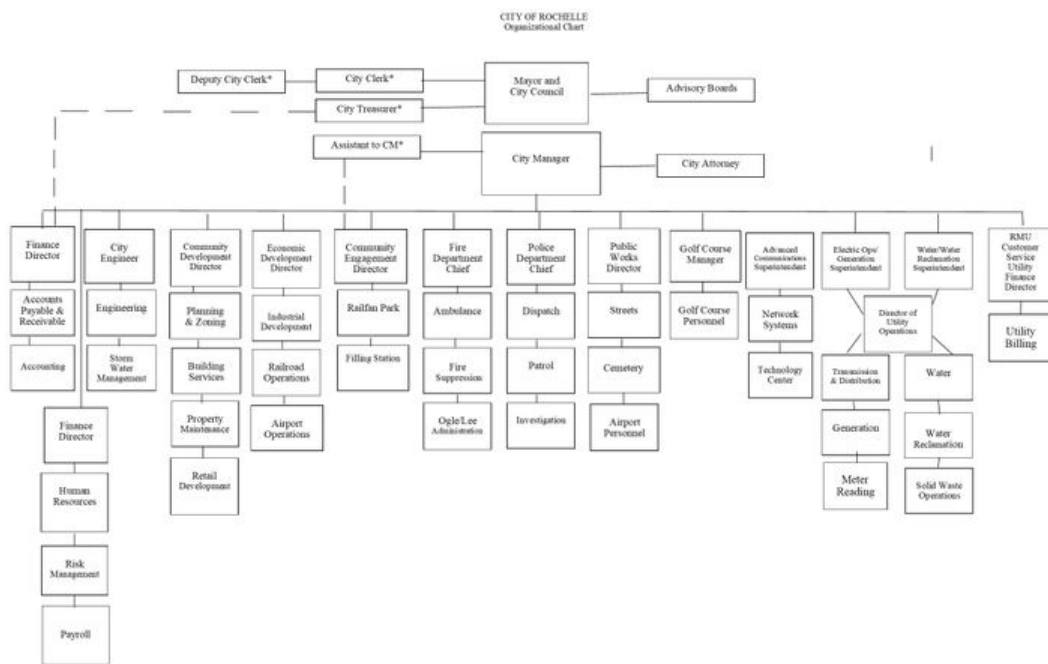
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Insurance	\$288,635.22	\$313,496.60	\$393,644.00	\$375,000.00
<b>Total Contractual Services:</b>	<b>\$288,635.22</b>	<b>\$313,496.60</b>	<b>\$393,644.00</b>	<b>\$375,000.00</b>
<b>Transfers</b>				
Transfer Admin Services Fund	\$11,000.04	\$11,000.04	\$11,000.00	\$11,000.00
<b>Total Transfers:</b>	<b>\$11,000.04</b>	<b>\$11,000.04</b>	<b>\$11,000.00</b>	<b>\$11,000.00</b>
<b>Total Expense Objects:</b>	<b>\$299,635.26</b>	<b>\$324,496.64</b>	<b>\$404,644.00</b>	<b>\$386,000.00</b>

## Finance - Insurance - Organizational Chart



## Strategic Plan Success - Risk Insurance Renewal

The City of Rochelle's Risk Insurance Policy with the Illinois Municipal Insurance Cooperative (IMIC) expired on December 31, 2022. The policy includes property, casualty, and excess liability insurance. Workers' compensation coverage is held by the Illinois Public Risk Fund (IPRF). Unfortunately, IMIC's claims experience through Davies Group and administration through AJ Gallagher has been unsatisfactory, and the city has found itself in need of better representation. In an effort to ensure fiscal responsibility, the city went out to bid for its 2023 Risk Insurance. Though IMLRMA was noted as the low bidder for the Risk Insurance Package, including property, casualty, excess liability, and workers' compensation insurance coverage, they refused to honor the city's requirement of choice of counsel for all litigation matters, were unable to procure the amount of cyber insurance requested and excluded equipment breakdown coverage as part of their Risk Package. Because of this, IMLRMA was excluded as a vendor due to the city's Right to Reject bids that did not conform to the city's RFP. Marsh McLennan Agency provided the city with a Risk Insurance Package Proposal from the Illinois Counties Risk Management Trust (ICRMT) that includes property, casualty, and excess liability insurance coverage, workers' compensation coverage through IPRF, cyber liability insurance furnished by HCC Tokio Marine, and a 3-year pollution liability policy through Chubb. By procuring its Risk Insurance Package with ICRMT, the city will be provided violent response coverage, sales tax interruption in the amount of \$3.8 million, and equipment breakdown coverage (with exclusion of the Electric Generation Facility) - which the city does not currently have in place. The total premium cost for 2023 was approximately 9.6%, greater due in part to soaring inflation, nationwide catastrophic claims and cyber insurance becoming a top-tier coverage.

### Strategic Goal and Initiative: Financial and Organizational Management

## IMRF



**NANCY BINGHAM**  
Human Resources & Payroll Director

Revenues are primarily from Property Tax and State Replacement Tax.

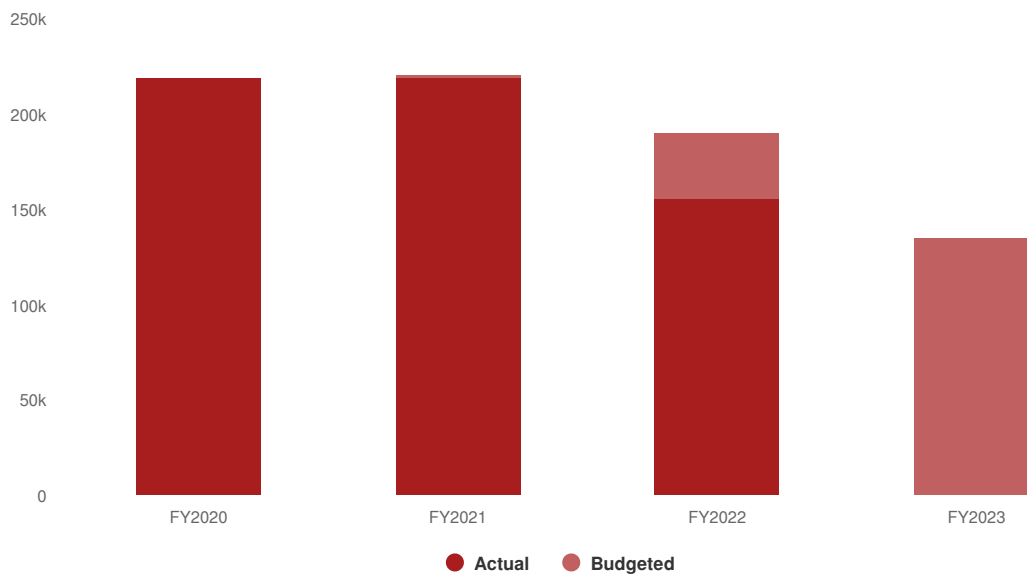
### Expenditures Summary

#### FUND NUMBER: 13-00

The funds are used for required City retirement system contributions on behalf of covered employees, essentially all employees excluding Police and Fire.

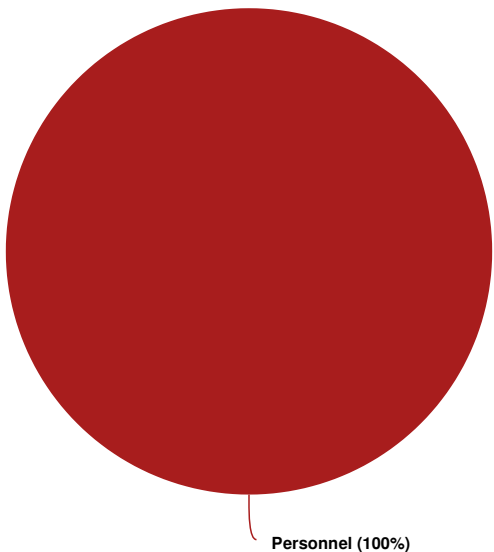
**\$135,000** **-\$55,000**  
(-28.95% vs. prior year)

#### IMRF Proposed and Historical Budget vs. Actual

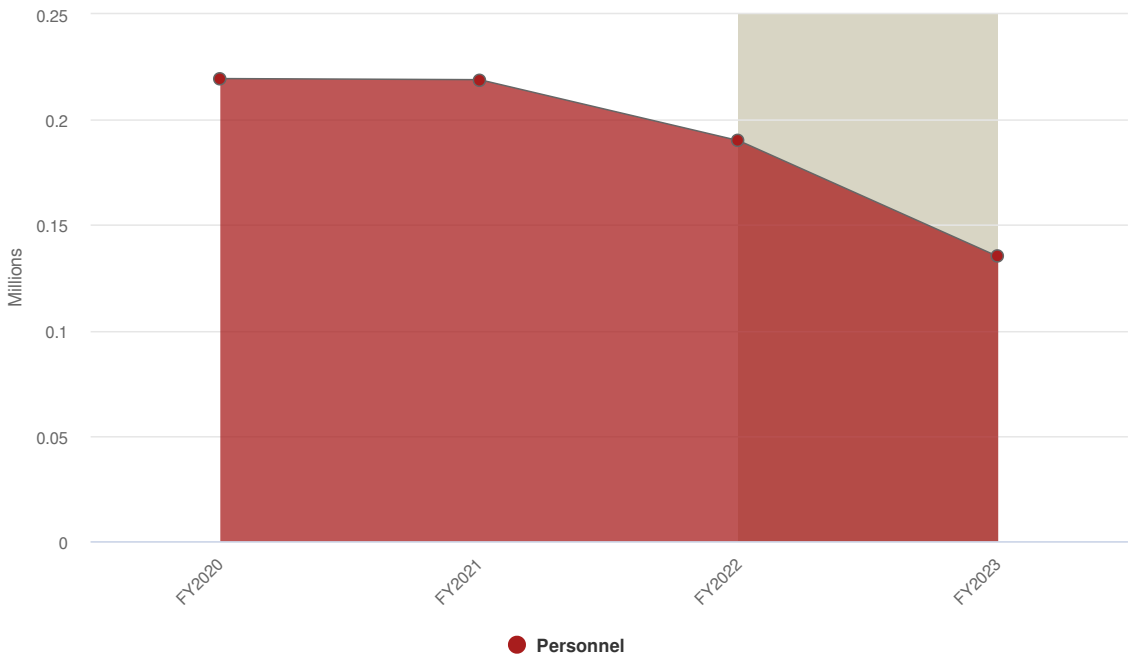


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



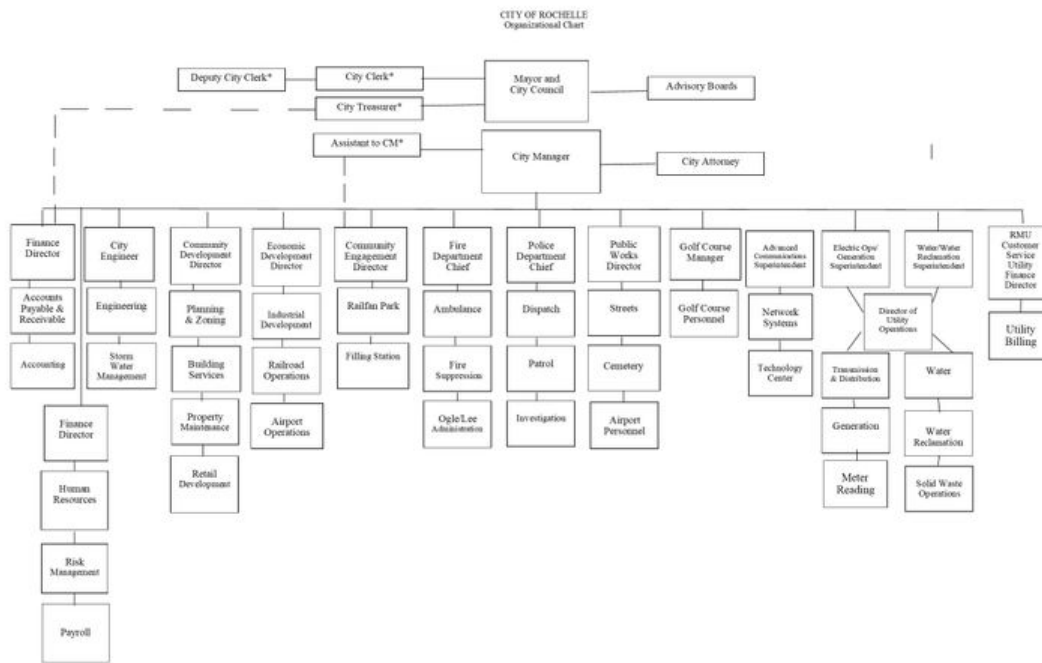
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Expense Objects				
Personnel				
IMRF	\$219,483.04	\$218,959.83	\$190,000.00	\$135,000.00
<b>Total Personnel:</b>	<b>\$219,483.04</b>	<b>\$218,959.83</b>	<b>\$190,000.00</b>	<b>\$135,000.00</b>
<b>Total Expense Objects:</b>	<b>\$219,483.04</b>	<b>\$218,959.83</b>	<b>\$190,000.00</b>	<b>\$135,000.00</b>

## Finance - IMRF - Organizational Chart





## Social Security



**NANCY BINGHAM**  
Human Resources & Payroll Director

The Social Security Fund revenues are primarily Property Tax and Interest Income.

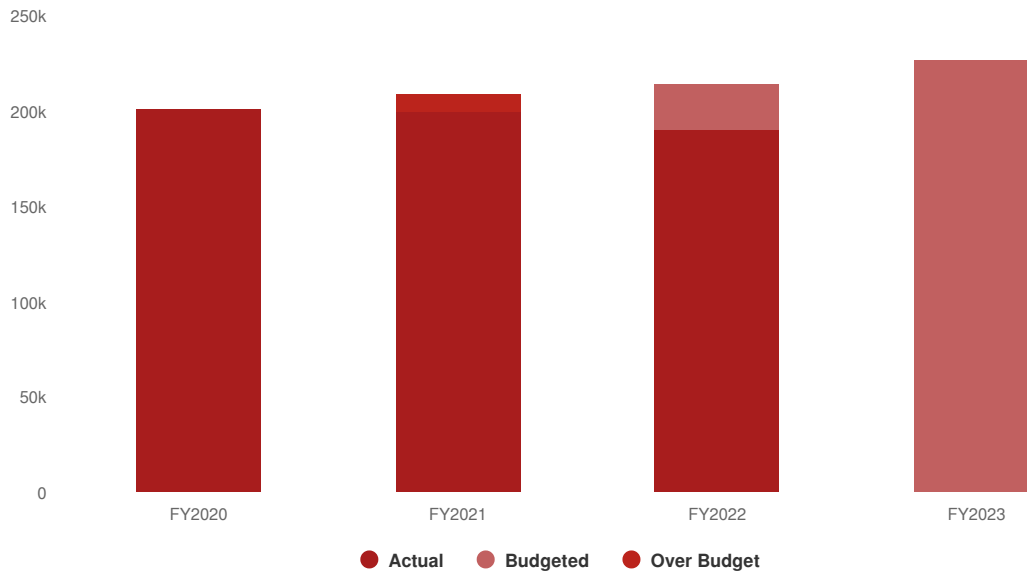
### Expenditures Summary

**FUND NUMBER: 14-00**

Funds are used to pay the employer's share required by FICA.

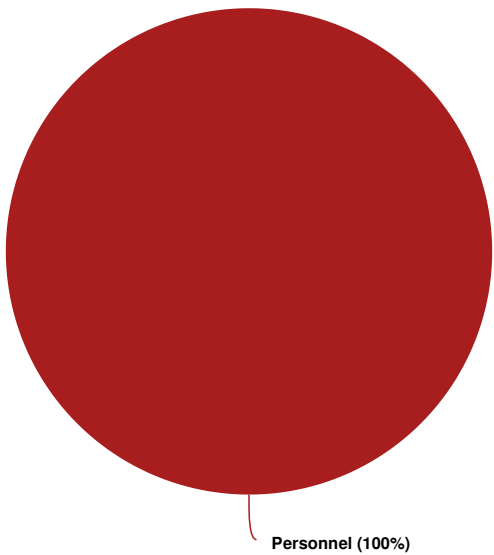
**\$227,000** **\$12,344**  
(5.75% vs. prior year)

#### Social Security Proposed and Historical Budget vs. Actual

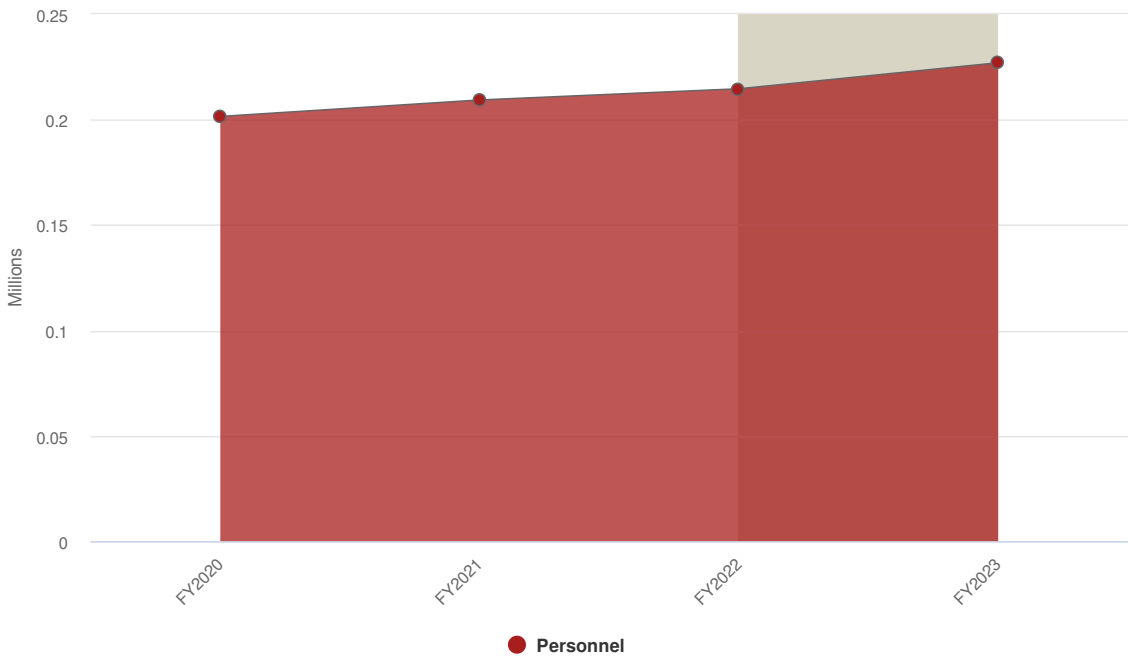


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Social Security	\$201,526.07	\$209,335.40	\$214,656.00	\$227,000.00
<b>Total Personnel:</b>	<b>\$201,526.07</b>	<b>\$209,335.40</b>	<b>\$214,656.00</b>	<b>\$227,000.00</b>
<b>Total Expense Objects:</b>	<b>\$201,526.07</b>	<b>\$209,335.40</b>	<b>\$214,656.00</b>	<b>\$227,000.00</b>

## Ambulance Replacement



**DAVID SAWLSVILLE**  
Fire Department Chief

The Ambulance Fund is used as a reserve to purchase replacement ambulances, fire service vehicles, and personal protective and associated equipment.

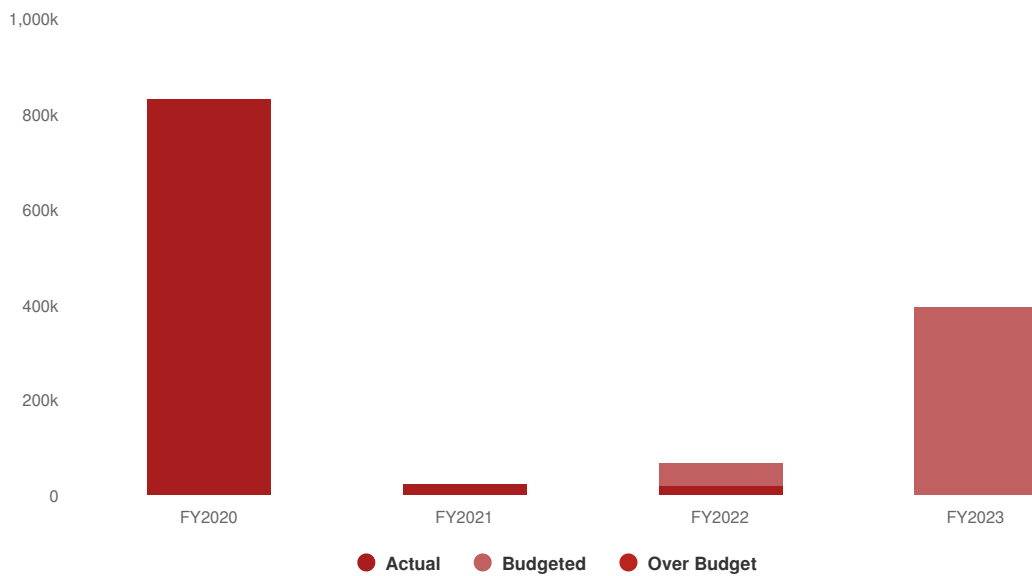
### Expenditures Summary

**FUND NUMBER: 15-00**

A new ambulance will be purchased in 2023..

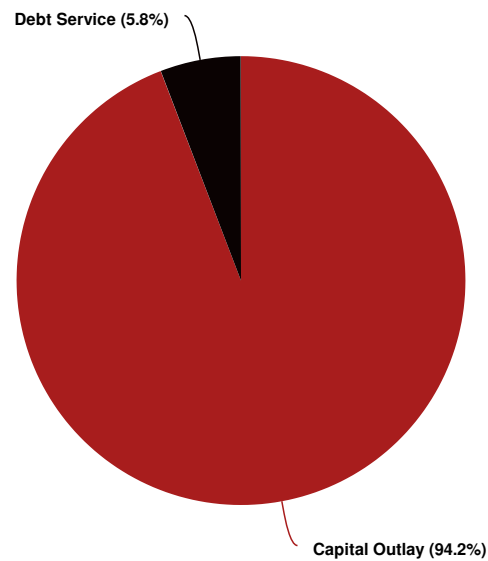
**\$397,123**    **\$327,000**  
(466.32% vs. prior year)

#### Ambulance Replacement Proposed and Historical Budget vs. Actual

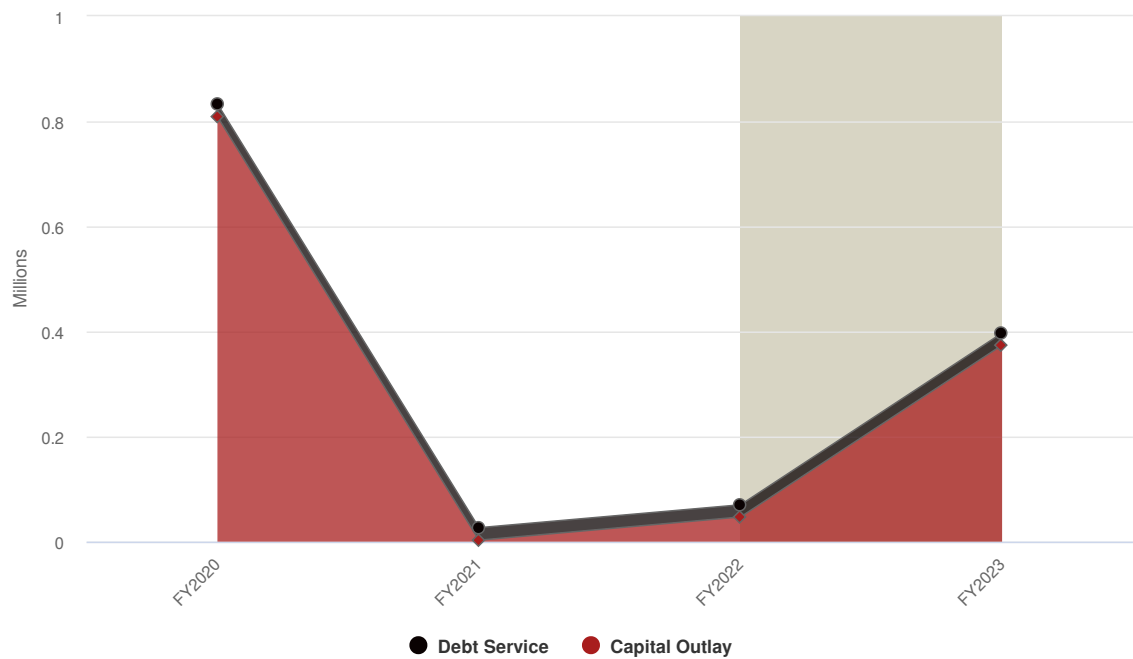


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



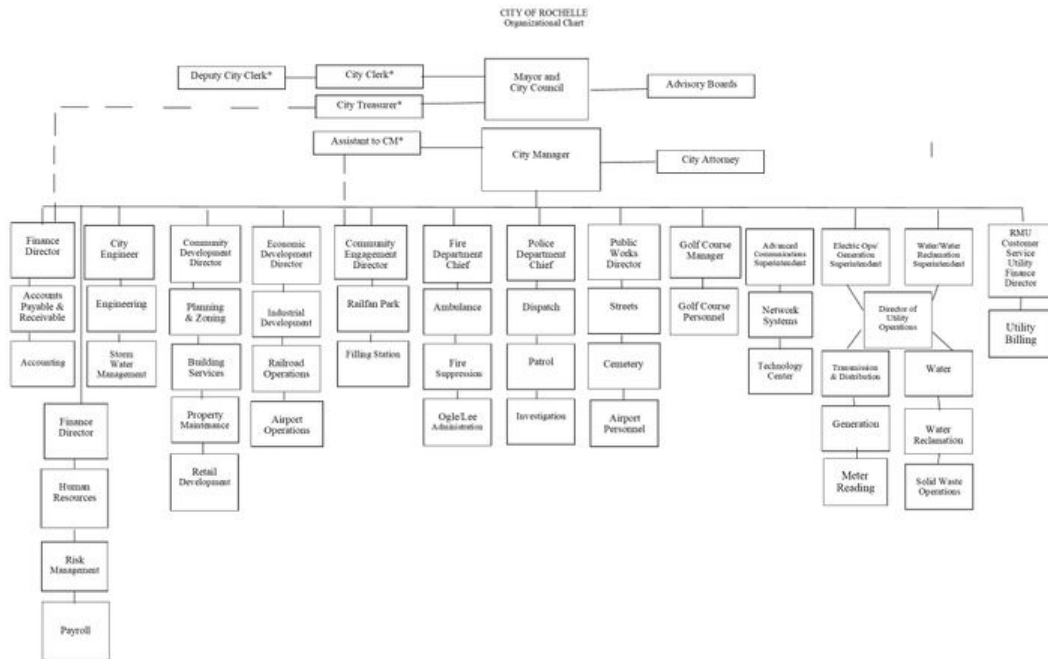
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Debt Service</b>				
Interest Expense - 2019 Loan	\$6,615.00	\$6,284.25	\$5,623.00	\$5,623.00
Principal Expense - 2019 Loan	\$17,500.00	\$17,500.00	\$17,500.00	\$17,500.00
<b>Total Debt Service:</b>	<b>\$24,115.00</b>	<b>\$23,784.25</b>	<b>\$23,123.00</b>	<b>\$23,123.00</b>
<b>Capital Outlay</b>				
Equipment	\$0.00	\$0.00	\$47,000.00	\$24,000.00
Vehicle	\$809,054.32	\$2,747.80	\$0.00	\$350,000.00
<b>Total Capital Outlay:</b>	<b>\$809,054.32</b>	<b>\$2,747.80</b>	<b>\$47,000.00</b>	<b>\$374,000.00</b>
<b>Total Expense Objects:</b>	<b>\$833,169.32</b>	<b>\$26,532.05</b>	<b>\$70,123.00</b>	<b>\$397,123.00</b>

## Fire Department - Ambulance Replacement - Organizational Chart



## Strategic Plan Success - An Agreement with Northern Illinois Ambulance Billing, Inc.



In January of 2014, the City of Rochelle entered into a contract with Northern Illinois Ambulance Billing Inc.(NIAB) located in Mendota, Illinois to provide all ambulance billing services. In 2017, the City renewed the contract with NIAB. During the 2021 audit it was discovered that the current ambulance billing contract with NIAB had not been renewed. In talks with NIAB regarding renewing the contract, NIAB agreed to reduce their collection fee from 9% to 8% of total fees collected. If approved, the terms of the proposed contract will run through May of 2023 with an automatic renewal for an additional four years if all parties are in agreement.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, and Quality of Life**

## Downtown TIF



**MICHELLE PEASE**

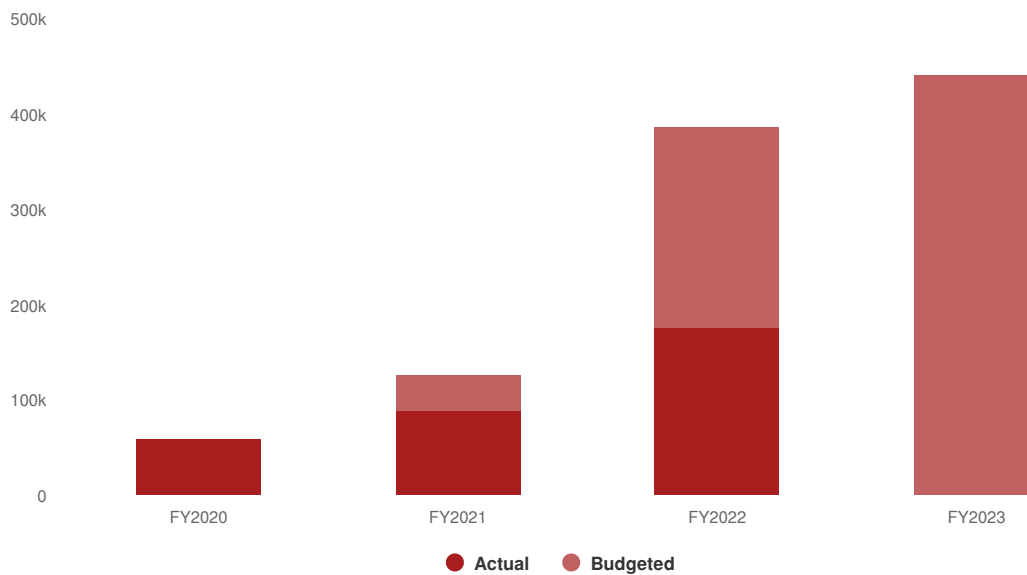
Community Development Director

The Downtown Tax Increment Financing District (TIF) was approved by the City Council in January 2016. The Community Development Department staff facilitates the TIF.

### Expenditures Summary

**\$442,550** **\$55,150**  
(14.24% vs. prior year)

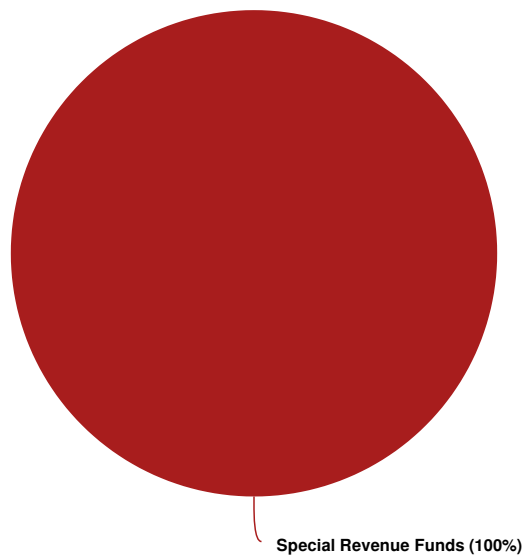
#### Downtown TIF Proposed and Historical Budget vs. Actual



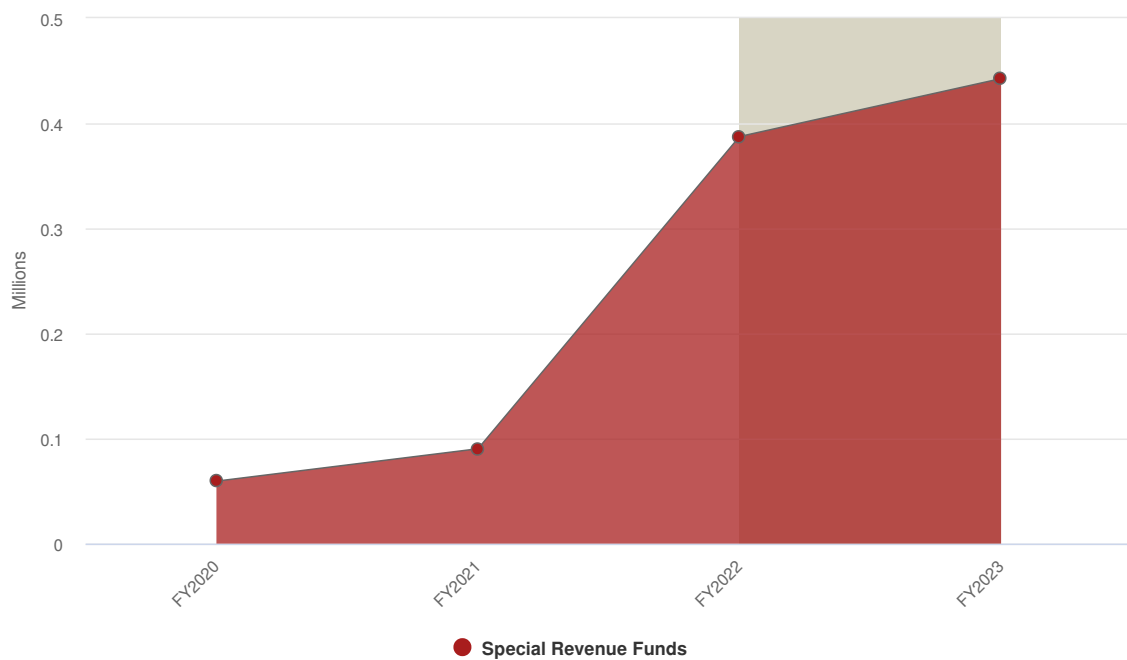


# Expenditures by Fund

## 2023 Expenditures by Fund



## Budgeted and Historical 2023 Expenditures by Fund

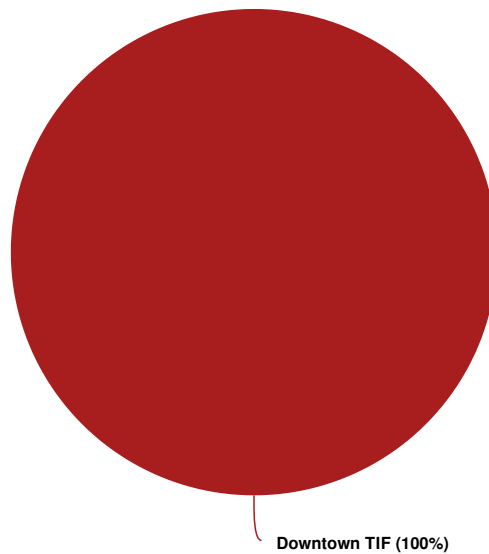


Grey background indicates budgeted figures.

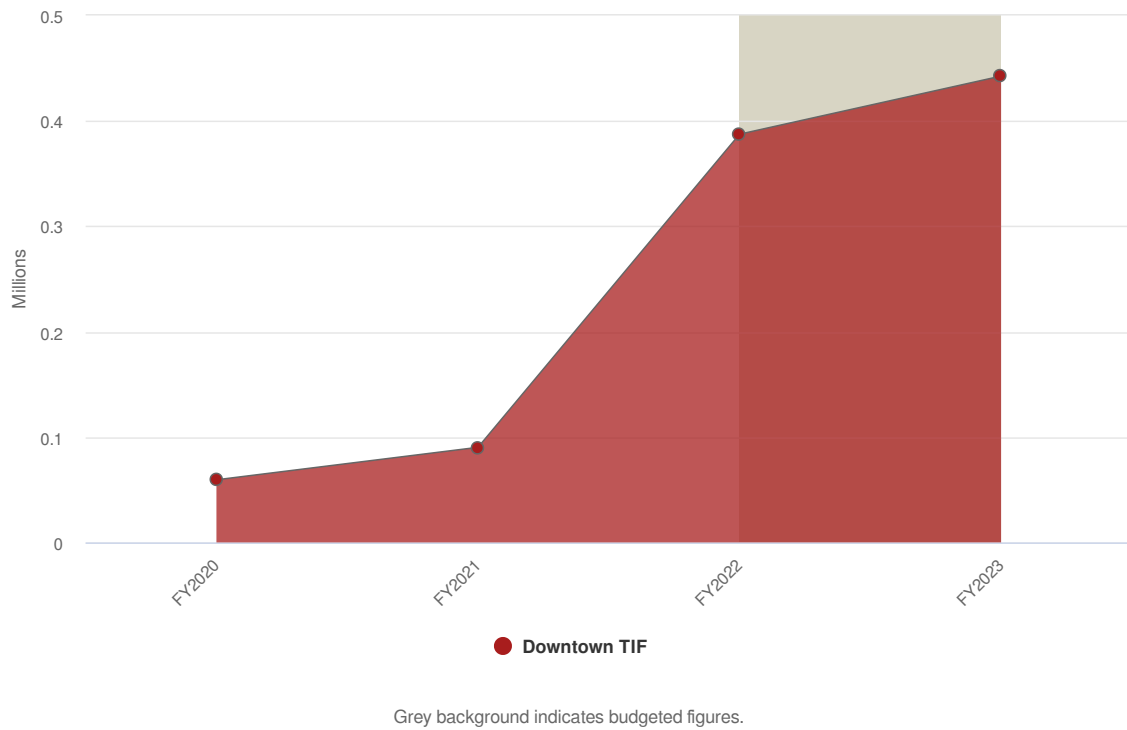
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Special Revenue Funds</b>				
<b>Downtown TIF</b>				
Accounting Service	\$2,375.00	\$2,425.00	\$2,500.00	\$2,550.00
Legal Service	\$7,011.00	\$14,539.50	\$7,400.00	\$14,000.00
Other Professional Services	\$50,038.30	\$73,272.16	\$26,500.00	\$130,000.00
Other Improvements	\$0.00	\$0.00	\$351,000.00	\$296,000.00
<b>Total Downtown TIF:</b>	<b>\$59,424.30</b>	<b>\$90,236.66</b>	<b>\$387,400.00</b>	<b>\$442,550.00</b>
<b>Total Special Revenue Funds:</b>	<b>\$59,424.30</b>	<b>\$90,236.66</b>	<b>\$387,400.00</b>	<b>\$442,550.00</b>

## Expenditures by Function

### Budgeted Expenditures by Function



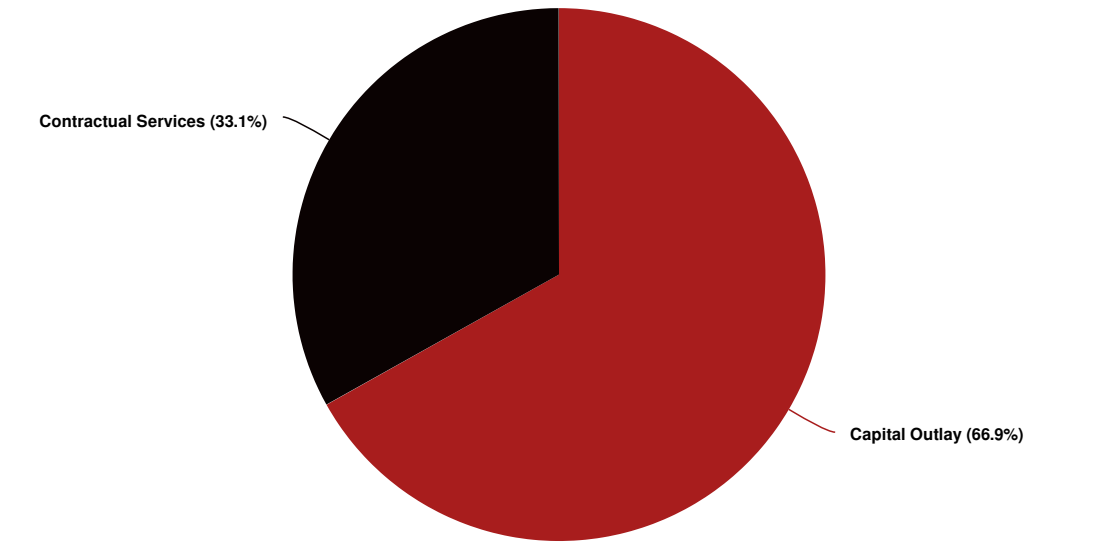
## Budgeted and Historical Expenditures by Function



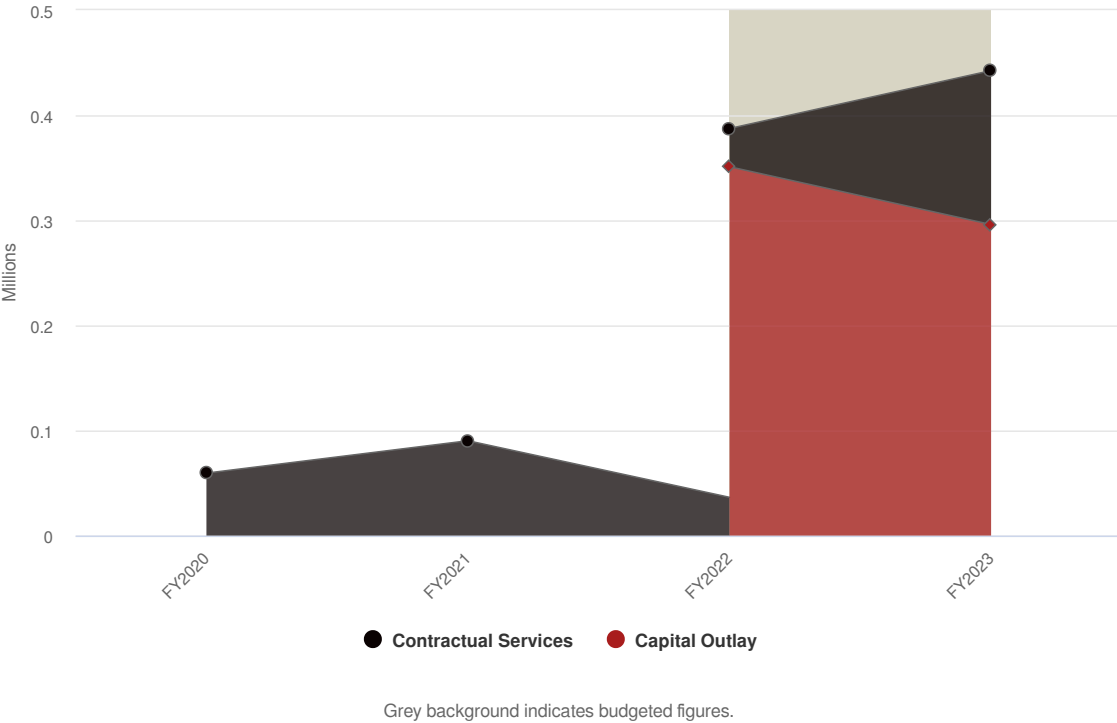
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expenditures</b>				
<b>TIF</b>				
<b>Downtown TIF</b>				
Accounting Service	\$2,375.00	\$2,425.00	\$2,500.00	\$2,550.00
Legal Service	\$7,011.00	\$14,539.50	\$7,400.00	\$14,000.00
Other Professional Services	\$50,038.30	\$73,272.16	\$26,500.00	\$130,000.00
Other Improvements	\$0.00	\$0.00	\$351,000.00	\$296,000.00
<b>Total Downtown TIF:</b>	<b>\$59,424.30</b>	<b>\$90,236.66</b>	<b>\$387,400.00</b>	<b>\$442,550.00</b>
<b>Total TIF:</b>	<b>\$59,424.30</b>	<b>\$90,236.66</b>	<b>\$387,400.00</b>	<b>\$442,550.00</b>
<b>Total Expenditures:</b>	<b>\$59,424.30</b>	<b>\$90,236.66</b>	<b>\$387,400.00</b>	<b>\$442,550.00</b>

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type

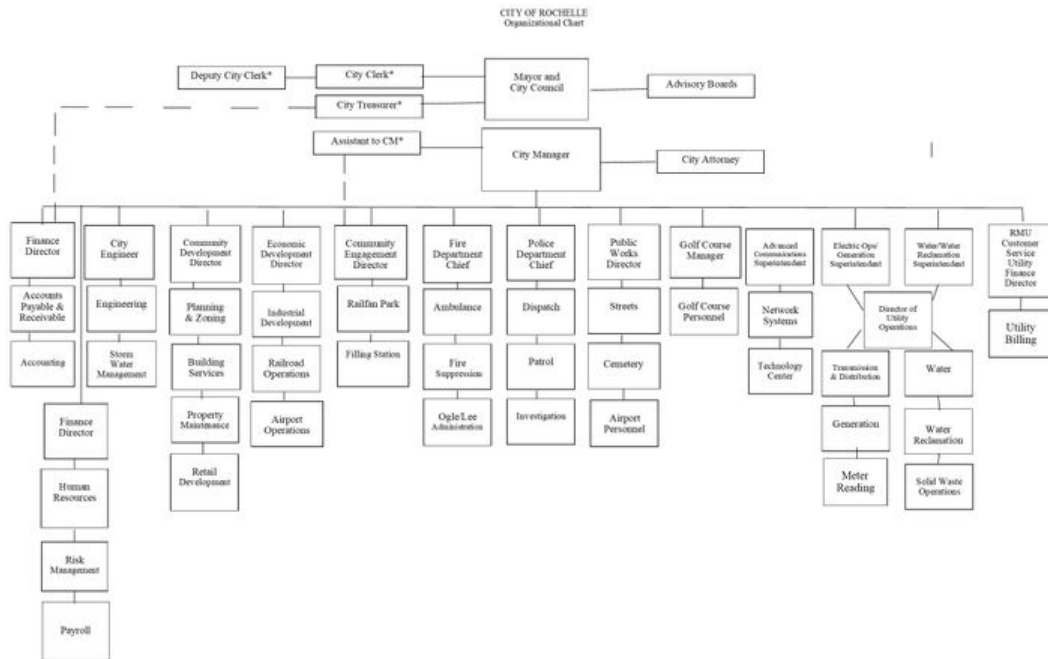


## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Accounting Service	\$2,375.00	\$2,425.00	\$2,500.00	\$2,550.00
Legal Service	\$7,011.00	\$14,539.50	\$7,400.00	\$14,000.00
Other Professional Services	\$50,038.30	\$73,272.16	\$26,500.00	\$130,000.00
<b>Total Contractual Services:</b>	<b>\$59,424.30</b>	<b>\$90,236.66</b>	<b>\$36,400.00</b>	<b>\$146,550.00</b>
<b>Capital Outlay</b>				
Other Improvements	\$0.00	\$0.00	\$351,000.00	\$296,000.00
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$351,000.00</b>	<b>\$296,000.00</b>
<b>Total Expense Objects:</b>	<b>\$59,424.30</b>	<b>\$90,236.66</b>	<b>\$387,400.00</b>	<b>\$442,550.00</b>

## Community Development - Downtown TIF - Organizational Chart



## Northern Gateway TIF



**MICHELLE PEASE**

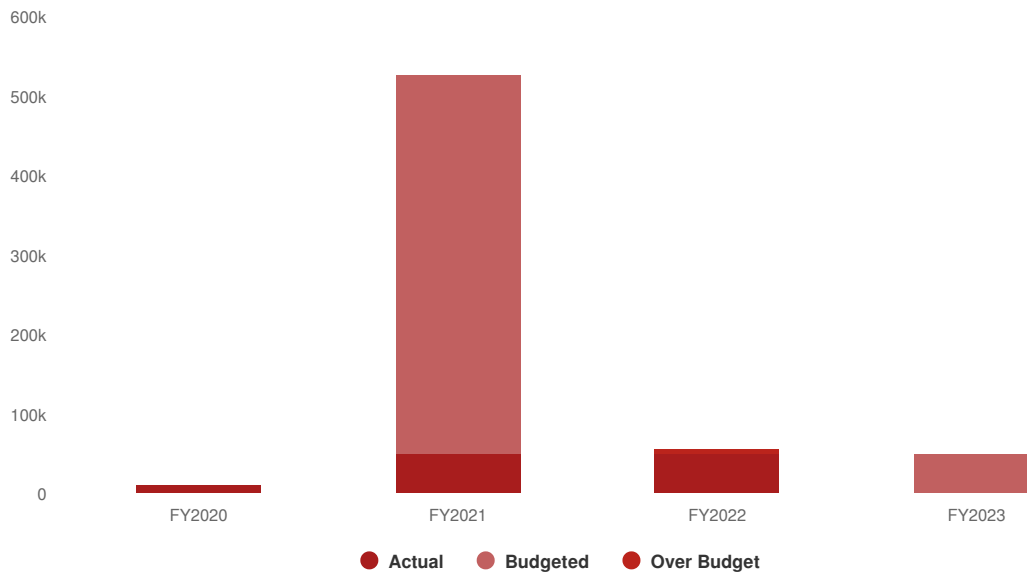
Community Development Director

The Northern Gateway Tax Increment Financing District (TIF) was approved by the City Council in August 2017. The Community Development Department Staff facilitates the TIF.

### Expenditures Summary

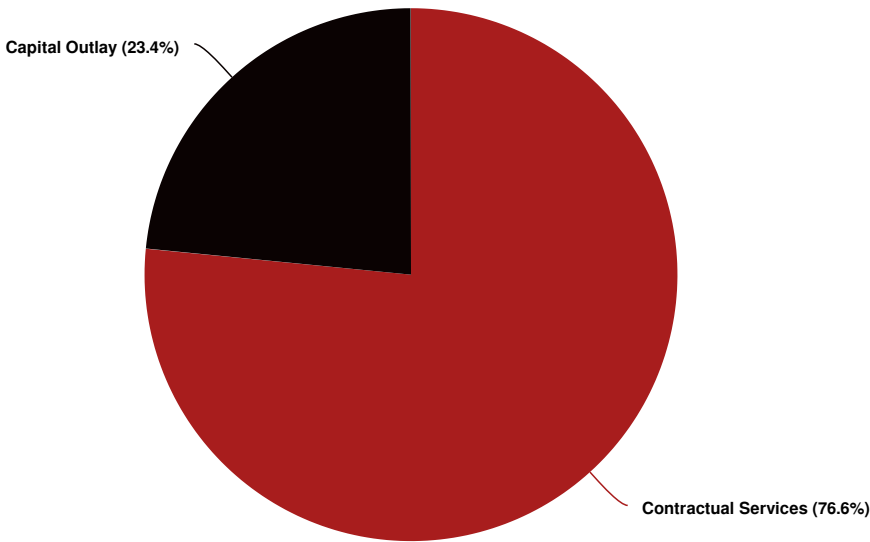
**\$51,191** **\$50**  
(0.10% vs. prior year)

#### Northern Gateway TIF Proposed and Historical Budget vs. Actual

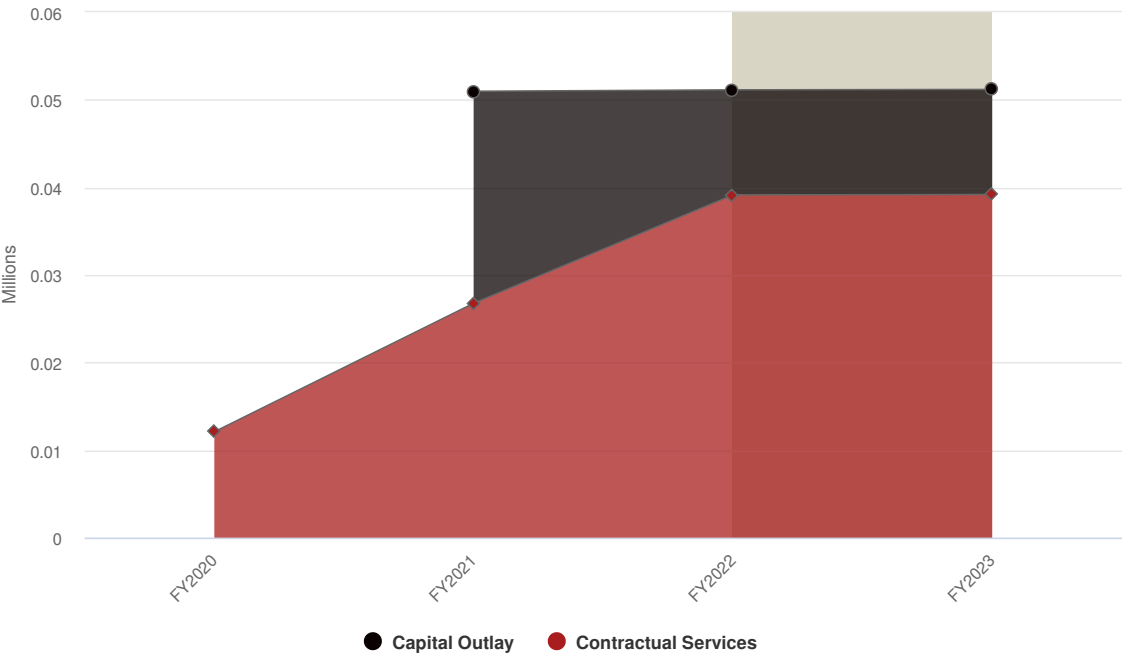


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



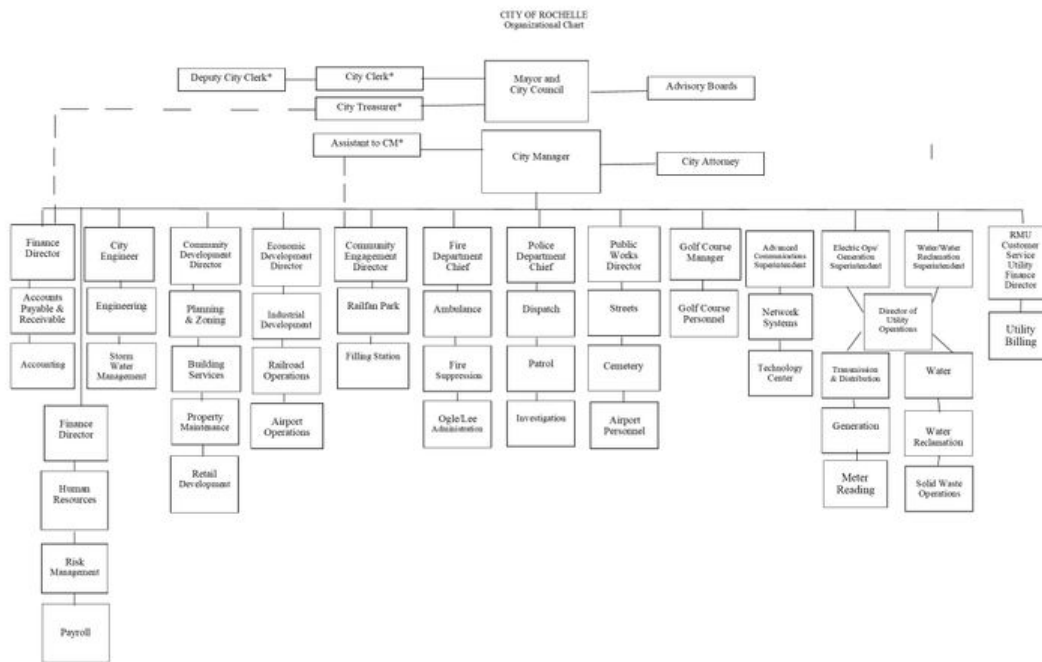
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Accounting Service	\$0.00	\$0.00	\$2,500.00	\$2,550.00
Legal Service	\$7,596.50	\$8,306.50	\$10,000.00	\$10,000.00
Other Professional Services	\$4,494.74	\$18,460.47	\$26,641.00	\$26,641.00
<b>Total Contractual Services:</b>	<b>\$12,091.24</b>	<b>\$26,766.97</b>	<b>\$39,141.00</b>	<b>\$39,191.00</b>
<b>Capital Outlay</b>				
Other Improvements	\$0.00	\$24,213.48	\$12,000.00	\$12,000.00
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$24,213.48</b>	<b>\$12,000.00</b>	<b>\$12,000.00</b>
<b>Total Expense Objects:</b>	<b>\$12,091.24</b>	<b>\$50,980.45</b>	<b>\$51,141.00</b>	<b>\$51,191.00</b>

## Community Development - Northern Gateway TIF - Organizational Chart





# Foreign Fire Insurance

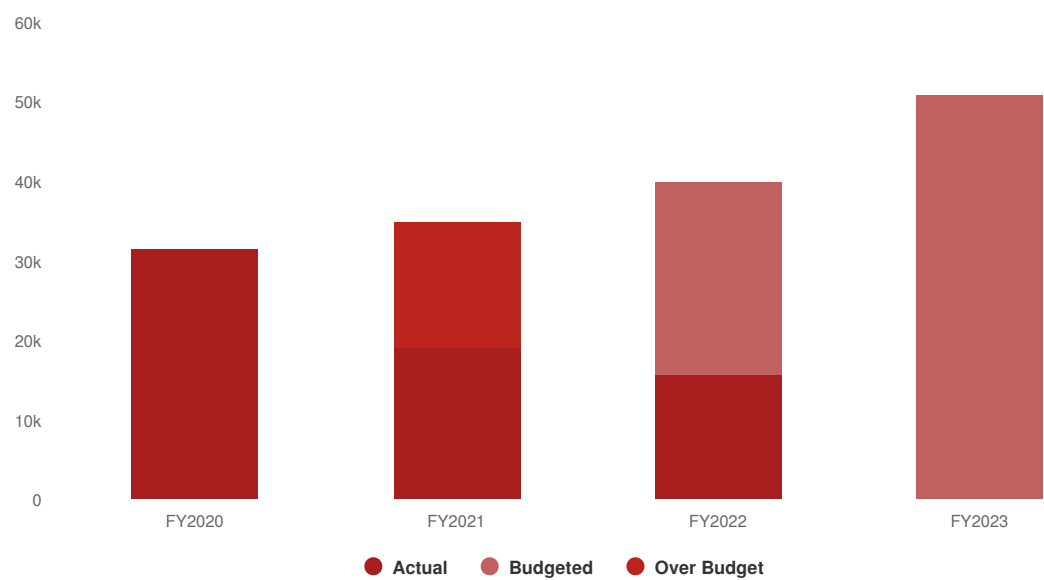


DAVID SAWLSVILLE  
Fire Department Chief

## Expenditures Summary

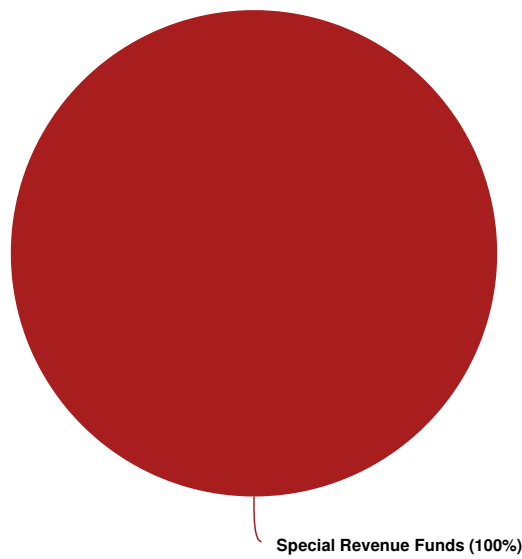
**\$51,000** **\$11,000**  
(27.50% vs. prior year)

Foreign Fire Insurance Proposed and Historical Budget vs. Actual

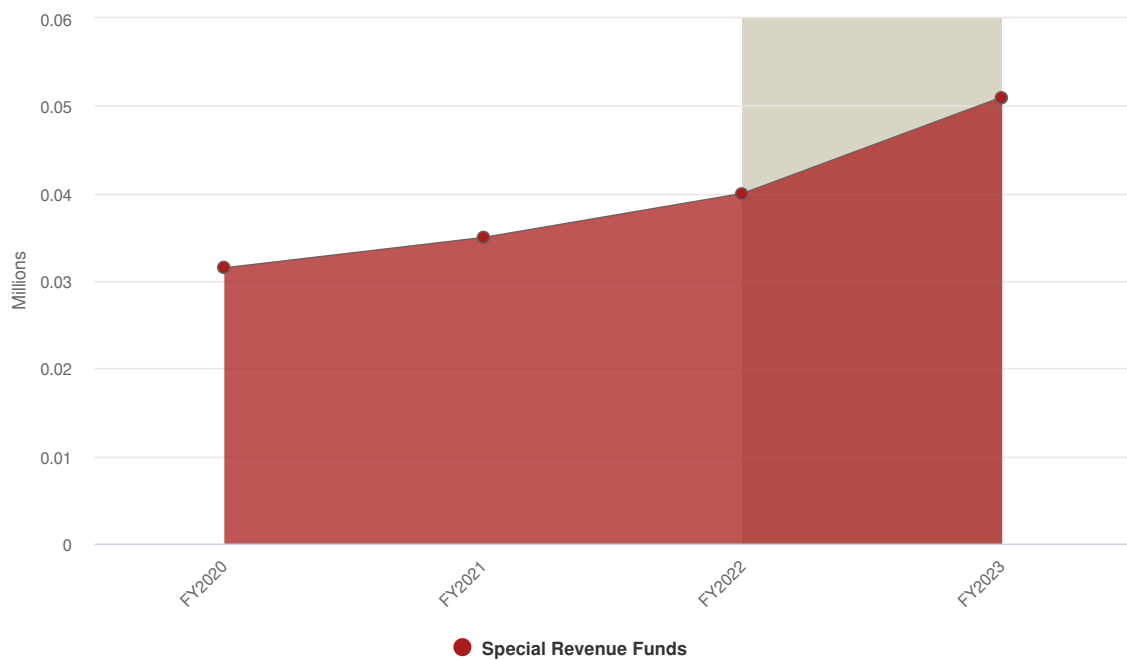


# Expenditures by Fund

## 2023 Expenditures by Fund



## Budgeted and Historical 2023 Expenditures by Fund

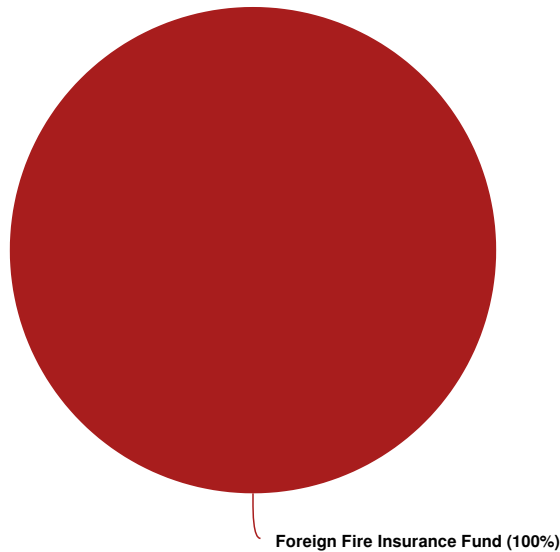


Grey background indicates budgeted figures.

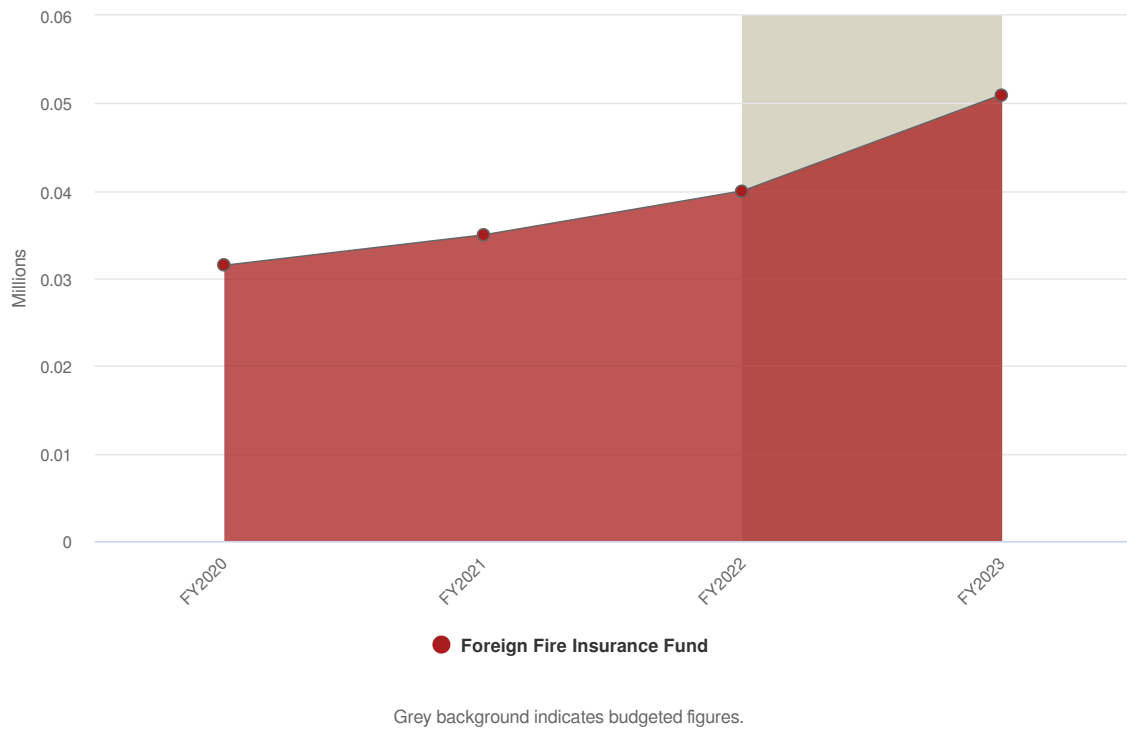
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Special Revenue Funds</b>				
<b>Foreign Fire Insurance</b>				
Other Professional Services	\$737.42	\$3,186.42	\$10,000.00	\$7,000.00
Training	\$0.00	\$0.00	\$0.00	\$10,000.00
Operating Supplies	\$0.00	\$0.00	\$0.00	\$1,000.00
Equipment	\$30,746.55	\$31,773.75	\$30,000.00	\$33,000.00
<b>Total Foreign Fire Insurance:</b>	<b>\$31,483.97</b>	<b>\$34,960.17</b>	<b>\$40,000.00</b>	<b>\$51,000.00</b>
<b>Total Special Revenue Funds:</b>	<b>\$31,483.97</b>	<b>\$34,960.17</b>	<b>\$40,000.00</b>	<b>\$51,000.00</b>

## Expenditures by Function

### Budgeted Expenditures by Function



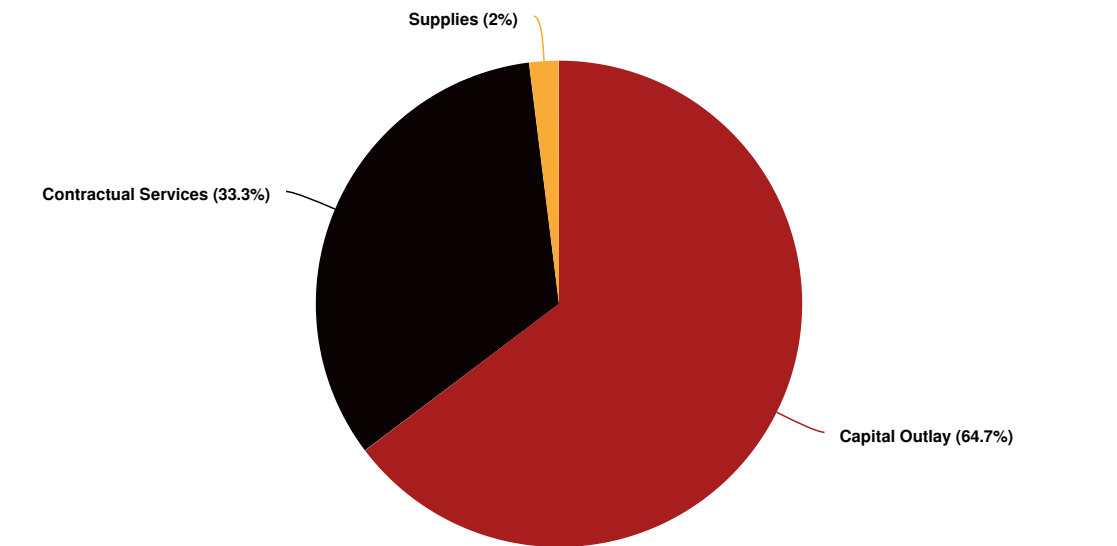
## Budgeted and Historical Expenditures by Function



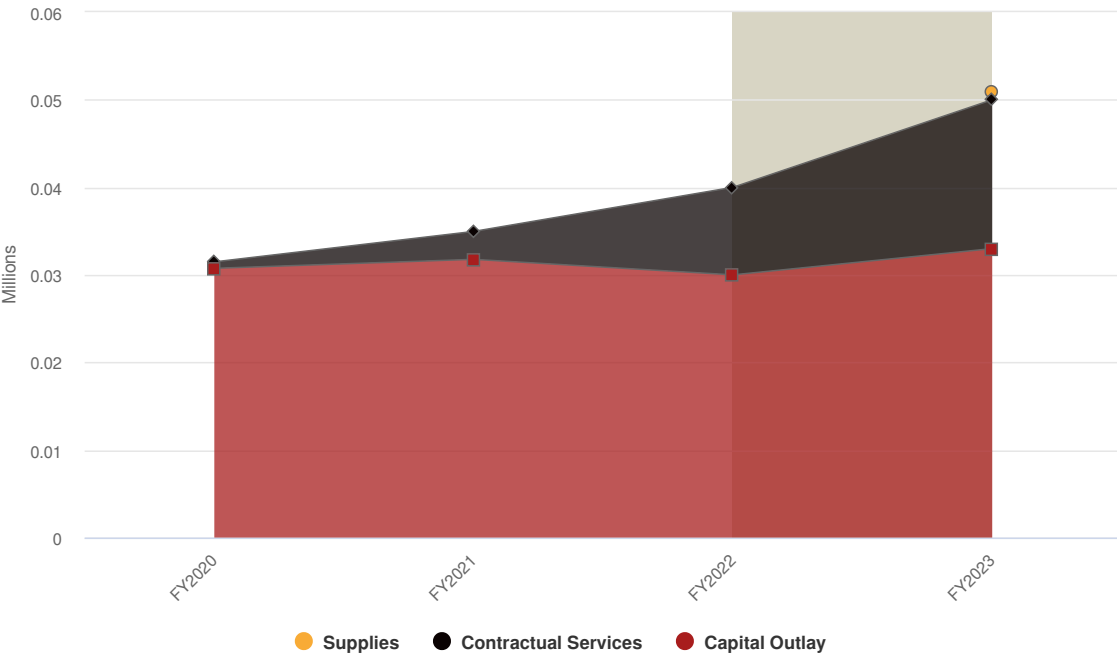
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expenditures</b>				
<b>Foreign Fire Insurance Fund</b>				
Other Professional Services	\$737.42	\$3,186.42	\$10,000.00	\$7,000.00
Training	\$0.00	\$0.00	\$0.00	\$10,000.00
Operating Supplies	\$0.00	\$0.00	\$0.00	\$1,000.00
Equipment	\$30,746.55	\$31,773.75	\$30,000.00	\$33,000.00
<b>Total Foreign Fire Insurance Fund:</b>	<b>\$31,483.97</b>	<b>\$34,960.17</b>	<b>\$40,000.00</b>	<b>\$51,000.00</b>
<b>Total Expenditures:</b>	<b>\$31,483.97</b>	<b>\$34,960.17</b>	<b>\$40,000.00</b>	<b>\$51,000.00</b>

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



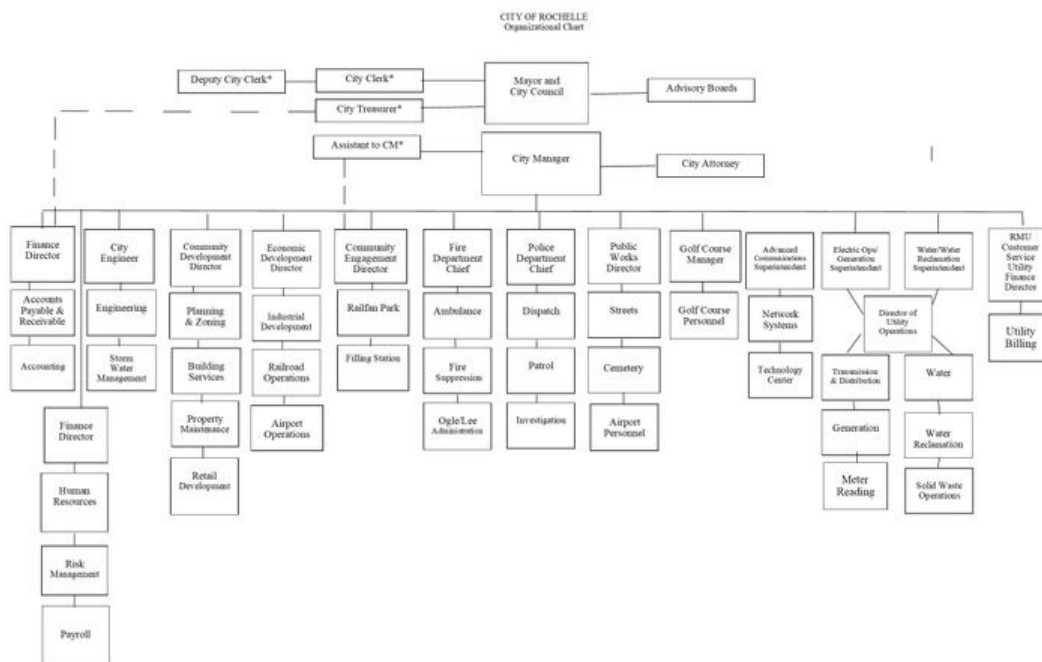
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Other Professional Services	\$737.42	\$3,186.42	\$10,000.00	\$7,000.00
Training	\$0.00	\$0.00	\$0.00	\$10,000.00
<b>Total Contractual Services:</b>	<b>\$737.42</b>	<b>\$3,186.42</b>	<b>\$10,000.00</b>	<b>\$17,000.00</b>
<b>Supplies</b>				
Operating Supplies	\$0.00	\$0.00	\$0.00	\$1,000.00
<b>Total Supplies:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,000.00</b>
<b>Capital Outlay</b>				
Equipment	\$30,746.55	\$31,773.75	\$30,000.00	\$33,000.00
<b>Total Capital Outlay:</b>	<b>\$30,746.55</b>	<b>\$31,773.75</b>	<b>\$30,000.00</b>	<b>\$33,000.00</b>
<b>Total Expense Objects:</b>	<b>\$31,483.97</b>	<b>\$34,960.17</b>	<b>\$40,000.00</b>	<b>\$51,000.00</b>

## Fire Department - Foreign Fire Insurance - Organizational Chart



# Lighthouse Pointe TIF



**MICHELLE PEASE**  
Community Development Director

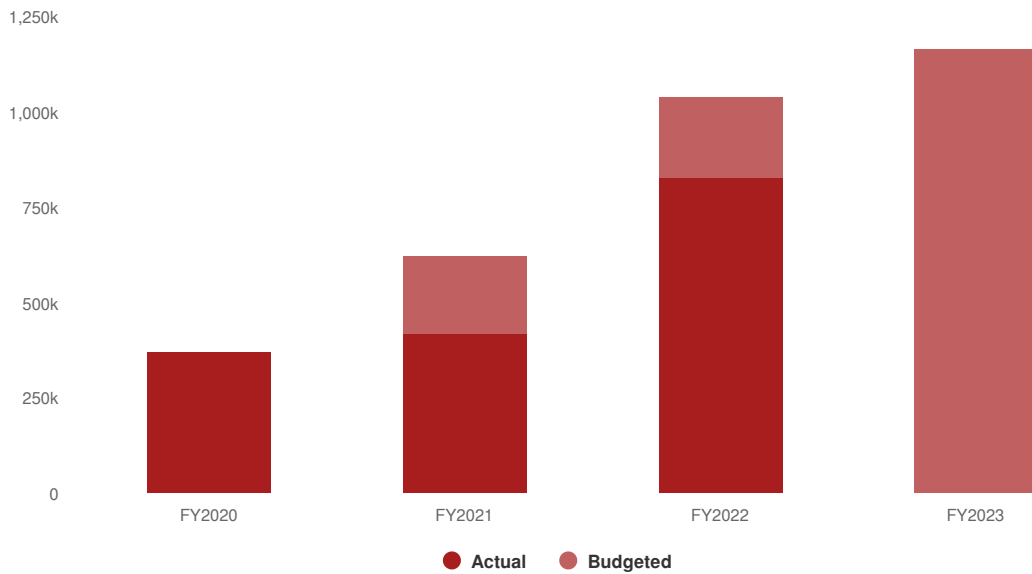
In December 2010, the City of Rochelle issued \$2,940,000 Tax Increment Financing (TIF) Alternate Revenue Source Bonds to finance the costs of certain public infrastructure projects including, but not limited to, the construction and development of retail adjacent to Walmart Supercenter and several outlots.

## Expenditures Summary

FUND NUMBER: 21-00

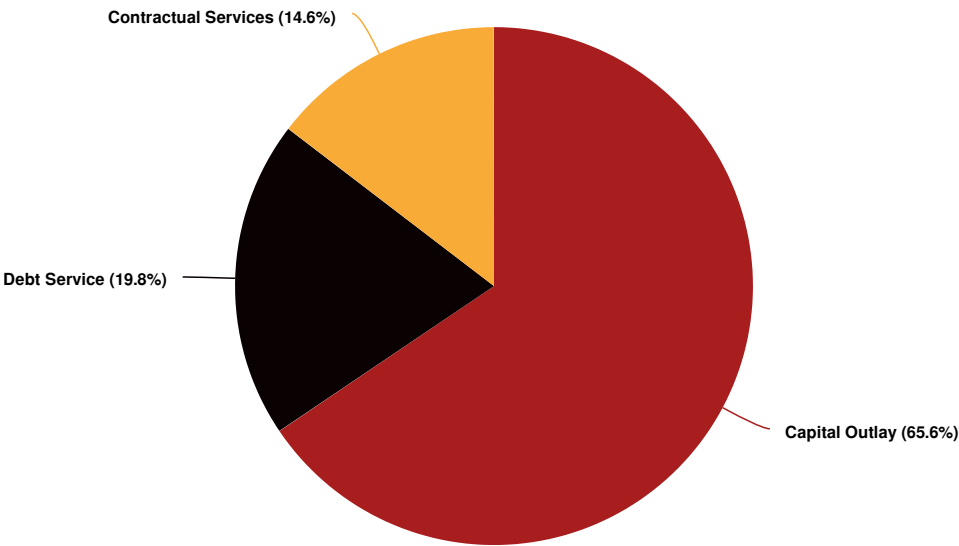
**\$1,166,942** **\$125,890**  
(12.09% vs. prior year)

### Lighthouse Pointe TIF Proposed and Historical Budget vs. Actual

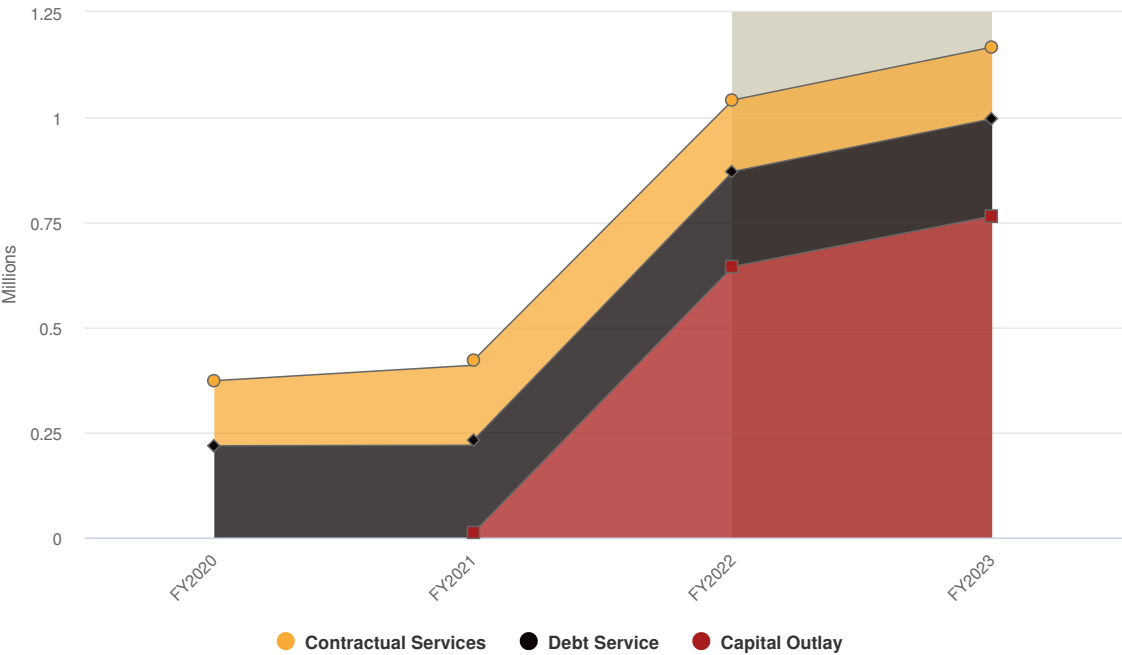


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

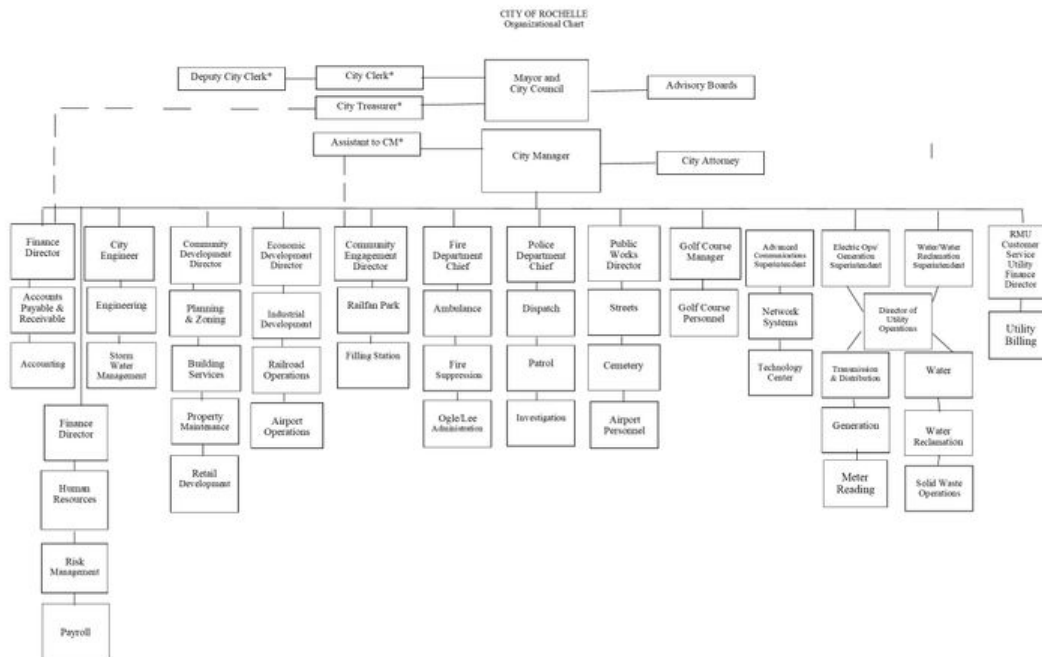


Grey background indicates budgeted figures.



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Accounting Service	\$2,375.00	\$2,425.00	\$2,500.00	\$2,550.00
Legal Service	\$9,016.00	\$1,344.00	\$10,000.00	\$10,000.00
Other Professional Services	\$143,422.22	\$186,550.88	\$154,267.00	\$154,267.00
Dues	\$0.00	\$0.00	\$550.00	\$550.00
Training	\$0.00	\$0.00	\$3,000.00	\$3,000.00
<b>Total Contractual Services:</b>	<b>\$154,813.22</b>	<b>\$190,319.88</b>	<b>\$170,317.00</b>	<b>\$170,367.00</b>
<b>Debt Service</b>				
Interest Expense - 2013 GO TIF Bond	\$73,405.00	\$69,635.00	\$65,735.00	\$61,575.00
Principal Expense - 2013 GO/TIF Bond	\$145,000.00	\$150,000.00	\$160,000.00	\$170,000.00
<b>Total Debt Service:</b>	<b>\$218,405.00</b>	<b>\$219,635.00</b>	<b>\$225,735.00</b>	<b>\$231,575.00</b>
<b>Capital Outlay</b>				
Other Improvements	\$0.00	\$12,202.85	\$645,000.00	\$765,000.00
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$12,202.85</b>	<b>\$645,000.00</b>	<b>\$765,000.00</b>
<b>Total Expense Objects:</b>	<b>\$373,218.22</b>	<b>\$422,157.73</b>	<b>\$1,041,052.00</b>	<b>\$1,166,942.00</b>

## Community Development - Lighthouse Pointe TIF - Organizational Chart



# Overweight Truck Permit



**SAM TESREAU**  
City Engineer

The Rochelle City Council approved an ordinance in October 2012 to provide for the permitting of overweight trucks and to establish permit fees. The ordinance became effective in May 2013 and establishes special permit types, weight classifications, fees and other special conditions.

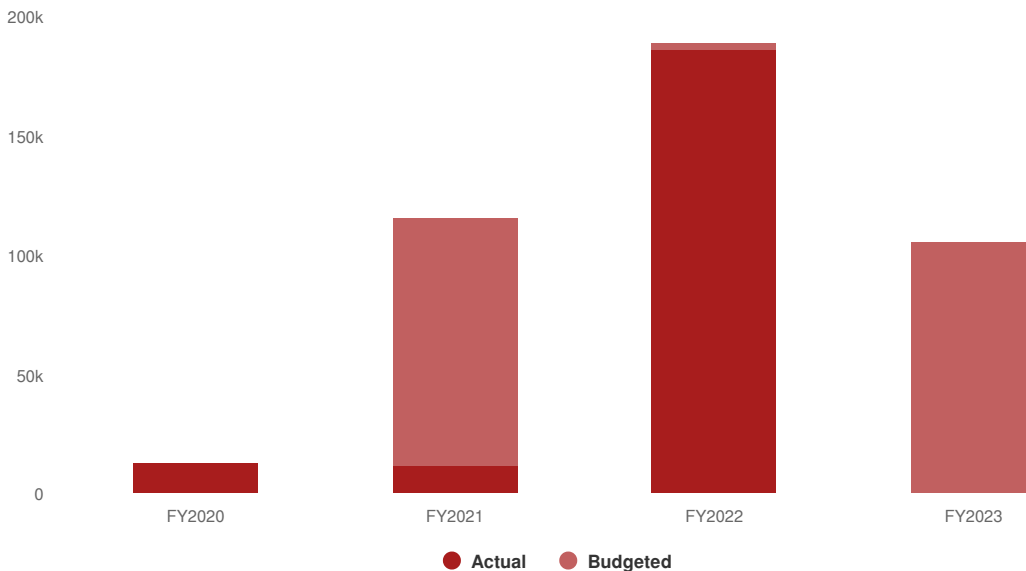
## Expenditures Summary

### FUND BALANCE: 24-00

Per the ordinance, fees for the overweight permits, less any costs for administration, shall be deposited into a separate fund to be used only for maintenance, repair, and improvement of the truck routes. The fees will be used in part to compensate for the extra wear and tear on the mileage of streets over which the overweight vehicles are to be operated. A portion of the funds will be transferred each fiscal year, after expenses for administering the permit process, to the Capital Improvements Fund to be applied towards projects related to truck routes as determined by the City Engineer.

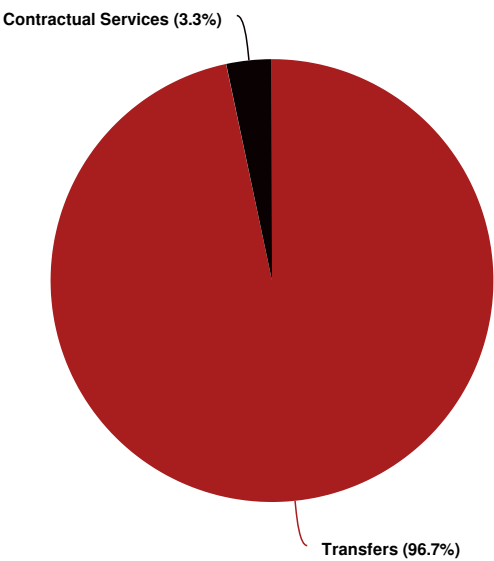
**\$105,500** **-\$84,000**  
(-44.33% vs. prior year)

### Overweight Truck Permit Proposed and Historical Budget vs. Actual

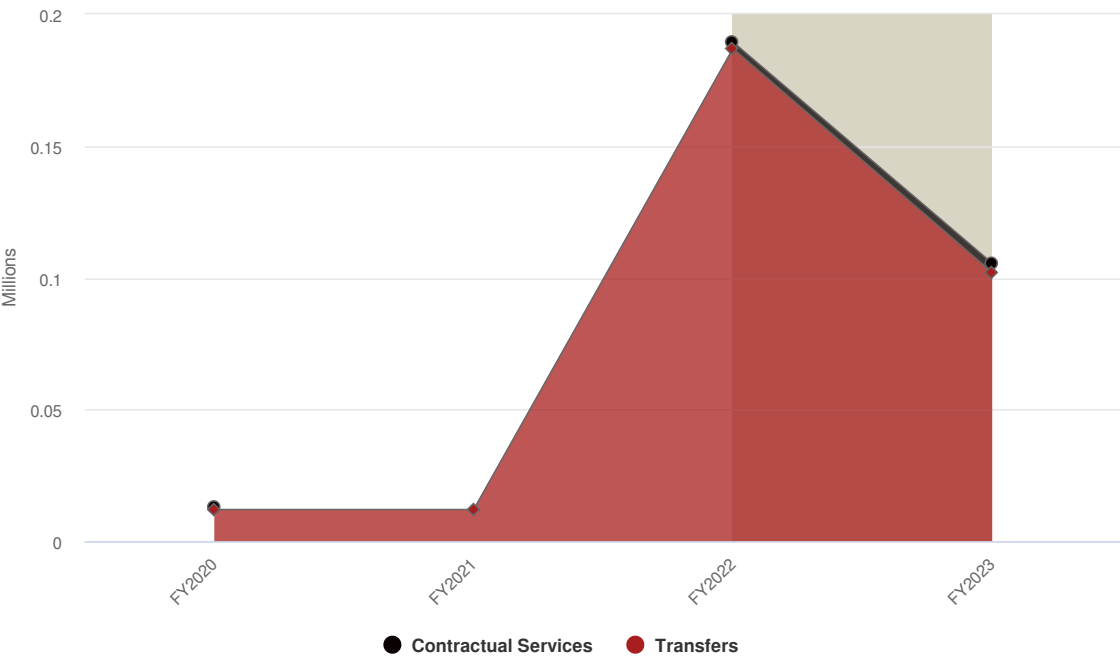


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



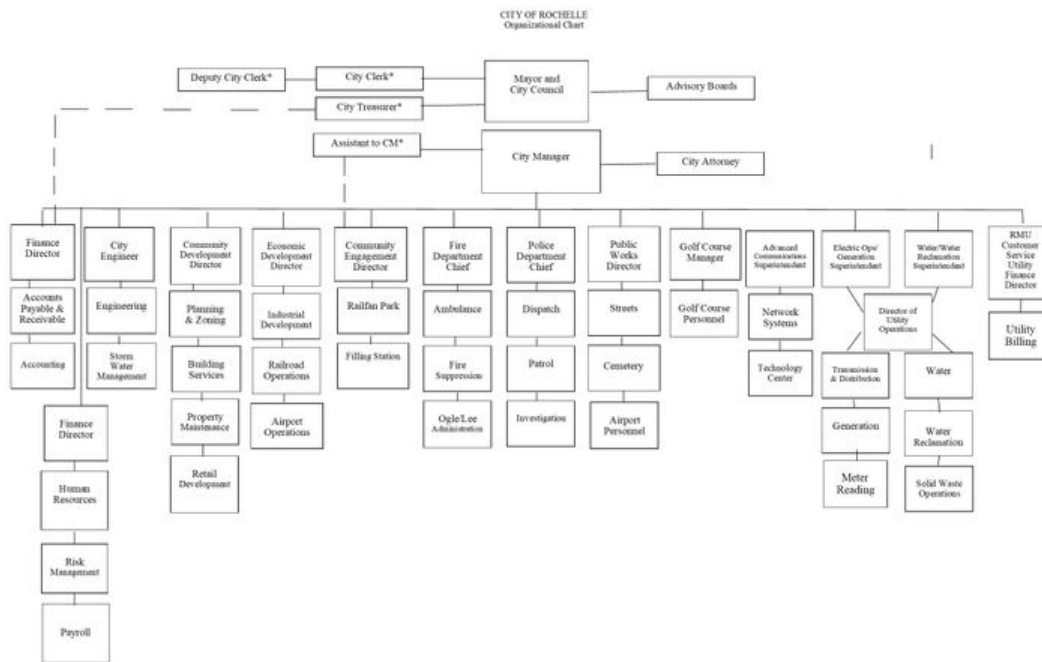
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Contractual Services</b>				
Engineering Services	\$0.00	\$0.00	\$2,500.00	\$2,500.00
Other Service Charges	\$1,000.00	\$0.00	\$0.00	\$1,000.00
<b>Total Contractual Services:</b>	<b>\$1,000.00</b>	<b>\$0.00</b>	<b>\$2,500.00</b>	<b>\$3,500.00</b>
<b>Transfers</b>				
General Fund Transfer	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
Capital Improvement Fund Transfer	\$0.00	\$0.00	\$175,000.00	\$90,000.00
<b>Total Transfers:</b>	<b>\$12,000.00</b>	<b>\$12,000.00</b>	<b>\$187,000.00</b>	<b>\$102,000.00</b>
<b>Total Expense Objects:</b>	<b>\$13,000.00</b>	<b>\$12,000.00</b>	<b>\$189,500.00</b>	<b>\$105,500.00</b>

## Community Development - Overweight Truck Permit - Organizational Chart



## Capital Improvement



**SAM TESREAU**

City Engineer

The Capital Improvements Fund is used as a source of multiple funds for major transportation, drainage and other related construction projects. Revenues are transfers from the MFT, Sales Tax, Utility Tax, 2019 Infrastructure Bond, Overweight Truck Fund, miscellaneous grants through EDA, EDP and/or IDOT for the planning, design, ROW acquisition, engineering, permitting, construction and implementation of the general maintenance, urbanization and reconstruction, new construction of streets, stormwater facilities, drainage systems and other related items.

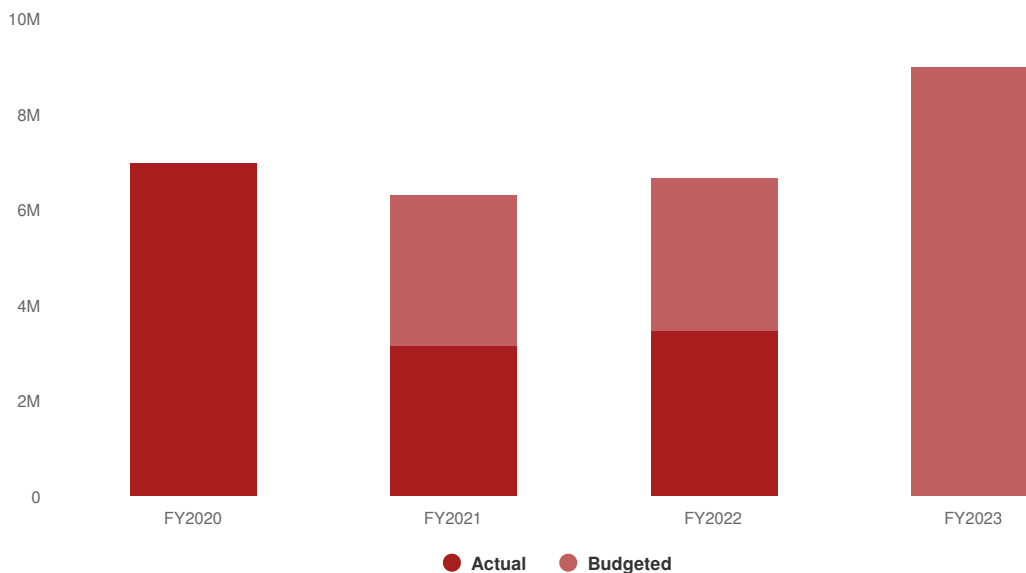
### Expenditures Summary

#### FUND NUMBER: 36-00

Major expenditures are for the 7th Avenue Bridge replacement and reconstruction, EDP projects such as South Main Street widening and urbanization improvements Phase I from Steam Plant Road to Steward Road, general maintenance of streets and alleys, bridges/bridge scour protection, miscellaneous street infrastructure improvements, municipal parking lot construction and resurfacing, and associated engineering for CIPs funded primarily from the MFT and ST funds. Certain CIPs will be funded from the \$4.5M infrastructure bond approved in late 2018, such as 6th Street from 4th Avenue to 5th Avenue/Alley replacement project, pavement reconstruction along 14th Street. Other expenditures are for the annual sidewalk program, shared use path or toehr agreements with developers, misc. Street rehab through FAU infrastructure improvements and associated engineering that may be partially funded through the available CIP revenues such as MFT, STF, UTF, SWF, OWTF and Railroad Fund Bond payments.

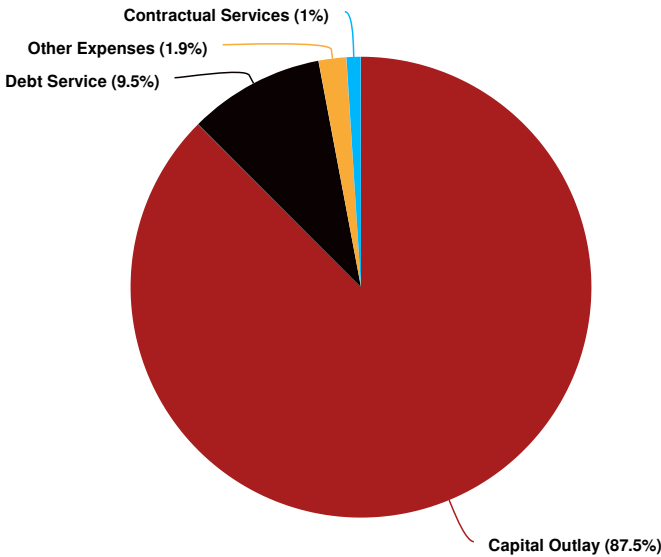
**\$8,987,000** **\$2,334,556**  
(35.09% vs. prior year)

#### Capital Improvement Proposed and Historical Budget vs. Actual

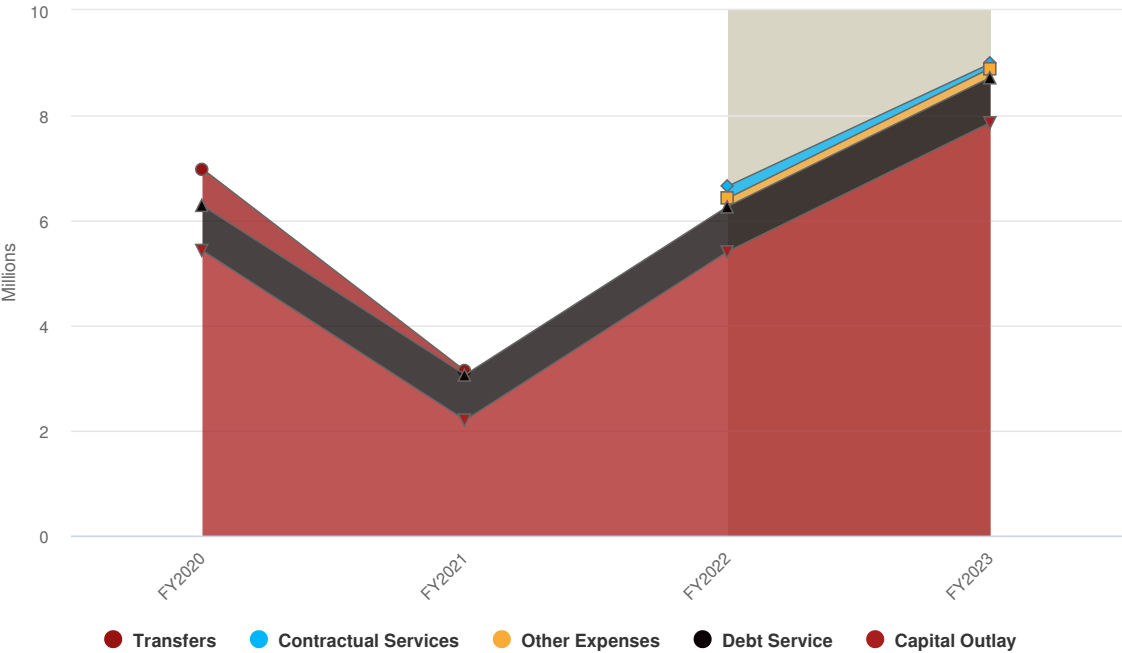


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

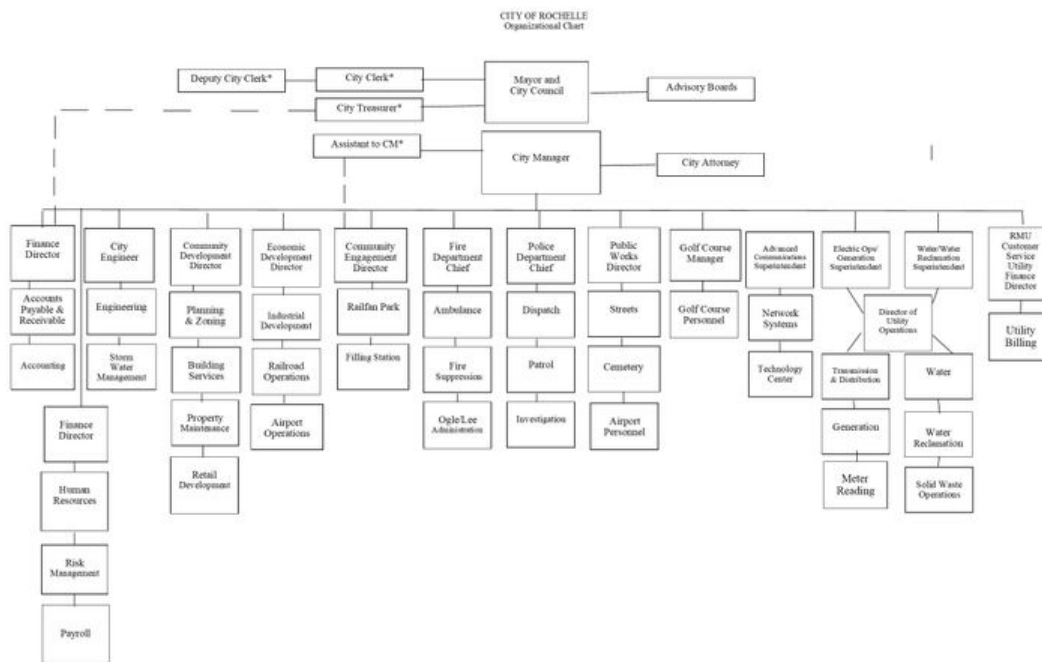


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Other Expenses</b>				
Shared Use Path Golf Course 251	\$0.00	\$0.00	\$155,000.00	\$175,000.00
<b>Total Other Expenses:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$155,000.00</b>	<b>\$175,000.00</b>
<b>Contractual Services</b>				
MFT Misc St Treatments sec#22-00000-00GM	\$0.00	\$0.00	\$140,000.00	\$0.00
Automated Transp Asset Mgmt	\$0.00	\$0.00	\$90,000.00	\$90,000.00
<b>Total Contractual Services:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$230,000.00</b>	<b>\$90,000.00</b>
<b>Debt Service</b>				
Interest Expense - 2015 Debt Certificates	\$44,550.00	\$39,600.00	\$34,444.00	\$35,000.00
Interest Expense - 2018 Debt Certificates	\$157,425.00	\$142,425.00	\$126,750.00	\$126,000.00
Principal Expense - 2015 Debt Certificates	\$165,000.00	\$165,000.00	\$165,000.00	\$165,000.00
Principal Expense - 2018 Debt Certificates	\$485,000.00	\$515,000.00	\$530,000.00	\$530,000.00
Bond Issue Costs 2015 Debt Certificates	\$750.00	\$750.00	\$750.00	\$1,500.00
Bond Issue Costs 2018 GO Bond	\$318.00	\$0.00	\$500.00	\$500.00
<b>Total Debt Service:</b>	<b>\$853,043.00</b>	<b>\$862,775.00</b>	<b>\$857,444.00</b>	<b>\$858,000.00</b>
<b>Capital Outlay</b>				
Misc Road ROW Acquisition	\$44,787.13	\$500.00	\$60,000.00	\$110,000.00
Bridge	\$0.00	\$26,374.50	\$1,305,000.00	\$1,305,000.00
MFT Projects	\$0.00	\$0.00	\$0.00	\$190,000.00
Askvig Subd Outfall & Storm Sewer	\$0.00	\$0.00	\$505,000.00	\$0.00
Street Projects - 8th Ave	\$196,768.06	\$0.00	\$0.00	\$472,000.00
Sidewalks	\$9,933.70	\$437,160.26	\$340,000.00	\$400,000.00
General Maintenance	\$153,666.03	\$170,976.40	\$160,000.00	\$170,000.00
4th Ave/6th St Storm Sewer	\$175,000.00	\$203,270.60	\$685,000.00	\$50,000.00
2nd Ave and Greenway	\$0.00	\$0.00	\$0.00	\$75,000.00
Traffic Signals 251/Steward Rd	\$75,000.00	\$125,000.00	\$125,000.00	\$0.00
Other Street/Alley Improvements	\$38,037.04	\$104,860.40	\$267,000.00	\$275,000.00
Remodel of 1030 S 7th St	\$0.00	\$0.00	\$200,000.00	\$900,000.00
Storm Sewer Drainage Ph 2	\$0.00	\$0.00	\$385,000.00	\$735,000.00
Building	\$19,648.00	\$21,816.07	\$25,000.00	\$50,000.00
Equipment	\$0.00	\$77,000.00	\$0.00	\$38,000.00
MFT EDP S Main PH2 to Veterans Pkwy	\$0.00	\$0.00	\$180,000.00	\$640,000.00
MFT EDP S Main St 12-00112-00FP (PE)	\$3,255,505.74	\$42,200.08	\$0.00	\$0.00
City Wide Strm Sewer/Drain Structure Impr PH 1(SD)	\$0.00	\$866,949.68	\$175,000.00	\$25,000.00
Rebuild Downtown & Main Street Grant	\$0.00	\$0.00	\$0.00	\$729,000.00
2nd Ave S 12th St urbanization and reconstruction	\$476,711.70	-\$8,109.32	\$0.00	\$0.00
MFT Misc St Treatments 23-00000-00GM	\$0.00	\$0.00	\$0.00	\$170,000.00
Illinois Rebuild Program P3 Roadway Project	\$0.00	\$0.00	\$630,000.00	\$0.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Flagg Rd/20th St Impr City/County PE1/ROW Acq	\$0.00	\$0.00	\$93,000.00	\$285,000.00
2nd Ave and Greenway	\$145,169.13	\$0.00	\$0.00	\$150,000.00
MFT Misc St Treatments 21-00000-00GM	\$0.00	\$130,930.70	\$0.00	\$0.00
4th Ave Storm Sewer 3rd to 6th	\$0.00	\$0.00	\$225,000.00	\$295,000.00
Creston/Caron Rd LAFO FAU Rte (MYP)	\$0.00	\$0.00	\$0.00	\$360,000.00
5th Av Rte 251 Lincoln/6th St 5th Av sidewalk ramp	\$837,319.16	-\$0.01	\$0.00	\$0.00
14th Street Storm Sewer Drainage Improvements	\$0.00	\$0.00	\$50,000.00	\$440,000.00
<b>Total Capital Outlay:</b>	<b>\$5,427,545.69</b>	<b>\$2,198,929.36</b>	<b>\$5,410,000.00</b>	<b>\$7,864,000.00</b>
<b>Transfers</b>				
Transfer to Solid Waste	\$700,000.00	\$0.00	\$0.00	\$0.00
Airport Fund Transfer	\$0.00	\$75,000.00	\$0.00	\$0.00
<b>Total Transfers:</b>	<b>\$700,000.00</b>	<b>\$75,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Expense Objects:</b>	<b>\$6,980,588.69</b>	<b>\$3,136,704.36</b>	<b>\$6,652,444.00</b>	<b>\$8,987,000.00</b>

## Finance - Capital Improvement - Organizational Chart





## **Strategic Plan Success - 2023-2042 Capital Improvement Plan**

The City's Capital Improvement Plan (CIP) is a multi-year planning instrument for the evaluation and identification of capital infrastructure projects in need of renovation, repair, and/or construction along with equipment or vehicle replacement over the next twenty years. The CIP relates these projected capital needs to the financial sources that will support their realization and the timeframe in which the financing and work will take place. Capital Improvement Programming is the process by which these capital projects are identified, prioritized, and selected, and thus are incorporated into the long-range fiscal and strategic planning of the City. The Capital Improvement Plan document is different from the annual budget as it sets forth a twenty-year program. The first year's program incorporates projects that are included in the 2023 City of Rochelle Budget. The remaining nineteen years reflect staff's recommended priorities in the future.

**Strategic Goals and Initiatives: Economic and Business Development, Community Inclusivity and Engagement, Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements, and Quality of Life**

# Stormwater Management



**SAM TESREAU**  
City Engineer

The Stormwater Management Fund is used as source of funds for major stormwater improvement projects. Revenues include project related grants, annexation of areas, stormwater and building permit fees.

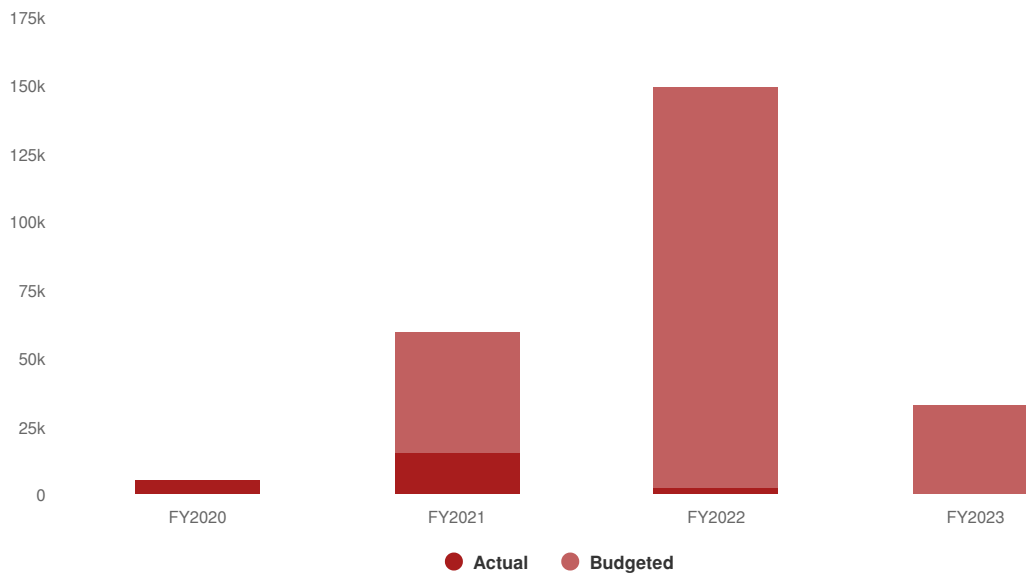
## Expenditures Summary

### FUND NUMBER 37-00

Major expenditures include engineering and planning for updated floodplain study and maps, state review fees, potential flood control projects and improvements to miscellaneous outfall structures, erosion/scour control measures, stream maintenance, future stream gaging, City-owned southwest detention facilities maintenance, miscellaneous engineering and other professional services. Other expenditures associated with possible regional oversized southwest detention incorporated into developments or drainage channel improvements along Illinois Route 38.

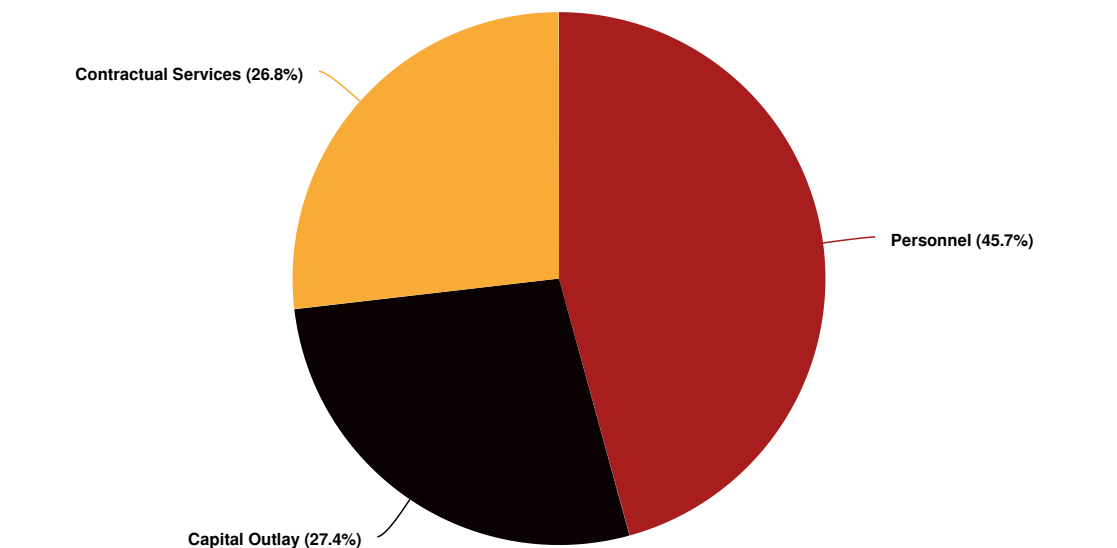
**\$32,800**    **-\$117,000**  
(-78.10% vs. prior year)

### Stormwater Management Proposed and Historical Budget vs. Actual

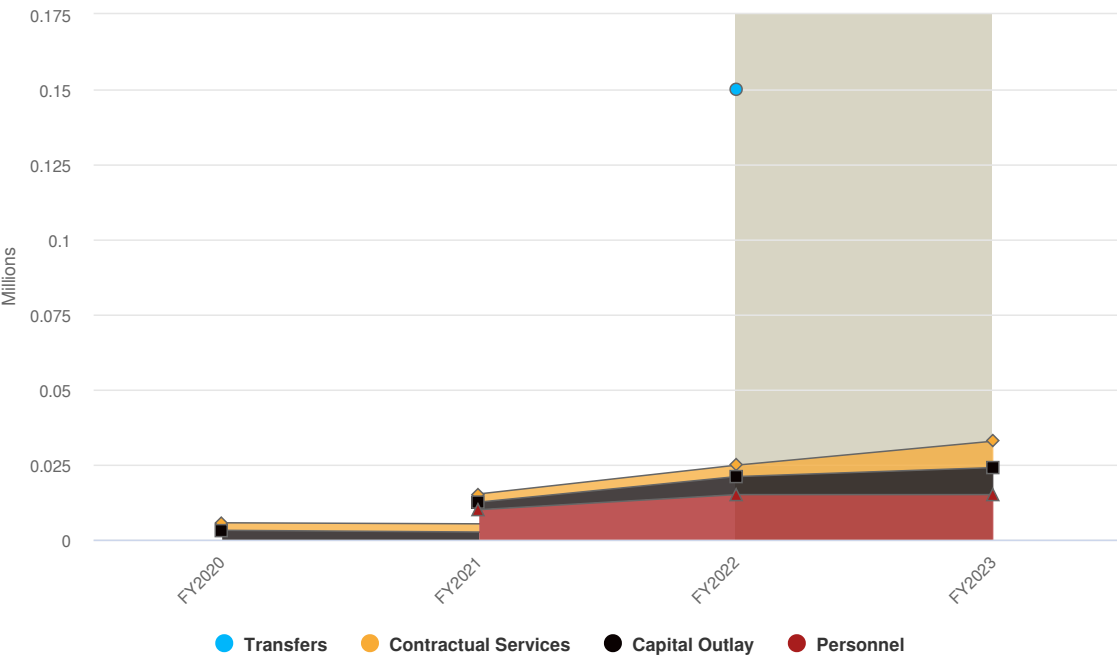


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



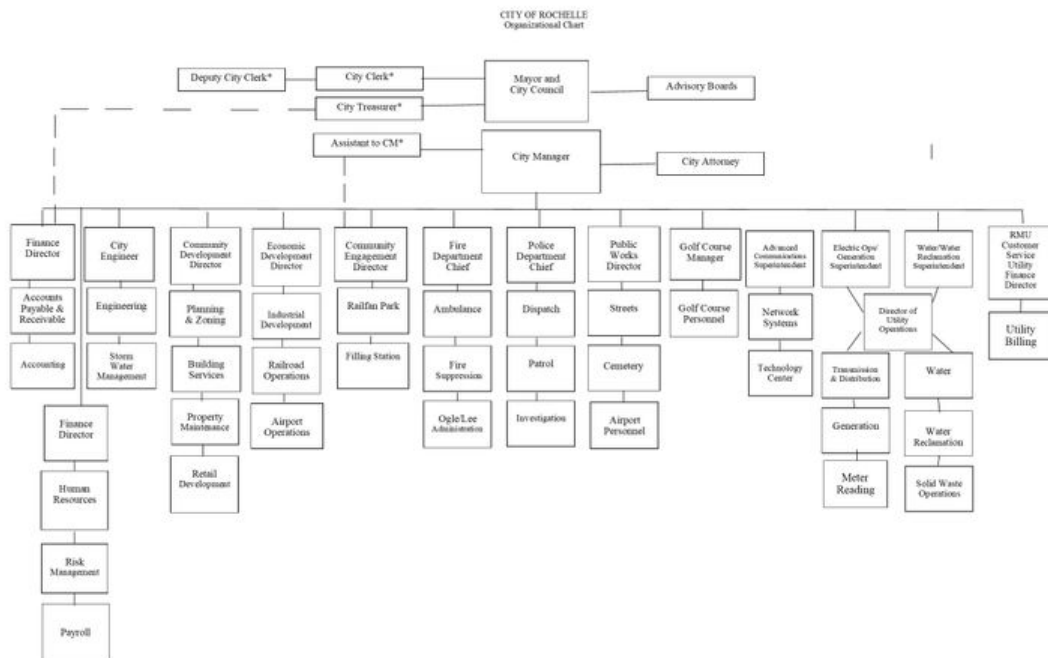
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Tributary/Drainage Ditch/Storm Sewer Maintenance	\$0.00	\$9,977.00	\$15,000.00	\$15,000.00
<b>Total Personnel:</b>	<b>\$0.00</b>	<b>\$9,977.00</b>	<b>\$15,000.00</b>	<b>\$15,000.00</b>
<b>Contractual Services</b>				
Engineering Services	\$0.00	\$0.00	\$1,000.00	\$1,000.00
Other Professional Services	\$0.00	\$0.00	\$0.00	\$5,000.00
Dues	\$2,500.00	\$2,731.38	\$2,800.00	\$2,800.00
<b>Total Contractual Services:</b>	<b>\$2,500.00</b>	<b>\$2,731.38</b>	<b>\$3,800.00</b>	<b>\$8,800.00</b>
<b>Capital Outlay</b>				
Kyte River Maintenance	\$184.40	\$2,532.49	\$0.00	\$3,000.00
Kyte River Sediment/Debris/Reml/Stabilization	\$2,925.00	\$0.00	\$6,000.00	\$6,000.00
<b>Total Capital Outlay:</b>	<b>\$3,109.40</b>	<b>\$2,532.49</b>	<b>\$6,000.00</b>	<b>\$9,000.00</b>
<b>Transfers</b>				
Capital Improvement Fund Transfer	\$0.00	\$0.00	\$125,000.00	\$0.00
<b>Total Transfers:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$125,000.00</b>	<b>\$0.00</b>
<b>Total Expense Objects:</b>	<b>\$5,609.40</b>	<b>\$15,240.87</b>	<b>\$149,800.00</b>	<b>\$32,800.00</b>

## Engineering - Storm Water Management - Organizational Chart



## Electric



**BLAKE TOLIVER**

Superintendent of Electric Operations

Owned by the people it services, RMU's electric Division is committed to providing reliable electric service to residents and businesses in Rochelle and the surrounding area at a reasonable market cost. The RMU Electric Division consists of Distribution, Electric Productions and Computer-Aided Design.

**Electric Generation** - The Ninth Street Generation Plant Budget covers the eight generating units located in the Power Plant immediately west of the 7th Street Overpass. The Plant has a current rated capacity of 12,500 KW for peak shaving (Rice-Neshap compliant engines). The plant is used for peak shaving and emergency operations.

**Peaker Plant** - The Peaking units, with 4 MW of capacity, are located on Caron Road, north of the Caron Road Substation. The facility is used for peak shaving and emergencies.

**Gen Sets** - Six units with a rated capacity of 12 MW are located along Caron Road west of the Caron Road Substation.

**Gas Turbine Plant** - The Turbine is only used for peak shaving and emergency operations.

**Transmission** - The transmission assets were sold in 2020.

**Electric Operations: Distribution** - The Electric Operations Division is responsible for operating and maintaining overhead and underground electrical facilities.

**Customer Service** - The Customer Service Division is responsible for handling customer payments and billing for RMU Services. Marketing efforts are also coordinated along with all customer relations managed through this office.

**Utility Administration** - Funds are budgeted to meet the Debt Service payments on the outstanding electric system bonds and purchased power. The City currently purchases power and energy from NIMPA under a power sales agreement, under which the City is allocated a percentage entitlement to NIMPA's 120 MW ownership interest in the Prairie State project. The Prairie State project is an approximately 1,620 MW "mine mouth" coal-fired power generating facility located in Washington County, Illinois. The City's entitlement share of the Prairie State project is 25% or 30 MW.

## Expenditures Summary

### **FUND: Enterprise Funds 54-10**

#### **DEPARTMENT: Electric Operations, Ninth Street Generation Plant**

Major expenditures include salaries for the plant's five employees and plant fuel.

### **FUND: Enterprise Funds 54-90**

#### **DEPARTMENT: Purchased Power**

The decrease in purchased power comes from the lower cost of Prairie State and the new contract with NextEra Energy.

### **FUND: Enterprise Funds 54-10**

#### **DEPARTMENT: Peaker Plant**

Funds are budgeted for limited summer operations. These units cannot be run in winter as they are water cooled.

### **FUND: Enterprise Funds 54-10**

#### **DEPARTMENT: Gen Sets**

These units are black start units for reliability for cold storage facilities and will be used for our 10 critical peak days with PJM and ComEd.

### **FUND: Enterprise Funds 54-10**

#### **DEPARTMENT: Gas Turbine Plant**

The costs associated with the GTI Gas Turbine located on Caron Road north of the Caron Road Substation with 3MW of capacity includes fuel for 100 hours of operation.

**FUND: Enterprise Funds 54-50**

**DEPARTMENT: Transmission**

The transmission assets were sold in 2020.

**FUND: Enterprise Funds 54-60**

**DEPARTMENT: Electric Operations: Distribution**

Personnel Services include salaries and benefits for the Division's 11 current full-time employees. Major operating expenses are contractual services and the purchase of supplies and materials necessary to maintain the overhead and underground distribution systems. Additional engineering is budgeted for electrical system studies and required improvements.

**FUND: Enterprise Funds 54-70**

**DEPARTMENT: Customer Accounting**

Personnel Services include salaries and benefits for the Department's 5 permanent employees.

**FUND: Enterprise Fund 54-90**

**DEPARTMENT: Utility Engineering**

Personnel Services include salaries and benefits for the Division's two full-time employees.

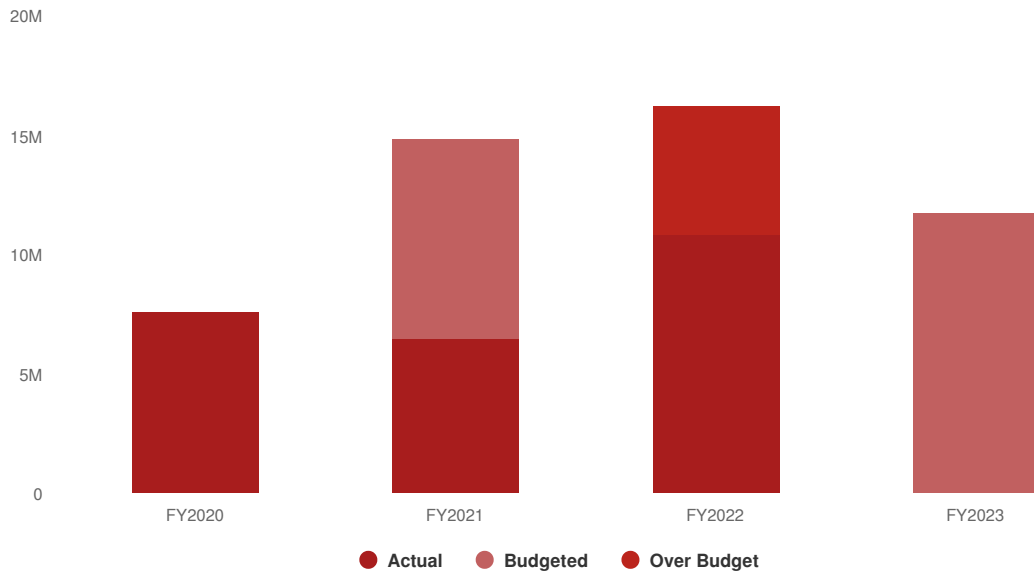
**FUND: Enterprise Funds 54-90**

**DEPARTMENT: Utility Administration**

Funds are budgeted to meet the Debt Service payments on the outstanding electric system bonds and purchased power..

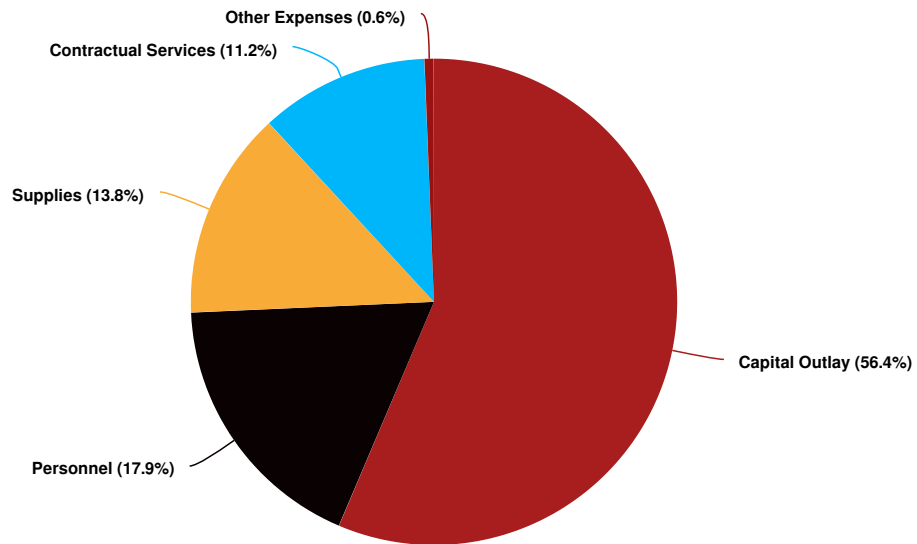
**\$11,762,596** **\$933,225**  
(8.62% vs. prior year)

**Electric Proposed and Historical Budget vs. Actual**

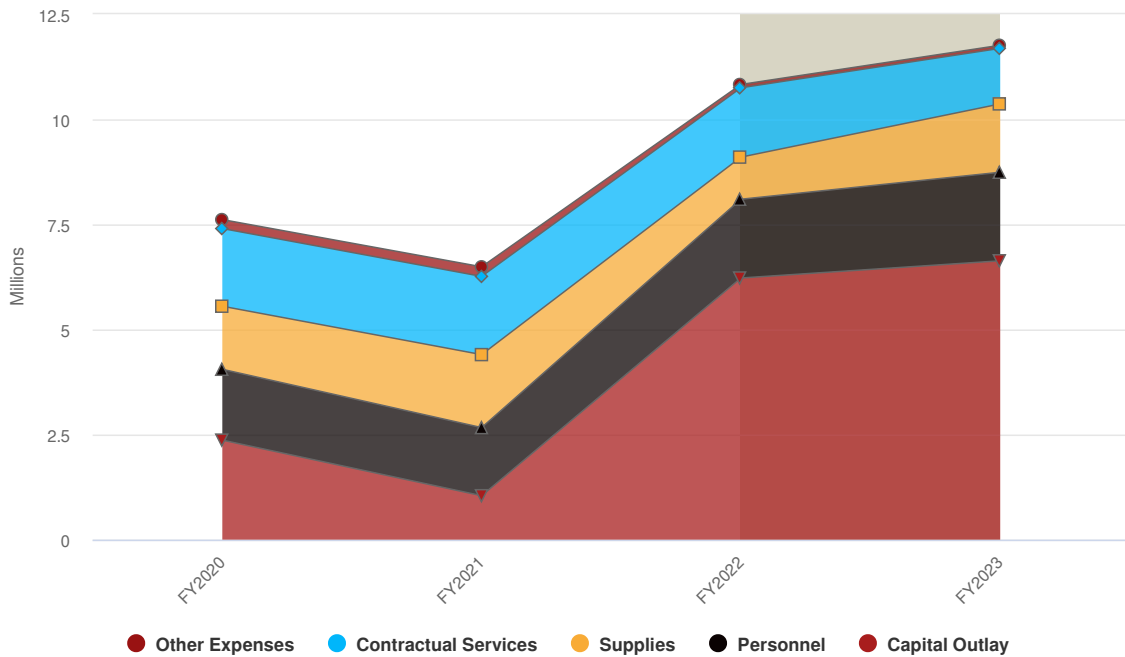


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

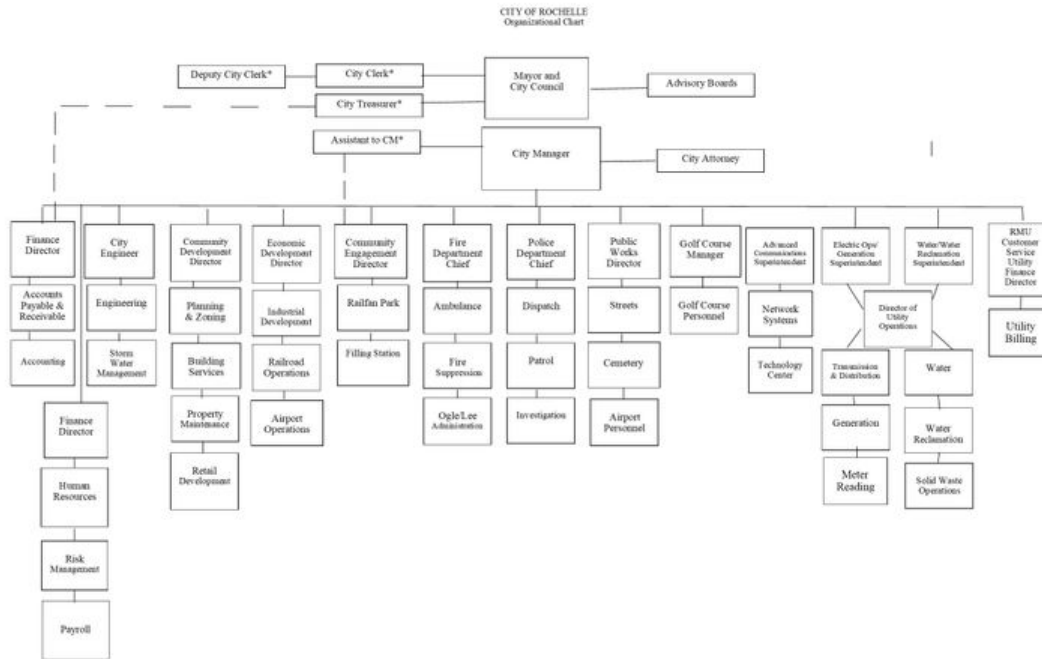
Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$499,137.42	\$433,569.19	\$385,631.00	\$441,308.00
Overtime	\$67,920.24	\$77,897.67	\$62,500.00	\$82,000.00
Pager	\$16,351.57	\$15,468.93	\$0.00	\$17,000.00
Life Insurance	\$0.00	\$0.00	\$0.00	\$300.00
Unemployment Insurance	\$0.00	\$0.00	\$500.00	\$500.00
Clothing Cleaning Expense	\$2,841.55	\$10,465.46	\$0.00	\$0.00
Full-Time	\$794,896.71	\$668,049.18	\$1,036,817.00	\$1,091,175.00
Overtime	\$75,113.15	\$88,080.14	\$0.00	\$90,000.00
Pager	\$42,326.30	\$42,977.11	\$0.00	\$45,000.00
Life Insurance	\$0.00	\$0.00	\$0.00	\$550.00
Unemployment Insurance	\$0.00	\$3,598.94	\$0.00	\$0.00
Clothing Acquisition	\$0.00	\$0.00	\$0.00	\$10,000.00
Full-Time	\$180,067.54	\$273,797.74	\$370,620.00	\$290,000.00
Part-Time	\$0.00	\$0.00	\$0.00	\$21,000.00
Overtime	\$256.23	\$211.03	\$10,000.00	\$10,000.00
Life Insurance	\$0.00	\$65.01	\$0.00	\$280.00
Customer Collections	\$6,636.82	\$6,181.49	\$8,000.00	\$8,000.00
<b>Total Personnel:</b>	<b>\$1,685,547.53</b>	<b>\$1,620,361.89</b>	<b>\$1,874,068.00</b>	<b>\$2,107,113.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$12,350.52	\$12,074.61	\$7,500.00	\$7,500.00
Meter Expenses	\$17,947.79	\$163,204.19	\$20,000.00	\$15,000.00
Miscellaneous	\$132,122.73	\$2,086.33	\$0.00	\$0.00
Bad Debt	\$50,000.04	\$50,000.04	\$50,000.00	\$50,000.00
Miscellaneous Expenses	\$492.00	\$1,000.00	\$1,000.00	\$1,000.00
<b>Total Other Expenses:</b>	<b>\$212,913.08</b>	<b>\$228,365.17</b>	<b>\$78,500.00</b>	<b>\$73,500.00</b>
<b>Contractual Services</b>				
Equipment Maintenance	\$99,710.21	\$189,599.15	\$15,000.00	\$250,000.00
Vehicle Maintenance	\$16,682.57	\$9,111.50	\$0.00	\$0.00
Utility System Maintenance	\$0.00	\$0.00	\$175,000.00	\$0.00
Engineering Services	\$34,764.66	\$87,552.72	\$0.00	\$50,000.00
Network Administration	\$18,000.00	\$18,000.00	\$26,666.00	\$0.00
Contractor - Diesel Plant	\$3,632.38	-\$244,008.23	\$230,000.00	\$75,000.00
Contractor - Peaker Plant	\$8,100.00	\$66,407.10	\$0.00	\$0.00
General Fuel Supply	\$0.00	\$0.00	\$150,000.00	\$0.00
Other Professional Services	\$0.00	\$8,259.16	\$0.00	\$20,000.00
Permits	\$13,384.00	\$0.00	\$0.00	\$15,000.00
Telephone	\$2,306.83	\$1,963.86	\$1,000.00	\$2,400.00
Travel	\$0.00	\$781.17	\$0.00	\$0.00
Utilities	\$11,754.64	\$9,812.07	\$0.00	\$12,000.00
Lease or Rentals	\$71,652.72	\$24,393.82	\$0.00	\$6,850.00



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Building Maintenance	\$11,551.28	\$19,778.81	\$275,000.00	\$50,000.00
Equipment Maintenance	\$15,720.88	\$19,736.07	\$0.00	\$20,000.00
Vehicle Maintenance	\$118,075.84	\$179,790.27	\$0.00	\$75,000.00
Utility System Maintenance	\$319,618.65	\$265,613.16	\$12,000.00	\$0.00
Grounds Maintenance	\$0.00	\$12,892.00	\$0.00	\$10,000.00
Engineering Services	\$148,134.09	\$188,849.87	\$175,000.00	\$180,000.00
Network Administration	\$69,999.96	\$69,999.96	\$103,703.00	\$0.00
Contractor	\$139,936.35	\$130,780.32	\$0.00	\$40,000.00
Other Professional Services	\$236,960.77	\$235,945.36	\$15,000.00	\$20,000.00
Postage	\$166.58	\$539.97	\$0.00	\$1,000.00
Telephone	\$11,372.56	\$7,178.58	\$12,000.00	\$12,000.00
Travel	\$5,408.28	\$6,319.98	\$0.00	\$5,000.00
Training	\$18,359.74	\$4,055.25	\$0.00	\$5,000.00
Publications	\$99.75	\$1,060.50	\$0.00	\$0.00
Utilities	\$109,013.16	\$37,740.08	\$0.00	\$120,000.00
Garbage Disposal	\$5,224.09	\$6,056.35	\$0.00	\$6,500.00
Other Service Charges	\$259.35	\$239.40	\$0.00	\$0.00
Street Lighting & Signal	\$52,056.75	\$52,811.13	\$0.00	\$5,000.00
Maintenance of Station Equipment	\$0.00	\$606.20	\$150,000.00	\$50,000.00
Lease or Rentals	\$34,950.70	\$12,813.15	\$0.00	\$7,000.00
LineTransformers Maintenance	\$0.00	\$188,532.00	\$0.00	\$0.00
Station Contractor	\$0.00	\$510.00	\$0.00	\$0.00
Community Relations	\$0.00	\$75.00	\$0.00	\$0.00
Building Maintenance	\$13,736.15	\$87.45	\$0.00	\$25,000.00
Grounds Maintenance	\$0.00	\$719.50	\$750.00	\$750.00
Janitorial Services	\$13,211.33	\$14,201.59	\$20,000.00	\$20,000.00
Network Administration	\$44,000.04	\$44,000.04	\$65,184.00	\$0.00
Other Professional Services	\$139,849.52	\$137,677.49	\$160,000.00	\$0.00
Postage	\$28,432.86	\$37,087.84	\$37,000.00	\$160,000.00
Telephone	\$1,723.21	\$2,749.32	\$3,500.00	\$40,000.00
Publishing	\$0.00	\$0.00	\$0.00	\$3,500.00
Dues	\$0.00	\$200.00	\$0.00	\$0.00
Training	\$0.00	\$1,015.00	\$8,000.00	\$10,000.00
Tuition	\$1,695.00	\$0.00	\$1,000.00	\$4,000.00
Conference	\$0.00	\$0.00	\$0.00	\$3,000.00
Lease or Rentals	\$3,375.50	\$2,200.44	\$4,000.00	\$8,000.00
Community Relations	\$25,519.20	\$7,347.00	\$10,000.00	\$10,000.00
<b>Total Contractual Services:</b>	<b>\$1,848,439.60</b>	<b>\$1,861,081.40</b>	<b>\$1,649,803.00</b>	<b>\$1,322,000.00</b>
<b>Supplies</b>				
Building Supplies	\$596.70	\$3,288.08	\$0.00	\$5,000.00
Equipment Supplies - Generation Plant	\$226,924.53	\$223,900.12	\$0.00	\$125,000.00
Equipment Supplies - Peaker Plant	\$36,305.62	\$267,277.25	\$75,000.00	\$25,000.00
Equipment Supplies - Gen Sets	\$0.00	\$0.00	\$100,000.00	\$100,000.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Equipment Supplies - Solar Turbine	\$90,911.15	\$30,718.31	\$10,000.00	\$0.00
Vehicle Supplies	\$145.77	\$0.00	\$0.00	\$0.00
Other Supplies	\$0.00	\$0.00	\$0.00	\$10,000.00
Office Supplies	\$970.00	\$486.94	\$0.00	\$3,150.00
Small Tools	\$9,988.11	\$12,213.95	\$0.00	\$15,000.00
Janitorial Supplies	\$3,161.60	\$240.16	\$0.00	\$500.00
Gasoline/Oil	\$937.56	\$1,710.72	\$0.00	\$500.00
Chemicals	\$12,224.49	\$7,203.61	\$0.00	\$7,500.00
Natural Gas/Fuel Oil - Generation Plant	\$142,256.82	\$217,120.30	\$0.00	\$235,000.00
Natural Gas/Fuel Oil - Peaker Plant	\$24,035.69	\$32,425.18	\$190,000.00	\$35,000.00
Natural Gas/Fuel Oil - Gen Sets	\$165,388.82	\$208,208.55	\$0.00	\$225,000.00
Natural Gas/Fuel Oil - Solar Turbine	\$11,894.88	\$16,552.65	\$20,000.00	\$0.00
Safety Supplies	\$2,634.33	\$5,342.30	\$0.00	\$3,000.00
Customer Installation	\$39,213.22	\$36,443.09	\$0.00	\$0.00
Underground Line	\$1,221.00	\$124,107.56	\$0.00	\$125,000.00
Building Supplies	\$2,601.73	\$20,672.81	\$0.00	\$5,000.00
Equipment Supplies	\$2,206.15	\$1,208.93	\$0.00	\$2,500.00
Utility System Maintenance Supplies	\$8,802.63	\$16,246.87	\$0.00	\$10,000.00
Snow Removal Supplies	\$658.20	\$1,442.58	\$0.00	\$1,500.00
Overhead Line Maintenance	\$57,484.27	\$107,076.41	\$275,000.00	\$280,500.00
Office Supplies	\$13,593.75	\$24,212.25	\$0.00	\$15,000.00
Operating Supplies	\$579,285.23	\$321,424.06	\$205,000.00	\$300,000.00
Small Tools	\$16,582.16	\$10,553.19	\$100,000.00	\$25,000.00
Janitorial Supplies	\$2,155.29	\$1,007.16	\$0.00	\$1,000.00
Gasoline/Oil	\$0.00	\$0.00	\$0.00	\$25,000.00
Safety Supplies	\$34,942.72	\$28,201.19	\$0.00	\$15,000.00
Employee Safety Supplies	\$0.00	\$165.74	\$0.00	\$0.00
Building Supplies	\$674.98	\$1,924.51	\$2,000.00	\$3,000.00
Equipment Supplies	\$0.00	\$0.00	\$0.00	\$2,000.00
Office Supplies	\$12,638.84	\$15,174.77	\$25,000.00	\$26,000.00
<b>Total Supplies:</b>	<b>\$1,500,436.24</b>	<b>\$1,736,549.24</b>	<b>\$1,002,000.00</b>	<b>\$1,626,150.00</b>
<b>Capital Outlay</b>				
Equipment	\$0.00	\$0.00	\$0.00	\$210,000.00
Other Improvements	\$2,365,257.00	\$1,036,658.87	\$6,215,000.00	\$6,403,833.00
Equipment	\$0.00	\$8,531.00	\$10,000.00	\$10,000.00
Other Improvements	\$2,204.53	\$0.00	\$0.00	\$10,000.00
<b>Total Capital Outlay:</b>	<b>\$2,367,461.53</b>	<b>\$1,045,189.87</b>	<b>\$6,225,000.00</b>	<b>\$6,633,833.00</b>
<b>Total Expense Objects:</b>	<b>\$7,614,797.98</b>	<b>\$6,491,547.57</b>	<b>\$10,829,371.00</b>	<b>\$11,762,596.00</b>

## Electric Ops/Generation - Organizational Chart



## Strategic Plan Success - Electric Revenue Bonds

For the purpose of paying the costs of Improving the city's electrical system, council passed an Ordinance Authorizing the Issuance of Electric Revenue Bonds in an amount not to exceed \$5,200,000, or in lieu thereof, General Obligation Bonds (Electric System Alternate Revenue Source) in an amount not to exceed \$5,200,000.

**Strategic Goals and Initiatives:** Core Service Delivery, Financial and Organizational Management and Infrastructure Effectiveness and Improvements

## Strategic Plan Success - Hydroponic Rate Class 167



While reviewing our current rate structure, it was determined that the Hydroponic Rate Class 167 needed to be adjusted. The staff worked with Utility Financial Solutions to develop a rate that was more in line with current market pricing. The current rate has been in place since 2015.

- A. Monthly Facilities Charge (per meter) \$332.00
- B. Monthly Demand Charge All kilowatts (kW) @ \$8.02
- C. Energy Charge Summer: Off-Peak (kWh) \$0.04247
  - On-Peak (kWh) \$0.04818
  - Critical-Peak (kWh) \$0.39130
  - Winter: Off-Peak (kWh) \$0.04332
  - On-Peak (kWh) \$0.0516.

**Strategic Goals and Initiatives:** Economic and Business Development, Core Service Delivery, Financial and Organizational Management and Infrastructure Effectiveness and Improvements

## Strategic Plan Success - Collective Bargaining IBEW Utilities

The current collective bargaining agreement with IBEW Utilities expired on April 30, 2022. The teams reached a tentative agreement for the entire package on December 1, 2022. The IBEW Electric and Water and Water Reclamation Unions met and ratified the collective bargaining agreement. The proposal represents a good compromise, where both sides gave and received concessions. Most of the provisions from the previous agreement carried over to the new one. A summary was provided to the Council of the major changes to the new proposed agreement effective May 1, 2022, with raises effective January 1, 2023.

**Strategic Goals and Initiatives:** Financial and Organizational Management and Quality of Life

## Strategic Plan Success - Power Purchase Agreement



Based on discussion and recommendations from our marketing firm IMPA, Rochelle has a 7x24 5MW need for December 2022 and January 2023, and an Off Peak 5MW need for February 2023 and March 2023. With current long-term pricing uncertainties, a short-term contract is recommended. The city procured this contract to provide pricing stability for RMU rate payers in a volatile market.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements, and Quality of Life**

## Strategic Plan Success - Authorizing the Sale of Renewable Energy Credits

Rochelle Municipal Utilities accumulates Renewable Energy Credits (RECs) at the solar arrays at the Wastewater Treatment Plant and the Village of Hillcrest. Per an agreement with Rochelle Waste Disposal, RMU is also entitled to the RECs produced at the Rochelle Energy Center at the landfill. RECs can generate revenue by being sold to companies seeking to lower their emissions footprint. Staff met with Engie Energy Market NA Inc. to formalize an agreement to sell the RECs generated from June 1, 2022, through May 30, 2024, at a rate of \$12 per solar REC and \$14 per methane REC. The contract with the previous buyer expired. The new contract is estimated to generate an annual revenue of \$270,000, which is three times the revenue of the expired contract. Under the previous agreement, RMU generated approximately \$75,000 annually in revenue, so the new contract will realize an increase of approximately \$200,000 in new revenues for the electric utility. In previous years, the revenues have been utilized to fund the income assistance program.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements**

## **Strategic Plan Success - Purchase and Installation of Cyclone Streetlights**

In 2022, the Rochelle City Council approved the purchase of 40 Cyclone streetlights to place on both sides of Illinois Route 38 near Walmart within the Lighthouse Pointe TIF. With lengthy delays in the permitting process, the purchase of these lights was delayed until city staff had final approval from IDOT. Cyclone has since changed the design of the light head and has also seen several price increases. After reviewing the lighting plan, it has been determined that it would be best to not only place the new structures along Illinois Route 38 but also replace the existing light heads along Caron Road and North Pointe Street. We would like to amend the original ordinance to account for the price increases as well as the additional light heads. An additional construction contract work will be required for the installation of the underground system once all approvals and permits are received from IDOT.

**Strategic Goals and Initiatives: Core Service Delivery, Infrastructure Effectiveness and Improvements, and Quality of Life**



## Strategic Plan Success - Power Plant Transformers



With lead times of transformers climbing rapidly, the utility purchased single phase transformers to protect their supply in the event there is a significant weather-related event. These pad mount transformers feed residential homes with underground electricity. Staff collected quotes and lead times with only two vendors willing to respond, both with a 60 week lead time and one significantly higher in price than the other. The lower quote came from Wesco, who also holds the Sourcewell contract for these transformers. The staff asked to waive competitive bidding because Sourcewell completes the RFP process for their members.

On March 17, 2022, we received and opened bids for the installation of the power plant transformers. A total of two (2) bids were received and have been reviewed for completeness and ability to meet specification requirements.

Bidder Total Bid Price Notes:

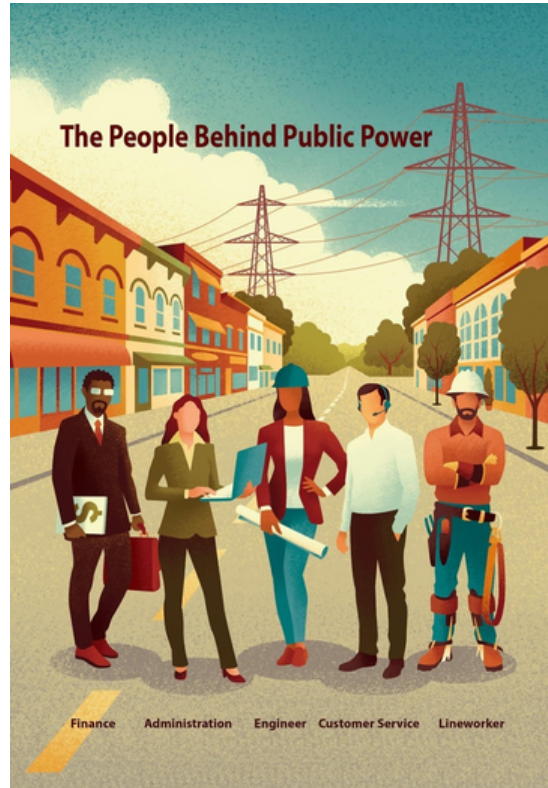
Tri-City Electric \$3,256,000.00

Morse Electric \$3,865,595.00

The bid from Tri-City Electric was the low bid for Specification 2199K003. No major exceptions were listed, except for lead-time on materials. The company appears to be in good standing and employs certified and trained craftspeople. The original project was commissioned in June of 2021, to replace the aging power plant electrical transformer with a transformer, new foundation, oil containment, and connecting power cables. The new transformer was placed on order at the end of July, and unfortunately, diagnostic testing of the existing transformer required it to be removed from service at the end of August. The diesel plant was required to operate for two weeks while an emergency rental transformer was shipped to the site because the 5kV downtown area is only supplied with power by the plant or this step-down transformer. Following this event, the team completed a review of the system and determined that a second power source must be installed to provide reliable power to this portion of town and allow maintenance on the substation feeder exits which are in dire need of repair. The team worked to find four locations where step-down transformers can be installed to back up the 5kV feeders with existing 13.8kV feeders. This will allow this portion of town to be fed from an alternate source for reliability and allow maintenance on the power plant feeder exits. A contract was issued on the first of November for the purchase of this equipment. A bid package was created and issued in January of 2022 for the complete installation of both the original power plant transformer, and the step-down transformers. These bids were opened on March 17, and the total contract amount was \$3,256,000. The original scope of the project was estimated at \$2,270,000. The additional \$986,000 is for the installation of the four step-down transformers. The additional scope is over the original budget, but these improvements are urgently needed to help provide reliability to the area, and allow maintenance on the substation feeders.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Net Metering and Billing Policy



With the new CEJA (Climate and Equitable Jobs Act) signed into law, the City of Rochelle was required to develop a new net metering and billing policy and interconnection agreement within 180 days. The staff has worked closely with the Illinois Municipal Utilities Association (IMUA), Utility Financial Solutions (UFS), the city attorney, and several other local municipalities to develop the policy and agreement we have brought forward. The policy has the best interests of both customers and the utility in mind. As a municipality with a considerably smaller customer base than most investor-owned utilities, the city has to make decisions that keep rates and reliability in check. The rates and policies will be reviewed annually to ensure the utility maintains compliance with the most recent legislation and is using the proper rates with self-generating customers.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management and Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Switchgear Failures

In 2021, Rochelle Municipal Utilities (RMU), had six (6) ABB pad mounted switchgear fail. These switchgears were purchased between 2011 and 2016. The normal expectancy of a pad mounted switch gear is 25 to 30 years. The ABB units have been failing after being installed for 10 years or less. After 2016, the utility switched to only using S&C switchgear, not only for reliability but for ease of serviceability, with only having one brand of pad mounted switchgear on our system. Staff identified 21 switchgear units in need of replacement to improve the reliability of the 13.8kV distribution system. S&C has an excellent track record of having a reliable and robust product. They have also offered that if at any time we were to experience a failure, they would come onsite and repair the gear in the field. Electric Superintendent Blake Toliver sought permission to waive the competitive bidding because UUSCO is the manufacturer's representative for S&C and no other vendor is allowed to bid for equipment in this territory. The price that was quoted reflects the cost given to the city when the first switchgear was replaced in early 2021. The factory has had 2 material increases since that order was placed. These switchgears are a vital part of our underground infrastructure and not replacing the failing equipment will result in unplanned costly downtime for our industrial customers. Staff has confirmed that these failures are not a result of any wrongdoing by the utility but these failures are happening internally. There is an active case open with ABB's representative in hopes the city can remedy the issue either with repairs to the failing gear or by sending them back for a partial refund of the original purchase price.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management and Infrastructure Effectiveness and Improvements**



# **Rochelle Municipal Utilities Electrical Financial Projection**

## **Strategic Plan Success - Generation Planning Study**

The purpose of the study is to assess the existing generation infrastructure in support of current pricing and future development. The study will entail analyzing the generation department, including engines, generators, and market pricing, to determine areas of needed improvement and quantify the probable future needs / expansion of the power generation department. This analysis will provide Rochelle with a roadmap to having adequate, reliable, and efficient generation capacity for the future. The following critical items will be evaluated during the study:

1. Load Existing Generation Heat Rates
2. Generation Market Review:
3. System Evaluation
4. Investigate the Day Ahead Market
5. Generation Long Term Planning

The electricity department has had a long-standing relationship with BHMG and they are the most suitable party to conduct this study.

**Strategic Goals and Initiatives: Financial and Organizational Management and Infrastructure Effectiveness and Improvements**

## Solid Waste



**TIM ISLEY**  
Public Works Director

The Solid Waste Fund receives revenue from the operation of the Landfill (host and tipping fees) and solid waste collection services provided to residential properties.

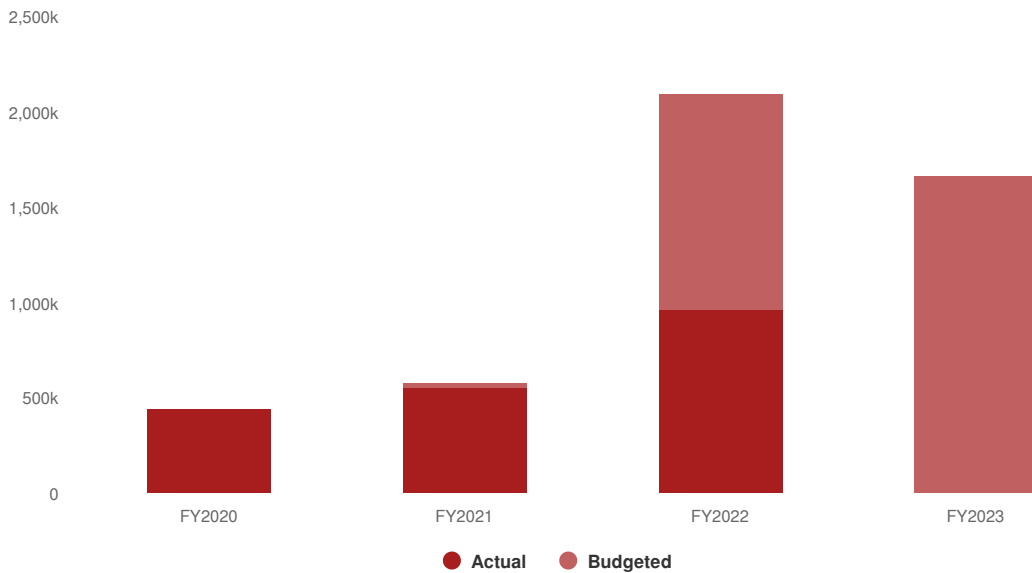
### Expenditures Summary

#### FUND NUMBER: 53-00

Expenditures are the payments to Northern Illinois Disposal for collection of residential solid waste including landscape waste and transfers to the General Fund. The IEPA approved Landfill expansion in July 2012. The City is responsible for the cost of exhumation of Cell #1.

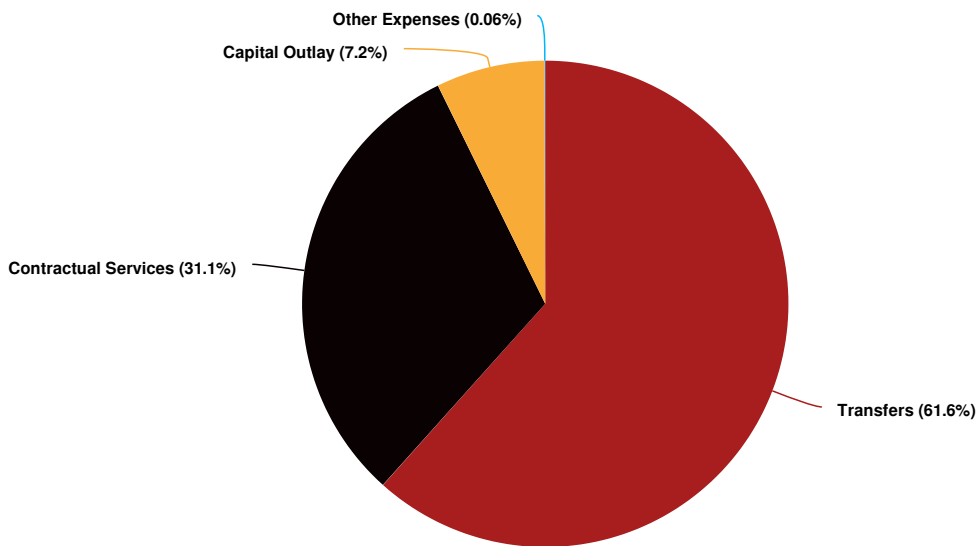
**\$1,665,870** **-\$434,884**  
(-20.70% vs. prior year)

#### Solid Waste Proposed and Historical Budget vs. Actual

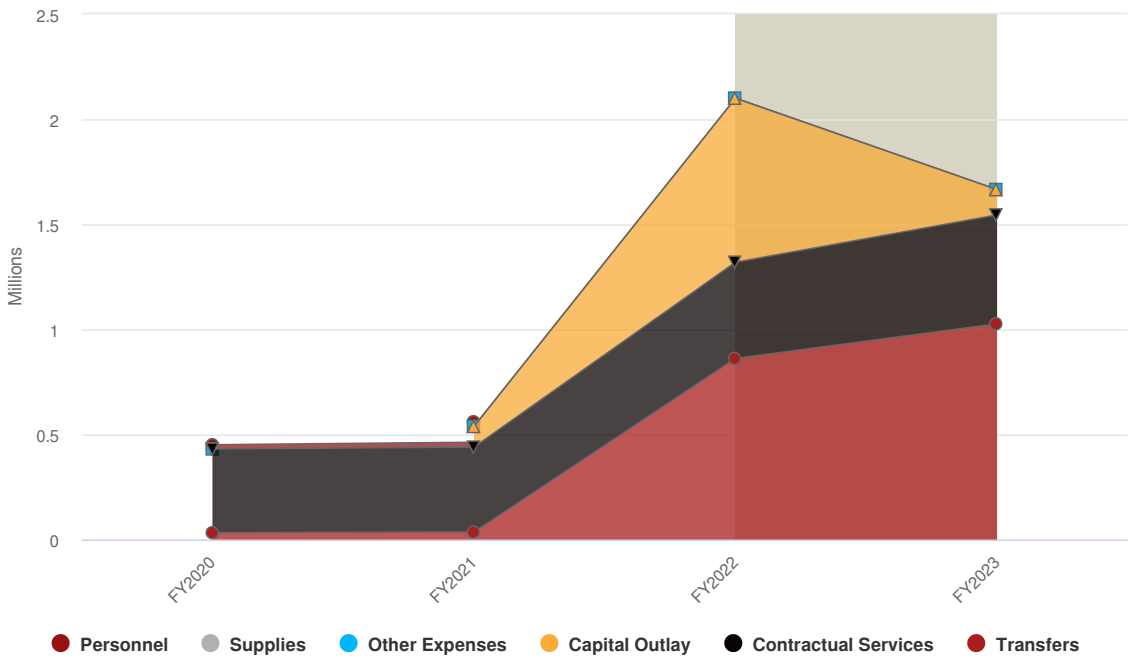


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



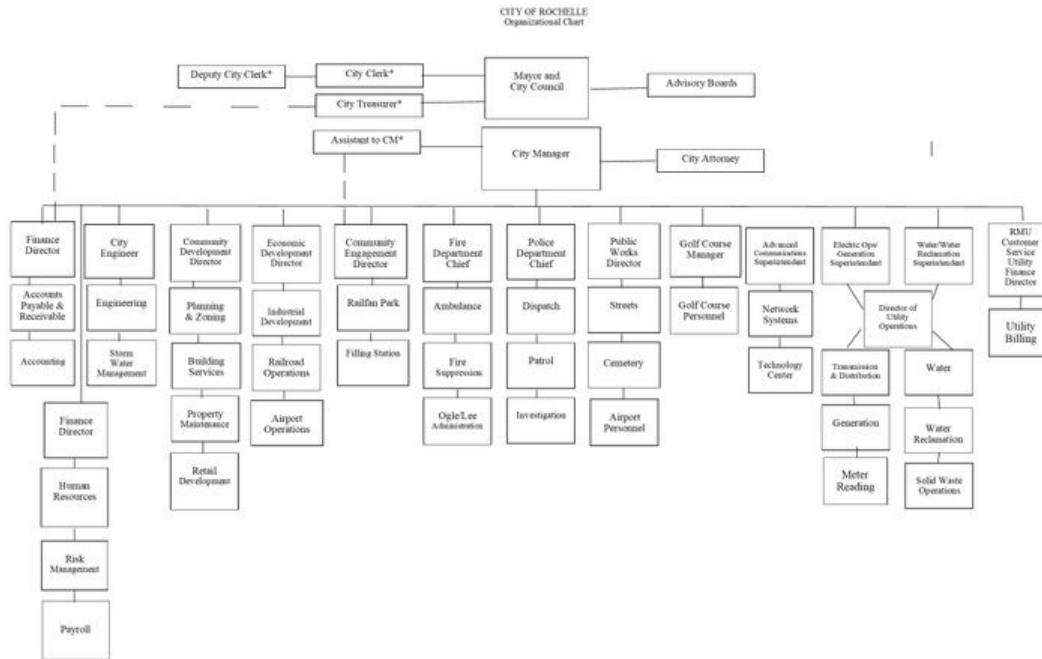
## Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$14,795.82	\$15,910.92	\$0.00	\$0.00
Health Insurance	\$2,599.79	\$2,927.46	\$0.00	\$0.00
Social Security	\$1,049.18	\$1,132.55	\$0.00	\$0.00
IMRF	\$1,640.64	\$1,647.95	\$0.00	\$0.00
<b>Total Personnel:</b>	<b>\$20,085.43</b>	<b>\$21,618.88</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$669.35	\$1,620.78	\$1,000.00	\$1,000.00
<b>Total Other Expenses:</b>	<b>\$669.35</b>	<b>\$1,620.78</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>
<b>Contractual Services</b>				
Legal Services	\$6,265.00	\$17,617.56	\$16,500.00	\$10,000.00
Other Contractual Services	\$29,909.49	\$8,087.53	\$40,000.00	\$45,000.00
Other Professional Services	\$0.00	\$13,440.20	\$0.00	\$0.00
Residential Solid Waste	\$142,092.26	\$130,404.78	\$181,663.00	\$220,620.00
Landscape Waste-other	\$103,973.92	\$92,480.64	\$104,041.00	\$144,480.00
Recycling	\$93,550.35	\$123,173.89	\$95,000.00	\$76,848.00
Supplemental Host Fee - Creston	\$21,998.67	\$18,843.55	\$20,550.00	\$21,000.00
<b>Total Contractual Services:</b>	<b>\$397,789.69</b>	<b>\$404,048.15</b>	<b>\$457,754.00</b>	<b>\$517,948.00</b>
<b>Supplies</b>				
Operating Supplies	\$16.18	\$0.00	\$0.00	\$0.00
<b>Total Supplies:</b>	<b>\$16.18</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Capital Outlay</b>				
Equipment	\$0.00	\$183.00	\$80,000.00	\$70,000.00
Other Improvements	\$0.00	\$97,504.69	\$700,000.00	\$50,000.00
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$97,687.69</b>	<b>\$780,000.00</b>	<b>\$120,000.00</b>
<b>Transfers</b>				
Interfund Transfers	\$0.00	\$0.00	\$700,000.00	\$850,000.00
General Fund Transfer	\$32,825.04	\$35,889.00	\$162,000.00	\$176,922.00
<b>Total Transfers:</b>	<b>\$32,825.04</b>	<b>\$35,889.00</b>	<b>\$862,000.00</b>	<b>\$1,026,922.00</b>
<b>Total Expense Objects:</b>	<b>\$451,385.69</b>	<b>\$560,864.50</b>	<b>\$2,100,754.00</b>	<b>\$1,665,870.00</b>

# Public Works - Solid Waste - Organizational Chart



# Network Administration



**PAT BRUST**  
Director of Advanced Communications

The Network Administration Division has been established to identify those costs associated with in-house networks owned by the City.

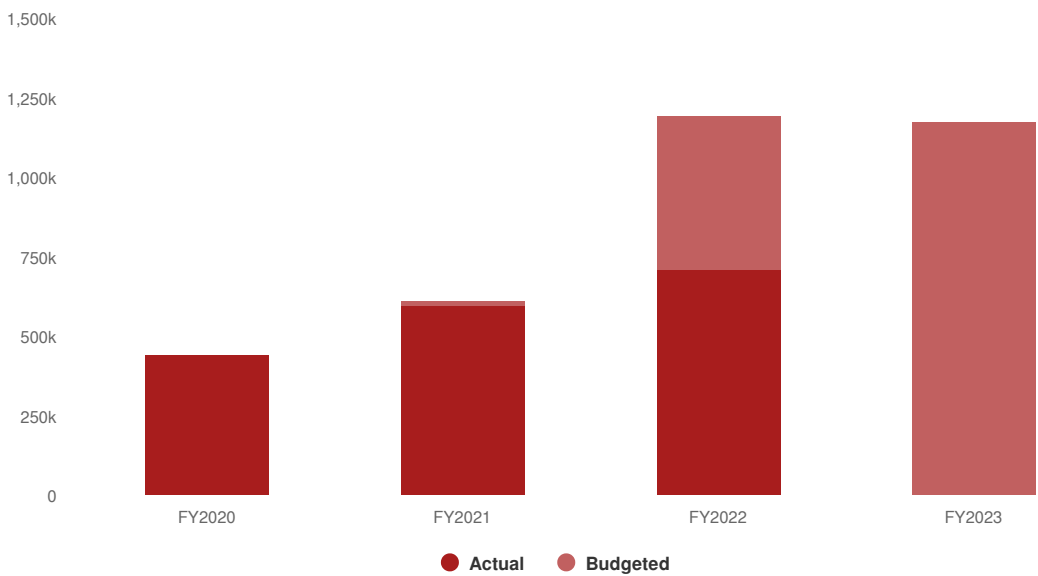
## Expenditures Summary

FUND NUMBER: 56-40

Funds are budgeted under capital outlay for upgrading the existing network in a given year.

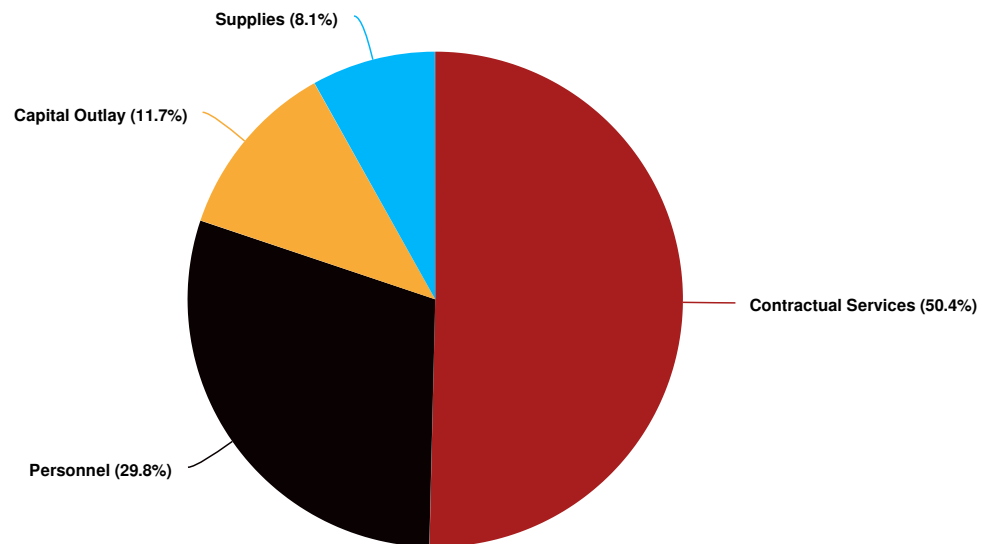
**\$1,172,450**    **-\$23,069**  
(-1.93% vs. prior year)

Network Administration Proposed and Historical Budget vs. Actual

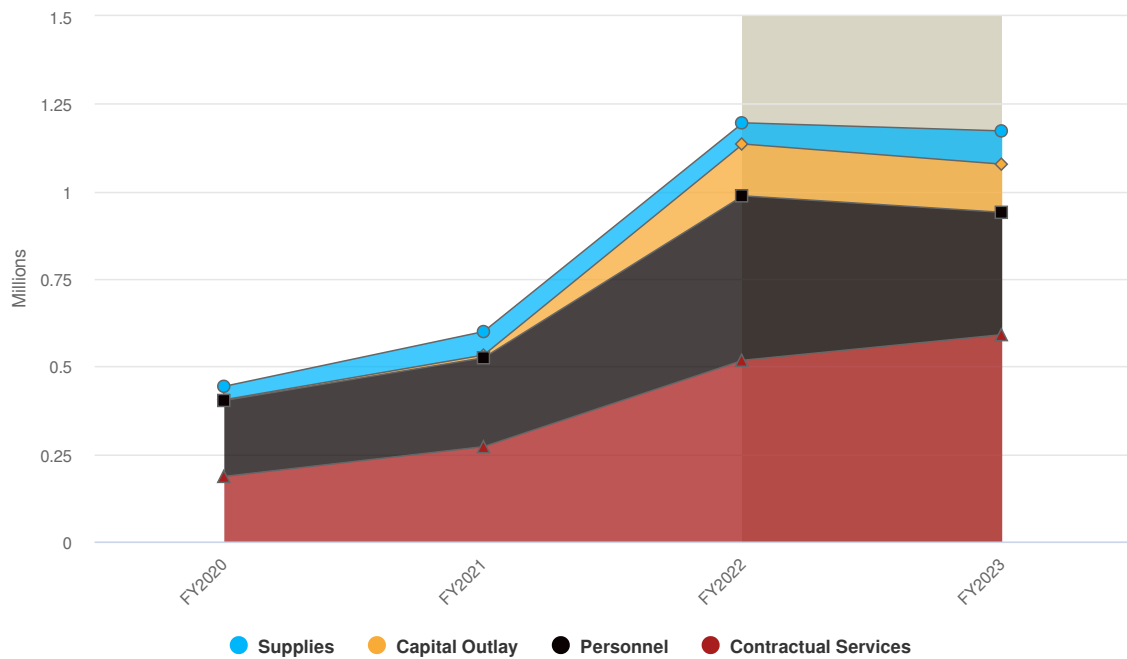


## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type

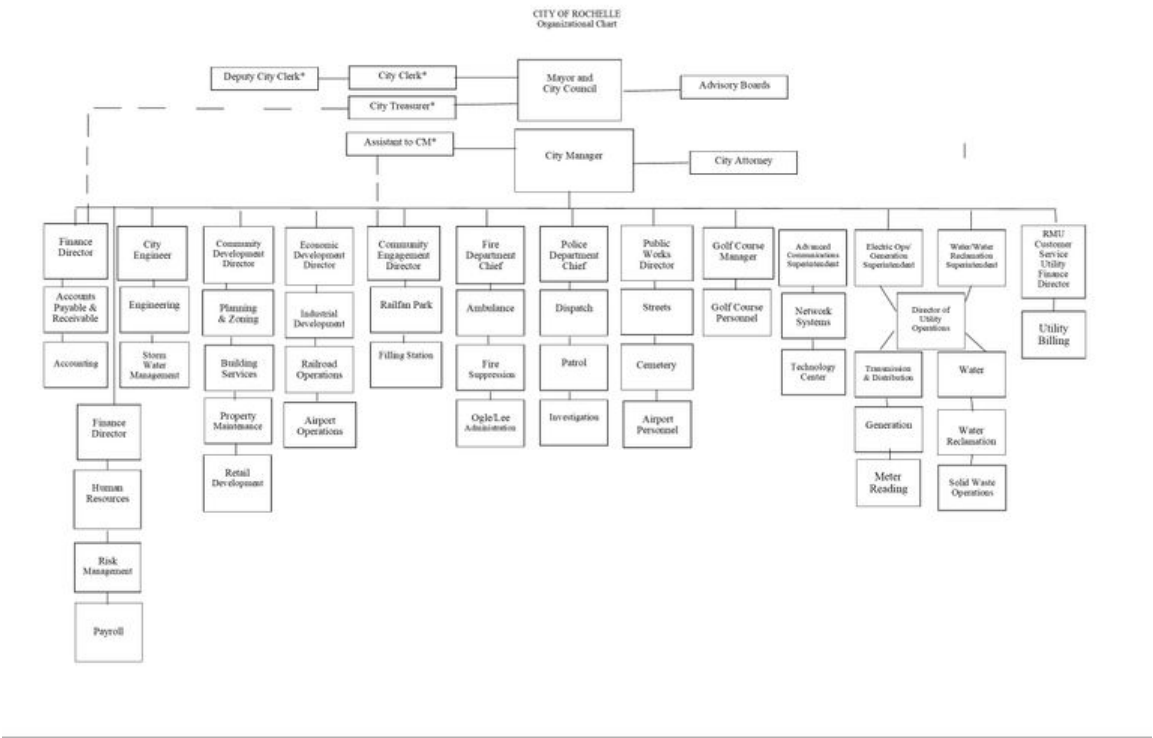


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$151,363.49	\$176,830.31	\$332,770.00	\$265,000.00
Overtime	\$767.41	\$1,289.42	\$500.00	\$0.00
Pager Pay	\$1,120.00	\$3,940.00	\$2,000.00	\$0.00
Health Insurance	\$35,690.27	\$39,960.24	\$84,000.00	\$50,000.00
Life Insurance	\$140.16	\$159.57	\$300.00	\$300.00
Social Security	\$10,755.82	\$12,732.20	\$25,457.00	\$20,300.00
IMRF	\$16,967.52	\$18,887.94	\$24,392.00	\$13,100.00
Clothing Acquisition	\$0.00	\$0.00	\$0.00	\$500.00
<b>Total Personnel:</b>	<b>\$216,804.67</b>	<b>\$253,799.68</b>	<b>\$469,419.00</b>	<b>\$349,200.00</b>
<b>Contractual Services</b>				
Equipment Maintenance	\$0.00	\$0.00	\$1,000.00	\$1,500.00
Maintenance Contracts	\$0.00	\$0.00	\$10,000.00	\$10,000.00
Engineering Service	\$0.00	\$0.00	\$10,000.00	\$10,000.00
Other Professional Services	\$32,481.60	\$123,234.14	\$190,000.00	\$106,000.00
Other Prof Serv -Cybersecurity	\$0.00	\$0.00	\$250,000.00	\$250,000.00
Other Professional Services - GIS	\$0.00	\$0.00	\$0.00	\$150,000.00
Telephone	\$143,082.18	\$132,057.03	\$40,000.00	\$30,000.00
Travel	\$0.00	\$141.12	\$1,500.00	\$1,500.00
Travel - GIS	\$0.00	\$0.00	\$0.00	\$2,500.00
Training	\$264.99	\$4,500.00	\$3,000.00	\$3,500.00
Training - GIS	\$0.00	\$0.00	\$0.00	\$2,500.00
Tuition - GIS	\$0.00	\$0.00	\$0.00	\$5,500.00
Conference - GIS	\$0.00	\$0.00	\$0.00	\$2,500.00
Utilities	\$10,051.41	\$10,900.81	\$12,000.00	\$15,000.00
Other Service Charges	\$129.34	\$119.40	\$100.00	\$250.00
<b>Total Contractual Services:</b>	<b>\$186,009.52</b>	<b>\$270,952.50</b>	<b>\$517,600.00</b>	<b>\$590,750.00</b>
<b>Supplies</b>				
Equipment Supplies	\$0.00	\$17,729.72	\$0.00	\$0.00
Office Supplies	\$0.00	\$259.36	\$500.00	\$500.00
Gasoline/Oil	\$38.24	\$0.00	\$0.00	\$0.00
Gasoline/Oil - GIS	\$0.00	\$0.00	\$0.00	\$2,500.00
Software	\$38,321.84	\$49,204.68	\$60,000.00	\$60,000.00
Software - GIS	\$0.00	\$0.00	\$0.00	\$32,000.00
<b>Total Supplies:</b>	<b>\$38,360.08</b>	<b>\$67,193.76</b>	<b>\$60,500.00</b>	<b>\$95,000.00</b>
<b>Capital Outlay</b>				
Equipment	\$2,075.98	\$7,586.18	\$148,000.00	\$120,000.00
Equipment - GIS	\$0.00	\$0.00	\$0.00	\$17,500.00
<b>Total Capital Outlay:</b>	<b>\$2,075.98</b>	<b>\$7,586.18</b>	<b>\$148,000.00</b>	<b>\$137,500.00</b>
<b>Total Expense Objects:</b>	<b>\$443,250.25</b>	<b>\$599,532.12</b>	<b>\$1,195,519.00</b>	<b>\$1,172,450.00</b>



# Advanced Communications - Network Administration



## Airport



**MIKE HUDETZ**

Airport Operations Manager

The Airport Fund derives its revenue primarily from hangar, land and house rental in addition to fuel sales.

Three major resurfacing projects have greatly enhanced airport operations. Phase I (\$250,000) was the grind down and resurfacing of the taxiway between the Chicagoland Skydiving Center and the main ramp. Phase 2 (\$700,000) involved tearing up a strip of the main ramp (that is approximately 25% of the whole ramp) and replacing it with concrete. Phase 3 was the removal of one access taxiway (from the ramp to the runway) and creating a new access taxiway. The remaining \$2.2 million project was the old runway surface ground down to the base and a new grooved surface laid down to facilitate better water runoff. All three projects were funded by the Federal Aviation Administration (FAA) at 90%, IDOT at 5% and the City of Rochelle at 5%.

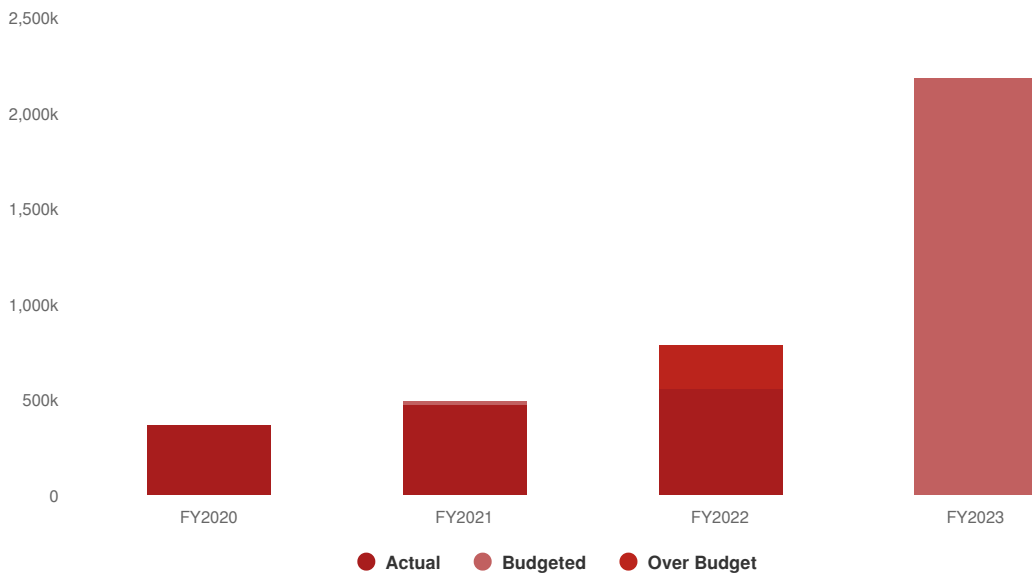
## Expenditures Summary

### FUND NUMBER: 57-00

Expenditures are to cover maintenance and improvements. Personnel expenditures are for 1.5 full-time and one part-time employee. Funds are budgeted in 2023 to purchase property near the airport for future expansion.

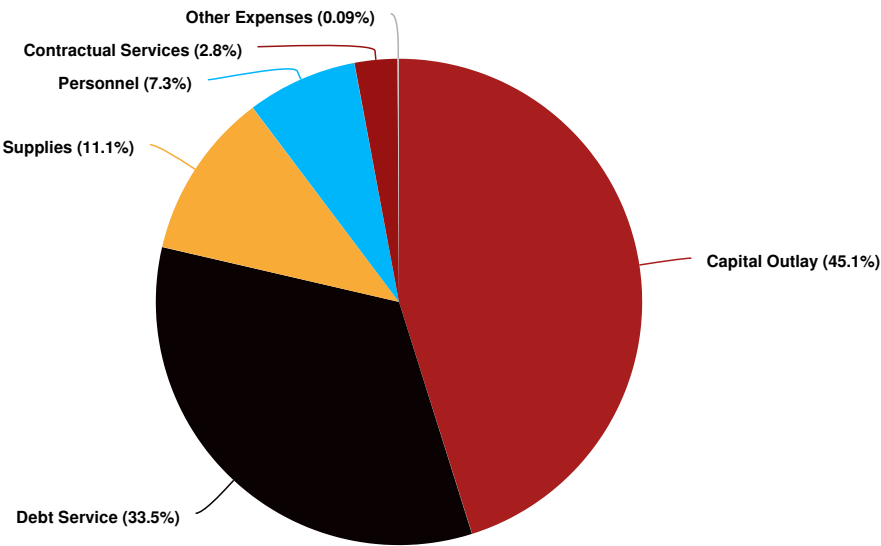
**\$2,181,642** **\$1,625,374**  
(292.19% vs. prior year)

### Airport Proposed and Historical Budget vs. Actual

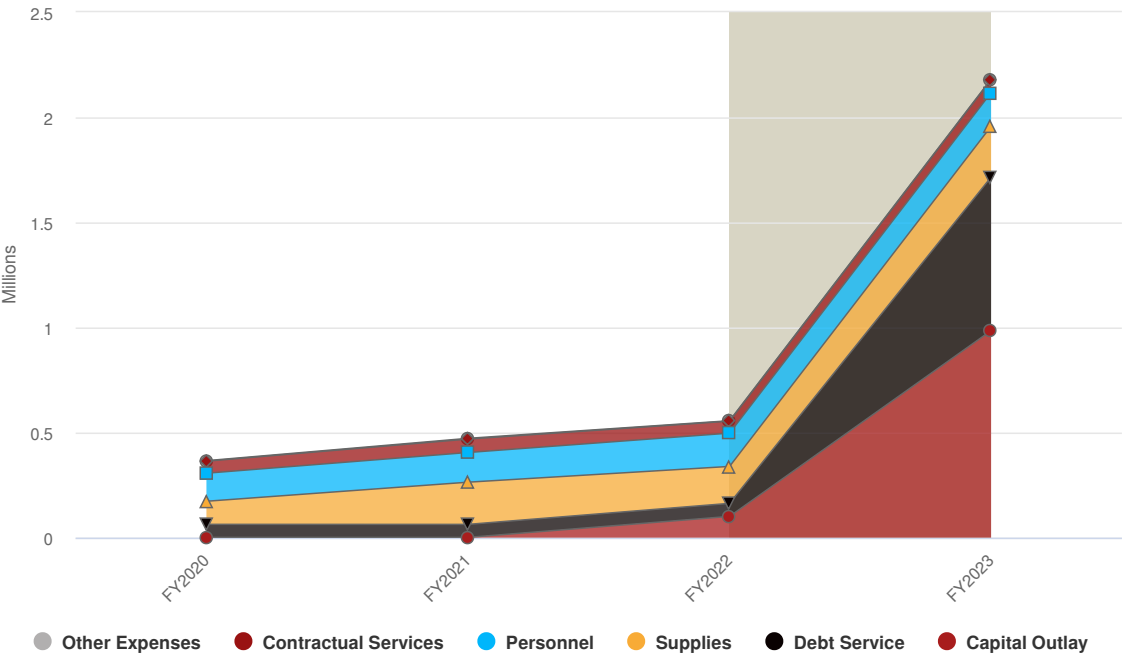


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

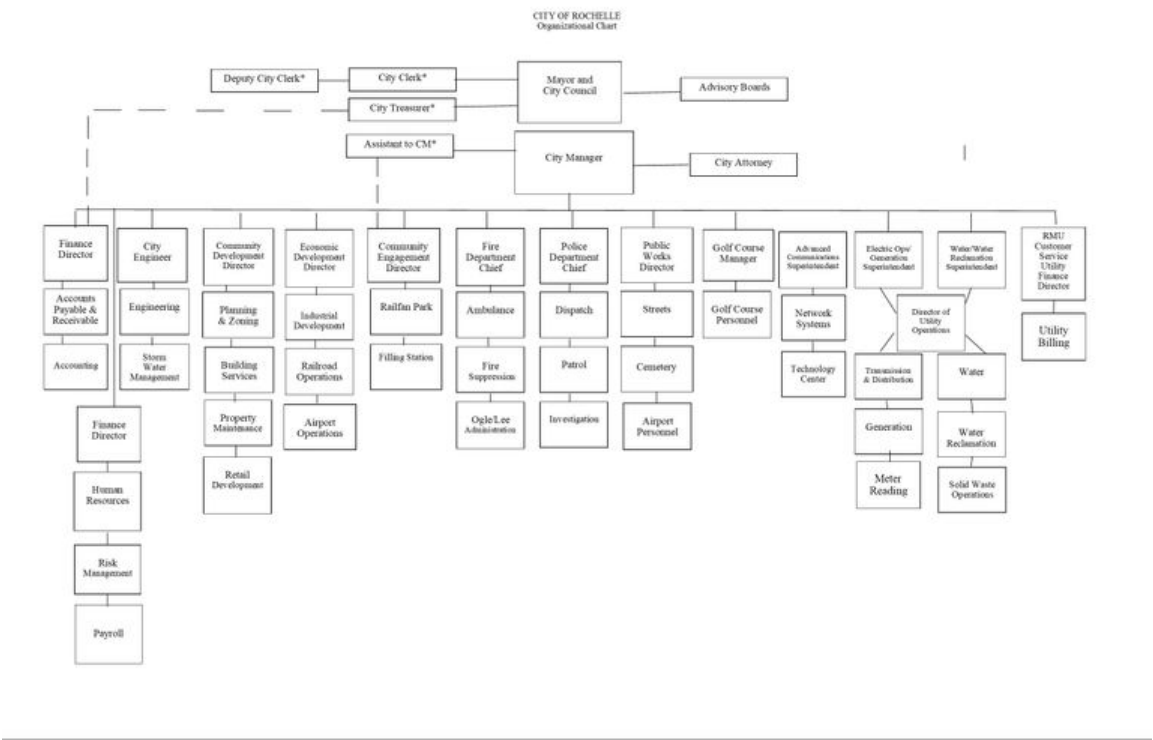


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$93,990.27	\$103,855.26	\$108,097.00	\$111,340.00
Part-Time	\$208.00	\$1,326.00	\$1,000.00	\$1,500.00
Overtime	\$659.26	\$1,095.38	\$1,200.00	\$1,200.00
Accrued Vacation	\$17.45	\$1,763.37	\$0.00	\$0.00
Health Insurance	\$21,783.07	\$23,460.44	\$25,203.00	\$25,203.00
Life Insurance	\$70.08	\$70.92	\$150.00	\$150.00
Unemployment Insurance	\$0.00	\$0.00	\$280.00	\$280.00
Workers' Compensation	\$5,990.96	\$9,294.00	\$6,200.00	\$6,200.00
OPEB	-\$1,669.00	-\$580.00	\$0.00	\$0.00
Social Security	\$6,613.55	\$7,575.65	\$8,346.00	\$8,725.00
IMRF	\$5,774.78	-\$6,621.55	\$7,923.00	\$5,500.00
<b>Total Personnel:</b>	<b>\$133,438.42</b>	<b>\$141,239.47</b>	<b>\$158,399.00</b>	<b>\$160,098.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$2,451.90	\$3,577.81	\$2,000.00	\$2,000.00
<b>Total Other Expenses:</b>	<b>\$2,451.90</b>	<b>\$3,577.81</b>	<b>\$2,000.00</b>	<b>\$2,000.00</b>
<b>Contractual Services</b>				
Building Maintenance	\$2,959.17	\$4,792.31	\$4,000.00	\$4,000.00
Equipment Maintenance	\$6,443.24	\$810.56	\$4,500.00	\$9,500.00
Vehicle Maintenance	\$72.00	\$3,237.53	\$1,000.00	\$1,000.00
Grounds Maintenance	\$1,128.56	\$1,534.13	\$1,500.00	\$1,500.00
Engineering Services	\$0.00	\$0.00	\$1,000.00	\$1,000.00
Legal Services	\$246.00	\$1,147.50	\$500.00	\$500.00
Network Administration	\$11,868.96	\$11,868.96	\$0.00	\$0.00
Other Professional Services	\$2,385.00	\$3,326.00	\$2,000.00	\$3,000.00
Postage	\$0.00	\$0.00	\$100.00	\$100.00
Telephone	\$2,055.63	\$2,056.92	\$2,100.00	\$2,100.00
Publishing	\$0.00	\$0.00	\$200.00	\$200.00
Printing	\$249.00	\$0.00	\$300.00	\$300.00
Dues	\$200.00	\$200.00	\$350.00	\$350.00
Travel	\$0.00	\$0.00	\$500.00	\$500.00
Training	\$0.00	\$0.00	\$500.00	\$500.00
Conference	\$0.00	\$0.00	\$500.00	\$500.00
Utilities	\$18,801.94	\$21,581.48	\$23,000.00	\$22,000.00
General Insurance	\$7,616.00	\$10,067.43	\$11,000.00	\$11,000.00
Lease or Rentals	\$0.00	\$0.00	\$500.00	\$500.00
Property Tax	\$3,205.50	\$3,275.32	\$3,500.00	\$3,600.00
<b>Total Contractual Services:</b>	<b>\$57,231.00</b>	<b>\$63,898.14</b>	<b>\$57,050.00</b>	<b>\$62,150.00</b>
<b>Supplies</b>				
Building Supplies	\$972.23	\$765.73	\$1,000.00	\$1,000.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Equipment Supplies	\$3,799.06	\$1,179.85	\$3,000.00	\$3,000.00
Snow Removal Supplies	\$0.00	\$0.00	\$500.00	\$500.00
Grounds Supplies	\$1,162.26	\$3,871.36	\$2,000.00	\$2,000.00
Office Supplies	\$217.63	\$307.61	\$400.00	\$400.00
Operating Supplies	\$449.94	\$27.98	\$300.00	\$300.00
Janitorial Supplies	\$621.16	\$65.71	\$300.00	\$300.00
Gasoline/Oil	\$2,038.33	\$5,361.14	\$3,000.00	\$4,000.00
Aviation Gasoline/Oil	\$100,538.75	\$189,131.81	\$165,000.00	\$230,000.00
Safety Supplies	\$0.00	\$0.00	\$250.00	\$250.00
<b>Total Supplies:</b>	<b>\$109,799.36</b>	<b>\$200,711.19</b>	<b>\$175,750.00</b>	<b>\$241,750.00</b>
<b>Debt Service</b>				
Interest Expense - GO Bond	\$14,975.00	\$12,743.76	\$12,069.00	\$30,644.00
Principal Expense	\$45,000.00	\$45,000.00	\$50,000.00	\$700,000.00
Amortization of Loss on Refunding	\$2,130.00	\$4,260.00	\$0.00	\$0.00
<b>Total Debt Service:</b>	<b>\$62,105.00</b>	<b>\$62,003.76</b>	<b>\$62,069.00</b>	<b>\$730,644.00</b>
<b>Capital Outlay</b>				
Land	\$0.00	\$0.00	\$0.00	\$650,000.00
Equipment	\$1,149.98	\$0.00	\$1,000.00	\$15,000.00
Other Improvements	\$0.00	\$1,071.59	\$100,000.00	\$320,000.00
<b>Total Capital Outlay:</b>	<b>\$1,149.98</b>	<b>\$1,071.59</b>	<b>\$101,000.00</b>	<b>\$985,000.00</b>
<b>Total Expense Objects:</b>	<b>\$366,175.66</b>	<b>\$472,501.96</b>	<b>\$556,268.00</b>	<b>\$2,181,642.00</b>

# Economic Development - Airport Operations - Organizational Chart



## Strategic Plan Success - IDOT Property Acquisition Agreement



The City of Rochelle completed the consultant selection procedures in accordance with the requirements of FAA Advisory Circular No. 150/5100-14E; "Consultant Engineering Selection Procedures" as published by the Illinois Division of Aeronautics, and 49 CFR 18 "Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments". Hanson Professional Services, Inc. (Hanson) has been selected to provide the engineering services required for the projects anticipated to be undertaken by the City of Rochelle for the next five years.

Hanson Professional Services has been authorized through a retainer agreement, and the City of Rochelle's Resolution Number R22-16 to perform the required services for acquiring the Large Car Rebuilders Inc. property which adjoins the Rochelle Municipal Airport/Koritz Field property. The acquisition process requires a separate agreement with Hanson for them to proceed with the project. Services will include compliance verification of national environmental policy, survey services, and executing the IDOT Grant agreement. These services are 95% reimbursable through Federal-State Apportionment Funds.

**Strategic Goals and Initiatives: Core Service Delivery, Infrastructure Effectiveness and Improvements, and Quality of Life**

## Strategic Plan Success - Consultant Engineering Retainer Agreement



The City of Rochelle completed the consultant selection procedures in accordance with the requirements of FAA Advisory Circular No. 150/5100-14E; "Consultant Engineering Selection Procedures" as published by the Illinois Division of Aeronautics, and 49 CFR 18 "Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments". Hanson Professional Services, Inc. (Hanson) has been selected to provide the engineering services required for the projects anticipated to be undertaken by the City of Rochelle for the next five years.

**Strategic Goals and Initiatives: Core Service Delivery and Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Special Use Assembly Permit



The owner of Chicagoland Skydiving Center (CSC) sought a special use permit for assembly to host large social events and for a public recreational facility for RV parking/camping. The subject property is zoned A – Airport. The Section 110-160 District Use Classification List requires a special use in an A-Airport zoning district for Assembly and Public Recreational Facility. Sky Team, Inc. currently has an agreement with the City of Rochelle for the use of camping at this location which outlines regulations for the campsites. Conditions for a special use for assembly would include the following:

- Maximum occupancy of 400.
- A 12-month calendar of events is submitted to the Fire Chief in January of each year and updated throughout the year as necessary.
- Addition of a 3' door in the Northeast corner of the hangar with exit signage.
- An annual inspection for life safety issues is scheduled by the Fire Department at the same time as the submission of the calendar of events. Inspection must be performed and passed before the first event of the calendar year.

**Strategic Goals and Initiatives: Economic and Business Development, Quality of Life**



## Strategic Plan Success - Special Uses Within Airport District



Within the City of Rochelle Zoning Ordinance, Article V, Division 7 (District Use Classifications), certain uses are not allowed within the Airport District. The city proposed certain text amendments to the Zoning Code, Section 110-160, District Use Classification List, to permit by special use a banquet hall, brew pub (restaurant), restaurants, assembly and meeting halls, and public recreational facilities in the A - Airport District. The Planning and Zoning Commission can recommend to the city council a text amendment to expand or alter the official zoning code district classification list to allow these facilities within an A - Airport district with a special use. The staff feels that by adding these uses to the zoning code district classification list with a special use, that this will allow for more versatility within the Airport District to expand its uses while allowing staff and the Planning and Zoning Commission to review each potential new use on a case-by-case basis. At the Planning & Zoning Meeting held on January 4, 2022, the Planning and Zoning Commission voted 6 to 0 to approve the Update Zoning Codes- District Use Classification List (Sec. 110-160) Amending the Airport Zone to allow banquet halls, brew pubs (restaurants), restaurants, assembly/meeting halls, and public recreational facilities in the A - Airport District.

**Strategic Goals and Initiatives: Economic and Business Development and Infrastructure Effectiveness and Improvements**

## Railroad



**JASON ANDERSON**

Economic Development Director

The City of Rochelle Railroad Fund is used as an economic development tool to drive and retain industrial development.

The City of Rochelle Railroad (CIR) was formed in 1986 when the City of Rochelle saw the need for better switching service for local firms and for future growth of the industrial sector in Rochelle. Over the years, customers asked to be able to ship and receive via both the Union Pacific (UP) and the Burlington Northern Santa Fe (BNSF) Mainline Railroads. As demand increased for service and a more competitive environment, the City of Rochelle expanded the CIR system service, which has allowed rail service industries to enjoy lower costs and better efficiency in shipping and receiving from both the UP and the BNSF.

Currently, the City of Rochelle Railroad serves over 2.5 million sq. ft. of Class A warehouses, of which 1.01 million sq. ft. are freezer/cooler facilities. In total, 12 facilities ship or receive with the UP and BNSF through the CIR system and the number is increasing. In 2019, the City of Rochelle Railroad switched 7,948 rail cars of freight. There are no added switching fees for rail-served industries for CIR switching service.

The City Industrial Rail system includes 18 miles of switching track and four switch yards. The CIR system is capable of handling unit trains which can be stored and/or switched in and out of Rochelle.

In 2019, a new four-track rail bridge was installed through a \$7 million public/private partnership between the U.S. Economic Development Administration (EDA), the Illinois Department of Transportation, and the City of Rochelle. This project opens rail access to hundreds of industries across the Midwest looking for operations to ship or receive raw materials, finished products, equipment, bulk materials or any product that could move by rail.

The Burlington Junction Railway (BJRY), rated as one of the top switching operators in the United States, is under contract with the City of Rochelle to provide switching services on the CIR. The BJRY has three engines and two switching crews with plans to add additional crews as rail car volumes increase.

Switching service is provided Monday through Saturday from 8am-6pm with additional service by arrangement between the user and the BJRY.

The City Industrial Rail (CIR) was expanded to include more than 12,000 linear feet of new track, a 4-track rail bridge and the construction of the Rochelle Transload Center. Due to the rail system's ability to store and switch a larger number of railcars, provide transloading services to dozens of industries across the region and attract more rail served industries to Rochelle, the CIR will more than triple its income potential in 2021. The total cost for the project was \$7.5 million and was funded by the EDA at 48%, IDOT at 37% and the City of Rochelle at 15%.

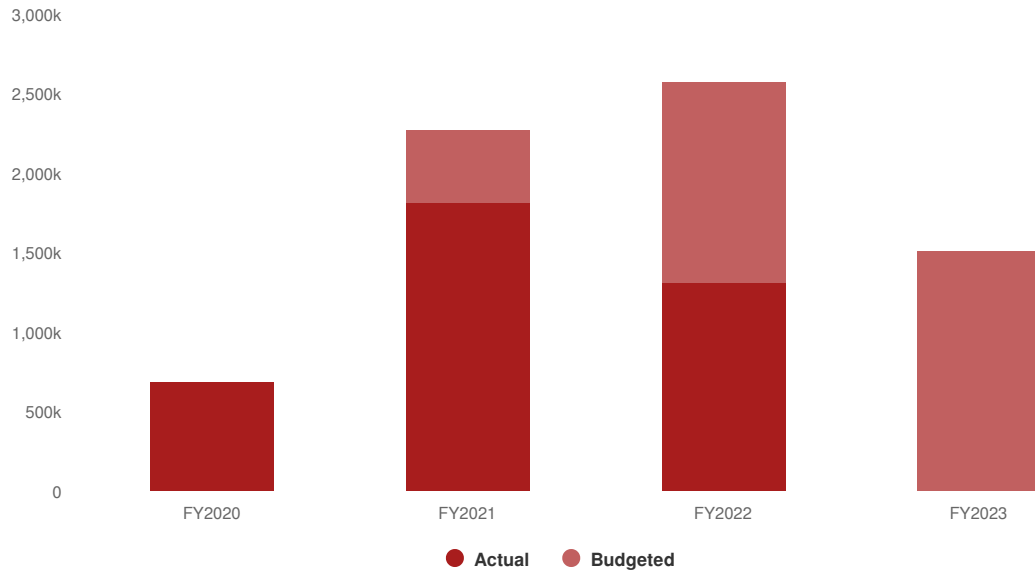
## Expenditures Summary

### FUND NUMBER: 58-00

In addition to providing the financial resources to expand the rail system, funds are also budgeted for bond payments for the Quiet Zone, transfer to the General Fund Administrative Services Fund, and salaries and benefits for one employee that manages the Railroad.

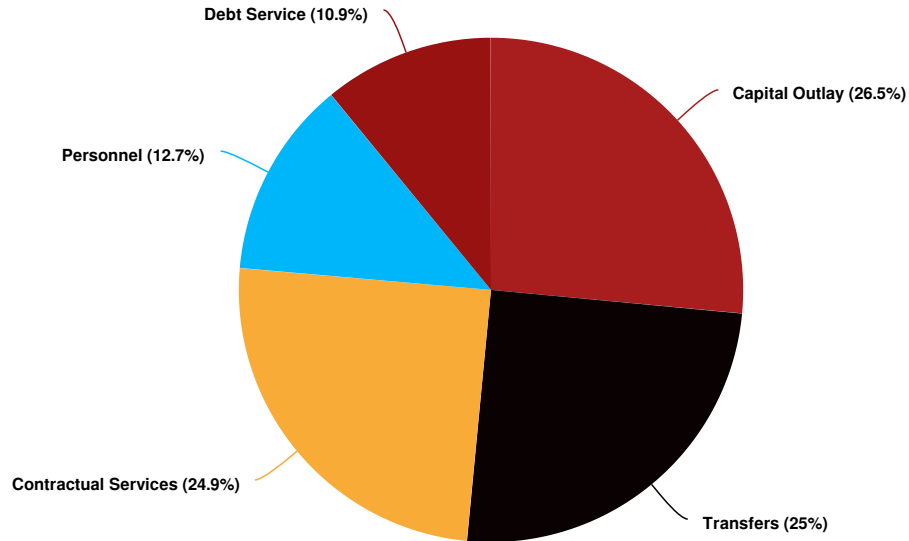
**\$1,509,316** **-\$1,065,324**  
(-41.38% vs. prior year)

### Railroad Proposed and Historical Budget vs. Actual

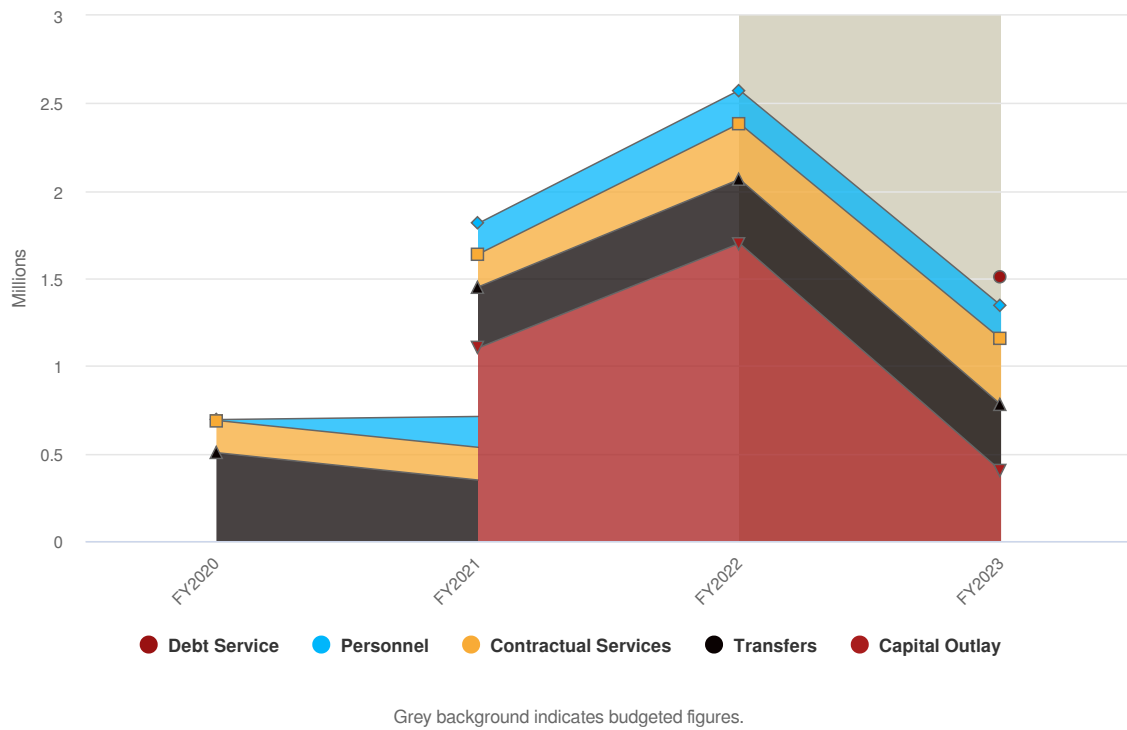


### Expenditures by Expense Type

#### Budgeted Expenditures by Expense Type



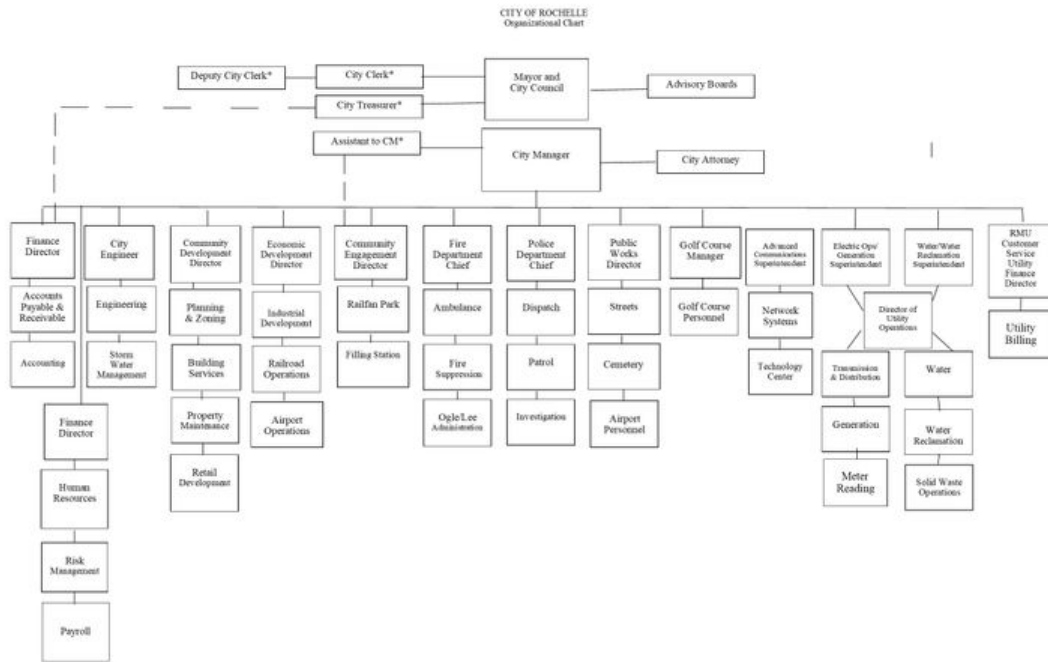
## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$2,000.00	\$134,440.72	\$147,760.00	\$151,454.00
Health Insurance	\$419.39	\$17,968.03	\$20,965.00	\$20,872.00
Social Security	\$874.40	\$9,700.91	\$11,304.00	\$11,586.00
IMRF	\$1,360.51	\$13,919.73	\$10,831.00	\$7,452.00
<b>Total Personnel:</b>	<b>\$4,654.30</b>	<b>\$176,029.39</b>	<b>\$190,860.00</b>	<b>\$191,364.00</b>
<b>Contractual Services</b>				
Equipment Maintenance	\$743.66	\$1,189.28	\$2,000.00	\$50,000.00
Grounds Maintenance	\$0.00	\$0.00	\$0.00	\$2,000.00
Engineering Services	\$21,990.00	\$43,250.00	\$100,000.00	\$100,000.00
Legal Services	\$20,874.50	\$11,105.00	\$30,000.00	\$40,000.00
Network Administration	\$0.00	\$0.00	\$29,629.00	\$26,811.00
Marketing Expense	\$0.00	\$21,728.00	\$50,000.00	\$50,000.00
Other Professional Services	\$108,298.78	\$40,384.07	\$50,000.00	\$50,000.00
Rochelle Railroad Extension	\$5,500.00	\$36,362.00	\$0.00	\$0.00
Bureau of Railroad Grant Application	\$0.00	\$7,700.00	\$20,000.00	\$20,000.00
Dues	\$24,703.24	\$24,957.77	\$25,000.00	\$25,000.00
Travel	\$666.38	\$0.00	\$2,000.00	\$2,000.00
Training	\$0.00	\$0.00	\$1,500.00	\$1,500.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Conference	\$0.00	\$275.00	\$2,000.00	\$2,000.00
Utilities	\$201.57	\$0.00	\$0.00	\$0.00
General Insurance	\$0.00	\$0.00	\$5,000.00	\$5,000.00
Property Tax	\$983.42	\$26.12	\$1,000.00	\$1,000.00
<b>Total Contractual Services:</b>	<b>\$183,961.55</b>	<b>\$186,977.24</b>	<b>\$318,129.00</b>	<b>\$375,311.00</b>
<b>Debt Service</b>				
Principal Expense - GREDCO Loan	\$0.00	\$0.00	\$0.00	\$164,938.00
<b>Total Debt Service:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$164,938.00</b>
<b>Capital Outlay</b>				
Land	\$0.00	\$1,102,013.93	\$500,000.00	\$400,000.00
Rochelle Transload Center	\$0.00	\$0.00	\$1,200,000.00	\$0.00
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$1,102,013.93</b>	<b>\$1,700,000.00</b>	<b>\$400,000.00</b>
<b>Transfers</b>				
General Fund Transfer	\$99,749.04	\$73,661.04	\$50,000.00	\$50,000.00
Capital Improvement Fund Transfer	\$210,300.00	\$205,350.00	\$200,194.00	\$194,832.00
Airport Fund Transfer	\$51,000.00	\$12,000.00	\$60,000.00	\$77,000.00
Admin Services Fund Transfer	\$143,500.08	\$57,017.04	\$55,457.00	\$55,871.00
<b>Total Transfers:</b>	<b>\$504,549.12</b>	<b>\$348,028.08</b>	<b>\$365,651.00</b>	<b>\$377,703.00</b>
<b>Total Expense Objects:</b>	<b>\$693,164.97</b>	<b>\$1,813,048.64</b>	<b>\$2,574,640.00</b>	<b>\$1,509,316.00</b>

# Economic Development - Railroad Operations - Organizational Chart



## Strategic Plan Success - Rochelle Intermodal Transload Center (RITC) Breaks Ground



The City of Rochelle and the Greater Rochelle Economic Development Corporation (GREDCO) announced plans to open a new intermodal container yard in the heart of Rochelle's industrial park. A groundbreaking event was held at the Rochelle Intermodal Transload Center (RITC) served by the City of Rochelle Railroad (CIR).

The CIR is a city-owned short line railroad that connects businesses and industries to both the Union Pacific (UP) and Burlington Northern Santa Fe (BNSF) Main Line Railroads.

"The Union Pacific Global III Intermodal facility abruptly idled in 2019, leaving local industries with increased transportation costs and shipping delays", said Rochelle Mayor John Bearrows. "Today, we break ground on a facility that will serve as a cost-effective alternative to moving freight through the heavily congested transportation corridors in Chicago".

The container yard will be operated by the Burlington Junction Railway (BJRY), Burlington, Iowa. The creation of the intermodal container yard is a collaboration between the City of Rochelle, Greater Rochelle Economic Development Corporation (GREDCO), and the BJRY.

Richard Ohlinger, GREDCO President said, "For the past 40 years, GREDCO has been committed to enhancing economic development in the community. We are excited to partner with the city and appreciate their continued commitment to returning intermodal service back to our industries".

City Manager Jeff Fiegenschuh shared, "We are excited to expand the Rochelle Transload Center (RTC), reduce truck traffic, cut drayage costs, and create revenue for the city that provides for expanded public services for our citizens".

Intermodal service could begin as early as the Spring of 2023. The project includes paving the entrance to the RITC, construction of a 1,100' x 60' concrete lifting pad and constructing an intermodal container yard adjacent to the existing transload center.

Jason Anderson, Economic Development Director said, "The addition of intermodal services on the City of Rochelle Railroad, will act as a giant economic development engine that will attract industries who are looking for alternative ways to control the ever-increasing costs associated with moving freight".

###

### About the Rochelle Intermodal Transload Center (RITC):

The Rochelle Intermodal Transload Center is a rail-truck transload site located on the City of Rochelle Railroad (CIR) in Rochelle, Illinois at the intersections of I-88 and I-39 and the Union Pacific Railroad (UP) and Burlington Northern Santa Fe (BNSF) Railroads. The facility is near the largest population centers in Illinois: 25 miles south of Rockford, IL, 75 miles east of the Quad



Cities and 70 miles west of Chicago. In addition to adding intermodal services within the RITC, this facility can handle a variety of shipments including dry bulk, liquid bulk, dimensional, oversize, machinery, metals, and other commodities and products.

**About City of Rochelle (CIR) Rail Service:**

The rail system consists of three interchange rail yards, two transloading yards, twelve miles of mainline track. The CIR is capable of handling unit trains which can be stored and switched daily in and out of Rochelle. Along with the RTIC, the City of Rochelle Railroad directly provides switching services to 14 industries that include cold storage, lumber, steel, ethanol, dry food products, and a variety of commodities. Burlington Junction Railway (BJRY) operates the CIR, providing interchange, switching, and transloading services for industries in Rochelle with over six million square feet of Class A industrial space with the capacity to provide transload services to industries throughout Northern Illinois, Eastern Iowa, and Southern Wisconsin.

**Strategic Goals and Initiatives: Economic and Business Development, Core Service Delivery, Financial and Organizational Management, and Infrastructure Effectiveness and Improvements**

## **Strategic Plan Success - Agreement between GREDCO and the City Regarding Rail Revenue**



The City of Rochelle and GREDCO have been in partnership for over 35 years in the development of the City of Rochelle Railroad. In October 2019, the city and GREDCO entered into an agreement whereby the city agreed to pay GREDCO 5% of the City of Rochelle Railroad (CIR) revenues. The agreement is set to expire in May, 2023. The Agreement allows for up to two (2), two-year extensions of the agreement. Pursuant to Paragraph 3 of the 2019 agreement, the two (2) parties agree to extend the agreement two (2) years beyond the current term of the mayor of Rochelle.

**Strategic Goals and Initiatives: Financial and Organizational Management and Infrastructure Effectiveness and Improvements**



## **Strategic Plan Success - Development Agreement with GREDCO Regarding Construction Costs at Proposed Transload Center Expansion and Intermodal Container Storage Facility**



The City of Rochelle and the Greater Rochelle Economic Development Corporation (GREDCO) are collaborating to improve the capabilities of the Rochelle Transload Center (RTC) and develop an Intermodal Container Yard adjacent to the RTC. The two projects were bid under the direction that the City is the lead agency for the project with GREDCO's bid named as an Alternative Bid. The contract for both projects will be between the City and Porter Brothers of Rock Falls. A Development Agreement outlined the terms under which the City and GREDCO will manage the two projects together.

**Strategic Goals and Initiatives: Economic and Business Development, Financial and Organizational Management, Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Transload Yard Expansion



Three years ago, the city purchased approximately seven (7) acres east of the Rochelle Transload Center (RTC) for future expansion. The Illinois Department of Transportation (IDOT) is offering the Illinois Competitive Freight Program Grant (targeted at intermodal projects) which could fund up to 90% of the project cost. This expansion increased the size of the Rochelle Intermodal Transload Center (RITC) by 40%, allowing for additional intermodal capacity and revenue for rail operations. The project included extending the two southern tracks approximately 800 ft, constructing a triple box culvert to address stormwater flows, and constructing a 4.5 acre stormwater management flood control structure. The entire yard will be paved with 8" of concrete. Fehr Graham Engineering & Environmental completed preliminary engineering on this project two (2) years ago and, with the potential of securing a grant to complete this project, staff sought approval to finalize the engineering work needed so the grant application can be completed.

**Strategic Goals and Initiatives: Economic and Business Development, Core Service Delivery, Financial and Organizational Management, and Infrastructure Effectiveness & Improvements**

## Strategic Plan Success - Expansion of the Rochelle Transload Center (RTC)



The City of Rochelle and the Greater Rochelle Economic Development Corporation (GREDCO) are collaborating to expand the capabilities of the Rochelle Transload Center (RTC) by developing an Intermodal Container Yard. The Container Yard Development is located between the RTC and the Boyle Farm, which is designated as a rail-served site. The city of Rochelle and GREDCO have set terms that will allow for access and easements between the RTC and the new Container Yard. They are outlined in the attached plat map and agreement document: The key terms are as follows: A) GREDCO will provide an easement for rail access across the GREDCO Tract/Container Yard. B) GREDCO will convey to the city a 5 foot strip of the GREDCO Tract/Container Yard to expand the RTC. C) GREDCO will grant to the city a 50ft wide strip as a non-inclusive easement for access along the east end of the Container Yard that both the city and GREDCO can share the use. D) The city will grant GREDCO ingress & egress through the RTC Steward Road entrance for the purpose of allowing traffic access to the Container Yard from the Transload Yard. E) The Agreement Regarding Proposed Transload Yard Expansion outlines all four of the easements and additionally states that if a second point of access to Steward Road from the Container Yard is needed in the future, the City will work in good faith with GREDCO to establish a second point of access.

The City received a \$1,000,000 grant from the State of Illinois to pave the entrance to the RTC and to construct a concrete "lifting pad" along its existing north transloading track. GREDCO purchased the 10 acres that lie along the northern edge of the RTC and has laid out a plan to construct a Container Yard which will be used to transload, stack and store intermodal containers, which will generate a new source of revenue for the CIR. GREDCO will privately fund the construction of the Container Yard.

**Strategic Goals and Initiatives: Economic and Business Development, Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements**

## **Strategic Plan Success - Payment in Lieu of Promissory Note to Expand Rochelle Transload Center (RTC)**

The City of Rochelle previously purchased land from the Greater Rochelle Economic Development Corporation (GREDCO) and executed a Promissory Note to pay for the purchase. The City and GREDCO are collaborating on the development of a Container Yard (CY) as an extension of the Rochelle Transload Center (RTC). GREDCO requested that the city deposit the remaining three payments of \$164,937.50 for a total of \$494,812.50 into an escrow account for the construction of the new Container Yard in lieu of making future payments on the Promissory Note. The accelerated payment will allow construction to begin in Fall 2022 and for the new intermodal service to begin early 2023. This new Container Yard along with the improvements to the Rochelle Transload Center will add more rail services to the city's Industrial Rail (CIR), which will bring new revenue to the City of Rochelle Railroad.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, and Infrastructure Effectiveness and Improvements**

## **Strategic Plan Success - Replacement of Two At-Grade Railroad Crossings**



The rail crossing at Steam Plant and Caron Roads is 17 years old and is beginning to deteriorate. The crossing panels exhibit potholes and in some cases the panels are loose and can become hazardous if not replaced. The staff solicited proposals from four engineering firms for the engineering, design, and project management services on this project. Fehr-Graham was the only firm that provided a proposal. The Railroad Capital Projects Fund has over \$1M on hand and will cover the cost of the engineering and construction costs.

**Strategic Goals and initiatives: Infrastructure Effectiveness and Improvements and Quality of Life**

## Administrative Services



**CHRIS CARDOTT**  
Finance Director

Administrative Services houses the Finance Department and Human Resources. The Finance Department coordinates all accounting services for the City of Rochelle and Rochelle Municipal Utilities (RMU) including accounts payable and receivable, all budgeting and annual audit. The Human Resources Department administers all employee services for the city and RMU and oversees all risk management functions for both.

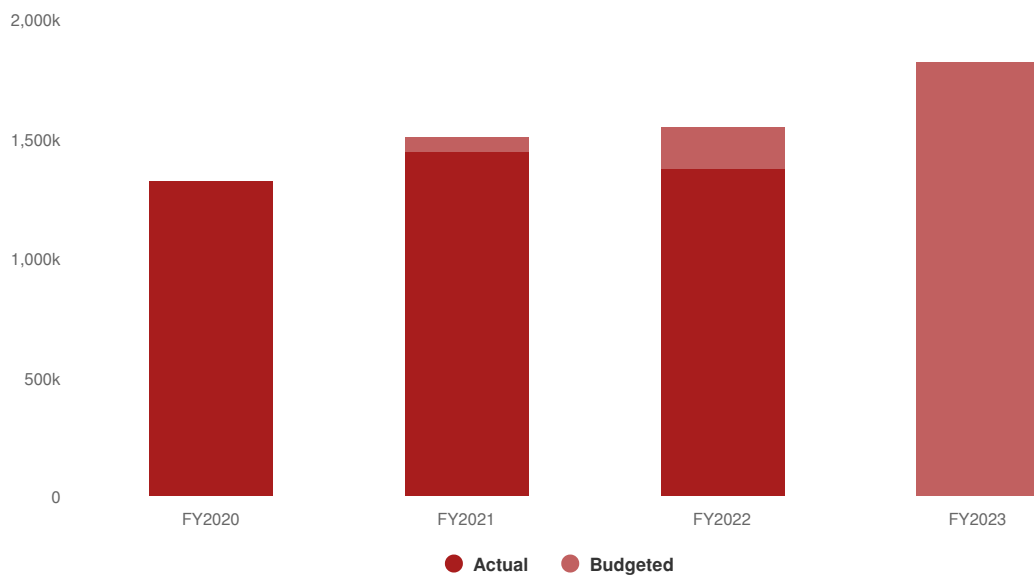
### Expenditures Summary

#### FUND NUMBER 64-00

Funds are transferred from the General, Electric, Tech Center and Water/Water Reclamation to cover actual costs. Major expenditures include salaries and benefits for 9 full-time employees.

**\$1,821,798** **\$265,945**  
(17.09% vs. prior year)

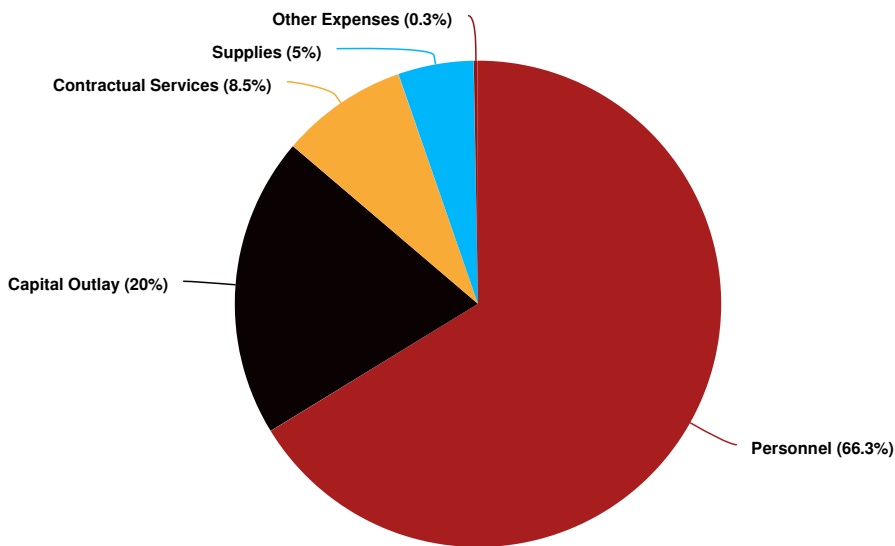
#### Administrative Services Proposed and Historical Budget vs. Actual



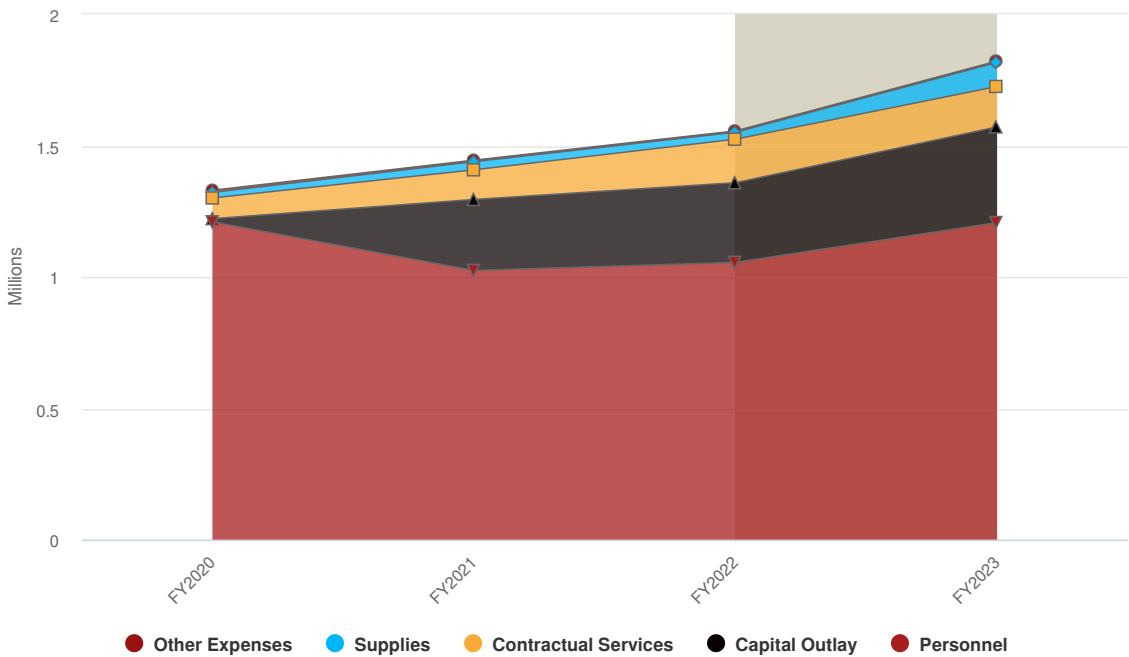


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

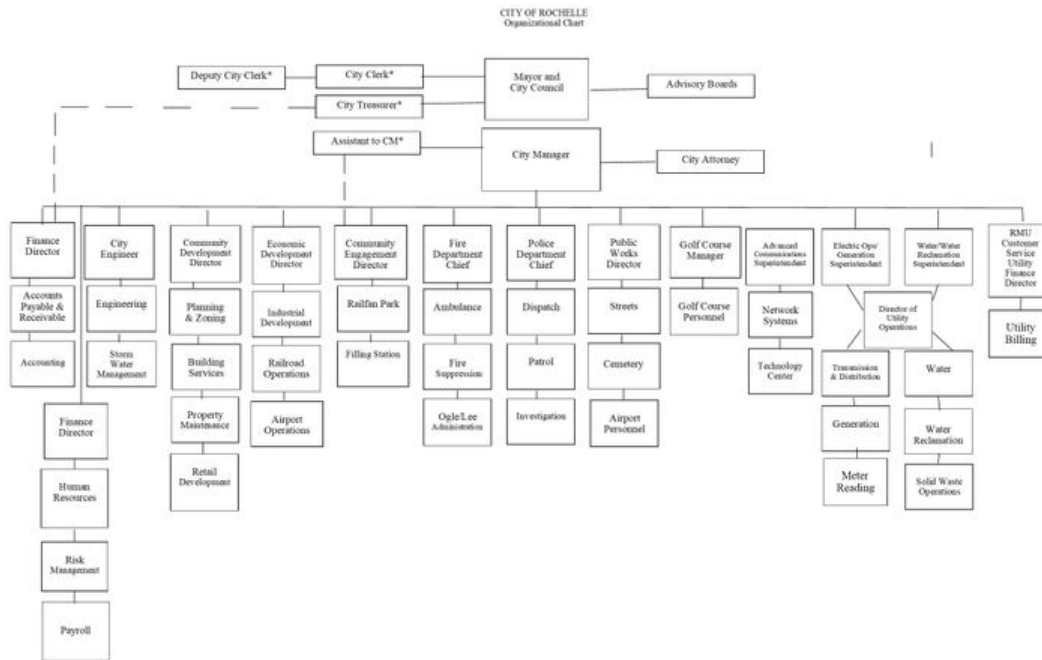


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$925,712.03	\$749,861.15	\$777,000.00	\$945,000.00
Part-Time	\$968.57	\$17,461.64	\$5,000.00	\$0.00
Overtime	\$219.38	\$2,203.50	\$0.00	\$1,000.00
Accrued Vacation	-\$1,882.03	\$11,330.82	\$0.00	\$0.00
Health Insurance	\$120,798.79	\$103,188.68	\$154,521.00	\$141,000.00
Life Insurance	\$630.68	\$502.35	\$600.00	\$600.00
Unemployment Insurance	\$131.00	\$5,836.06	\$1,500.00	\$1,500.00
Social Security	\$60,400.38	\$54,944.90	\$59,823.00	\$72,000.00
IMRF	\$102,643.80	\$79,514.52	\$56,954.00	\$46,000.00
<b>Total Personnel:</b>	<b>\$1,209,622.60</b>	<b>\$1,024,843.62</b>	<b>\$1,055,398.00</b>	<b>\$1,207,100.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$8,348.16	\$5,831.90	\$5,000.00	\$5,000.00
<b>Total Other Expenses:</b>	<b>\$8,348.16</b>	<b>\$5,831.90</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>
<b>Contractual Services</b>				
Other Professional Services	\$54,313.90	\$87,457.87	\$67,000.00	\$52,000.00
Postage	\$31.35	\$51.10	\$100.00	\$100.00
Telephone	\$2,073.12	\$1,783.05	\$4,500.00	\$2,800.00
Publishing	\$1,470.00	\$1,764.00	\$2,000.00	\$2,000.00
Dues	\$1,380.89	\$2,848.00	\$17,250.00	\$17,780.00
Travel	\$1,021.34	\$1,123.20	\$8,500.00	\$16,400.00
Training	\$814.00	\$2,618.33	\$3,500.00	\$4,848.00
Tuition	\$8,950.35	\$1,801.18	\$0.00	\$1,500.00
Publications	\$1,734.83	\$1,359.83	\$1,500.00	\$0.00
Conference	\$9,003.78	\$3,462.60	\$13,000.00	\$6,620.00
Other Service Charges	\$0.00	\$2.68	\$0.00	\$0.00
Community Relations	\$0.00	\$0.00	\$41,850.00	\$41,450.00
Employee Wellness	\$1,348.44	\$10,474.75	\$3,950.00	\$6,000.00
Safety	-\$3,315.50	-\$1,937.00	\$2,500.00	\$2,500.00
<b>Total Contractual Services:</b>	<b>\$78,826.50</b>	<b>\$112,809.59</b>	<b>\$165,650.00</b>	<b>\$153,998.00</b>
<b>Supplies</b>				
Office Supplies	\$5,933.87	\$5,796.53	\$5,000.00	\$5,500.00
Operating Supplies	\$863.29	\$313.48	\$1,400.00	\$1,200.00
Software	\$14,179.60	\$24,851.94	\$20,000.00	\$85,000.00
<b>Total Supplies:</b>	<b>\$20,976.76</b>	<b>\$30,961.95</b>	<b>\$26,400.00</b>	<b>\$91,700.00</b>
<b>Capital Outlay</b>				
Equipment	\$11,788.14	\$13,503.96	\$20,000.00	\$6,000.00
Furniture	\$475.00	\$1,196.00	\$8,000.00	\$8,000.00
Other	\$0.00	\$255,450.83	\$275,405.00	\$350,000.00
<b>Total Capital Outlay:</b>	<b>\$12,263.14</b>	<b>\$270,150.79</b>	<b>\$303,405.00</b>	<b>\$364,000.00</b>

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Total Expense Objects:	\$1,330,037.16	\$1,444,597.85	\$1,555,853.00	\$1,821,798.00

## Finance - Administrative Services - Organizational Charts



## Strategic Plan Success - Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM)

In November 2020, City Council authorized the City Manager to enter into agreements with Tyler Technologies, Data Transfer Solutions, and Baecore Group to implement new ERP (Enterprise Resource Planning) and EAM (Enterprise Asset Management) software. For the past 22 years, the city has been using the same Caselle software for payroll, accounting, utility billing, accounts payable, accounts receivable, inventory and project management. Gaps in system functionality were identified in Caselle as well as significant staff time spent on manual calculations, data entry, and manual tracking of information, in addition to losing opportunities for customer service. Over the last two years, many changes have happened, including converting historical data into Incode 10 (Tyler Technologies product) and VUEWorks (Data Transfer Solutions product) and having all staff using at least one aspect of the new software. In 2023, additional resources will be needed to successfully close these projects. Baecore Group proposes the following service agreements for a total cost of \$48,293: Incode Post Live Assistance - \$14,385 for January – March 2023 Addendum 1 – ERP Post Live - \$9,158 for 6 weeks when the update is available EAM Advanced Services - \$24,750 for January – May 2023.

### Strategic Goal and Initiative: Financial and Organizational Management



## Strategic Plan Success - RMU Billing Update

RMU customers noticed an update to their utility bills as the utility underwent a complete overhaul of its billing software system. "Customers have long asked for more detail in their bills and the ability to see usage data through an online portal," said City Manager Jeff Fiegenschuh. "We're excited to provide that additional service to our residents and businesses this fall."

In mid-August 2022, the first bills for the new system were sent out. Customers are able to visit [rmu.net/bill](http://rmu.net/bill) with their new account number to sign up for the new payment processor, paperless billing, online payments and to see their daily usage. Customers utilizing ACH bank payments will need to update their utility account number with their bank to ensure the payment is credited properly. All customers received a paper bill for the first cycle, regardless of whether they have signed up for paperless billing in the past. This paper bill will include the customer's new account number.

During the transition, credit card and ACH payments were unavailable between August 12-22. Credit card processing resumed through the new processor on August 23, 2022. Payment dates were extended to August 30 to accommodate the change. Payments can be mailed or dropped off at the office, either in person or through one of two drop boxes located at the front and back of the 333 Lincoln Highway building.

"We understand that this is a complex and sometimes confusing process," said Utility Finance Director Sarah Brooks. "Our staff is here to assist customers in any way necessary during the transition."

**Strategic Goals and Initiatives: Financial and Organizational Management and Core Service Delivery**

## Strategic Plan Success - Resolution Establishing Minimum/Maximum Wage Rates for 2023 Fiscal Year

The Municipal Code of the City of Rochelle requires that the City Council annually approve a resolution establishing the minimum/maximum wage rates for all position classifications within the City. The proposed resolution applies to all employees and is based on job categories as defined by the Equal Employment Opportunity Commission. The rates included in this resolution are consistent with those that were incorporated into the City Budget for Fiscal Year 2023.

Strategic Goal and Initiative: Financial and Organizational Management

## Strategic Plan Success - Property Tax Levy

The State of Illinois requires the City to annually adopt and file a Property Tax Levy Ordinance on or before the last Tuesday in December. In 2021, the city's Equalized Assessed Valuation (EAV) was **\$268,100,764** and its property tax rate was **1.043070 per \$100** of EAV. The city collected **\$2,796,478.63** in property taxes. For 2022, Ogle County estimated the city's EAV at **\$281,938,536**, which is an increase of over **\$13 million**. The proposed levy calculation option resulted in the city collecting **\$2,847,771.51** in property taxes, an increase of **2%** (excluding the bond). Based on the estimated EAV, the tax rate decreased to **.032292 per \$100** EAV for the **2%** option. The proposed 2022 levy includes funding the Police and Fire Pension Funds as recommended by the Police and Fire Pension Boards' actuarial studies.

**Strategic Goal and Initiative: Financial and Organizational Management**

## **Strategic Plan Success - Amendment to the Personnel Manual (Employee Handbook) - Political Activity**

The City of Rochelle "Handbook" Personnel Policies Manual had a major update in October of 2018. The Personnel Policies Manual is in constant review and revisions shall be made periodically to be consistent with all applicable laws, employment policies and current technology. The City hereby amends the Personnel Policies Manual, Chapter 5, Article J, "Other" to add the following underlined language and delete the language with a strikethrough: ~~POLITICAL ACTIVITY~~ The Local Governmental Political Rights Act provides municipal employees with protection to engage in political activities on their own time provided the employee does not use his or her position to coerce or inhibit others in their political activities. See 50 ILCS 35/1. You are encouraged to exercise your rights as a private citizen, which includes holding membership in and supporting a political party, voting as you choose, expressing your opinion on all political subjects and candidates, attending political meetings, and maintaining political neutrality, if desired. At no time may you use your position as an employee of the City of Rochelle to endorse or provide any public support for a political party or candidate. Any such public support must be done without reference to your status as an employee or your job title and must not express or imply any city government endorsement of any political party or candidate. Failure to follow these guidelines may result in discipline. However, the support or promotion of political activities or interests by city employees during working hours or with city resources is strictly prohibited. Employees are prohibited from using city email and phones to engage in political activity. No employee is required or expected to contribute money to any candidate or political party, or referendum supporters or opponents except on a purely voluntary basis.

### **Strategic Goals and Initiatives: Community Inclusivity and Engagement**

## **Strategic Plan Success - Amendment to the Personnel Manual (Employee Handbook) - Cell Phone Allowance**

The City of Rochelle "Handbook" Personnel Policies Manual had a major update in October of 2018. The Personnel Policies Manual is in constant review and revisions shall be made periodically to be consistent with all applicable laws, employment policies and current technology.

The City hereby amends the Personnel Policies Manual, Chapter 5, Article P, increasing the cell phone allowance to \$50.00 from \$40.00. Chapter 5, Article P: Cell Phone Allowance: The Cell phone allowance is designed to offset the cost to the employee of using his/her personal device for city business. The department head or his/her designee shall determine when a cell phone allowance is in the best interest of the city. The cell phone allowance will assist in deferring the cost of a cell phone or smartphone owned by the employee, which would be used for business use. This allowance is best used for employees who already have a personal cell phone, are willing to use it for city business and wish not to carry both a personal and work phone. Allowances are best suited for an employee for an employee who uses a cell phone occasionally to carry out city business, but significant enough to warrant reimbursement for costs. An employee receiving the cell phone allowance must retain an active cell phone or smartphone as long as the allowance is in place. The employee must provide any change in cell phone number to his/her department director within 48 hours of such a change. Members receiving a cell phone allowance are expected to carry the cell phone or smartphone on their person both on and off duty and respond when called for city business. The cell phone or smartphone under this option is considered a personal item, owned by the employee. As such, the employee is responsible for all costs associated with replacing a lost, stolen or damaged cell phone or smartphone. The employee is also responsible for all costs associated with the purchase of accessories. If, prior to the end of any vendor contractual obligations, a personal decision by the employee, or an employee's misconduct, or misuse of the cell phone or smartphone, results in the allowance being discontinued, the employee will bear the cost of any fees associated with that change or cancellation. Employees shall preserve all text messages for business related activities, as the messages and phone records may be requested under the Illinois Freedom of Information Act (FOIA). The monthly allowance was set by the City Council upon a recommendation from the Finance Director and will be reviewed as directed or needed. The cell phone allowance is set at \$50 per month, to be paid through accounts payable processing.

### **Strategic Goal and Initiative: Financial and Organizational Management**

## Strategic Plan Success - City of Rochelle 2021 Audit

Sikich, LLP planned and performed the audit in order to obtain reasonable assurance about whether the financial statements are free of material misstatements. This included performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The audit also included evaluating the appropriateness of accounting policies used, significant estimates made by management, and evaluating the overall presentation of the financial statements. The auditor's opinion, as noted on page 2 of the Annual Comprehensive Financial Report, indicates that the financial statements "present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Rochelle, Illinois, as of December 31, 2021, and the respective changes in financial position and, where applicable cash flows thereof for the year ended in conformity with accounting principles generally accepted in the United States of America."

### Strategic Goals and Initiatives: Financial and Organizational Management

## Strategic Plan Success - Utility Billing Code Updates

As part of the ongoing ERP system implementation, it was determined that we needed to update several areas of our municipal code pertaining to utility billing. These changes will help simplify processes as the city switches to the new software. The proposed changes are as follows.

1. The interest rate paid on all deposits held by RMU should be the same rate as the local financial institution.
2. Remove the requirement for deposit and charge a \$60 nonrefundable activation fee for all new customers or customers that have not had service in more than 12 months.
3. RMU has the right to send property owners notices of unpaid bills and disconnects.
4. The City Manager or his designee may waive late fees for up to 3 billing periods for residential customers.
5. Reconnection fees for Rates 130 and above will be set at \$250.
6. Reconnection fees will be charged at 7:00 AM on the day of disconnect if the outstanding bill has not been paid in full.
7. Returned checks will result in a \$35 fee.
8. Removal of serious illness by disconnection language.

### Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management

## Strategic Plan Success - Intergovernmental Personnel Benefits Cooperative Premium Renewal Rates

In September of 2017, the city council approved a Resolution, and the City of Rochelle became a member of the Intergovernmental Personnel Benefits Cooperative (IPBC) starting in 2018 in the sub pool known as Quad Cities Health Insurance Pool (QCHIP). Blue Cross/Blue Shield of Illinois is the insurance carrier with only a PPO option for all full-time employees. IPBC's fiscal year is based on July 1-June 30th and our rate changes with the fiscal year in July even though our plan year is based on the calendar year. The premiums are a shared cost with the city and employees. Those with a start date prior to 1/1/2020 currently pay 16% of the monthly premium for single coverage and 19% of the monthly premium for family coverage. Those employees that started after January 1, 2020, are on "tier 2" with single at 20% and family at 25%. In 2021, we added a 3rd tier, which is a part of the Fire Department CBA, with firefighters shared rates at 16% for single and 19% for family. The IPBC board approved the 2022/2023 premium rates for the members and the subpools and were presented to the members in mid-March. The renewal rate for Rochelle is 3.3%, which is a slight increase to the premium amounts. IPBC also voted to align premium increases with plan years and adjust the rates accordingly. The 3.3% increase is for 18 months, and the next increase will be effective 1/1/2024. The total premium increases: family from \$2,078.70 to \$2,147.30 and single from \$810.57 to \$837.32. In 2023, city staff will conduct an RFP to ensure the city continues to get the best coverage/rates for both Rochelle and employees.

The premium history: The rate increase is only a 12.11% increase from 2017 prior to IPBC. This is an average increase of 2.42% over 5 years.

BCBS	2016	\$ 1,888.37	\$ 736.35	
BCBS	2017	\$ 1,915.27	\$ 746.84	
BCBS	1/1/2018 - 06/30/2019	\$ 1,941.52	\$ 757.08	1.37%
IPBC/BCBS	7/1/2019 - 6/30/2020	\$ 1,786.20	\$ 696.57	-8.00%
IPBC/BCBS	7/1/2020 - 6/30/2021	\$ 1,888.01	\$ 736.21	5.70%
IPBC/BCBS	7/1/2021 - 6/30/2022	\$ 2,078.70	\$ 810.57	10.90%
IPBC/BCBS	1/1/2022 - 12/31/2023	\$ 2,147.30	\$ 837.32	3.30%

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, and Quality of Life**

## Golf Course



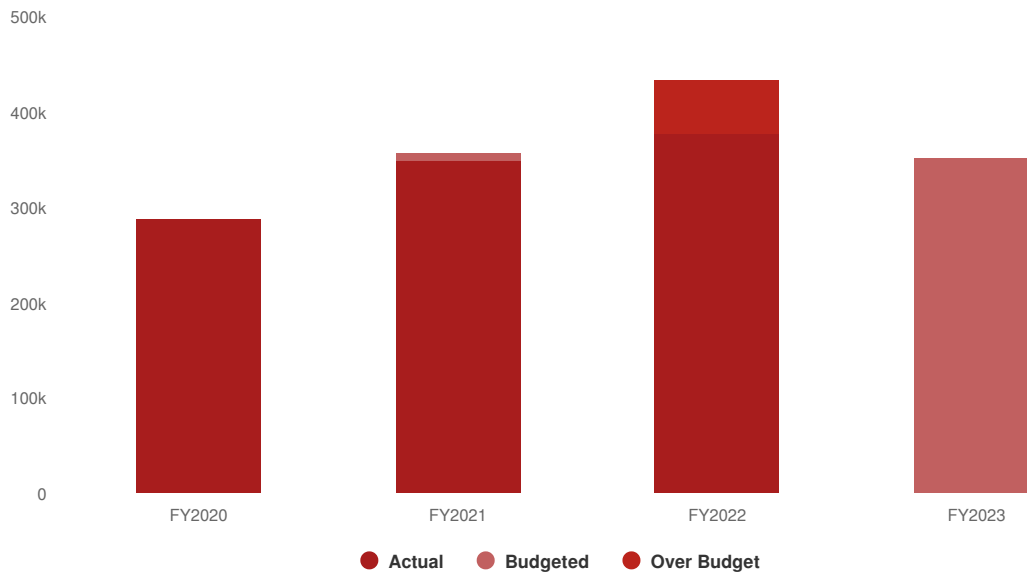
**MITCH HAMILTON**  
Golf Course Manager

Management and operations of the Fairways Golf Course was transferred to the City and Park District on January 1, 2016.

### Expenditures Summary

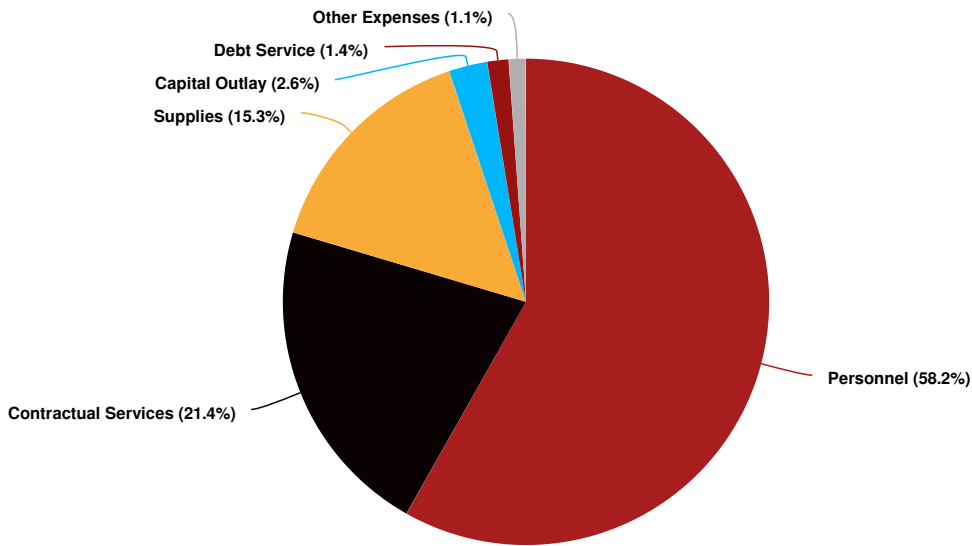
**\$352,180** **-\$24,463**  
(-6.50% vs. prior year)

#### Golf Course Proposed and Historical Budget vs. Actual

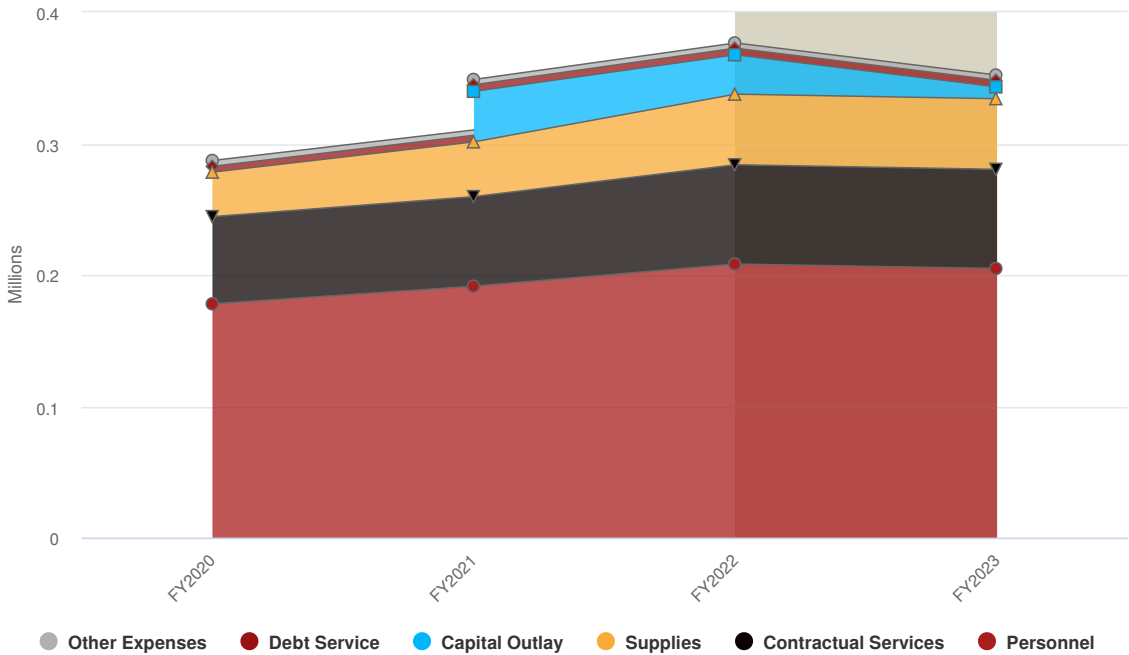


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



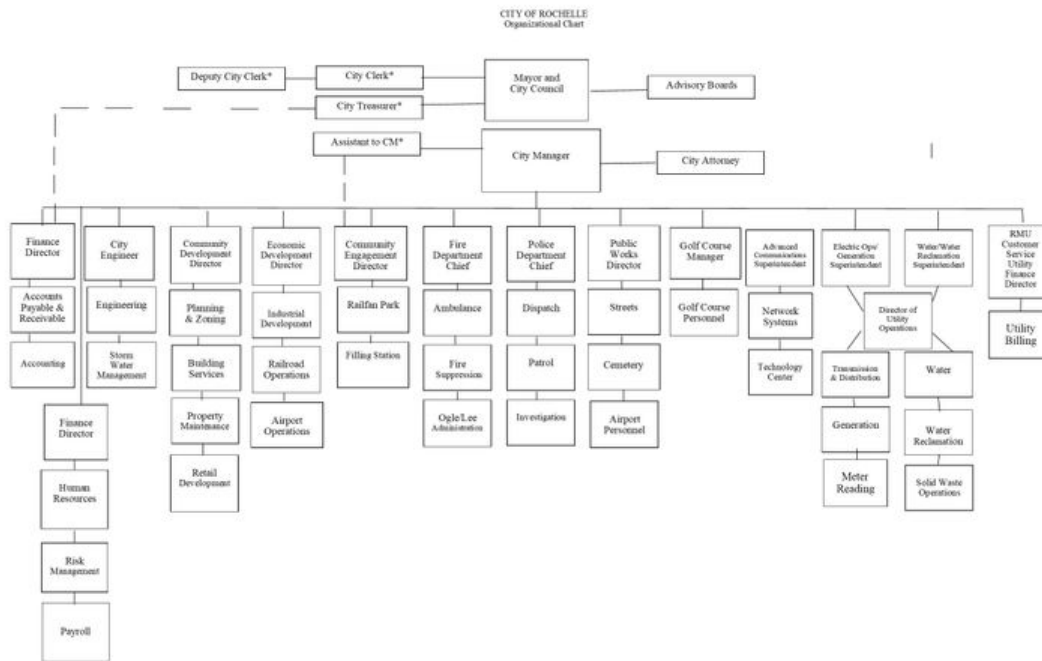
Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$92,151.96	\$92,447.85	\$94,568.00	\$97,405.00
Life Insurance	\$70.08	\$70.92	\$75.00	\$75.00
Workers' Compensation	\$5,813.00	\$6,903.00	\$7,500.00	\$7,500.00
Social Security	\$11,507.75	\$12,429.17	\$13,150.00	\$13,150.00
IMRF	\$10,203.49	\$9,574.99	\$11,000.00	\$4,800.00
Part-Time	\$20,138.52	\$18,764.50	\$37,000.00	\$37,000.00
Part-Time	\$38,137.63	\$51,262.50	\$45,000.00	\$45,000.00
<b>Total Personnel:</b>	<b>\$178,022.43</b>	<b>\$191,452.93</b>	<b>\$208,293.00</b>	<b>\$204,930.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$66.98	-\$50.22	\$0.00	\$0.00
Miscellaneous	\$4,420.36	\$4,144.84	\$4,000.00	\$4,000.00
<b>Total Other Expenses:</b>	<b>\$4,487.34</b>	<b>\$4,094.62</b>	<b>\$4,000.00</b>	<b>\$4,000.00</b>
<b>Contractual Services</b>				
Equipment Maintenance	\$8,733.31	\$12,875.34	\$15,000.00	\$15,000.00
Grounds Maintenance	\$839.46	\$1,790.95	\$1,500.00	\$1,500.00
Medical Services	\$28.25	\$0.00	\$500.00	\$500.00
Other Professional Services	\$2,435.00	\$2,140.50	\$2,000.00	\$2,000.00
Utilities	\$2,021.01	\$2,098.55	\$2,500.00	\$2,500.00
Medical Services	\$360.00	\$439.75	\$450.00	\$500.00
Postage	\$0.00	\$0.00	\$150.00	\$0.00
Dues	\$3,510.00	\$2,050.00	\$3,000.00	\$3,000.00
Utilities	\$9,061.91	\$8,845.36	\$10,000.00	\$10,000.00
General Insurance	\$7,749.96	\$11,086.27	\$8,000.00	\$8,000.00
Lease or Rentals	\$26,175.86	\$20,825.50	\$27,500.00	\$27,500.00
Community Relations	\$5,469.03	\$6,028.00	\$5,000.00	\$5,000.00
<b>Total Contractual Services:</b>	<b>\$66,383.79</b>	<b>\$68,180.22</b>	<b>\$75,600.00</b>	<b>\$75,500.00</b>
<b>Supplies</b>				
Grounds Supplies	\$13,652.62	\$11,365.46	\$23,000.00	\$23,000.00
Operating Supplies	\$0.00	\$2.49	\$0.00	\$0.00
Gasoline/Oil	\$9,558.43	\$15,181.90	\$15,000.00	\$15,000.00
Operating Supplies	\$9,957.37	\$14,459.20	\$15,000.00	\$15,000.00
Janitorial Supplies	\$665.76	\$696.02	\$750.00	\$750.00
<b>Total Supplies:</b>	<b>\$33,834.18</b>	<b>\$41,705.07</b>	<b>\$53,750.00</b>	<b>\$53,750.00</b>
<b>Debt Service</b>				
Principal Expense - Equipment Loan	\$4,423.59	\$4,976.04	\$5,000.00	\$5,000.00
<b>Total Debt Service:</b>	<b>\$4,423.59</b>	<b>\$4,976.04</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>
<b>Capital Outlay</b>				
Equipment	\$0.00	\$24,445.20	\$15,000.00	\$0.00



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Other Improvements	\$0.00	\$14,003.26	\$15,000.00	\$9,000.00
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$38,448.46</b>	<b>\$30,000.00</b>	<b>\$9,000.00</b>
<b>Total Expense Objects:</b>	<b>\$287,151.33</b>	<b>\$348,857.34</b>	<b>\$376,643.00</b>	<b>\$352,180.00</b>

## Golf Course - Organizational Chart



## Strategic Plan Goal Accomplishment -





## Water



**ADAM LANNING**

Superintendent of Water and Water Reclamation

The RMU Water Department is committed to providing our customers with a safe and reliable supply of top quality water. Our water laboratory specialists work with customers to provide them with the data they need to make informed decisions concerning water quality-related issues. The Water Department is responsible for five production wells, water distribution facilities and three elevated storage tanks. The wells produce an average of 1 billion gallons of water annually that is distributed through 100 miles of main water infrastructure.

### Expenditures Summary

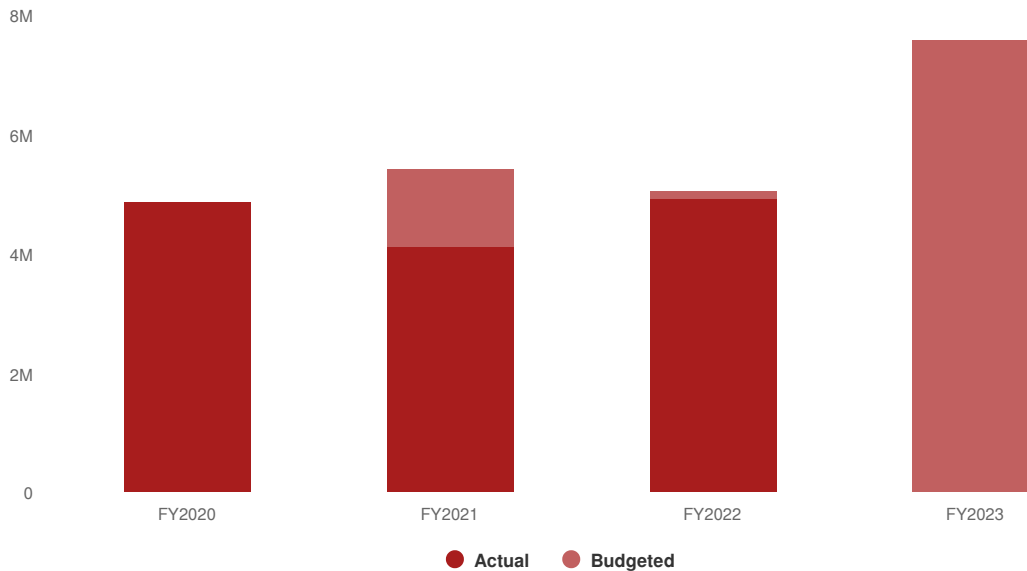
**FUND: Enterprise Funds 51-00**

**DEPARTMENT: Water**

The Department currently has five full-time employees in addition to the Superintendent who also serves as the Water Reclamation Superintendent. The laboratory work for the Department is done by Water Reclamation personnel. Funds budgeted under Personnel Services include salaries and benefits for current employees. Major operating costs include the electrical energy required to operate the wells and the chemicals used to insure the quality of water distributed to customers.

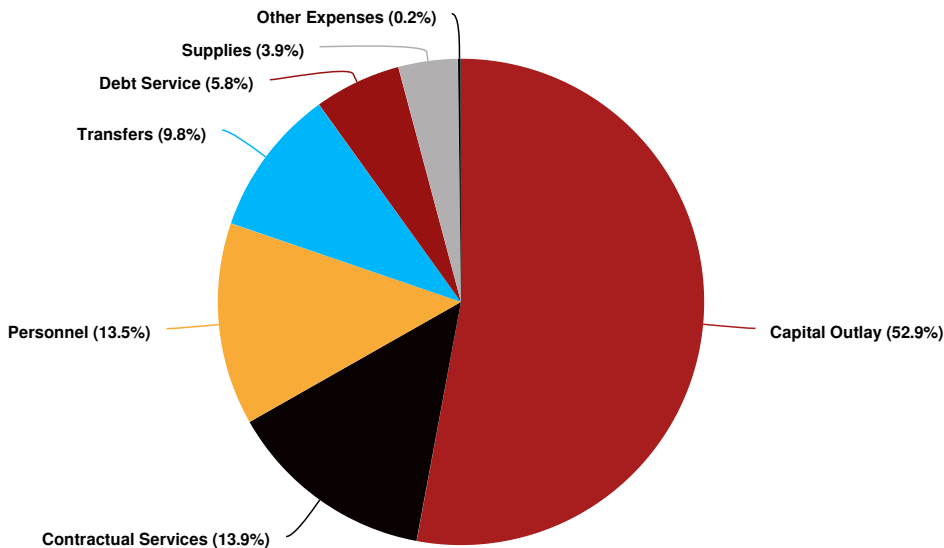
**\$7,606,759** **\$2,558,661**  
(50.69% vs. prior year)

#### Water Proposed and Historical Budget vs. Actual

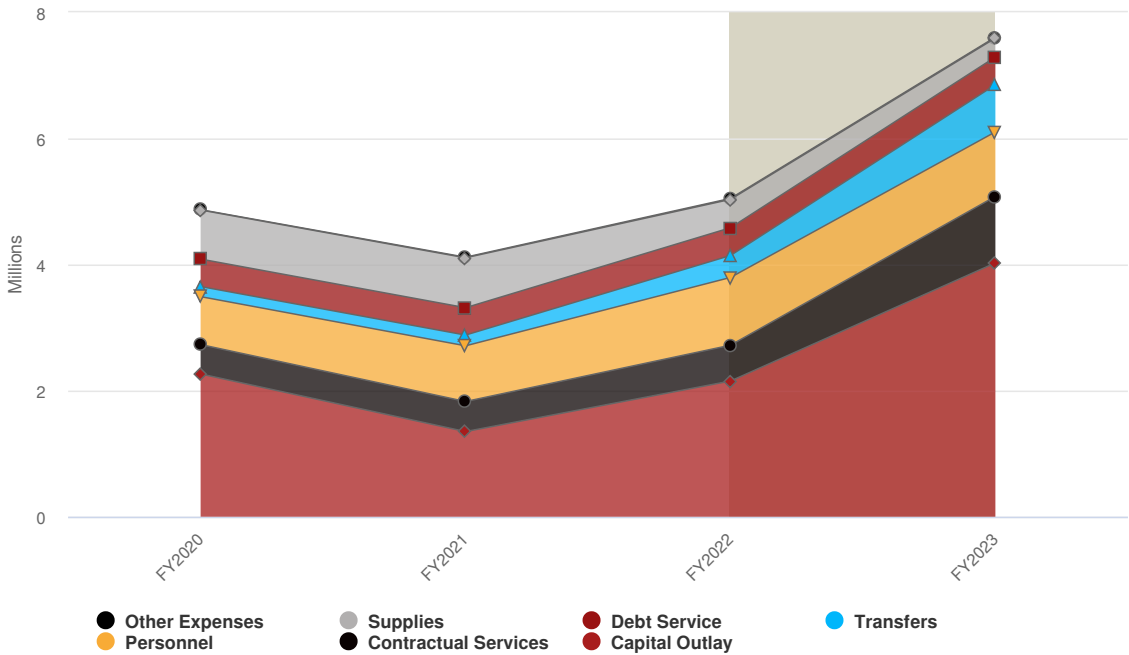


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

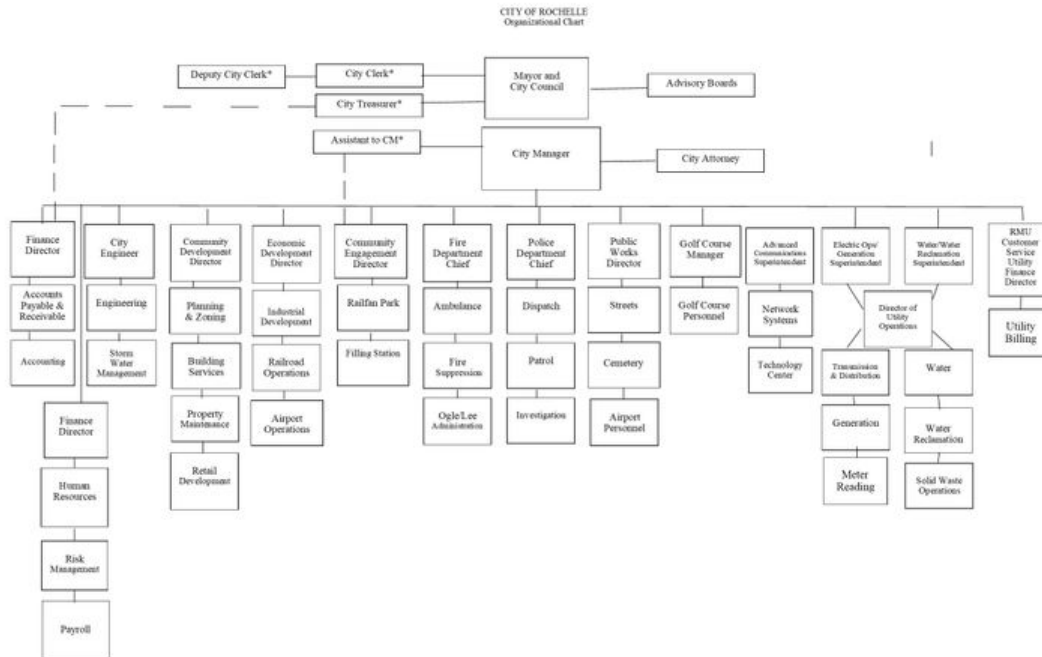


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$484,361.80	\$594,498.97	\$710,317.00	\$657,140.00
Part-Time	\$96.00	\$0.00	\$5,000.00	\$5,000.00
Overtime	\$48,627.32	\$53,386.47	\$75,000.00	\$75,000.00
Accrued Vacation	\$17,587.52	\$7,420.81	\$0.00	\$0.00
Pager	\$16,989.83	\$16,380.47	\$0.00	\$17,500.00
Health Insurance	\$84,832.77	\$109,969.84	\$123,004.00	\$135,960.00
Life Insurance	\$478.70	\$431.43	\$0.00	\$500.00
Unemployment Insurance	\$0.00	\$0.00	\$25,000.00	\$0.00
Workers' Compensation	\$14,913.04	\$12,978.96	\$18,000.00	\$15,759.00
OPEB	-\$5,649.00	-\$1,962.00	\$0.00	\$0.00
Social Security	\$38,692.59	\$47,172.05	\$60,459.00	\$57,165.00
IMRF	\$49,100.10	\$33,308.48	\$57,564.00	\$53,045.00
Uniform Allowance	\$0.00	\$0.00	\$0.00	\$750.00
Clothing Acquisition	\$9,808.10	\$9,838.68	\$0.00	\$5,500.00
<b>Total Personnel:</b>	<b>\$759,838.77</b>	<b>\$883,424.16</b>	<b>\$1,074,344.00</b>	<b>\$1,023,319.00</b>
<b>Other Expenses</b>				
Miscellaneous	\$5,039.06	\$9,277.38	\$15,000.00	\$15,000.00
<b>Total Other Expenses:</b>	<b>\$5,039.06</b>	<b>\$9,277.38</b>	<b>\$15,000.00</b>	<b>\$15,000.00</b>
<b>Contractual Services</b>				
Building Maintenance	\$0.00	\$0.00	\$0.00	\$10,000.00
Equipment Maintenance	\$7,643.97	\$9,196.25	\$0.00	\$135,000.00
Vehicle Maintenance	\$0.00	\$0.00	\$0.00	\$15,000.00
Utility System Maintenance	\$0.00	\$7,109.75	\$0.00	\$175,857.00
Other Maintenance	\$0.00	\$0.00	\$0.00	\$12,000.00
Engineering Services	\$13,582.68	\$5,813.80	\$0.00	\$95,000.00
Engineering GIS Services	\$9,910.85	\$11,695.21	\$25,000.00	\$12,360.00
Legal Services	\$1,210.50	\$0.00	\$6,500.00	\$10,000.00
Janitorial Services	\$7,843.86	\$12,988.92	\$0.00	\$5,000.00
Network Administration	\$0.00	\$26,934.96	\$148,146.00	\$134,056.00
Contractor	\$52,951.20	\$40,003.68	\$103,500.00	\$0.00
Other Professional Services	\$61,308.45	\$4,144.25	\$0.00	\$0.00
Postage	\$303.26	\$1,499.52	\$0.00	\$350.00
Telephone	\$5,386.71	\$5,179.31	\$4,750.00	\$5,500.00
Publishing	\$0.00	\$0.00	\$0.00	\$1,000.00
SCADA Services	\$18,723.25	\$38,941.41	\$0.00	\$10,000.00
Dues	\$175.00	\$533.00	\$0.00	\$16,000.00
Travel	\$0.00	\$0.00	\$0.00	\$2,500.00
Training	\$7,445.36	\$9,005.04	\$0.00	\$6,000.00
Conference	\$0.00	\$0.00	\$0.00	\$150.00
Utilities	\$257,102.72	\$252,874.91	\$255,000.00	\$310,000.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
Garbage Disposal	\$578.66	\$2,830.74	\$0.00	\$1,151.00
Natural Gas/Fuel Oil	\$2,976.89	\$6,163.65	\$0.00	\$11,500.00
Other Service Charges - Outside Lab	\$1,014.26	\$11,705.41	\$0.00	\$24,000.00
General Insurance	\$18,123.96	\$30,224.85	\$25,500.00	\$26,780.00
Lease or Rentals	\$0.00	\$0.00	\$0.00	\$35,600.00
<b>Total Contractual Services:</b>	<b>\$466,281.58</b>	<b>\$476,844.66</b>	<b>\$568,396.00</b>	<b>\$1,054,804.00</b>
<b>Supplies</b>				
Equipment Supplies - Lab	\$0.00	\$0.00	\$0.00	\$20,500.00
Vehicle Supplies	\$1,359.66	\$1,493.81	\$0.00	\$0.00
Utility System Maintenance Supplies	-\$76.25	\$240,631.76	\$275,000.00	\$0.00
Transportation	\$26,998.31	\$38,960.05	\$45,000.00	\$51,500.00
Office Supplies	\$31,042.62	\$12,072.41	\$0.00	\$0.00
Operating Supplies	\$564,689.57	\$318,453.10	\$0.00	\$0.00
Operating Supplies - Lab	\$0.00	\$404.10	\$0.00	\$28,240.00
Small Tools	\$5,043.92	\$3,551.42	\$0.00	\$6,000.00
Gasoline/Oil	\$10,087.77	\$13,652.71	\$0.00	\$0.00
Chemicals	\$130,293.79	\$158,659.04	\$130,000.00	\$175,100.00
Safety Supplies	\$8,909.48	\$3,654.40	\$0.00	\$5,000.00
Print Materials	\$0.00	\$0.00	\$0.00	\$1,200.00
Software	\$0.00	\$0.00	\$0.00	\$12,400.00
<b>Total Supplies:</b>	<b>\$778,348.87</b>	<b>\$791,532.80</b>	<b>\$450,000.00</b>	<b>\$299,940.00</b>
<b>Debt Service</b>				
Interest Expense	\$121,238.07	\$104,160.65	\$98,468.00	\$92,969.33
Principal Expense	\$314,157.00	\$329,835.00	\$341,404.00	\$346,902.59
Interest On Customer Deposits	\$16.15	\$3.07	\$0.00	\$0.00
<b>Total Debt Service:</b>	<b>\$435,411.22</b>	<b>\$433,998.72</b>	<b>\$439,872.00</b>	<b>\$439,871.92</b>
<b>Capital Outlay</b>				
Equipment	\$2,264,421.00	\$1,350,000.00	\$2,152,000.00	\$0.00
Other Improvements	\$0.00	\$0.00	\$0.00	\$4,026,000.00
<b>Total Capital Outlay:</b>	<b>\$2,264,421.00</b>	<b>\$1,350,000.00</b>	<b>\$2,152,000.00</b>	<b>\$4,026,000.00</b>
<b>Transfers</b>				
General Fund Transfer	\$0.00	\$0.00	\$175,981.00	\$166,271.00
Electric Fund Transfer	\$105,000.00	\$105,000.00	\$105,000.00	\$176,383.00
Capital Improvement Fund Transfer	\$0.00	\$0.00	\$0.00	\$300,000.00
Admin Services Fund Transfer	\$55,449.96	\$65,700.96	\$67,505.00	\$105,170.00
<b>Total Transfers:</b>	<b>\$160,449.96</b>	<b>\$170,700.96</b>	<b>\$348,486.00</b>	<b>\$747,824.00</b>
<b>Total Expense Objects:</b>	<b>\$4,869,790.46</b>	<b>\$4,115,778.68</b>	<b>\$5,048,098.00</b>	<b>\$7,606,758.92</b>

## Water - Organizational Chart



## Strategic Plan Success - City of Rochelle Water Rates Established

Since 2015, the city has made significant improvements to the water supply and distribution system. These improvements were much needed and critical to maintaining a reliable water supply for the city. Improvements included constructing a new wellhouse and elevated storage tank, two (2) radium removal plants and a new wellhouse that went online June 1., 2023. In addition, Well 8 is under design for the construction of an iron removal plant since that well has essentially been unusable since the 1990's. The current rate structure was established on January 1, 2020, after a rate analysis was conducted by Willett Hofmann & Associate's in 2019. Recently, Willett Hofmann was hired again to conduct a thorough rate analysis which entailed evaluating expenses, revenues, outstanding debt, and future infrastructure investments for the next 5 years. The findings for this rate study resulted in an average rate increase per year for the next 5 years as follows: Residential - 4.9%, Commercial - 5.4%, Industrial - 2.8%. In addition, a recommended fee schedule was included for establishing outside lab testing services. The recommended rate increase will take effect from January 1, 2023, through 2027 and will insure a continued investment in the city water system.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management, Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Iron Removal Plant at Well 8



Well 8, located on Caron Road, was drilled and developed in the 1960's to provide water to a growing industrial area of town. Currently, the well house is a single room metal panel building approximately 300 ft<sup>2</sup>. Since the 1990's, the well has only been used as a backup due to elevated levels of iron in the water. Over many years, Rochelle has been planning to build an iron removal plant since this well is centrally located in the industrialized area of town and is a high capacity well (1800 gpm). The staff would like to construct an iron removal pressure filter plant with accommodation to remove radium if that ever becomes a problem. They would use the hydrous manganese oxide (HMO) method for radium removal along with liquid chlorine to eliminate the risk of housing gaseous chlorine. Upon completion, this well could be put online and help us to avoid drilling and developing another well in which we don't know the long term water quality needs. Today, the well is unusable other than serving as a backup supply due to the elevated level of iron.

RMU advertised a request for qualifications regarding design services, we conducted site visits and evaluated both firms that submitted a statement of qualification. It is our opinion that Fehr Graham retains the proper background and level of technical understanding for such a project. We are currently pursuing an EDA grant to help fund this project and any remaining cash needs will be funded through the SRF loan program with the Illinois EPA. The EDA grant should fund up to 50% of the project and through the SRF loan program we expect a max of \$400,000 in principle forgiveness. In addition, a rate study is currently underway and, as part, we will estimate the cost impact of this project on each customer class. The most current engineer's cost estimate for the plant is \$4.6 million.

As RMU proceeds with the design of an iron removal plant at Well 8, staff compiled an application for an EDA grant. For the city to submit the application, it is necessary for council to approve a resolution authorizing the application and commitment to funding any remaining portion of the project cost beyond the scope of the grant. Adam Lanning, Water, Water Reclamation Superintendent, anticipated submitting the grant application in March of 2022. Based on the current project schedule, construction will coincide with the city receiving any grant funds. The most current engineering cost estimate for the project was \$7.2 million. Therefore, based on 50% grant funding, the city would commit \$3.6 million and would be funded through the SRF loan program with the IEPA. This resolution is an updated version of the one that was passed on September 27, 2021. Since then, the engineering cost estimate has increased approximately 30% and due to the city being unable to demonstrate job creation from this project, staff only seek 50% funding rather than the original 85%. Under these circumstances, the utility is required to commit a higher dollar amount to the project from local funds.

**Strategic Goals and Initiatives: Core Service Delivery, financial and Organizational Management and Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Second Avenue Water Tower



The water tower located on Second Avenue near the Illinois Route 251 overpass was constructed in 1955 and it is unknown the last time it was painted. The city performed a full inspection on the tower and, as a result, performed some cleaning of the inside and attempted to do some mechanical work. In addition to the work already done, staff hired Fehr Graham Engineering and Environmental to assist RMU in completing as much of the remainder of the necessary work, including painting the exterior of the tower and possibly coating the inside to prevent corrosion. The staff applied for grant funding on this project and are still waiting for the results, otherwise they are considering directing some already awarded grant funds from the State of Illinois to complete this project. The project cost is \$44,750 and will be paid by Water Cash Funds.

**Strategic Goals and Initiatives: Infrastructure Effectiveness and Improvements**



# Water Reclamation



**ADAM LANNING**  
Superintendent of Water and Water Reclamation

The Water Reclamation Budget includes the operations of the treatment facility, 14 lift stations and the sanitary sewer collection system. The plant treats an average of 2.5 million gallons of sewage per day, approximately 5,000 tons of bio-solids per year, and has six full-time operators, one full-time Lab Tech and one part-time Lab Tech. The Superintendent also serves as the Water Department Superintendent.

The wastewater plant is currently operating at 50 percent capacity with plenty of room for future industrial development. The wastewater treatment plant is designed to treat 18,690 lbs./day of BOD, 11,980 lbs. of TSS/day, and 2,650 lbs. NH3-N/day. The rated design average flow is 4.87 MGD and the design maximum flow is 8.76 MGD.

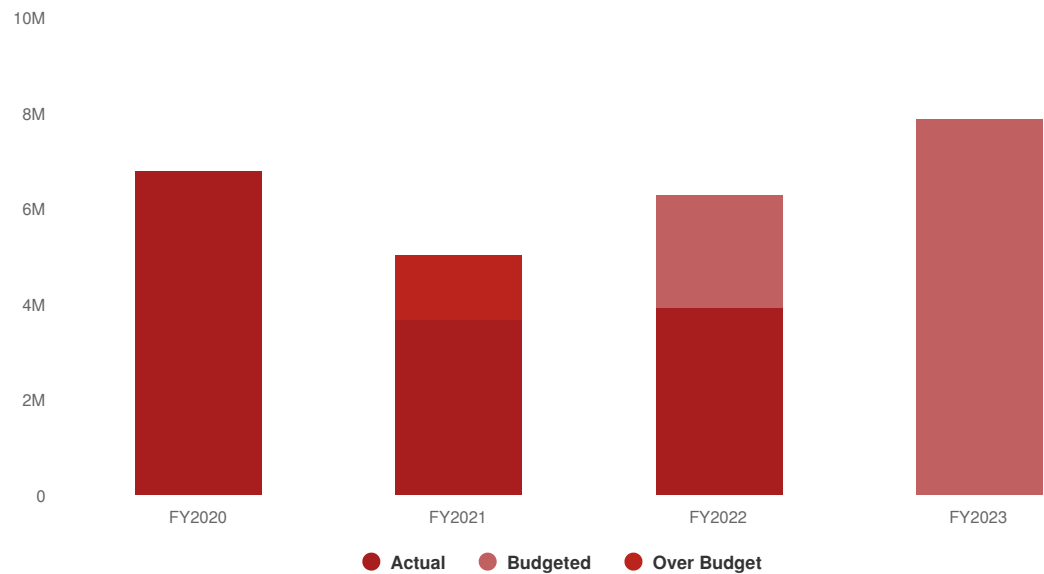
## Expenditures Summary

**FUND: Enterprise Funds 52-50**  
**DEPARTMENT: Water Reclamation**

Personnel Services include current employee salaries and benefits. Major operating costs are the electrical energy required to operate the plant and lift stations, chemicals for disinfection and sludge treatment and the sludge disposal at the landfill.

**\$7,901,706** **\$1,615,950**  
(25.71% vs. prior year)

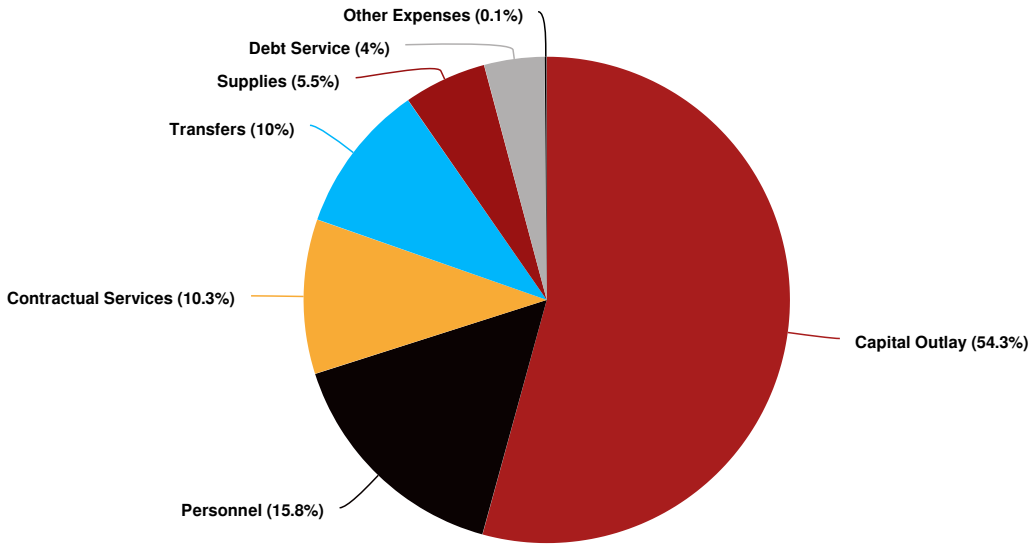
Water Reclamation Proposed and Historical Budget vs. Actual



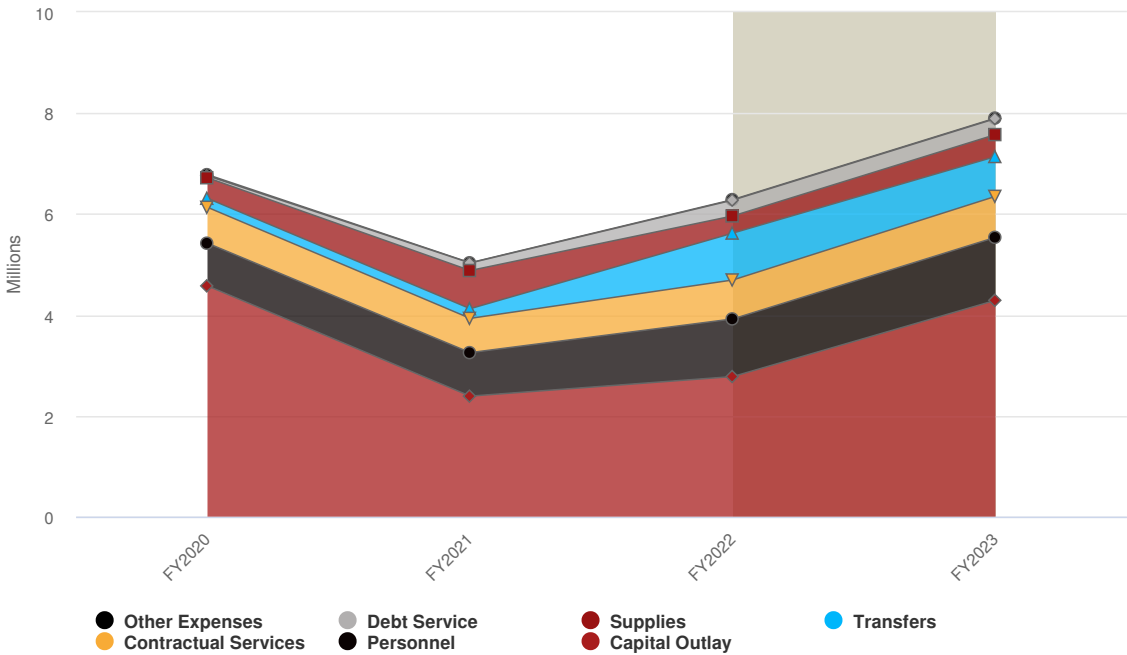


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

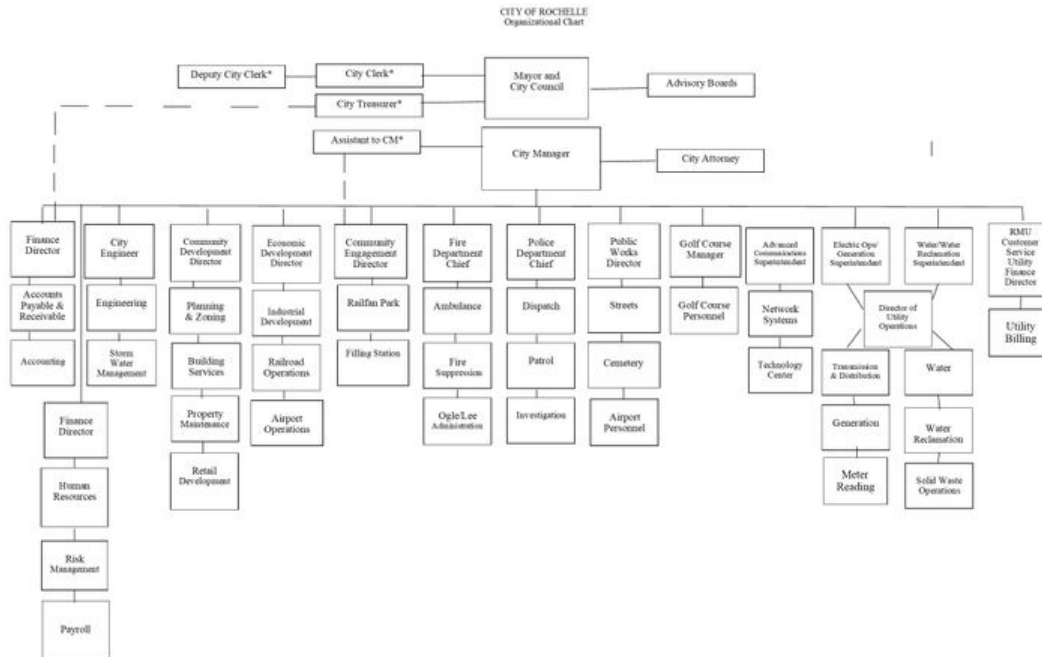


Grey background indicates budgeted figures.

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Personnel</b>				
Full-Time	\$589,009.05	\$731,850.29	\$770,366.00	\$829,366.00
Part-Time	\$96.00	\$0.00	\$10,000.00	\$10,000.00
Overtime	\$40,515.31	\$26,556.70	\$45,000.00	\$45,000.00
Accrued Vacation	\$1,386.08	-\$4,774.72	\$0.00	\$0.00
Pager	\$16,412.57	\$16,550.00	\$0.00	\$16,500.00
Other Employee Benefits	\$5,895.35	\$9,236.83	\$20,000.00	\$5,000.00
Health Insurance	\$110,699.26	\$112,086.19	\$149,422.00	\$168,747.70
Life Insurance	\$494.78	\$460.98	\$0.00	\$0.00
Workers' Compensation	\$19,542.96	\$18,749.04	\$25,000.00	\$25,000.00
OPEB	-\$15,152.00	-\$5,262.00	\$0.00	\$0.00
Social Security	\$46,352.86	\$55,251.59	\$63,140.00	\$67,206.00
IMRF	\$31,372.36	-\$97,992.51	\$59,766.00	\$62,644.00
Uniform Allowance	\$0.00	\$0.00	\$0.00	\$20,000.00
<b>Total Personnel:</b>	<b>\$846,624.58</b>	<b>\$862,712.39</b>	<b>\$1,142,694.00</b>	<b>\$1,249,463.70</b>
<b>Other Expenses</b>				
Miscellaneous	\$22,179.74	\$4,892.24	\$10,000.00	\$10,000.00
<b>Total Other Expenses:</b>	<b>\$22,179.74</b>	<b>\$4,892.24</b>	<b>\$10,000.00</b>	<b>\$10,000.00</b>
<b>Contractual Services</b>				
Building Maintenance	\$7,439.60	\$12,798.00	\$0.00	\$15,000.00
Equipment Maintenance	\$36,251.38	\$52,202.78	\$0.00	\$75,000.00
Vehicle Maintenance	\$25,257.41	\$24,663.14	\$0.00	\$18,000.00
Utility System Maintenance	\$0.00	\$872.13	\$0.00	\$0.00
Engineering Services	\$33,031.74	\$50,498.85	\$25,000.00	\$45,000.00
Legal Services	\$2,808.50	\$1,459.00	\$7,500.00	\$7,500.00
Medical Service	\$0.00	\$366.00	\$0.00	\$0.00
Janitorial Services	\$910.28	\$6,354.45	\$0.00	\$8,500.00
Network Administration	\$26,934.96	\$26,934.96	\$148,146.00	\$134,056.00
Contractor	\$43,638.75	\$52,279.50	\$287,000.00	\$0.00
Other Professional Services	\$29,028.72	\$16,641.00	\$0.00	\$0.00
Telephone	\$6,918.18	\$5,566.24	\$4,850.00	\$4,850.00
Publishing	\$0.00	\$0.00	\$0.00	\$1,000.00
SCADA Services	\$0.00	\$0.00	\$0.00	\$7,500.00
Dues	\$0.00	\$0.00	\$0.00	\$20,000.00
Travel	\$0.00	\$0.00	\$0.00	\$1,000.00
Training	\$4,973.87	\$4,874.64	\$0.00	\$3,500.00
Utilities	\$279,232.18	\$227,399.52	\$240,000.00	\$240,000.00
Garbage Disposal	\$51,233.09	\$42,161.15	\$0.00	\$30,000.00
Natural Gas/Fuel Oil	\$0.00	\$0.00	\$0.00	\$13,500.00
Other Service Charges	\$121,100.00	\$87,750.00	\$0.00	\$100,000.00
Other Service Charges - Outside Lab	\$0.00	\$761.64	\$0.00	\$15,000.00

Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
General Insurance	\$42,585.96	\$65,314.93	\$59,550.00	\$59,550.00
Lease or Rentals	\$0.00	\$0.00	\$0.00	\$13,200.00
<b>Total Contractual Services:</b>	<b>\$711,344.62</b>	<b>\$678,897.93</b>	<b>\$772,046.00</b>	<b>\$812,156.00</b>
<b>Supplies</b>				
Building Supplies	\$0.00	\$1,140.40	\$0.00	\$0.00
Equipment Supplies	\$2,577.26	\$67.95	\$0.00	\$0.00
Vehicle Supplies	\$2,753.45	\$5,036.23	\$0.00	\$0.00
Utility System Maintenance Supplies	\$0.00	\$235,584.24	\$185,000.00	\$185,000.00
Transportation	\$8,194.86	\$10,557.43	\$0.00	\$0.00
Office Supplies	\$31,304.02	\$13,109.03	\$0.00	\$13,500.00
Operating Supplies	\$230,729.62	\$284,239.47	\$0.00	\$65,000.00
Operating Supplies - Lab	\$0.00	\$0.00	\$0.00	\$12,000.00
Small Tools	\$323.63	\$1,728.32	\$0.00	\$5,000.00
Gasoline/Oil	\$14,227.85	\$17,376.22	\$40,000.00	\$40,000.00
Chemicals	\$102,408.40	\$121,063.80	\$115,000.00	\$95,000.00
Safety Supplies	\$15,479.49	\$66,898.45	\$0.00	\$7,500.00
Software	\$0.00	\$0.00	\$0.00	\$12,400.00
<b>Total Supplies:</b>	<b>\$407,998.58</b>	<b>\$756,801.54</b>	<b>\$340,000.00</b>	<b>\$435,400.00</b>
<b>Debt Service</b>				
Interest Expense - IEPA WWTP Upgrades	\$0.00	\$60,279.94	\$0.00	\$53,949.28
Interest Expense	\$0.00	\$49,607.96	\$64,563.00	\$0.00
Interest Expense - IEPA Askvig	\$6,404.79	\$5,513.94	\$0.00	\$3,913.88
Principal Expense	\$32,626.00	\$33,238.00	\$249,749.00	\$259,104.04
Interest On Customer Deposits	\$32.04	\$5.96	\$0.00	\$0.00
<b>Total Debt Service:</b>	<b>\$39,062.83</b>	<b>\$148,645.80</b>	<b>\$314,312.00</b>	<b>\$316,967.20</b>
<b>Capital Outlay</b>				
Other Improvement	\$4,574,658.00	\$2,388,870.00	\$2,777,116.00	\$4,288,558.00
<b>Total Capital Outlay:</b>	<b>\$4,574,658.00</b>	<b>\$2,388,870.00</b>	<b>\$2,777,116.00</b>	<b>\$4,288,558.00</b>
<b>Transfers</b>				
General Fund Transfer	\$0.00	\$0.00	\$192,564.00	\$190,080.00
Capital Impr Fund Transfer	\$0.00	\$0.00	\$200,000.00	\$300,000.00
Electric Fund Transfer	\$105,000.00	\$105,000.00	\$447,491.00	\$176,383.00
Admin Services Fund Transfer	\$73,544.04	\$87,140.04	\$89,533.00	\$122,698.00
<b>Total Transfers:</b>	<b>\$178,544.04</b>	<b>\$192,140.04</b>	<b>\$929,588.00</b>	<b>\$789,161.00</b>
<b>Total Expense Objects:</b>	<b>\$6,780,412.39</b>	<b>\$5,032,959.94</b>	<b>\$6,285,756.00</b>	<b>\$7,901,705.90</b>

# Water Reclamation - Organizational Chart



## Strategic Plan Success - Community Development Block Grant Sewer Relining

Pursuant to Community Development Block Grant (CDBG) requirements, the City must complete a grant application by January 23, 2023 in order to secure potential funding for a fourth phase of sewer lining. For 2023, the CDBG program has increased its maximum funding to \$1.5 million. To complete the application, a resolution authorizing the terms of the grant application was passed by council. These terms include the City committing \$300,000 to the lining project and submitting all necessary documents required by the CDBG Program. The total estimated project cost is \$1,322,200 of which we are requesting \$1,022,200 through the grant.

On June 2, 2022, a bid opening for the Northeast Area Sanitary Sewer Lining Project was held and a total of 4 proposals were received. The low bidder was Insituform Technologies USA, with a low bid of \$675,953.28 and was 4.6% under the engineers' cost estimate. The city is requesting that Insituform line an additional 3,000 feet at the unit prices which they bid. A breakdown of the costs is as follows:

- Grant Amount - \$550,000
- Base Bid Amount – \$675,953.28
- Additional Lining of approximately 3,000 ft. – \$148,000
- Allowance – \$76,000
- Proposed expenditure - \$900,000
- Total cost to the City – \$350,000

The staff bid on this job of 9,000 feet of sewer lining since the grant requirements did not allow for the inclusion of the extra 3,000 feet within the same bid. With that restriction, staff did not want to conduct two (2) separate bids and risk having two (2) different contractors on the same job.

**Strategic Goals and Initiatives: Core Service Delivery, Financial and Organizational Management and Infrastructure Effectiveness and Improvements**

## **Strategic Plan Success - Sanitary Sewer Televising Equipment**

To meet current IEPA regulations, the water reclamation department is required to regularly clean and televise the sanitary sewer system. The existing equipment used to perform this task is approximately 20 years old and needs replacing. The staff has solicited three suppliers for this equipment package and demo'd each of them over the last several months and feels that the package supplied by RNow best fits our needs. The equipment is manufactured by Proteus and is fitted inside a 2023 Ford Transit for \$236,145. The software required for this equipment is supplied by a separate company (Phoenix Reporting Software) for a total cost not to exceed \$18,000 for integration. The three bids came in at: Standard Equipment - \$265,900.24, EJ Equipment - \$267,519, RNow plus software – \$254,145.

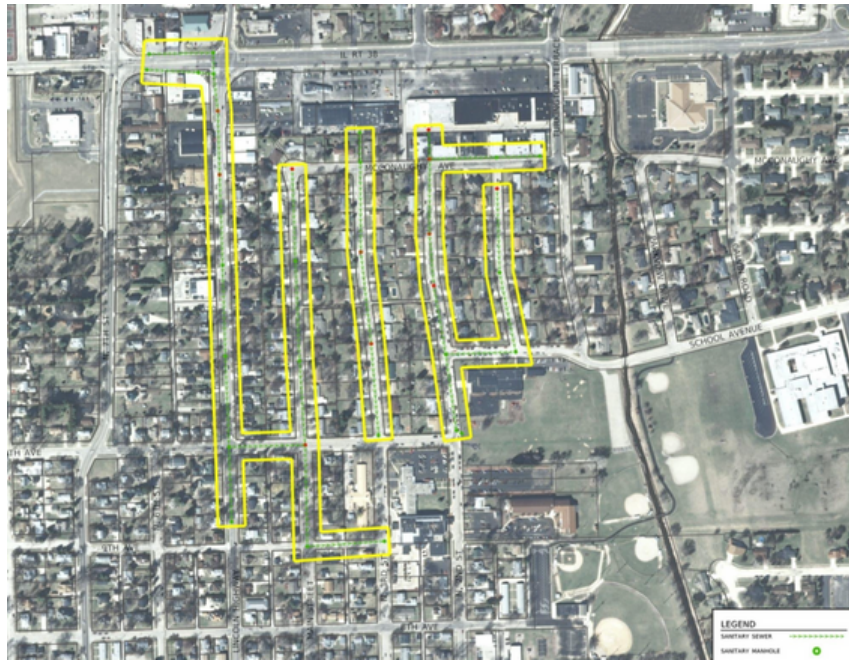
**Strategic Goals and Initiatives: Financial and Organizational Management and Infrastructure Effectiveness and Improvements**

## **Strategic Plan Success - Purchase of 2,000 Gallon Spreader**

In August 2022, RMU staff rented a tractor and manure spreader to conduct a full-scale trial to dewater sludge produced at the water reclamation facility. Currently, RMU produces approximately 5,000 tons of sludge per year at an average consistency of 80% water that is hauled to the landfill by Northern Illinois Disposal. After the normal dewatering operation at the utility's reclamation facility, the sludge was then slung out on a concrete pad to allow air to dry. The trial which lasted 2 weeks, produced a sludge consistency of 15% water. Staff also conducted lab testing to confirm if this air-drying operation meets federal land application requirements to land apply the sludge rather than disposing of it in the landfill. An application will be submitted to the Illinois Environmental Protection Agency (EPA). Staff expects to be notified within three to four months if requirements are met. Johnson Tractor can provide a tractor to lease at a rate of \$1,500 per month.

**Strategic Goals and Initiatives: Infrastructure Effectiveness and Improvements and Quality of Life**

## Strategic Plan Success - Northeast Area Sanitary Sewer Lining Project



The City of Rochelle was awarded a Community Development Block Grant from the Illinois Department of Commerce and Economic Opportunity (DCEO) in the amount of \$550,000 to line approximately 9,400 feet of sanitary sewer. The city was awarded this grant based on various factors such as basement back up occurrences, income levels and bypass pumping occurrences. The funding match which the city is responsible for is \$70,260, and the 2022 budget includes a total of \$738,654 for this project's full scope of lining. Based on the most recent engineering estimate, the 2022 funding should secure lining of approximately 12,000 feet of sewer and 29 manholes in the area south of highway 38 around Turkington, McConaughy and School Avenue.

On June 2, 2022, a bid opening for the Northeast Area Sanitary Sewer Lining Project was held and a total of 4 proposals were received. The low bidder was Insituform Technologies USA, with a low bid of \$675,953.28 and was 4.6% under the engineers' cost estimate. The city is requesting that Insituform line an additional 3,000 feet at the unit prices which they bid. A breakdown of the costs is as follows:

Grant Amount - \$550,000; Base Bid Amount - \$675,953.28; Additional Lining of approximately 3,000 ft. - \$148,000; Allowance - \$76,000; Proposed expenditure - \$900,000; Total cost to the city is \$350,000. Staff went out for bids to line 9,000 feet since the grant requirements did not allow for the extra 3,000 feet within the same bid. With that restriction, RMU did not want to conduct two (2) separate bids and risk having two (2) different contractors on the same job.

**Strategic Goals and Initiatives: Financial and Organizational Management and Infrastructure Effectiveness and Improvements**

## Strategic Plan Success - Industrial Pretreatment Program

The City of Rochelle currently manages an industrial pretreatment program that is enforced through the City's Municipal Code. The ordinance was adopted in the 1990's and has not been updated since. As the city's industrial loading to the water reclamation plant continues to increase, it is in the city's best interest to ensure the plant is protected from industrial waste loads. By updating the existing ordinance, staff has the flexibility to provide enforcement of both state and federal standards. In addition, the update included language regarding the Fat Oil and Grease (FOG) Program, which the current ordinance is lacking enforcement capabilities.

Strategic Goals and Initiatives: Core Service Delivery, Infrastructure Effectiveness and Improvements

# Motor Fuel Tax



**SAM TESREAU**  
City Engineer

The Motor Fuel Tax (MFT) Fund is utilized for the City's share of the motor vehicle fuel tax received from the State of Illinois.

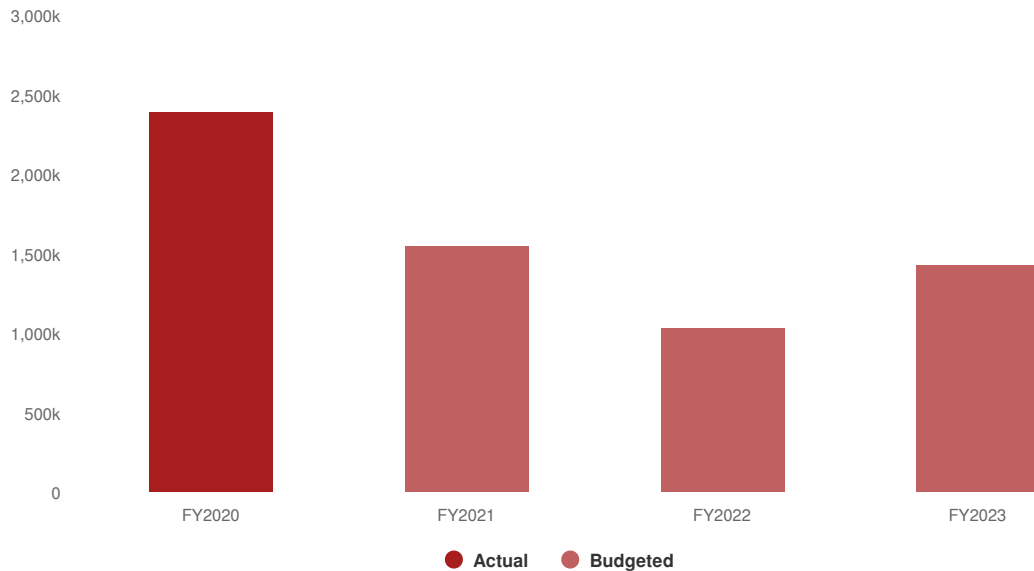
## Expenditures Summary

### FUND NUMBER: 17-00

The revenues may be used for the City share of the Illinois Department of Transportation (IDOT) Federal Aid and Economic Development Program (EDP) projects, street maintenance including surface treatments, overlays, new construction or reconstruction and other MFT eligible expenses. Funds are programmed for various local street and road projects and improvements and IDOT MFT/EDP qualified engineering and testing services.

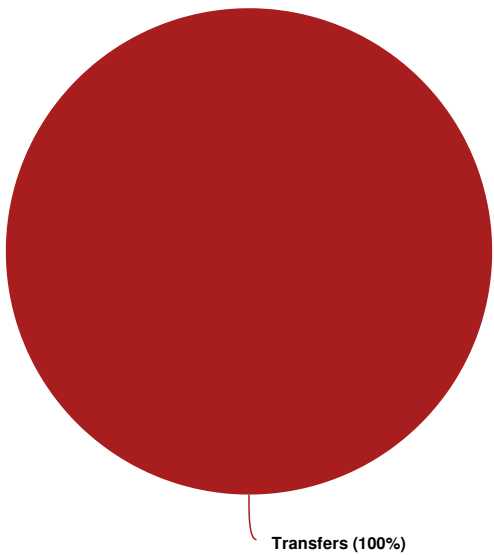
**\$1,430,000**    **\$390,000**  
(37.50% vs. prior year)

### Motor Fuel Tax Proposed and Historical Budget vs. Actual

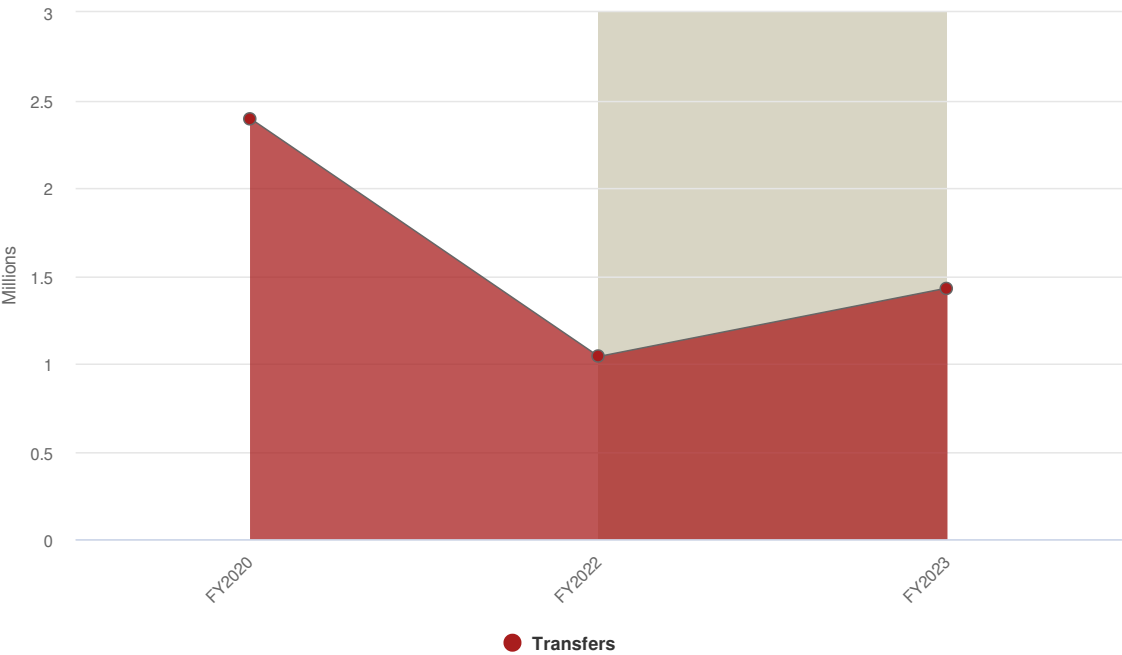


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type

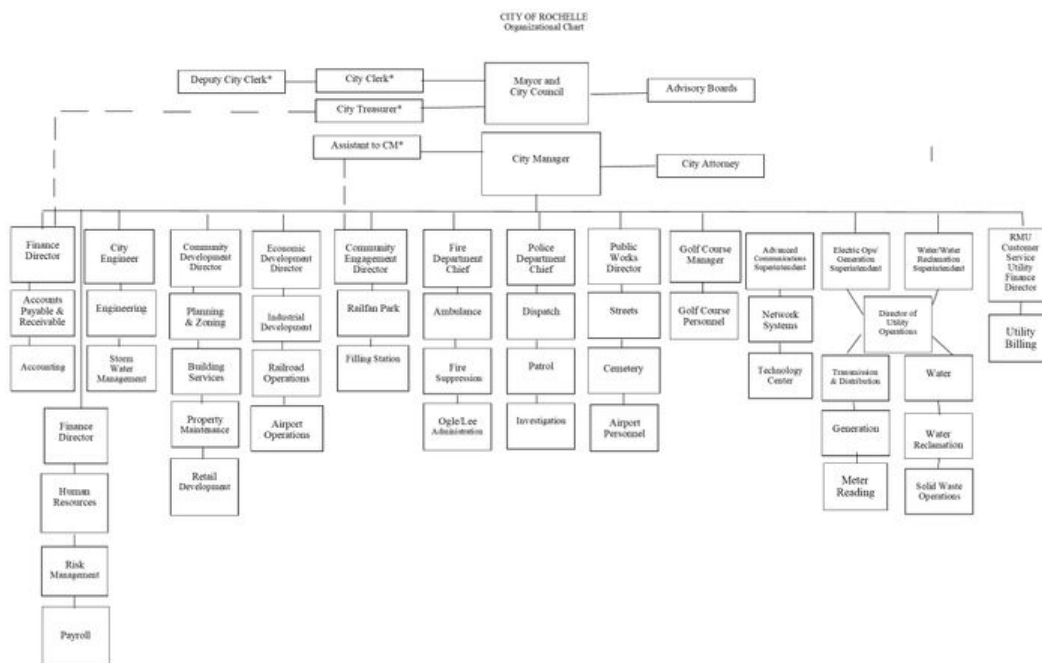


Grey background indicates budgeted figures.



Name	FY2020 Actual YTD	FY2021 Actual YTD	FY2022 Budgeted	FY2023 Budgeted
<b>Expense Objects</b>				
<b>Transfers</b>				
Transfer Cap Impr S Main 12-00112-00FP	\$2,251,547.32	\$0.00	\$90,000.00	\$0.00
Transf Capital Impr Fund IL Rebuild Program	\$0.00	\$0.00	\$630,000.00	\$630,000.00
Transf Capital Impr Fund-eligible CY 2020 MFT proj	\$144,864.63	\$0.00	\$0.00	\$0.00
Trans to Cap Impr MFT Projects 2022	\$0.00	\$0.00	\$320,000.00	\$800,000.00
<b>Total Transfers:</b>	<b>\$2,396,411.95</b>	<b>\$0.00</b>	<b>\$1,040,000.00</b>	<b>\$1,430,000.00</b>
<b>Total Expense Objects:</b>	<b>\$2,396,411.95</b>	<b>\$0.00</b>	<b>\$1,040,000.00</b>	<b>\$1,430,000.00</b>

## Engineering - Storm Water Management - Organizational Chart



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# CAPITAL IMPROVEMENTS

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# Capital Improvement Plan 2023-2042



## INTRODUCTION

The Capital Improvement Plan (CIP) is a program for the City's capital investments over a twenty (20) year period, 2023-2042. The CIP allows the City to forecast capital costs, funding, and timing for large projects. Each year the CIP is reviewed by the City Council within the context of ongoing city, county, and state planning, programs, and policies, as well as the City's planning documents (Strategic Plan, Comprehensive Plan, Economic Development Plan, and Budget).

The current CIP includes twenty (20) years of projected capital expenditures. This year the Program (2023) is included in the 2023 Budget. The CIP is updated during the budget cycle, with each CIP year adopted into the corresponding budget year.

## ORGANIZATION OF THE CIP

The CIP's organization permits comprehensive treatment of all pending capital projects. The major portion of the plan contains the individual project descriptions, organized categorically by department. Each project sheet contains information regarding the description, justification, and funding.

## FINANCING THE CIP

The following funding sources may be used to finance a project in the CIP:

**Enterprise Funds (Electric, Water, and Water/Reclamation):** These funds are the only Enterprise Fund or business-type activity of the City. They are used to accounting for all revenues and expenses of the Rochelle Municipal Utilities (RMU). They are primarily funded by charges for utility service. Most of the spending from these funds is used for operating expenses for supplying the City's services, but is also used for electric, water and water reclamation capital improvements and other related expenses.

**Capital Projects Fund:** This fund receives its revenue from the Utility Tax, Motor Fuel Tax, Sales Tax, and grants. It is used to finance assets that have long useful lives, such as land, buildings, major equipment, vehicles, and infrastructure.

**Debt Financing:** Various types of debt instruments can be used in order to finance some CIPs. Debt financing includes loans, general obligation bonds, revenue bonds, certificates of obligation, and capital lease agreements.

**Grants:** Funding provided to the City by other governmental entities.

## MOVING FORWARD

The key to ensuring the accuracy of a fifteen-year CIP is reviewing and amending the CIP annually. An annual review and amendment allow the projections to become more accurate for the upcoming years, generally the following 2 years, and the project cost estimates to become more precise. It also allows for adjustments to be made should revenue projections fail to

meet expectations or exceed said projections. This is a constant and evolving plan that sets goals ten years into the future but consciously adjusts the plan as each year approaches in a way that makes the goals real and attainable. In summary, staff will never allow the fund balances to attain real negative balances in any impactful manner.

## **WHAT IS A CAPITAL IMPROVEMENT?**

Most communities define capital improvements as major public expenditures, usually physical in nature, that include a depreciating asset valued over a determined amount. Local policies may specify the cost and useful life of qualified projects. For example, a small community may set minimum project costs at \$1,000 or \$2,500, while larger communities may set a threshold of \$10,000 or \$25,000. Expenditures below this level are considered “operational” and appear in the annual operating budget and not the CIP. The Government Finance Officers Association (GFOA) recommends a useful service life of at least three to five years, although this term may vary based on the specific asset.

### **Common categories of capital expenditures include:**

1. Purchase of major equipment (ex. dump truck, snowplow, computers).
2. Acquisition of land for a public purpose (ex. water plant, road improvement, fire station).
3. Construction, expansion or major renovation of a public building or facility (ex. Water treatment plant, roads, sewage treatment plant, new electric line construction).
4. Related planning, engineering, design, appraisal or feasibility costs (ex. LEED certification, architectural fees) is required to complete one of the above project types.

## **GOALS OF THE CIP**

The CIP is prepared according to two major goals:

1. To address the City's immediate and long-term capital needs, especially those related to:
  - a. Maintaining the existing infrastructure in order to protect the City's investments.
  - b. Expanding the tax base in a way that will benefit both current and future citizens.
  - c. Managing and encouraging intentional growth in compliance with the Comprehensive Plan.
2. Providing city services in the most efficient and safe manner.
3. Maintaining and improving the quality of life in a way that enhances the perception of the community by residents and potential investors.
4. To explore all feasible funding sources (as time and resources permit) in order to finance the City's capital needs. This includes external funding opportunities including, but not limited to, grants, loans, and other federal and state-managed programs.

## **FUNDING PRIORITIES**

Projects with the following characteristics are given priority for funding:

1. Public health and public safety — prevent or corrects a major or minor health or safety hazard.
2. Legal requirement — clearly addresses a mandate by State or Federal law.
3. Major deferred maintenance on existing infrastructure/facilities — lack of project will likely result in compounded repair costs in the future and/or materially disrupt the function of the facilities.
4. Economic development — directly increases net annual revenues and creates indirect community wealth, such as jobs, business retention, or increased commercial development.
5. Operating budget impact — directly reduces operating costs or is eligible for outside funding sources.
6. Extension of the primary service area serves the entire City.
7. Relationship to other projects — completing a project that is already underway or advancing the effectiveness of another project.
8. Comprehensive and/or strategic plans or policies are consistent with the City's existing long-range plans.
9. Equitable distribution — considers geographic, environmental and socio-economic balance.
10. Joint use — combines two or more projects in the same site or facility resulting in immediate or future savings.
11. Best practices — maintains the City's systems or facilities for delivering services and information to the public.

## **RELATIONSHIP OF THE CIP TO THE OPERATING BUDGET**

The Operating Budget and the CIP are closely related. When the City commits to a capital project, there is an associated long-range impact on operating funds. Most capital projects affect future operating budgets either positively or negatively by

influencing maintenance costs or by providing capacity for new services to be offered. Such impacts vary widely from project to project and, as such, are evaluated individually during the process of assessing project feasibility.

## **CAPITAL PURCHASING POLICIES**

When making capital purchases, the following requirements apply, and additional City Council consideration or legislative approval shall not be required under these circumstances as legislative approval is inherently granted with the adoption of the CIP by the City Council:

1. The capital item shall be included, and budgeted for, in the adopted CIP.
2. The expenditure for the capital item shall be included in the corresponding budgeted year.
3. The requested financial expenditure shall be at or below the amount specified in the adopted CIP and budget. The purchase shall include the complete project cost including accessory equipment, and projects shall not be itemized separately to fit into the budgeted amount.
4. Selection of the capital item shall be required to follow the appropriate bidding procedures as currently adopted by the City Council.

## **INFLATIONARY IMPACT AND ESTIMATES**

CIP projects are intended to be included in the annual budget in the appropriate years. Even so, because circumstances may change between the adoption of the CIP and the annual budget, CIP projects must be resubmitted as part of each department's annual capital improvement budget request. Funds for such projects are not available unless, and until, they are specifically included in the annual CIP and annual budget approved by the City Council. When needs to outpace the resources available, projects may be deferred each year. Conversely, should projects come in under budget, opportunities may arise to move project schedules up accordingly.

In many cases, the completion of capital projects will impact a department's operating budget as completed projects require maintenance and upkeep. For example, some facilities may require utilities, such as electricity, water, and sewer, above current consumption levels. An impact may not be readily evident when projects are funded and constructed over several years. Consequently, the impact of capital projects on the annual operating budget is estimated when available and noted in the CIP under each project. Most projects will not have an operating impact in the year during which they are funded, since this is typically the construction/installation phase. Additionally, if a project is a renovation which does not include expansion and the operating costs are already captured in the department's annual operating budget, no additional operating costs will be listed.

The City Council of Rochelle is committed to the provision of infrastructure, facilities, and equipment needed to assure the delivery of quality public services that provide for the present and future well-being of the residents and visitors of the City of Rochelle. Capital projects will be funded and undertaken only in conformance with the terms of this policy.

1. Capital Improvement Plan (CIP): Complete listing of all capital projects to be undertaken in a fifteen-year period. The CIP may include capital projects to be initiated within ten years but completed after the end of the ten-year planning horizon. Projects that occur beyond the ten-year term will be identified for future consideration and planning purposes.

2. CIP Purpose: The purpose of CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with these established policies. The CIP is a twenty-year plan organized into the same functional groupings as the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace, or enhance existing capital assets and capital projects that significantly expand or add to the City's existing fixed assets.

3. CIP Term: The CIP will cover projects for a period of twenty years. The CIP shall be reviewed annually to accommodate changing parameters based on finances available, need, condition, and operational considerations.

4. CIP Projects: Land improvements, buildings and building improvements, and infrastructure with costs greater than \$25,000 and as assigned depreciation life will be included in the CIP. Machinery, equipment, and vehicles with costs greater than \$5,000 and an assigned depreciation life will be included in the CIP. Minor capital outlays of less than \$5,000 will be included within the respective operating budget.

5. CIP Amendment: A change to the adopted capital improvement program that adds or deletes a project, modifies the total adopted budget of a project, or alters its approved scope.

6. Project Manager: Every CIP project will have a project manager who will prepare the project proposal, ensure that the required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report on the project status.

7. CIP Phases: The CIP will emphasize project planning with projects progressing through at least two and up to ten of the following phases:

- a. Designate: Designation of funds after approval of budget by Council.
- b. Study: Concept design, site selection, feasibility analysis, schematic design, environmental determination, property appraisals, scheduling, grant application grant approval, and/or specification preparation for equipment purchases.
- c. Environmental Review: EIR preparation and other environmental studies.
- d. Real Property Acquisitions: Property acquisition for projects if necessary.
- e. Site Preparation: Demolition, hazardous materials abatement, and other pre-construction work.
- f. Design: Final design, plan, and specification preparation and construction cost estimate.
- g. Construction: Construction contracts preparation and execution.
- h. Construction Management: Contract project management and inspection, soil and materials tests, and other support services during construction.
- i. Equipment Acquisitions: Vehicles, heavy machinery, computers, office furnishings, other equipment items acquired and installed independently of construction contracts.
- j. Debt Service: Installment payments of principal and interest for completed projects funded through financing. Expenditures for this project phase are included in Debt Service section of the Financial Plan.

8. CIP Allocation: The City's annual CIP allocations for study, design, acquisition, and/or construction is based on the projects designated by the Council through the adoption of the CIP and the Budget. If project costs at the time of project completion are less than the budgeted amount, the balance will be returned to the fund balance and/or allocated to another project. If project costs at the time of bid award are greater than the projected budgeted amounts, five basic options are available:

- a. Eliminate the project.
- b. Defer the project for consideration in the next Financial Plan period.
- c. Rescope or change the phasing of the project to meet the existing budget.
- d. Transfer funding from another specified, lower priority project.
- e. Appropriate additional resources as necessary from fund balance.

The City Council, under advisement of the City Manager, shall make the determination of which of the options shall be pursued relative to the project.

9. Program Objectives: Project phases will be listed as objectives in the program narratives of the programs which manage the projects.

## **CAPITAL EXPENDITURES AND IMPROVEMENTS**

The City shall annually review and monitor the condition of the City's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, funding alternatives and availability of resources.

## **CAPITAL IMPROVEMENTS PLANNING PROGRAM**

The City shall annually review the Capital Improvement Plan (CIP), the current status of the City's infrastructure, replacement and renovation needs and potential new projects and update the program as appropriate. All projects, ongoing and proposed, shall be prioritized based on an analysis of current needs and resource availability. For every project, all operation,

maintenance, and replacement costs shall be fully identified. The CIP shall also present the City's long-term borrowing plan, debt payment schedules, and other debt outstanding or planned general obligation bonds, revenue bonds and certificates of obligation.

#### **REPLACEMENT OF CITY VEHICLES**

The City shall annually prepare a schedule for the replacement of its vehicles. Within the resources available each calendar year, the City should replace assets according to this schedule.

The general depreciation term for all vehicles is established at five (5) years. After those five years, a replacement should be implemented.

Vehicles and heavy equipment that cost more than \$5,000 may be funded by one of the capital expenditure financing methods discussed below.

#### **CAPITAL EXPENDITURES FINANCING**

The City recognizes that there are several methods of financing capital items. It can budget the funds from current revenues, take the funds from fund balance/working capital as allowed by the fund balance/working capital policy, utilize funds from grants, or it can borrow the money through some form of debt instrument. Debt financing includes general obligation bonds, revenue bonds, debt certificates, and capital lease agreements.

#### **CAPITALIZATION THRESHOLD FOR TANGIBLE CAPITAL ASSETS**

The Government Finance Officers Association (GFOA) recommends that best practice guidelines be followed in establishing capitalization thresholds for tangible capital-type items. Accordingly, the following criteria shall be established with the adoption of this policy.

Individual items costing more than \$5,000 or \$25,000 depending on the asset will be capitalized and depreciated according to Governmental Accounting Standards Board rules.

Tangible capital-type items will only be capitalized if they have an estimated useful life of at least five (5) years following the date of acquisition.

Capitalization thresholds will be applied to individual items rather than to groups of similar items (e.g., desks and tables).

Adequate control procedures at the department level will be established to ensure adequate control over non-capitalized tangible items.



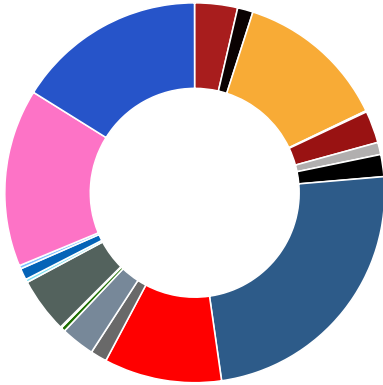
## Capital Improvements: One-year Plan

### Total Capital Requested

# \$26,597,266

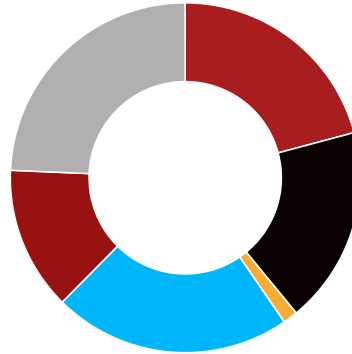
63 Capital Improvement Projects

Total Funding Requested by Department



Airport (4%)	\$970,000.00
Ambulance (1%)	\$350,000.00
Capital Improvements (13%)	\$3,440,000.00
Communication (0%)	\$25,000.00
Community Development (3%)	\$729,000.00
Downtown TIF (1%)	\$275,000.00
Elec Ops, 9th St Gen Plant (2%)	\$500,000.00
Elec Ops, Distribution (24%)	\$6,408,833.00
Engineering Division (10%)	\$2,665,000.00
Fire (1%)	\$370,000.00
Lighthouse Pointe TIF (3%)	\$765,000.00
Network Admin (0%)	\$100,000.00
Police (0%)	\$24,875.00
Railroad (5%)	\$1,250,000.00
Solid Waste Management (0%)	\$70,000.00
Street Division (1%)	\$265,000.00
Tech Center and Advanced Communications (0%)	\$75,000.00
Water (15%)	\$4,026,000.00
Water Reclamation (16%)	\$4,288,558.00
<b>TOTAL</b>	<b>\$26,597,266.00</b>

Total Funding Requested by Source



Bonds (21%)	\$5,491,333.00
Cash (18%)	\$4,801,433.00
Federal/State Funds (1%)	\$360,000.00
Grant (22%)	\$5,792,897.00
Loan (13%)	\$3,500,000.00
Other (24%)	\$6,403,603.00
<b>TOTAL</b>	<b>\$26,349,266.00</b>



## Capital Costs Breakdown



● Capital Costs (100%)

\$26,597,266.00

**TOTAL**

**\$26,597,266.00**

## Cost Savings & Revenue Breakdown

There's no data for building chart

## Fire Requests

### Itemized Requests for 2023

#### Station 1 First Floor Renovation

**\$245,000**

2023: Complete renovation of Dorm and Bathroom resulting in 2 bathrooms, including 1 ADA compliant bathroom, and 5 independent rooms. 2024/2025: Complete renovation of Radio Room, Chief's office, day room, kitchen, bathroom.

#### Training Facility

**\$125,000**

Build a training facility for Rochelle and Ogle-Lee firefighters. Currently, the 13 fulltime members and 25 volunteer members utilize the back parking lot and occasionally donated properties for training. This facility would be...

**Total: \$370,000**

## Street Division Requests

### Itemized Requests for 2023

#### Ground Speed Controller

**\$20,000**

Ground speed controllers are used during winter operations to control the amount of salt being applied to the pavement. The ground speed controller would replace the manual twist dial controller currently being used. This new...

#### Mastic Asphalt Repair Machine

**\$85,000**

Hot mastic sealant melters are used to make long-lasting repairs to asphalt and concrete pavements, as well as bridge decks, manholes, and in pavement utility valve covers. These machines heat and mix mastic sealant materials keeping the...

#### Other Improvements/Forestry

**\$10,000**

Inventory, inspect, perform risk assessments, and provide maintenance to all city-owned trees. Also, purchase and plant new and replacement trees to improve Rochelle's overall canopy. Trees help form the character of a community...

#### Traffic Marking Machine

**\$30,000**

Traffic marking machines are used on 165 lane miles of roads and 14 municipal parking lots. These markings include crosswalks, stop bars, turn arrows, edge lines, and centerlines.

#### Vehicle/Single & Tandem Axle Dump Trucks

**\$120,000**

Create a 16 year rotation of medium duty single and tandem axle dump trucks. Every 4 years, the City will finance the purchase of 2 single and /or tandem axle cab & chassis trucks. Each truck will be equipped with stainless...

**Total: \$265,000**

## Ambulance Requests

### Itemized Requests for 2023

#### Ambulance

**\$350,000**

Ambulance replacement due to age and mileage, one in 2023 (F24), another in 2025 (F20), 2030 (F21)

**Total: \$350,000**

# Capital Improvements Requests

## Itemized Requests for 2023

### 14th Street Drainage Improvements/Street Restore

**\$440,000**

Reconstruct existing mainline storm sewers from near Carrie Avenue south to Squires Landing Way and other associated tributary areas. Current storm sewers and drainage system infrastructure are undersized.

### 2nd Avenue and Greenway corridor improvements from Washington Street to Rt 251 overpass

**\$150,000**

Street and on street parking improvements, sidewalk, curb and gutter along 2nd Avenue and offsite improvements along the south side of 2nd Ave to provide for greenspace and stormwater detention to improve the downtown area and clean up blighted...

### Annual Seal Coat Street A2 Surface Treatments (various streets)

**\$170,000**

Annual maintenance/seal coat treatment of various streets utilizing MFT funds

### City wide storm sewer and drainage structure improvements phase 2 and multi year phases

**\$735,000**

Citywide storm sewer and drainage structure improvements Phase 2 and multi year phases

### Flagg Road/20th Street Improvements - Joint Project with Ogle County

**\$285,000**

Improvements to the greater intersection geometrics, traffic signals, and approach lanes of Flagg Rd and 20th St. Preliminary engineering and ROW acquisition is expected in 2023 pending an intergovernmental agreement with Ogle County.

### General Maintenance

**\$170,000**

General maintenance related to routine maintenance or reconstruction of various streets, sidewalks, storm sewer, drainage structures, signage, traffic control systems, and various other items. May include maintenance to City municipal parking lots...

### Other Street and Alley Improvements

**\$275,000**

Expenses related to routine maintenance, replacement, or reconstruction of various street pavements, shoulders or curb and gutter.

### Replacement of sidewalk and shared use path infrastructure facilities. Project will include miscellaneous curbs and gutter replacement as well as pavement patching and other contracted labor and materials associated with the projects.

**\$400,000**

Annual sidewalk and shared use path improvements

### Shared Use Path Rochelle Golf Course Phase 1

**\$175,000**

Shared use pedestrian path along IL Rte 251 west side of the Rochelle Golf Course. There is currently no existing pedestrian path or sidewalk to connect Cleveland Avenue to Washington Street along Rte 251.

### South Main Street Improvements Phase 2 Steam Plant Road to Veterans Parkway

**\$640,000**

Reconstruction and widening of South Main Street from Steam Plant Road to Veterans Parkway. This project is partially funded with MFT EDP funds through IDOT.

**Total: \$3,440,000**

## Solid Waste Management Requests

### Itemized Requests for 2023

#### Semi Tractor and material and equipment trailers

\$70,000

Purchase one used semi tractor and two used semi trailers from auction to move equipment and materials to and from job sites as needed. One used dump trailer to haul spoil from construction sites to the landfill or dump sites. Transport landscape...

**Total: \$70,000**

## Network Admin Requests

### Itemized Requests for 2023

#### Network Infrastructure improvements and maintenance to the City Departments Network

\$10,000

Investment in network infrastructure components within the city departments that are used to provide internet and communication services to city employees. These costs include upgrading outdated infrastructure items such as...

#### Tech Center AV System

\$90,000

The AV system at the Tech Center is old and has experienced equipment failure in the last year. We will be using these funds to upgrade the AV system before we suffer a catastrophic failure. The CIP would budget for upgrades or replacement of...

**Total: \$100,000**

## Airport Requests

### Itemized Requests for 2023

#### Land and Building Acquisition East of Terminal

\$650,000

Acquisition of land, commercial buildings, and two residential units, approximately 8 acres for future airport expansion and increased revenue from skydiving and RV parking (Large Car Rebuilders).

#### Resurface and Rehabilitate Existing Airport Entrance Road and Parking Lot

\$320,000

The entrance road and parking lot are deteriorating. Due to cracks and surface failures, asphalt must be ground and resurfaced.

**Total: \$970,000**

## Railroad Requests

### Itemized Requests for 2023

#### CIR Intermodal Facility Phase 1

\$1,250,000

Construction of Phase 1 of the CIR Intermodal Service should be constructed in Q4 2021. This project will hard pave the Rochelle Transload Center (RTC) entrance and grading/construction of a container yard north of the RTC being...

**Total: \$1,250,000**

## Downtown TIF Requests

### Itemized Requests for 2023

<b>Vacant Properties</b>	<b>\$275,000</b>
--------------------------	------------------

Purchase vacant properties to address blight and vacancies. Downtown beautification.

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**Total: \$275,000**

## Lighthouse Pointe TIF Requests

### Itemized Requests for 2023

<b>Caron Road pavement resurfacing project</b>	<b>\$275,000</b>
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Caron Road pavement resurfacing project

<b>IL Rte 38 lighting project and updated fixtures along Northpointe Dr and Caron Rd</b>	<b>\$150,000</b>
--	------------------

IL Rte 38 lighting project and updated fixtures along Northpointe Dr and Caron Rd

<b>Northpointe Drive Pavement Resurfacing Project</b>	<b>\$230,000</b>
---	------------------

Northpointe Drive pavement resurfacing project

<b>Shared Use pedestrian path extension from Coronado private drive to TIF easterly boundary</b>	<b>\$110,000</b>
--	------------------

Shared Use pedestrian path extension from Coronado private drive to TIF easterly boundary

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**Total: \$765,000**

## Elec Ops, 9th St Gen Plant Requests

### Itemized Requests for 2023

<b>Power Plant Upgrades</b>	<b>\$500,000</b>
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General maintenance and upgrades

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**Total: \$500,000**

## Elec Ops, Distribution Requests

### Itemized Requests for 2023

#### 5 KV Conversion

\$102,000

Convert the 5 KV to 15 KV system, upgrade to a more reliable service.

#### Distribution - Underground

\$204,000

Blanket to repair and maintain underground lines due to their past life expectancy.

#### Distribution Upgrades Phase 2

\$5,401,333

A new 5.9 mile connection of 34.5kV line from Prologis Park Substation to a new Centerpoint substation. Center Point Distribution substation with 20 MVA 34.5 to 13.8 kV 34.5kV A new 4.2 mile connection of 34.5kV line...

#### Downtown Beautification

\$51,000

Various improvement projects in the downtown.

#### Line Trucks Replacement

\$210,000

The life expectancy of utility bucket trucks are 10 years.

#### Overhead Distribution

\$285,500

System improvements to the distribution lines. This includes materials such as poles, transformers, conductors, and bolts. We maintain about 270 miles of overhead and underground distribution system, some of which was installed in the...

#### Streetlights

\$105,000

Replacement of streetlights poles with LED lighting throughout the City as needed.

#### Substations Maintenance

\$50,000

General maintenance blanket for all substations.

**Total: \$6,408,833**

# Water Reclamation Requests

## Itemized Requests for 2023

### Camera Truck - Water Reclamation

\$250,000

Replace the old camera truck. This equipment is used to televise sewer lines.

### Heavy Equipment

\$100,000

The new skid loader will replace the old equipment. Equipment will be shared between the Water and Water Reclamation Department.

### Manhole Lining - Water Rec

\$64,927

Line deteriorating manholes City wide.

### Pilot Travel Stop Contribution - Water Rec

\$85,000

Infrastructure investment for the project.

### Sewer Line Replacement/Lining

\$127,500

Replace or repair deteriorating sewer lines throughout the City

### Water Meters - Water Reclamation

\$25,000

Water meter replacement blanket. This is split between water and water reclamation.

### Water Reclamation Maintenance Blanket

\$136,131

Preventive maintenance or replacement of water reclamation infrastructure to avoid failure.

### Water Treatment Updates Phase 2

\$3,500,000

The treatment plant is undergoing a complete update and system replacement.

**Total: \$4,288,558**

## Water Requests

### Itemized Requests for 2023

<b>Heavy Equipment</b>	<b>\$100,000</b>
Replace old equipment. Split with Water Reclamation Department.	
<b>Pilot Travel Stop Contribution - Water</b>	<b>\$85,000</b>
Infrastructure investment for project.	
<b>Wash Water Towers</b>	<b>\$12,000</b>
Recommended by AWWA to maintain exterior paint.	
<b>Water Main Replacement Blanket</b>	<b>\$102,000</b>
Repair and maintain the main water system.	
<b>Water Maintenance Blanket</b>	<b>\$102,000</b>
Materials for preventative maintenance and repair.	
<b>Water Meter - Replacement</b>	<b>\$25,000</b>
Replace all outdated meters	
<b>Water Well # 8 - Caron Rd</b>	<b>\$3,600,000</b>
Construct a new well house and treatment plant to remove high iron.	
<b>Total: \$4,026,000</b>	

## Tech Center and Advanced Communications Requests

### Itemized Requests for 2023

<b>Battery Room Design/Upgrade</b>	<b>\$75,000</b>
These funds will be used for obtain engineering and construction costs to upgrade services in the existing battery room to allow it to be reconfigured for additional collocation space to generate revenue. We currently have only 1 rack...	
<b>Total: \$75,000</b>	

## Communication Requests

### Itemized Requests for 2023

<b>Fiber Infrastructure Upgrades for Advanced Communications Department</b>	<b>\$25,000</b>
The external security audit recommended changes to the network configuration to segment city data, SCADA, and customers to enhance security. This would include adding new switches and replacing end-of-life hardware that is currently in...	
<b>Total: \$25,000</b>	



## Police Requests

### Itemized Requests for 2023

#### State Required Body Cameras

\$24,875

House Bill 3653 and the trailer bill require law enforcement agencies to have body cams. The agency size determines when this program has to be implemented. For the City of Rochelle, this must be done before January 1st of...

**Total: \$24,875**

## Engineering Division Requests

### Itemized Requests for 2023

#### 14th Street/8th Avenue pavement reconstruction PH2

\$75,000

14th Street/8th Avenue pavement reconstruction PH2. 6th Ave to 8th Ave and 8th Ave from 15th St to east of Woolf Ct

#### 4th Ave, from 3rd to 6th Street, storm sewer improvements Phase 2

\$295,000

4th Ave, from 3rd to 6th Street, storm sewer improvements Phase 2

#### 7th Avenue bridge replacement over the Kyte River

\$1,305,000

The 7th Avenue bridge replacement project limits are from Kelly Drive to west of the existing bridge. Includes Engineering, certain utility adjustments and complete pavement reconstruction.

#### COR Campus improvements

\$440,000

COR Campus improvements interior and exterior buildout.

#### Creston/Caron Rd LAFO FAU Rte pavement resurfacing, overlay/widening

\$360,000

Creston/Caron Rd LAFO FAU Rte pavement resurfacing. Pavemen surface removal, Overlay/widening, misc base repair from I-39 to Caron Rd and along Caron Rd to 7th Avenue

#### Steward Rd pavement improvements PH1

\$190,000

Steward Rd pavement improvements PH1 from east of BNSF RR overpass to Ritchie Rd.

**Total: \$2,665,000**

## Community Development Requests

### Itemized Requests for 2023

#### Rebuild Downtowns & Main Streets Grant- bathroom, parking lot rehab and new parking lots

\$729,000

The Rebuild Downtown & Main Street grant amount is \$1,151,794 and will be used to reconstruct seven (7) existing City parking lots, construct two (2) new City parking lots, install three (3) Level 3 vehicle charging stations, and a public...

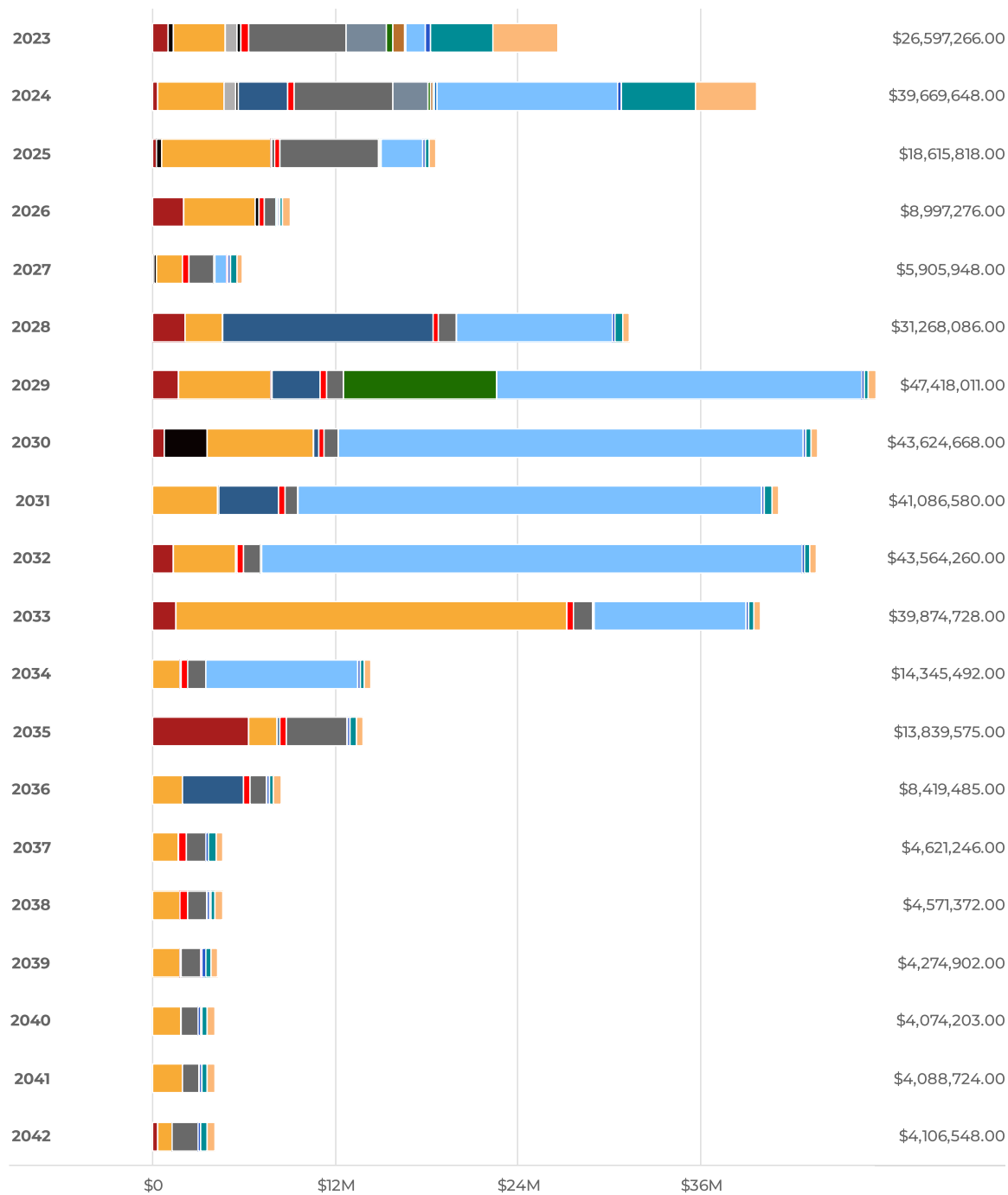
**Total: \$729,000**

## Capital Improvements: Multi-year Plan

**Total Capital Requested**  
**\$408,963,836**

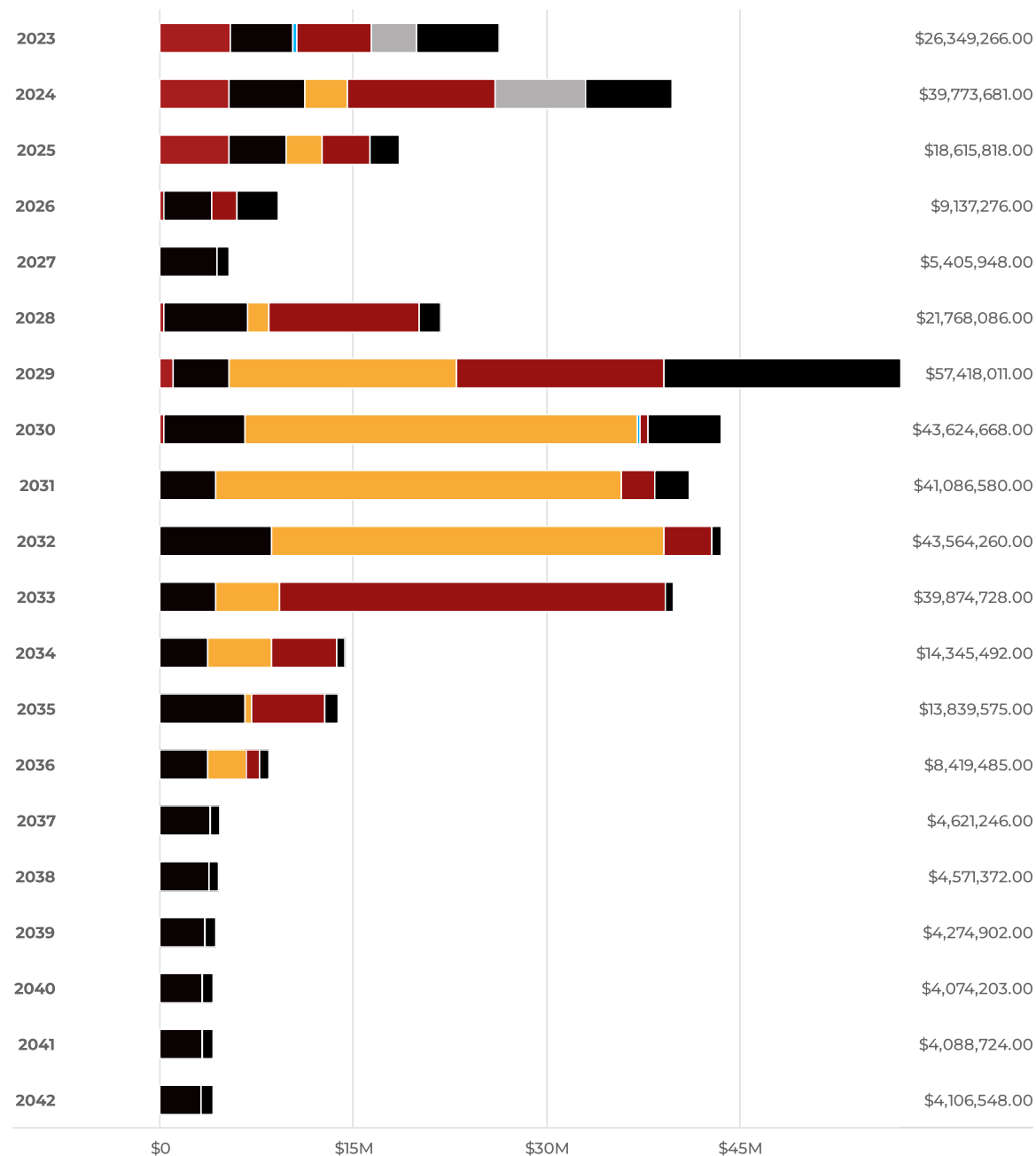
126 Capital Improvement Projects

## Total Funding Requested by Department

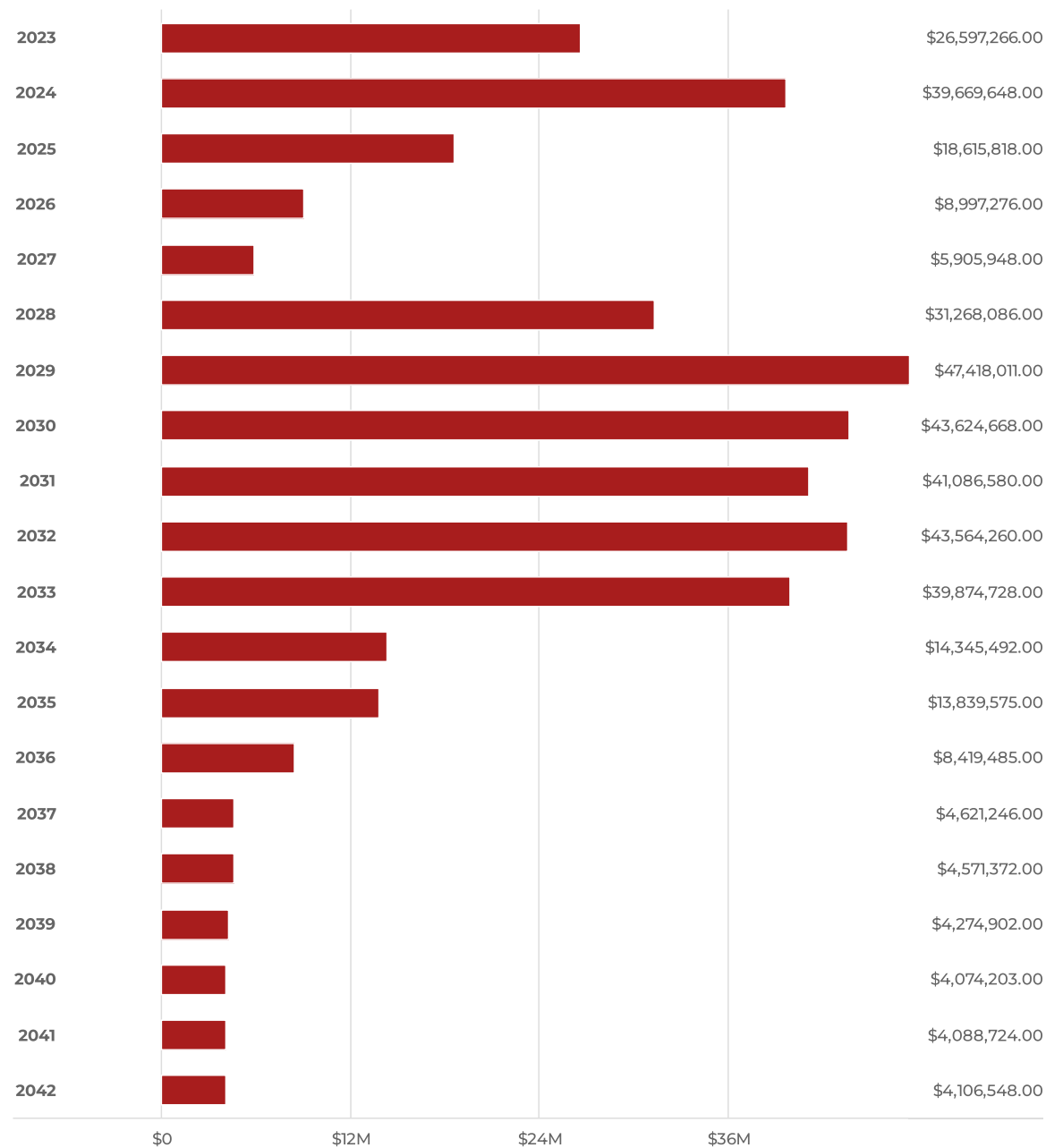


- Airport
- Capital Improvements
- Communication
- Downtown TIF
- Elec Ops, 9th St Gen Plant
- Engineering Division
- Lighthouse Pointe TIF
- Police
- Railroad
- Street Division
- Water
- Ambulance
- Cemetery
- Community Development
- Economic Development
- Elec Ops, Distribution
- Fire
- Network Admin
- Railfan Park
- Solid Waste Management
- Tech Center and Advanced Communications
- Water Reclamation

## Total Funding Requested by Source



## Capital Costs Breakdown



● Capital Costs

## Cost Savings & Revenues

There's no data for building chart

# Fire Requests

## Itemized Requests for 2023-2042

### Cascade System

\$20,000

Replace Existing Cascade System (Installed in 2005). The Cascade System is used for filling SCBAs.

### Second Fire Station

\$10,000,000

This project proposes the construction of an additional fire station within the City of Rochelle. The benefits would be improved response time and additional staff and equipment.

### Station 1 First Floor Renovation

\$525,000

2023: Complete renovation of Dorm and Bathroom resulting in 2 bathrooms, including 1 ADA compliant bathroom, and 5 independent rooms. 2024/2025: Complete renovation of Radio Room, Chief's office, day room, kitchen, bathroom.

### Training Facility

\$125,000

Build a training facility for Rochelle and Ogle-Lee firefighters. Currently, the 13 fulltime members and 25 volunteer members utilize the back parking lot and occasionally donated properties for training. This facility would be...

**Total: \$10,670,000**

# Street Division Requests

## Itemized Requests for 2023-2042

### Compact Track Loader

**\$176,000**

Compact loaders are the most used and versatile pieces of equipment at the Street Department. Compact loaders are able to perform many duties by simply adding an attachment. These machines are very efficient, productive, and they...

### Ground Speed Controller

**\$43,000**

Ground speed controllers are used during winter operations to control the amount of salt being applied to the pavement. The ground speed controller would replace the manual twist dial controller currently being used. This new...

### Mastic Asphalt Repair Machine

**\$125,000**

Hot mastic sealant melters are used to make long-lasting repairs to asphalt and concrete pavements, as well as bridge decks, manholes, and in pavement utility valve covers. These machines heat and mix mastic sealant materials keeping the...

### Municipal Parking Lot Improvements

**\$128,000**

Municipal parking lots serve several functions in the downtown area. They provide parking for downtown residents, businesses, and visitors as well as providing a location to host events held by various committees in our community. It...

### Other Improvements/Forestry

**\$200,000**

Inventory, inspect, perform risk assessments, and provide maintenance to all city-owned trees. Also, purchase and plant new and replacement trees to improve Rochelle's overall canopy. Trees help form the character of a community...

### Salt Brine Production System

**\$150,000**

Salt brine plays an important role in winter operations. Salt brine begins to melt ice immediately as it is already in liquid form. Salt brine is used in anti-icing operations and is usually mixed with an agricultural derived product...

### Traffic Marking Machine

**\$135,000**

Traffic marking machines are used on 165 lane miles of roads and 14 municipal parking lots. These markings include crosswalks, stop bars, turn arrows, edge lines, and centerlines.

### Utility Tractor/Mower

**\$135,000**

Utility tractors serve many functions in City operations. The main function of utility tractors is mowing right of ways and large open spaces with a PTO driven batwing mower. These tractors are also used for snowplowing, loading materials such as...

### Vehicle/Single & Tandem Axle Dump Trucks

**\$2,542,000**

Create a 16 year rotation of medium duty single and tandem axle dump trucks. Every 4 years, the City will finance the purchase of 2 single and /or tandem axle cab & chassis trucks. Each truck will be equipped with stainless...

**Total: \$3,634,000**



## Cemetery Requests

### Itemized Requests for 2023-2042

<b>Utility Work Vehicle</b>	<b>\$70,000</b>
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A utility work vehicle is a multi-purpose vehicle that is equipped with a dump body, hydraulics and a power take off. This vehicle is similar to an RTV in that it is compact and can maneuver in tight locations a regular sized vehicle can...

<b>Vehicle/Pickup Truck</b>	<b>\$102,000</b>
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Public Works light duty vehicle fleet ranges from 2 ton dump trucks down to 1/2 ton pickup trucks. Additional equipment varies on each truck. This equipment can consist of hydraulic and electric hoists, snow plows, and spreaders,...

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**Total: \$172,000**

## Ambulance Requests

### Itemized Requests for 2023-2042

<b>Ambulance</b>	<b>\$1,000,000</b>
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Ambulance replacement due to age and mileage, one in 2023 (F24), another in 2025 (F20), 2030 (F21)

<b>Ladder Truck</b>	<b>\$2,500,000</b>
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Replacement of the 2000 Alexis Ladder Truck. The useful life of a ladder truck is 30 years. Ladder trucks are essential equipment for multistory fire and rescue. Ladder trucks over 30 years old have a detrimental effect on the...

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**Total: \$3,500,000**

# Capital Improvements Requests

## Itemized Requests for 2023-2042

### 14th Street Drainage Improvements/Street Restore

\$440,000

Reconstruct existing mainline storm sewers from near Carrie Avenue south to Squires Landing Way and other associated tributary areas. Current storm sewers and drainage system infrastructure are undersized.

### 2nd Avenue and Greenway corridor improvements from Washington Street to Rt 251 overpass

\$650,000

Street and on street parking improvements, sidewalk, curb and gutter along 2nd Avenue and offsite improvements along the south side of 2nd Ave to provide for greenspace and stormwater detention to improve the downtown area and clean up blighted...

### Annual Seal Coat Street A2 Surface Treatments (various streets)

\$3,290,000

Annual maintenance/seal coat treatment of various streets utilizing MFT funds

### Askvig Subdivision outfall to Kyte Creek and storm sewer and drainage improvements PH 1

\$1,000,000

Askvig Subdivision outfall to Kyte Creek and storm sewer and drainage improvements PH 1

### City wide storm sewer and drainage structure improvements phase 2 and multi year phases

\$2,135,000

Citywide storm sewer and drainage structure improvements Phase 2 and multi year phases

### Dement Road Extension from Creston Road to Wiscold Drive

\$9,980,000

Widening and rebuilding of Dement Road (south of Creston Road) to accommodate future industrial development. This collector road will provide a connection between Creston Road and Wiscold Drive and the southeast industrial area to Rte 38 and...

### Flagg Road/20th Street Improvements - Joint Project with Ogle County

\$1,145,000

Improvements to the greater intersection geometrics, traffic signals, and approach lanes of Flagg Rd and 20th St. Preliminary engineering and ROW acquisition is expected in 2023 pending an intergovernmental agreement with Ogle County.

### General Bridge Maintenance and Repairs

\$550,000

Ongoing maintenance expenses for City bridges on the local NBIS System.

### General Maintenance

\$4,940,000

General maintenance related to routine maintenance or reconstruction of various streets, sidewalks, storm sewer, drainage structures, signage, traffic control systems, and various other items. May include maintenance to City municipal parking lots...

### HVAC Replacement at 333 Lincoln Highway

\$20,000

Replace 2 HVAC units

### IL Rte 251 Improvements Rt 38 to Fairview Drive - IDOT project (city participation)

\$900,000

City participation in IDOT MYP Route 251 improvements includes sidewalks, shared-use path, street lights, traffic signals and storm sewer upgrades. This project will be designed, permitted and constructed by IDOT.

### Municipal Box Culvert Replacement

\$1,830,000

Municipal box culvert replacement 3 culverts each

### Municipal Bridge Replacement

\$4,060,000

Municipal bridge replacement 2 each

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<b>Other Street and Alley Improvements</b>	<b>\$9,500,000</b>
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Expenses related to routine maintenance, replacement, or reconstruction of various street pavements, shoulders or curb and gutter.

<b>Parking Lot Improvements at 333 Lincoln Highway</b>	<b>\$50,000</b>
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The concrete parking lot at 333 Lincoln Highway has some areas that are settling and need repair.

<b>Replacement of sidewalk and shared use path infrastructure facilities. Project will include miscellaneous curb and gutter replacement as well as pavement patching and other contracted labor and materials associated with the projects.</b>	<b>\$12,750,000</b>
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Annual sidewalk and shared use path improvements

<b>Shared Use Path Rochelle Golf Course Phase 1</b>	<b>\$175,000</b>
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Shared use pedestrian path along IL Rte 251 west side of the Rochelle Golf Course. There is currently no existing pedestrian path or sidewalk to connect Cleveland Avenue to Washington Street along Rte 251.

<b>South Main Street Improvements Phase 2 Steam Plant Road to Veterans Parkway</b>	<b>\$1,310,000</b>
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Reconstruction and widening of South Main Street from Steam Plant Road to Veterans Parkway. This project is partially funded with MFT EDP funds through IDOT.

<b>Steward Road Bypass Phase 3</b>	<b>\$27,450,000</b>
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The reconstruction of Elva Road from Steward Road east that will also include an overpass over I-39 to Mulford Road. Mulford Road to Perry Road would be widened and improved to provide access to the I-39 interchange.

<b>Upgrade Steward Road from County Line to Elva Road</b>	<b>\$4,400,000</b>
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Widen and upgrade Steward Road from Lee County line to Elva Road to accomodate future traffic needs and industrial growth. This route is under the Lee County jurisdiction.

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**Total: \$86,575,000**

## **Solid Waste Management Requests**

### **Itemized Requests for 2023-2042**

<b>Semi Tractor and material and equipment trailers</b>	<b>\$255,000</b>
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Purchase one used semi tractor and two used semi trailers from auction to move equipment and materials to and from job sites as needed. One used dump trailer to haul spoil from construction sites to the landfill or dump sites. Transport landscape...

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**Total: \$255,000**

## Network Admin Requests

### Itemized Requests for 2023-2042

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**Laptops, PCs, and Ipads****\$102,000**

We will be purchasing 1 new laptop for our department in 2023 as part of the scheduled computer upgrades. We will also be purchasing 3 iPads, 3 computers, and 3 monitors. These will be part of a new schedule that will allow us to have...

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**Network Admin Server****\$60,000**

Installation of new server to be used for surveillance system at new facility. The CIP would budget for upgrades or replacement of this server every 5 years.

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**Network Infrastructure improvements and maintenance to the City Departments Network****\$90,000**

Investment in network infrastructure components within the city departments that are used to provide internet and communication services to city employees. These costs include upgrading outdated infrastructure items such as...

---

**Tech Center AV System****\$190,000**

The AV system at the Tech Center is old and has experienced equipment failure in the last year. We will be using these funds to upgrade the AV system before we suffer a catastrophic failure. The CIP would budget for upgrades or replacement of...

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**Total: \$442,000**

# Airport Requests

## Itemized Requests for 2023-2042

### Converting (Large Car Rebuilders) Structure for Aviation Purposes

\$500,000

Modifications to the structure to convert it for an aviation purpose into an open hanger.

### Environmental Assessment

\$150,000

Environmental assessment for increase to Category C. Corporate aircraft continue to increase in size and weight. Before widening and lengthening the runway, an environmental assessment is required.

### Land Acquisition

\$1,575,000

Purchase of land to protect approaches for future runway expansion.

### Land Acquisition Easements

\$1,325,000

Acquisition of land on the west end for airspace protection, approximately 51 acres for runway expansion. Increases volume of activity and fuel sales.

### Land and Building Acquisition East of Terminal

\$650,000

Acquisition of land, commercial buildings, and two residential units, approximately 8 acres for future airport expansion and increased revenue from skydiving and RV parking (Large Car Rebuilders).

### Parallel Taxiway West Extension

\$1,700,000

The current parallel taxiway for Runway 7/25 only runs about 1/3 the length of the runway. To reduce the chances of runway incursion accidents, this taxiway must be extended alongside the entire length of the runway. This project will...

### Rehabilitate Taxiway to Row E Hangars

\$250,000

Milling and replacing 2" of bituminous surface for rehabilitating the taxiway. Improve pavement surfaces to allow for safe taxiing by airport tenants and improve service for airport users.

### Rehabilitation of Fuel Island

\$200,000

Rehabilitation of the pumping system and fuel cabinet installation.

### Replace Papi System

\$230,000

Replaces 25 year-old Precision Approach Path Indicator (PAPI) System navigation aid because of continuous failure issues.

### Replace Row A to D Hangars

\$1,650,000

Hangars are approximately 50 years old and beyond repair. Phase 1 - replaces Row D; Phase 2 - replaces Rows B & C; Phase 3 - replaces Row A.

### Replace Underground Fuel Storage Tanks

\$350,000

Replace deteriorating fuel storage tanks due to age.

### Resurface and Rehabilitate Existing Airport Entrance Road and Parking Lot

\$320,000

The entrance road and parking lot are deteriorating. Due to cracks and surface failures, asphalt must be ground and resurfaced.

### RV Parking Lot

\$80,000

An area for RVs to park and hook up to utilities has been determined to be a viable revenue stream for the airport. An initial 11 slots would be constructed with gravel parking slots and an access driveway, and electric, water, and sewer...

### Taxiway A/A-7

\$1,500,000

Pave, light, and mark the partial parallel taxiway to the east. Completion of the taxiway project.

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<b>Taxiway to Newly-Acquired Structure (Large Car Rebuilders)</b>	<b>\$1,000,000</b>
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The westbound taxiway connecting Row E Taxiway to the newly-acquired structure (Large Car Rebuilders campus).

<b>Widening and Extension of the Runway to the West and Displacement of Eastern Runway Edge</b>	<b>\$6,300,000</b>
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This project will involve three phases - Phase 1 is the displacement of approx 800' of runway on the east end of the airport; adding this additional 800' to the west end of the airport; Phase 2 adds 500' to the west end of the runway...

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**Total: \$17,780,000**

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## Railroad Requests

### Itemized Requests for 2023-2042

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<b>CIR Expansion Along I-39</b>	<b>\$10,500,000</b>
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The extension of the rail from the Rochelle Transload Center to I-39 South will create rail access to over 600 acres between I-39 and Steward Road.

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<b>CIR Expansion Block Switching Yard to Elva Road</b>	<b>\$9,790,000</b>
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The four-track extension to Elva Road for the future BNSF Interchange will give the capacity to add an intermodal operation to the CIR.

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<b>CIR Intermodal Facility Phase 1</b>	<b>\$1,250,000</b>
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Construction of Phase 1 of the CIR Intermodal Service should be constructed in Q4 2021. This project will hard pave the Rochelle Transload Center (RTC) entrance and grading/construction of a container yard north of the RTC being...

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<b>CIR Intermodal Facility Phase 2</b>	<b>\$107,500,000</b>
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Due to the demand for increased intermodeal service through the City Industrial Rail (CIR), a second intermodal yard will be developed. This will involve the purchase of 300 acres of land adjacent to the CIR/BNSF mainlines. This new...

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<b>Installation of New Interchange Between UP and CIR</b>	<b>\$8,550,000</b>
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A double track interchange connecting two new Union Pacific switches west of I-39 and west of Caron Road. Increased volume of rail cars interchanging between the UP and CIR will require additional track to handle longer trains for interchange.

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<b>Looping of CIR to Connect East and West Sides</b>	<b>\$25,000,000</b>
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The CIR track that extends along the BNSF will be looped to the east to connect to the CIR track along I-39. This will serve the new industries in this quadrant. The rail loop creates redundancy in the system.

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<b>New BNSF Interchange Switch with the CIR</b>	<b>\$3,000,000</b>
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The purchase and installation of a new BNSF mainline switch.

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<b>Rail Citing for Boyle Farm Development</b>	<b>\$1,810,000</b>
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A turnout switch will be installed onto the Rochelle Transload Center north track to cross the CIR Container Yard and run north through the center of the Boyle Farm. This extension will serve two new distribution centers scheduled...

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**Total: \$167,400,000**

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## Downtown TIF Requests

### Itemized Requests for 2023-2042

#### Vacant Properties

\$875,000

Purchase vacant properties to address blight and vacancies. Downtown beautification.

**Total: \$875,000**

## Lighthouse Pointe TIF Requests

### Itemized Requests for 2023-2042

#### Caron Road pavement resurfacing project

\$275,000

Caron Road pavement resurfacing project

#### IL Rte 38 lighting project and updated fixtures along Northpointe Dr and Caron Rd

\$150,000

IL Rte 38 lighting project and updated fixtures along Northpointe Dr and Caron Rd

#### Northpointe Drive Pavement Resurfacing Project

\$230,000

Northpointe Drive pavement resurfacing project

#### Shared Use Path- Caron Road

\$175,000

Shared used path- Caron Road

#### Shared Use pedestrian path extension from Coronado private drive to TIF easterly boundary

\$110,000

Shared Use pedestrian path extension from Coronado private drive to TIF easterly boundary

**Total: \$940,000**

## Elec Ops, 9th St Gen Plant Requests

### Itemized Requests for 2023-2042

#### Power Plant Upgrades

\$6,673,750

General maintenance and upgrades

**Total: \$6,673,750**

# Elec Ops, Distribution Requests

## Itemized Requests for 2023-2042

<b>5 KV Conversion</b>	<b>\$2,479,788</b>
Convert the 5 KV to 15 KV system, upgrade to a more reliable service.	
<b>Backyard Unit Replacement</b>	<b>\$525,000</b>
The backyard unit is used to replace electric equipment in blind alleys and rear easements.	
<b>Distribution - Underground</b>	<b>\$5,238,753</b>
Blanket to repair and maintain underground lines due to their past life expectancy.	
<b>Distribution Upgrades Phase 2</b>	<b>\$16,203,999</b>
A new 5.9 mile connection of 34.5kV line from Prologis Park Substation to a new Centerpoint substation. Center Point Distribution substation with 20 MVA 34.5 to 13.8 kV 34.5kV A new 4.2 mile connection of 34.5kV line...	
<b>Downtown Beautification</b>	<b>\$1,239,874</b>
Various improvement projects in the downtown.	
<b>Line Trucks Replacement</b>	<b>\$3,195,000</b>
The life expectancy of utility bucket trucks are 10 years.	
<b>Overhead Distribution</b>	<b>\$6,824,417</b>
System improvements to the distribution lines. This includes materials such as poles, transformers, conductors, and bolts. We maintain about 270 miles of overhead and underground distribution system, some of which was installed in the...	
<b>Skidloader Replacement</b>	<b>\$150,000</b>
The skidloader is used to maintain and repair electric infrastructure and needs to be replaced routinely	
<b>Streetlights</b>	<b>\$2,483,748</b>
Replacement of streetlights poles with LED lighting throughout the City as needed.	
<b>Substations Maintenance</b>	<b>\$838,000</b>
General maintenance blanket for all substations.	
<b>Twombly Road Transformer Replacement</b>	<b>\$3,000,000</b>
Replace both transformers at the Twombly substation	
<b>Total: \$42,178,579</b>	



# Water Reclamation Requests

## Itemized Requests for 2023-2042

<b>Arc Flash Study - Water Rec</b>	<b>\$105,000</b>
Safety study to maintain electrical components in good condition.	
<b>Camera Truck - Water Reclamation</b>	<b>\$250,000</b>
Replace the old camera truck. This equipment is used to televise sewer lines.	
<b>Heavy Equipment</b>	<b>\$100,000</b>
The new skid loader will replace the old equipment. Equipment will be shared between the Water and Water Reclamation Department.	
<b>Lift Station Upgrades</b>	<b>\$225,000</b>
Upgrade aging infrastructure at the existing lift stations	
<b>Manhole Lining - Water Rec</b>	<b>\$1,577,557</b>
Line deteriorating manholes City wide.	
<b>Pilot Travel Stop Contribution - Water Rec</b>	<b>\$85,000</b>
Infrastructure investment for the project.	
<b>SCADA Upgrade</b>	<b>\$55,000</b>
Upgrade SCADA systems	
<b>Sewer Line Replacement/Lining</b>	<b>\$3,097,914</b>
Replace or repair deteriorating sewer lines throughout the City	
<b>Water Meters - Water Reclamation</b>	<b>\$607,433</b>
Water meter replacement blanket. This is split between water and water reclamation.	
<b>Water Reclamation Maintenance Blanket</b>	<b>\$3,307,631</b>
Preventive maintenance or replacement of water reclamation infrastructure to avoid failure.	
<b>Water Treatment Updates Phase 2</b>	<b>\$7,000,000</b>
The treatment plant is undergoing a complete update and system replacement.	
<b>Total: \$16,410,535</b>	

# Water Requests

## Itemized Requests for 2023-2042

<b>Arc Flash Study - Water</b>	<b>\$105,000</b>
Electrical safety study	
<b>Heavy Equipment</b>	<b>\$100,000</b>
Replace old equipment. Split with Water Reclamation Department.	
<b>Pilot Travel Stop Contribution - Water</b>	<b>\$85,000</b>
Infrastructure investment for project.	
<b>Rehab Well Pumps</b>	<b>\$860,000</b>
Standard updates and replacement of pumps for all wells.	
<b>SCADA Upgrade - Water</b>	<b>\$35,000</b>
System update	
<b>Tower Painting</b>	<b>\$1,000,000</b>
Rehab and paint elevated storage tank	
<b>Wash Water Towers</b>	<b>\$86,500</b>
Recommended by AWWA to maintain exterior paint.	
<b>Water Main Replacement Blanket</b>	<b>\$2,478,332</b>
Repair and maintain the main water system.	
<b>Water Maintenance Blanket</b>	<b>\$2,478,332</b>
Materials for preventative maintenance and repair.	
<b>Water Meter - Replacement</b>	<b>\$607,433</b>
Replace all outdated meters	
<b>Water Tower Maintenance</b>	<b>\$210,000</b>
Inspect and clean all water towers.	
<b>Water Well # 8 - Caron Rd</b>	<b>\$7,200,000</b>
Construct a new well house and treatment plant to remove high iron.	
<b>Total: \$15,245,597</b>	

## Tech Center and Advanced Communications Requests

### Itemized Requests for 2023-2042

#### Battery Room Design/Upgrade

\$75,000

These funds will be used for obtain engineering and construction costs to upgrade services in the existing battery room to allow it to be reconfigured for additional collocation space to generate revenue. We currently have only 1 rack...

#### Network Infrastructure Upgrades for Tech Center

\$200,000

Replacement of outdated core network infrastructure components within the Tech Center building that are used to provide internet and communication services to collocation customers, Internet customers, and city departments.

**Total: \$275,000**

## Communication Requests

### Itemized Requests for 2023-2042

#### Advanced Communications Servers

\$210,000

Replace servers that are near end-of-life from both a hardware and software standpoint. The servers will be used for advanced communications specific applications such as DNS and the email system. The CIP would budget for staggered upgrades...

#### Fiber Infrastructure Upgrades for Advanced Communications Department

\$310,000

The external security audit recommended changes to the network configuration to segment city data, SCADA, and customers to enhance security. This would include adding new switches and replacing end-of-life hardware that is currently in...

**Total: \$520,000**

## Police Requests

### Itemized Requests for 2023-2042

#### State Required Body Cameras

\$124,375

House Bill 3653 and the trailer bill require law enforcement agencies to have body cams. The agency size determines when this program has to be implemented. For the City of Rochelle, this must be done before January 1st of...

**Total: \$124,375**

## Economic Development Requests

### Itemized Requests for 2023-2042

<b>Dement Road Extension - Truck Improvement</b>	<b>\$10,000,000</b>
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Extending Dement Road south of Creston Road with a connection to Wiscold Drive will provide a rail crossing-free route for trucks and vehicles to reach I-39 from the southeast industrial parks. This route will provide citizens easy...

<b>Dement Road Extension - Water and Sewer</b>	<b>\$3,400,000</b>
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Water and sewer extension looped with existing utility infrastructure between Creston Road and Wiscold Drive.

<b>Sewer and Water Extension from Hayes Road to Elva Road.</b>	<b>\$4,200,000</b>
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The 21" sewer line that currently lays along the east side of Steward Road to Hayes Road would be extended to Elva Road. The 16" water line that currently lays along the east side of Steward Road would be extended from...

<b>Sewer and Water Lines Cross I-39</b>	<b>\$4,200,000</b>
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A 21" sewer line and 16" water line from the corner of Ritchie and Steward Roads, east on Ritchie Road to Mulford Road, crossing I-39.

<b>Widen and Improve Steward Road from Hayes Road to Elva Road Phase 2</b>	<b>\$3,600,000</b>
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Widen a three-lane section of Steward road from Hayes Road to Elva Road. this will open over 1000 acres for new development. Water and sewer will be extended in conjunction with road construction.

<b>Widen and Improve Steward Road from the County Line To Hayes Road Phase 1</b>	<b>\$3,250,000</b>
--	--------------------

Steward Road widened and the bridge across Johns Creek replaced with a 3-lane section extending to Hayes Road. This will open 200 acres for new development where utility infrastructure currently exists.

**Total: \$28,650,000**

## Railfan Park Requests

### Itemized Requests for 2023-2042

<b>Railroad Park Improvements Phase II</b>	<b>\$220,000</b>
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West end improvements including viewing deck, infill, blocks, railing, and handicap accessibility.

**Total: \$220,000**

## Engineering Division Requests

### Itemized Requests for 2023-2042

<b>14th Street/8th Avenue pavement reconstruction PH2</b>	<b>\$675,000</b>
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14th Street/8th Avenue pavement reconstruction PH2. 6th Ave to 8th Ave and 8th Ave from 15th St to east of Woolf Ct

<b>4th Ave, from 3rd to 6th Street, storm sewer improvements Phase 2</b>	<b>\$295,000</b>
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4th Ave, from 3rd to 6th Street, storm sewer improvements Phase 2

<b>7th Avenue bridge replacement over the Kyte River</b>	<b>\$1,305,000</b>
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The 7th Avenue bridge replacement project limits are from Kelly Drive to west of the existing bridge. Includes Engineering, certain utility adjustments and complete pavement reconstruction.

<b>COR Campus improvements</b>	<b>\$890,000</b>
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COR Campus improvements interior and exterior buildout.

<b>Creston/Caron Rd LAFO FAU Rte pavement resurfacing, overlay/widening</b>	<b>\$1,030,000</b>
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Creston/Caron Rd LAFO FAU Rte pavement resurfacing. Pavemen surface removal, Overlay/widening, misc base repair from I-39 to Caron Rd and along Caron Rd to 7th Avenue

<b>Steward Rd pavement improvements PH1</b>	<b>\$770,000</b>
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Steward Rd pavement improvements PH1 from east of BNSF RR overpass to Ritchie Rd.

	<b>Total: \$4,965,000</b>
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## Community Development Requests

### Itemized Requests for 2023-2042

<b>Rebuild Downtowns &amp; Main Streets Grant- bathroom, parking lot rehab and new parking lots</b>	<b>\$1,458,000</b>
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The Rebuild Downtown & Main Street grant amount is \$1,151,794 and will be used to reconstruct seven (7) existing City parking lots, construct two (2) new City parking lots, install three (3) Level 3 vehicle charging stations, and a public...

	<b>Total: \$1,458,000</b>
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# DEBT

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## Outstanding Debt

OUTSTANDING DEBT	AS OF 1/1/23	PRINCIPAL PAYMENTS	AS OF 12/31/23
Electric (Bond)	\$15,690,000	\$970,000	\$14,720,000
Electric (Building)	\$1,007,509	\$330,000	\$677,509
Technology Center	\$1,915,000	\$260,000	\$1,655,000
Water Reclamation	\$4,766,722	\$227,867	\$4,538,855
Water	\$5,951,733	\$346,899	\$5,604,834
Airport	\$375,000	\$50,000	\$325,000
Lighthouse Pointe TIF	\$1,705,000	\$170,000	\$1,535,000
Golf	\$4,689	\$4,689	\$-
General Fund (Quiet Zone)	\$825,000	\$165,000	\$660,000
General Fund (Cap Impr)	\$2,970,000	\$550,000	\$2,420,000
General Fund (Fire Dept)	\$297,500	\$17,500	\$280,000
General Fund (Street Dept)	\$491,100	\$121,392	\$369,708
<b>TOTAL</b>	<b>\$35,999,253</b>	<b>\$3,213,347</b>	<b>\$32,785,906</b>

## Government-wide Debt Overview

Under Section 8-5-1 of the Municipal Code, the debt limit for Non-Home Rule municipalities is 8.625% of the equalized valuation of the municipality. General Obligation Bonds and Installment Contracts are generally subject to the debt limit.

<b>ASSESS VALUATION - 2021 TAX YEAR</b>	<b>\$268,100,764</b>
Legal Debt Limit — 8.625% of Assessed Valuation	\$23,123,691
Amount of Debt Applicable to Debt Limit	\$5,440,583
<b>LEGAL DEBT MARGIN</b>	<b>\$17,683,108</b>

Data Source: City Records

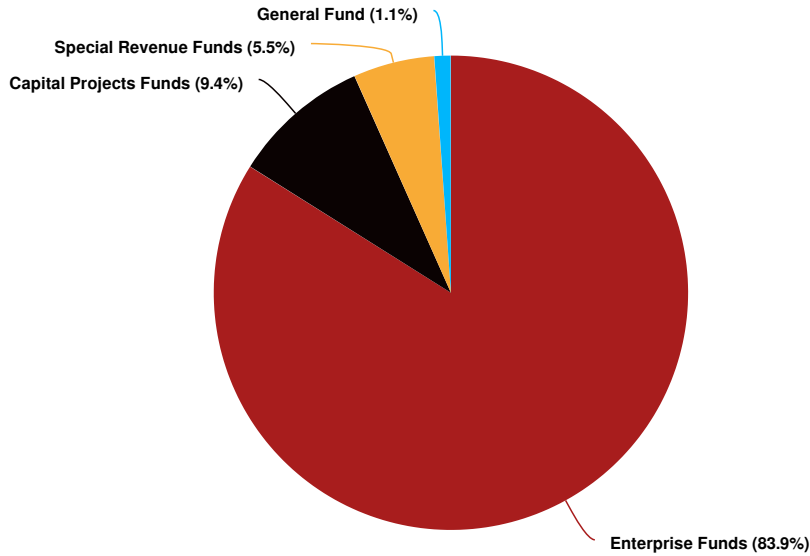


# \$32,785,906

-\$3,213,347 (-8.93% vs. 2022 year)

The City of Rochelle includes principal and interest amounts in its department budgets to assess the cash impact at the end of the Fiscal Year. The total Debt Service Payments included in the 2023 budget is \$5,098,333 which is 4.8% of the entire budget. The City of Rochelle is a Non-Home Rule Community.

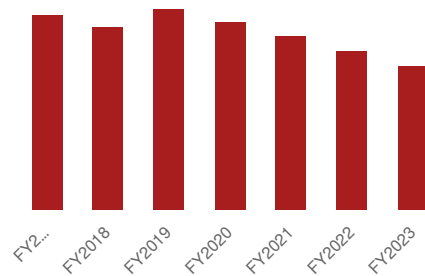
## Debt by Fund



	FY2020	FY2021	FY2022	FY2023	% Change
All Funds	Actual	Actual	Actual	Budget	
General Fund	\$162,171	\$80,369	\$491,100	\$369,708	-24.7%
Special Revenue Funds	\$2,347,500	\$2,180,000	\$2,002,500	\$1,815,000	-9.4%
Capital Projects Funds	\$5,170,000	\$4,490,000	\$3,795,000	\$3,080,000	-18.8%
Enterprise Funds	\$13,018,741	\$20,026,226	\$29,710,653	\$27,521,198	-7.4%
<b>Total All Funds:</b>	<b>\$20,698,412</b>	<b>\$26,776,595</b>	<b>\$35,999,253</b>	<b>\$32,785,906</b>	<b>-8.9%</b>

## Special Revenue Funds

The 2023 Debt Budget is \$170,000 for the Lighthouse Pointe TIF General Obligation Refunding Bonds which were issued for public improvements in the City's very first TIF District. Also, the budget is \$17,500 for the fire truck loan from the Ambulance Fund.

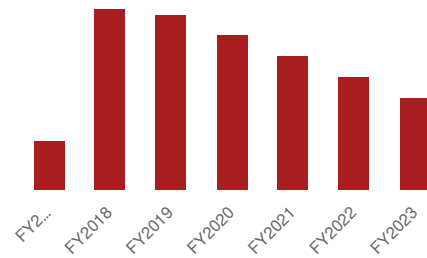


	FY2020	FY2021	FY2022	FY2023	% Change
Special Revenue Funds	—	—	—	—	
Ambulance	\$332,500	\$315,000	\$297,500	\$280,000	-5.9%
Lighthouse Pointe TIF	\$2,015,000	\$1,865,000	\$1,705,000	\$1,535,000	-10%
<b>Total Special Revenue Funds:</b>	<b>\$2,347,500</b>	<b>\$2,180,000</b>	<b>\$2,002,500</b>	<b>\$1,815,000</b>	<b>-9.4%</b>



## Capital Projects Funds

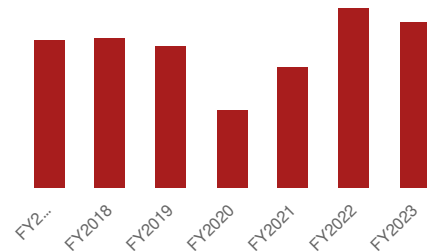
The 2023 Debt Budget is \$715,000 for the 2015 Quiet Zone Debt Certificates and 2018 Infrastructure Bonds.



	FY2020	FY2021	FY2022	FY2023	% Change
<b>Capital Projects Funds</b>	—	—	—	—	
Capital Improvement	\$5,170,000	\$4,490,000	\$3,795,000	\$3,080,000	-18.8%
<b>Total Capital Projects Funds:</b>	<b>\$5,170,000</b>	<b>\$4,490,000</b>	<b>\$3,795,000</b>	<b>\$3,080,000</b>	<b>-18.8%</b>

## Enterprise Funds

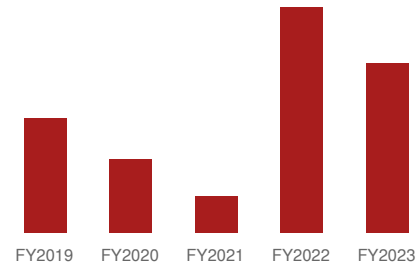
The 2021 and 2022 Alternate Revenue Electric Bonds have a budgeted debt service payment of \$970,000. The IEPA loans for the Water and Water Reclamation Departments include a total of \$606,007 in the 2023 Budget. The Technology Center/Advanced Communication Department budgeted \$300,000 for Debt Certificates. Small payments for the Golf Installment Loan (\$4,689) and the Airport Bond (\$50,000) are also included in the 2022 Budget.



	FY2020	FY2021	FY2022	FY2023	% Change
<b>Enterprise Funds</b>	—	—	—	—	
Water Fund	\$6,462,126	\$6,292,482	\$5,951,733	\$5,604,834	-5.8%
Water Reclamation Fund	\$3,587,541	\$3,324,094	\$4,766,722	\$4,538,855	-4.8%
Electric Fund	\$0	\$7,775,000	\$16,697,509	\$15,397,509	-7.8%
Tech Cnt/Advanced Comm	\$2,490,000	\$2,205,000	\$1,915,000	\$1,655,000	-13.6%
Airport	\$465,000	\$420,000	\$375,000	\$325,000	-13.3%
Golf Course	\$14,074	\$9,650	\$4,689	\$0	-100%
<b>Total Enterprise Funds:</b>	<b>\$13,018,741</b>	<b>\$20,026,226</b>	<b>\$29,710,653</b>	<b>\$27,521,198</b>	<b>-7.4%</b>

## General Fund

The 2023 Budget includes a payment of \$117,722 for the Street Department Installment loan.



	FY2020	FY2021	FY2022	FY2023	% Change
<b>General Fund</b>	—	—	—	—	
General Fund	\$162,171	\$80,369	\$491,100	\$369,708	-24.7%
<b>Total General Fund:</b>	<b>\$162,171</b>	<b>\$80,369</b>	<b>\$491,100</b>	<b>\$369,708</b>	<b>-24.7%</b>

## Debt Payment Schedule - Ambulance Fund

### AMBULANCE FUND

Bond Rating: N/A

Amalgamated Bank of Chicago

Loan Amount - \$350,000.00

Due Date - November 1, Annually

Fire Truck Loan

DUE DATE	SCHEDULED PAYMENTS	PRINCIPAL	INTEREST
11-1-2020	\$24,115.00	\$17,500.00	\$6,615.00
11-1-2021	\$23,784.25	\$17,500.00	\$6,284.25
11-1-2022	\$23,453.50	\$17,500.00	\$5,953.50
11-1-2023	\$23,122.75	\$17,500.00	\$5,622.75
11-1-2024	\$22,792.00	\$17,500.00	\$5,292.00
11-1-2025	\$22,461.25	\$17,500.00	\$4,961.25
11-1-2026	\$22,130.50	\$17,500.00	\$4,630.50
11-1-2027	\$21,799.75	\$17,500.00	\$4,299.75
11-1-2028	\$21,469.00	\$17,500.00	\$3,969.00
11-1-2029	\$21,138.25	\$17,500.00	\$3,638.25
11-1-2030	\$20,807.50	\$17,500.00	\$3,307.50
11-1-2031	\$20,476.75	\$17,500.00	\$2,976.75
11-1-2032	\$20,146.00	\$17,500.00	\$2,646.00
11-1-2033	\$19,815.25	\$17,500.00	\$2,315.25
11-1-2034	\$19,484.50	\$17,500.00	\$1,984.50
11-1-2035	\$19,153.75	\$17,500.00	\$1,653.75
11-1-2036	\$18,823.00	\$17,500.00	\$1,323.00
11-1-2037	\$18,492.25	\$17,500.00	\$992.25
11-1-2038	\$18,161.50	\$17,500.00	\$661.50
11-1-2039	\$17,830.75	\$17,500.00	\$330.75
<b>TOTAL</b>	<b>\$419,457.50</b>	<b>\$350,000.00</b>	<b>\$69,457.50</b>

## Debt Payment Schedule - Capital Improvement Fund (CIP)

### CAPITAL IMPROVEMENT FUND (CIP)

Bond Rating: A+

CIP Bond

PERIOD ENDING	PRINCIPAL	COUPON	INTEREST	DEBT SERVICE	ANNUAL DEBT SERVICE
11-29-2018					
7-1-2019			\$96,990.00	\$96,990.00	
1-1-2020	\$485,000.00	3.000%	\$82,350.00	\$567,350.00	\$664,340.00
7-1-2020			\$75,075.00	\$75,075.00	
1-1-2021	\$515,000.00	3.000%	\$75,075.00	\$590,075.00	\$665,150.00
7-1-2021			\$67,350.00	\$67,350.00	
1-1-2022	\$530,000.00	3.000%	\$67,350.00	\$597,350.00	\$664,700.00
7-1-2022			\$59,400.00	\$59,400.00	
1-1-2023	\$550,000.00	4.000%	\$59,400.00	\$609,400.00	\$668,800.00
7-1-2023			\$48,400.00	\$48,400.00	
1-1-2024	\$570,000.00	4.000%	\$48,400.00	\$618,400.00	\$666,800.00
7-1-2024			\$37,000.00	\$37,000.00	
1-1-2025	\$595,000.00	4.000%	\$37,000.00	\$632,000.00	\$669,000.00
7-1-2025			\$25,100.00	\$25,100.00	
1-1-2026	\$615,000.00	4.000%	\$25,100.00	\$640,000.00	\$665,200.00
7-1-2026			\$12,800.00	\$12,800.00	
1-1-2027	\$640,000.00	4.000%	\$12,800.00	\$652,800.00	\$665,600.00
<b>TOTAL</b>	<b>\$4,500,000.00</b>		<b>4829,590.00</b>	<b>\$5,329,590.00</b>	<b>\$5,329,590.00</b>

## Debt Payment Schedule - Capital Improvement Fund

### CAPITAL IMPROVEMENT FUND (CIP)

Bond Rating: A+

Quiet Zone

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P + I	TOTAL
7-7-2015					
12-1-2015			\$24,760.00	\$24,760.00	
6-1-2016	\$170,000.00	2.000%	\$30,950.00	\$200,950.00	\$225,710.00
12-1-2016			\$29,250.00	\$29,500.00	
6-1-2017	\$170,000.00	2.000%	\$29,250.00	\$199,250.00	\$228,500.00
12-1-2017			\$27,550.00	\$27,550.00	
6-1-2018	\$170,000.00	2.250%	\$27,550.00	\$197,550.00	\$225,100.00
12-1-2018			\$25,637.50	\$25,637.50	
6-1-2019	\$170,000.00	2.500%	\$25,637.50	\$195,637.50	\$221,275.00
12-1-2019			\$23,512.50	\$23,512.50	
6-1-2020	\$165,000.00	3.000%	\$23,512.50	\$188,512.50	\$212,025.00
12-1-2020			\$21,037.50	\$21,037.50	
6-1-2021	\$165,000.00	3.000%	\$21,037.50	\$186,037.50	\$207,075.00
12-1-2021			\$18,562.50	\$18,562.50	
6-1-2022	\$165,000.00	3.250%	\$18,562.50	\$183,562.50	\$202,125.00
12-1-2022			\$15,881.25	\$15,881.25	
6-1-2023	\$165,000.00	3.250%	\$15,881.25	\$180,881.25	\$196,762.50
12-1-2023			\$13,200.00	\$13,200.00	
6-1-2024	\$165,000.00	3.500%	\$13,200.00	\$178,200.00	\$191,400.00
12-1-2024			\$10,312.50	\$10,312.50	
6-1-2025	\$165,000.00	3.500%	\$10,312.50	\$175,312.50	\$185,625.00
12-1-2025			\$7,425.00	\$7,425.00	
6-1-2026	\$165,000.00	4.500%	\$7,425.00	\$172,425.00	\$179,850.00
12-1-2026			\$3,712.50	\$3,712.50	
6-1-2027	\$165,000.00	4.500%	\$3,712.50	\$168,712.50	\$172,425.00
	<b>\$2,000,000.00</b>		<b>\$447,872.50</b>	<b>\$2,447,872.50</b>	<b>\$2,447,872.50</b>

# Debt Payment Schedule - Lighthouse Pointe TIF Fund

## LIGHTHOUSE POINTE TIF FUND

Bond Rating: A+

TIF Bond

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P + I	TOTAL
6-6-2013					
12-1-2013	\$60,000.00	2.000%	\$44,080.56	\$104,080.56	\$104,080.56
6-1-2014			\$44,740.00	\$44,740.00	
12-1-2014	\$90,000.00	2.000%	\$44,740.00	\$134,740.00	\$179,480.00
6-1-2015			\$43,840.00	\$43,840.00	
12-1-2015	\$115,500.00	2.000%	\$43,840.00	\$158,840.00	\$202,680.00
6-1-2016			\$42,690.00	\$42,690.00	
12-1-2016	\$125,000.00	2.000%	\$42,690.00	\$167,690.00	\$210,380.00
6-1-2017			\$41,440.00	\$41,440.00	
12-1-2017	\$130,000.00	2.000%	\$41,440.00	\$171,440.00	\$212,880.00
6-1-2018			\$40,140.00	\$40,140.00	
12-1-2018	\$135,000.00	2.500%	\$40,140.00	\$175,140.00	\$215,280.00
6-1-2019			\$38,452.50	\$38,452.50	
12-1-2019	\$140,000.00	2.500%	\$38,452.50	\$178,452.50	\$216,905.00
6-1-2020			\$36,702.50	\$36,702.50	
12-1-2020	\$145,000.00	2.600%	\$36,702.50	\$181,702.50	\$218,405.00
6-1-2021			\$34,817.50	\$34,817.50	
12-1-2021	\$150,000.00	2.600%	\$34,817.50	\$184,817.50	\$219,635.00
6-1-2022			\$32,876.50	\$32,867.50	
12-1-2022	\$160,000.00	2.600%	\$32,876.50	\$192,867.50	\$225,735.00
6-1-2023			\$30,787.50	\$30,787.50	
12-1-2023	\$170,000.00	3.000%	\$30,787.50	\$200,787.50	\$231,575.00
6-1-2024			\$28,237.50	\$28,237.50	
12-1-2024	\$180,000.00	3.000%	\$28,237.50	\$208,237.50	\$236,475.00
6-1-2025			\$25,537.50	\$25,537.50	
12-1-2025	\$195,000.00	3.500%	\$25,537.50	\$220,537.50	\$246,075.00
6-1-2026			\$22,125.00	\$22,125.00	
12-1-2026	\$205,000.00	3.500%	\$22,125.00	\$227,125.00	\$249,250.00
6-1-2027			\$18,537.50	\$18,537.50	
12-1-2027	\$215,000.00	3.750%	\$18,537.50	\$233,537.50	\$252,075.00
6-1-2028			\$14,506.25	\$14,506.25	
12-1-2028	\$235,000.00	3.750%	\$14,506.25	\$249,506.25	\$264,012.50
6-1-2029			\$10,100.00	\$10,100.00	
12-1-2029	\$245,000.00	4.00%	\$10,100.00	\$255,100.00	\$265,200.00
6-1-2030			\$5,200.00	\$5,200.00	
12-1-2030	\$260,000.00	4.00%	\$5,200.00	\$265,200.00	\$270,400.00
<b>TOTAL</b>	<b>\$2,955,000.00</b>		<b>\$1,065,523.06</b>	<b>\$4,020,523.06</b>	<b>\$4,020,523.06</b>

## Debt Payment Schedule - Airport Fund

### AIRPORT FUND

Bond Rating: A+

Airport Bond

PERIOD ENDING	PRINCIPAL	COUPON	INTEREST	DEBT SERVICE	ANNUAL DEBT SERVICE
12-14-2017					
1-1-2018	\$10,000.00	2.00%	\$686.79	\$10,686.79	\$10,686.79
7-1-2018			\$7,171.88	\$7,171.88	
1-1-2019	\$5,000.00	2.00%	\$7,171.88	\$12,171.88	\$19,343.76
7-1-2019			\$7,121.88	\$7,121.88	
1-1-2020	\$5,000.00	3.00%	\$7,121.88	\$12,121.88	\$19,243.76
7-1-2020			\$7,046.88	\$7,046.88	
1-1-2021	\$45,000.00	3.00%	\$7,046.88	\$52,046.88	\$59,093.76
7-1-2021			\$6,371.88	\$6,371.88	
1-1-2022	\$45,000.00	3.00%	\$6,371.88	\$51,371.88	\$57,743.76
7-1-2022			\$5,696.88	\$5,696.88	
1-1-2023	\$50,000.00	3.00%	\$5,696.88	\$55,696.88	\$61,393.76
7-1-2023			\$4,946.88	\$4,946.88	
1-1-2024	\$50,000.00	3.00%	\$4,946.88	\$54,946.88	\$59,893.76
7-1-2024			\$4,196.88	\$4,196.88	
1-1-2025	\$55,000.00	3.00%	\$4,196.88	\$59,196.88	\$63,393.76
7-1-2025			\$3,371.88	\$3,371.88	
1-1-2026	\$50,000.00	3.00%	\$3,371.88	\$53,371.88	\$56,743.76
7-1-2026			\$2,621.88	\$2,621.88	
1-1-2027	\$55,000.00	3.00%	\$2,621.88	\$57,621.88	\$60,243.76
7-1-2027			\$1,796.88	\$1,796.88	
1-1-2028	\$55,000.00	3.125%	\$1,796.88	\$56,796.88	\$58,593.76
7-1-2028			\$937.50	\$937.50	
1-1-2029	\$60,000.00	3.125%	\$937.50	\$60,937.50	\$61,875.00
<b>TOTAL</b>	<b>\$485,000.00</b>		<b>\$103,249.39</b>	<b>\$588,249.39</b>	<b>\$588,249.39</b>

# Debt Payment Schedule - Tech Center/Advanced Communications Fund

## TECH CENTER/ADVANCED COMMUNICATIONS FUND

Bond Rating: A+

Tech Center

PERIOD ENDING	PRINCIPAL	COUPON	INTEREST	DEBT SERVICE	ANNUAL DEBT SERVICE
12-14-2017					
12-30-2017			\$4,586.67	\$4,586.67	
6-30-2018	\$65,000.00	2.00%	\$51,600.00	\$116,600.00	\$121,186.67
12-30-2018			\$50,950.00	\$50,950.00	
6-30-2019	\$270,000.00	3.00%	\$50,950.00	\$320,950.00	\$371,900.00
12-30-2019			\$46,900.00	\$46,900.00	
6-20-2020	\$275,000.00	3.00%	\$46,900.00	\$321,900.00	\$368,800.00
12-30-2020			\$42,775.00	\$42,775.00	
6-30-2021	\$285,000.00	3.00%	\$42,775.00	\$327,775.00	\$370,550.00
12-30-2021			\$38,500.00	\$38,500.00	
6-30-2022	\$290,000.00	3.00%	\$38,500.00	\$328,500.00	\$367,000.00
12-30-2022			\$34,150.00	\$34,150.00	
6-30-2023	\$300,000.00	3.00%	\$34,150.00	\$334,150.00	\$368,300.00
12-30-2023			\$29,650.00	\$29,650.00	
6-30-2024	\$310,000.00	4.00%	\$29,650.00	\$339,650.00	\$369,300.00
12-30-2024			\$23,450.00	\$23,450.00	
6-30-2025	\$320,000.00	4.00%	\$23,450.00	\$343,450.00	\$366,900.00
12-30-2025			\$17,050.00	\$17,050.00	
6-30-2026	\$335,000.00	4.00%	\$17,050.00	\$352,050.00	\$369,100.00
12-30-2026			\$10,350.00	\$10,350.00	
6-30-2027	\$350,000.00	3.00%	\$10,350.00	\$360,350.00	\$370,700.00
12-30-2027			\$5,100.00	\$5,100.00	
6-30-2028	\$340,000.00	3.00%	\$5,100.00	\$345,100.00	\$350,200.00
<b>TOTAL</b>	<b>\$3,140,000.00</b>		<b>\$653,936.67</b>		<b>\$3,793,936.67</b>

## Debt Payment Schedule - Water Reclamation Fund

### WATER RECLAMATION FUND

Bond Rating: N/A

Water Rec IEPA Loan L17-268000

DUE DATE	TOTAL DUE	PRINCIPAL	INTEREST	CONSTRUCTION PERIOD INTEREST	PRINCIPAL BALANCE
5-16-2008	\$32,262.52	\$12,032.19	\$7,500.00	\$12,730.33	\$587,967.81
11-16-2008	\$19,532.19	\$12,182.59	\$7,349.60		\$575,785.22
5-16-2009	\$19,532.19	\$12,344.87	\$7,197.32		\$563,450.35
11-16-2009	\$19,532.19	\$12,489.06	\$7,043.13		\$550,961.29
5-16-2010	\$19,532.19	\$12,645.17	\$6,887.02		\$538,316.12
11-16-2010	\$19,532.19	\$12,803.24	\$6,728.95		\$525,512.88
5-16-2011	\$19,532.19	\$12,963.28	\$6,568.91		\$512,549.60
11-16-2011	\$19,532.19	\$13,125.32	\$6,406.87		\$499,424.28
5-16-2012	\$19,532.19	\$13,289.39	\$6,242.80		\$489,134.89
11-16-2012	\$19,532.19	\$13,455.50	\$6,076.69		\$472,679.39
5-16-2013	\$19,532.19	\$13,623.70	\$5,908.49		\$459,055.69
11-16-2013	\$19,532.19	\$13,793.99	\$5,738.20		\$445,261.70
5-16-2014	\$19,532.19	\$13,966.42	\$5,565.77		\$434,295.28
11-16-2014	\$19,532.19	\$14,141.00	\$5,391.19		\$417,154.28
5-16-2015	\$19,532.19	\$14,317.76	\$5,214.43		\$402,836.52
11-16-2015	\$19,532.19	\$14,496.73	\$5,035.46		\$388,339.79
5-16-2016	\$19,532.19	\$14,677.94	\$4,854.25		\$373,661.85
11-16-2016	\$19,532.19	\$14,861.42	\$4,670.77		\$358,800.43
5-16-2017	\$19,532.19	\$15,047.18	\$4,485.01		\$343,753.25
11-16-2017	\$19,532.19	\$15,235.27	\$4,296.92		\$328,517.98
5-16-2018	\$19,532.19	\$15,425.72	\$4,106.47		\$313,092.26
11-16-2018	\$19,532.19	\$15,618.54	\$3,913.65		\$297,473.72
5-16-2019	\$19,532.19	\$15,813.77	\$3,718.42		\$281,659.95
11-16-2019	\$19,532.19	\$16,011.44	\$3,520.75		\$265,648.51
5-16-2020	\$19,532.19	\$16,211.58	\$3,320.61		\$249,436.93
11-16-2020	\$19,532.19	\$16,414.23	\$3,117.96		\$233,022.70
5-16-2021	\$19,532.19	\$16,619.41	\$2,912.78		\$216,403.29
11-16-2021	\$19,532.19	\$16,827.15	\$2,705.04		\$199,576.14
5-16-2022	\$19,532.19	\$17,037.49	\$2,494.70		\$182,538.65
11-16-2022	\$19,532.19	\$17,250.46	\$2,281.73		\$165,288.19
5-16-2023	\$19,532.19	\$17,466.09	\$2,066.10		\$147,822.10
11-16-2023	\$19,532.19	\$17,684.41	\$1,847.78		\$130,137.69
5-16-2024	\$19,532.19	\$17,905.47	\$1,626.72		\$112,232.22
11-16-2024	\$19,532.19	\$18,129.29	\$1,402.90		\$94,102.93
5-16-2025	\$19,532.19	\$18,355.90	\$1,176.29		\$75,747.03
11-16-2025	\$19,532.19	\$18,585.35	\$946.84		\$57,161.68
5-16-2026	\$19,532.19	\$18,817.67	\$714.52		\$38,344.01
11-16-2026	\$19,532.19	\$19,052.89	\$479.30		\$19,291.12
5-15-2027	\$19,532.19	\$19,291.12	\$241.07		-
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<b>TOTAL</b>	<b>\$774,485.74</b>	<b>\$600,000.00</b>	<b>\$161,755.41</b>	<b>\$12,730.33</b>	<b>-</b>



## Debt Payment Schedule - Water Reclamation Fund

### WATER RECLAMATION FUND

Bond Rating: N/A

Water Rec IEPA Loan L17-5516

#	DUE DATE	REPAYMENT	INTEREST	PRINCIPAL	BALANCE
1	7-25-2021	\$104,943.89	\$44,585.98	\$60,357.91	\$4,694,792.08
2	1-25-2022	\$140,134.78	\$32,721.25	\$107,413.53	\$4,587,378.55
3	7-25-2022	\$135,112.80	\$27,065.53	\$108,047.27	\$4,479,331.28
4	1-25-2023	\$135,112.80	\$26,428.05	\$108,684.75	\$4,370,646.53
5	7-25-2023	\$135,112.80	\$25,786.81	\$109,325.99	\$4,261,320.54
6	1-25-2024	\$135,112.80	\$25,141.79	\$109,971.01	\$4,151,349.53
7	7-25-2024	\$135,112.80	\$24,492.96	\$110,619.84	\$4,040,729.69
8	1-25-2025	\$135,112.80	\$23,840.31	\$111,272.49	\$3,929,457.20
9	7-25-2025	\$135,112.80	\$23,183.80	\$111,929.00	\$3,817,528.20
10	1-25-2026	\$135,112.80	\$22,523.42	\$112,589.38	\$3,704,938.82
11	7-25-2026	\$135,112.80	\$21,859.14	\$113,253.66	\$3,591,685.16
12	1-25-2027	\$135,112.80	\$21,190.94	\$113,921.86	\$3,477,763.30
13	7-25-2027	\$135,112.80	\$20,518.80	\$114,594.00	\$3,363,169.30
14	1-25-2028	\$135,112.80	\$19,842.70	\$115,270.10	\$3,247,899.20
15	7-25-2028	\$135,112.80	\$19,162.61	\$115,950.19	\$3,131,949.01
16	1-25-2029	\$135,112.80	\$18,478.50	\$116,634.30	\$3,015,314.71
17	7-25-2029	\$135,112.80	\$17,790.36	\$117,322.44	\$2,897,992.27
18	1-25-2030	\$135,112.80	\$17,098.15	\$118,014.65	\$2,779,977.62
19	7-25-2030	\$135,112.80	\$16,401.87	\$118,710.93	\$2,661,266.69
20	1-25-2031	\$135,112.80	\$15,701.47	\$119,411.33	\$2,541,855.36
21	7-25-2031	\$135,112.80	\$14,996.95	\$120,115.85	\$2,421,739.51
22	1-25-2032	\$135,112.80	\$14,288.26	\$120,824.54	\$2,300,914.97
23	7-25-2032	\$135,112.80	\$13,575.40	\$121,537.40	\$2,179,377.57
24	1-25-2033	\$135,112.80	\$12,858.33	\$122,254.47	\$2,057,123.10
25	7-25-2033	\$135,112.80	\$12,137.03	\$122,975.77	\$1,934,147.33
26	1-25-2034	\$135,112.80	\$11,411.47	\$123,701.33	\$1,810,446.00
27	7-25-2034	\$135,112.80	\$10,681.63	\$124,431.17	\$1,686,014.83
28	1-25-2035	\$135,112.80	\$9,947.49	\$125,165.31	\$1,560,849.52
29	7-25-2035	\$135,112.80	\$9,209.01	\$125,903.79	\$1,434,945.73
30	1-25-2036	\$135,112.80	\$8,466.18	\$126,646.62	\$1,308,299.11
31	7-25-2036	\$135,112.80	\$7,718.96	\$127,393.84	\$1,180,905.27
32	1-25-2037	\$135,112.80	\$6,967.34	\$128,145.46	\$1,052,759.81
33	7-25-2037	\$135,112.80	\$6,211.28	\$128,901.52	\$923,858.29
34	1-25-2038	\$135,112.80	\$5,450.76	\$129,662.04	\$794,196.25
35	7-25-2038	\$135,112.80	\$4,685.76	\$130,427.04	\$663,769.21
36	1-25-2039	\$135,112.80	\$3,916.24	\$131,196.56	\$532,572.65
37	7-25-2039	\$135,112.80	\$3,142.18	\$131,970.62	\$400,602.03
38	1-25-2040	\$135,112.80	\$2,363.55	\$132,749.25	\$267,852.78
39	7-25-2040	\$135,112.80	\$1,580.33	\$133,532.47	\$134,320.31
40	1-25-2041	\$135,112.80	\$792.49	\$134,320.31	-

<b>TOTAL</b>		\$5,379,365.07	\$624,215.08	\$4,755,149.99	
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# Debt Payment Schedule - Water Fund Water Well #11

## WATER FUND

Bond Rating: N/A

Water Well #11 IEPA Loan L17-5426

#	DUE DATE	REPAYMENT	INTEREST	PRINCIPAL	BALANCE
1	1-4-2019	\$55,641.85	\$12,873.30	\$42,768.55	\$2,127,926.22
2	7-4-2019	\$62,064.16	\$14,044.31	\$48,019.85	\$2,079,906.37
3	1-4-2020	\$62,064.16	\$13,727.38	\$48,336.78	\$2,031,569.59
4	7-4-2020	\$62,064.16	\$13,408.36	\$48,655.80	\$1,982,913.79
5	1-4-2021	\$62,064.16	\$13,087.23	\$48,976.93	\$1,933,936.86
6	7-4-2021	\$62,064.16	\$12,763.98	\$49,300.18	\$1,884,636.68
7	1-4-2022	\$62,064.16	\$12,438.60	\$49,625.56	\$1,835,011.12
8	7-4-2022	\$62,064.16	\$12,111.07	\$49,953.09	\$1,785,058.03
9	1-4-2023	\$62,064.16	\$11,781.38	\$50,282.78	\$1,734,755.25
10	7-4-2023	\$62,064.16	\$11,449.52	\$50,614.64	\$1,684,160.61
11	1-4-2024	\$62,064.16	\$11,115.46	\$50,948.70	\$1,633,211.91
12	7-4-2024	\$62,064.16	\$10,779.20	\$51,284.96	\$1,581,926.95
13	1-4-2025	\$62,064.16	\$10,440.72	\$51,623.44	\$1,530,303.51
14	7-4-2025	\$62,064.16	\$10,100.00	\$51,964.16	\$1,478,339.35
15	1-4-2026	\$62,064.16	\$9,757.04	\$52,307.12	\$1,426,032.23
16	7-4-2026	\$62,064.16	\$9,411.81	\$52,652.35	\$1,373,379.88
17	1-4-2027	\$62,064.16	\$9,064.31	\$52,999.85	\$1,320,380.03
18	7-4-2027	\$62,064.16	\$8,714.51	\$53,349.65	\$1,267,030.38
19	1-4-2028	\$62,064.16	\$8,362.40	\$53,701.76	\$1,213,328.62
20	7-4-2028	\$62,064.16	\$8,007.97	\$54,056.19	\$1,159,272.43
21	1-4-2029	\$62,064.16	\$7,651.20	\$54,412.96	\$1,104,859.47
22	7-4-2029	\$62,064.16	\$7,292.07	\$54,772.09	\$1,050,087.38
23	1-4-2030	\$62,064.16	\$6,930.58	\$55,133.58	\$994,953.80
24	7-4-2030	\$62,064.16	\$6,566.70	\$55,497.46	\$939,456.34
25	1-4-2031	\$62,064.16	\$6,200.41	\$55,863.75	\$883,592.59
26	7-4-2031	\$62,064.16	\$5,831.71	\$56,232.45	\$827,360.14
27	1-4-2032	\$62,064.16	\$5,460.58	\$56,603.58	\$770,756.56
28	7-4-2032	\$62,064.16	\$5,086.99	\$56,977.17	\$731,779.39
29	1-4-2033	\$62,064.16	\$4,710.94	\$57,353.22	\$656,426.17
30	7-4-2033	\$62,064.16	\$4,332.41	\$57,731.75	\$598,694.42
31	1-4-2034	\$62,064.16	\$3,951.38	\$58,112.78	\$540,581.64
32	7-4-2034	\$62,064.16	\$3,567.84	\$58,496.32	\$482,085.32
33	1-4-2035	\$62,064.16	\$3,181.76	\$58,882.40	\$423,202.92
34	7-4-2035	\$62,064.16	\$2,793.14	\$59,271.02	\$363,931.90
35	1-4-2036	\$62,064.16	\$2,401.95	\$59,662.21	\$304,269.69
36	7-4-2036	\$62,064.16	\$2,008.18	\$60,005.98	\$244,213.71
37	1-4-2037	\$62,064.16	\$1,611.81	\$60,452.35	\$183,761.36
38	7-4-2037	\$62,064.16	\$1,212.82	\$60,851.34	\$122,901.02
39	1-4-2038	\$62,064.16	\$811.21	\$61,252.95	\$61,657.07
40	7-4-2038	\$62,064.16	\$407.09	\$61,657.07	\$0.00

TOTAL		\$2,476,144.09	\$305,449.32	\$2,170,694.77	
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## Debt Payment Schedule - Water Fund Water Well #12

### WATER FUND

Bond Rating: N/A

Water Well #12 IEPA Loan L17-4882

Principal Forgiven - \$1,290,000.00

#	DATE	BEGINNING BALANCE	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL PAYMENT
1	11-30-2017	\$4,928,466.12	\$41,780.73	\$52,024.29	1.86%	\$93,805.02
2	5-30-2018	\$3,596,685.39	\$79,342.98	\$33,449.17	1.86%	\$112,792.15
3	11-30-2018	\$3,517,342.41	\$80,080.87	\$32,711.28	1.86%	\$112,792.15
4	5-30-2019	\$3,437,261.54	\$80,825.62	\$31,966.53	1.86%	\$112,792.15
5	11-30-2019	\$3,356,435.92	\$81,577.30	\$31,214.85	1.86%	\$112,792.15
6	5-30-2020	\$3,274,858.62	\$82,335.96	\$30,456.19	1.86%	\$112,792.15
7	11-30-2020	\$3,192,522.66	\$83,101.69	\$29,690.46	1.86%	\$112,792.15
8	5-30-2021	\$3,109,420.97	\$83,874.53	\$28,917.62	1.86%	\$112,792.15
9	11-30-2021	\$3,025,546.44	\$84,654.57	\$28,137.58	1.86%	\$112,792.15
10	5-30-2022	\$2,940,981.87	\$85,411.86	\$27,350.29	1.86%	\$112,792.15
11	11-30-2022	\$2,855,450.01	\$86,236.46	\$26,555.69	1.86%	\$112,792.15
12	5-30-2023	\$2,769,213.55	\$87,038.46	\$25,753.69	1.86%	\$112,792.15
13	11-30-2023	\$2,682,175.09	\$87,847.92	\$24,944.23	1.86%	\$112,792.15
14	5-30-2024	\$2,594,327.17	\$88,664.91	\$24,127.24	1.86%	\$112,792.15
15	11-30-2024	\$2,505,662.26	\$89,489.49	\$23,302.66	1.86%	\$112,792.15
16	5-30-2025	\$2,416,172.77	\$90,321.74	\$22,470.41	1.86%	\$112,792.15
17	11-30-2025	\$2,325,851.03	\$91,161.74	\$21,630.41	1.86%	\$112,792.15
18	5-30-2026	\$2,234,689.29	\$92,009.54	\$20,782.61	1.86%	\$112,792.15
19	11-30-2026	\$2,142,679.75	\$92,865.22	\$19,926.92	1.86%	\$112,792.15
20	5-30-2027	\$2,049,814.52	\$93,728.87	\$19,063.28	1.86%	\$112,792.15
21	11-30-2027	\$1,956,085.65	\$94,600.55	\$18,191.60	1.86%	\$112,792.15
22	5-30-2028	\$1,861,485.10	\$95,480.34	\$17,311.81	1.86%	\$112,792.15
23	11-30-2028	\$1,766,004.76	\$96,368.31	\$16,423.84	1.86%	\$112,792.15
24	5-30-2029	\$1,669,636.45	\$97,264.53	\$15,527.62	1.86%	\$112,792.15
25	11-30-2029	\$1,572,371.92	\$98,169.09	\$14,623.06	1.86%	\$112,792.15
26	5-30-2030	\$1,474,202.83	\$99,082.06	\$13,710.09	1.86%	\$112,792.15
27	11-30-2030	\$1,375,120.77	\$100,003.53	\$12,788.62	1.86%	\$112,792.15
28	5-30-2031	\$1,275,117.24	\$100,933.56	\$11,858.59	1.86%	\$112,792.15
29	11-30-2031	\$1,174,183.68	\$101,872.24	\$10,919.91	1.86%	\$112,792.15
30	5-30-2032	\$1,072,311.44	\$102,819.65	\$9,972.50	1.86%	\$112,792.15
31	11-30-2032	\$969,491.79	\$103,775.88	\$9,016.27	1.86%	\$112,792.15
32	5-30-2033	\$865,715.91	\$104,740.99	\$8,051.16	1.86%	\$112,792.15
33	11-30-2033	\$760,974.92	\$105,715.08	\$7,077.07	1.86%	\$112,792.15
34	5-30-2034	\$655,259.84	\$106,698.23	\$6,093.92	1.86%	\$112,792.15
35	11-30-2034	\$548,561.61	\$107,690.53	\$5,101.62	1.86%	\$112,792.15
36	5-30-2035	\$440,871.08	\$108,692.05	\$4,100.10	1.86%	\$112,792.15
37	11-30-2035	\$332,179.03	\$109,702.89	\$3,089.26	1.86%	\$112,792.15
38	5-30-2036	\$222,476.14	\$110,723.12	\$2,069.03	1.86%	\$112,792.15
39	11-30-2036	\$111,753.02	\$111,753.02	\$1,039.13	1.86%	\$112,792.15
<b>TOTAL</b>			<b>\$3,638,466.12</b>	<b>\$741,440.60</b>		<b>\$4,379,906.72</b>

## Debt Payment Schedule - Water Well #12

### WATER FUND

Bond Rating: N/A

Water Well #12 IEPA Loan L175571

#	DATE	BEGINNING BALANCE	PRINCIPAL	INTEREST	INTEREST RATE	TOTAL PAYMENT	ENDING BALANCE
1	11-15-2020	\$1,286,691.73	\$23,008.15	\$6,601.04	1.38%	\$29,609.19	\$1,263,683.58
2	5-15-2021	\$1,530,641.96	\$28,315.11	\$8,709.08	1.38%	\$37,024.19	\$1,502,326.85
3	11-15-2021	\$1,502,326.85	\$34,713.59	\$10,366.06	1.38%	\$45,079.65	\$1,467,613.26
4	5-15-2022	\$1,467,613.26	\$34,953.12	\$10,126.53	1.38%	\$45,079.65	\$1,432,660.14
5	11-15-2022	\$1,432,660.14	\$35,194.30	\$9,885.35	1.38%	\$45,079.65	\$1,397,465.84
6	5-15-2023	\$1,397,465.84	\$35,437.14	\$9,642.51	1.38%	\$45,079.65	\$1,362,028.70
7	11-15-2023	\$1,362,028.70	\$35,681.65	\$9,398.00	1.38%	\$45,079.65	\$1,326,347.05
8	5-15-2024	\$1,326,347.05	\$35,927.86	\$9,151.79	1.38%	\$45,079.65	\$1,290,419.19
9	11-15-2024	\$1,290,419.19	\$36,175.76	\$8,903.89	1.38%	\$45,079.65	\$1,254,243.43
10	5-15-2025	\$1,254,243.43	\$36,425.37	\$8,654.28	1.38%	\$45,079.65	\$1,217,818.06
11	11-15-2025	\$1,217,818.06	\$36,676.71	\$8,402.94	1.38%	\$45,079.65	\$1,181,141.35
12	5-15-2026	\$1,181,141.35	\$36,929.77	\$8,149.88	1.38%	\$45,079.65	\$1,144,211.58
13	11-15-2026	\$1,144,211.58	\$37,184.59	\$7,895.06	1.38%	\$45,079.65	\$1,107,026.99
14	5-15-2027	\$1,107,026.99	\$37,441.16	\$7,638.49	1.38%	\$45,079.65	\$1,069,585.83
15	11-15-2027	\$1,069,585.83	\$37,699.51	\$7,380.14	1.38%	\$45,079.65	\$1,031,886.32
16	5-15-2028	\$1,031,886.32	\$37,959.63	\$7,120.02	1.38%	\$45,079.65	\$993,926.69
17	11-15-2028	\$993,926.69	\$38,221.56	\$6,858.09	1.38%	\$45,079.65	\$955,705.13
18	5-15-2029	\$955,705.13	\$38,485.28	\$6,594.37	1.38%	\$45,079.65	\$917,219.85
19	11-15-2029	\$917,219.85	\$38,750.83	\$6,328.82	1.38%	\$45,079.65	\$878,469.02
20	5-15-2030	\$878,469.02	\$39,018.21	\$6,061.44	1.38%	\$45,079.65	\$839,450.18
21	11-15-2030	\$839,450.18	\$39,287.44	\$5,792.21	1.38%	\$45,079.65	\$800,163.37
22	5-15-2031	\$800,163.37	\$39,558.52	\$5,521.13	1.38%	\$45,079.65	\$760,604.85
23	11-15-2031	\$760,604.85	\$39,831.48	\$5,248.17	1.38%	\$45,079.65	\$720,773.37
24	5-15-2032	\$720,773.37	\$40,106.31	\$4,973.34	1.38%	\$45,079.65	\$680,667.06
25	11-15-2032	\$680,667.06	\$40,383.05	\$4,696.60	1.38%	\$45,079.65	\$640,284.01
26	5-15-2033	\$640,284.01	\$40,661.69	\$4,417.96	1.38%	\$45,079.65	\$599,622.32
27	11-15-2033	\$599,622.32	\$40,942.26	\$4,137.39	1.38%	\$45,079.65	\$558,680.06
28	5-15-2034	\$558,680.06	\$41,224.76	\$3,854.89	1.38%	\$45,079.65	\$517,455.30
29	11-15-2034	\$517,455.30	\$41,509.21	\$3,570.44	1.38%	\$45,079.65	\$475,946.09
30	5-15-2035	\$475,946.09	\$41,795.62	\$3,284.03	1.38%	\$45,079.65	\$434,150.47
31	11-15-2035	\$434,150.47	\$42,084.01	\$2,995.64	1.38%	\$45,079.65	\$392,066.46
32	5-15-2036	\$392,066.46	\$42,674.39	\$2,705.26	1.38%	\$45,079.65	\$349,692.07
33	11-15-2036	\$349,692.07	\$42,666.77	\$2,412.88	1.38%	\$45,079.65	\$307,025.30
34	5-15-2037	\$307,025.30	\$42,961.18	\$2,118.47	1.38%	\$45,079.65	\$264,064.12
35	11-15-2037	\$264,064.12	\$43,257.61	\$1,822.04	1.38%	\$45,079.65	\$220,806.51
36	5-15-2038	\$220,806.51	\$43,556.09	\$1,523.56	1.38%	\$45,079.65	\$177,250.42
37	11-15-2038	\$177,250.42	\$43,856.62	\$1,223.03	1.38%	\$45,079.65	\$133,393.80
38	5-15-2039	\$133,393.80	\$44,159.23	\$920.42	1.38%	\$45,079.65	\$89,234.57
39	11-15-2039	\$89,234.57	\$44,463.93	\$615.72	1.38%	\$45,079.65	\$44,770.64
40	5-15-2040	\$44,770.64	\$44,770.64	\$309.01	1.38%	\$45,079.65	-

## Debt Payment Schedule - Electric Fund

### ELECTRIC FUND

Bond Rating: N/A

Johnson Tractor  
Holcomb - Loan #2150018

DATE	PAYMENT
8-18-2022	\$342,491.26
8-18-2023	\$342,491.26
8-18-2024	\$342,491.26
8-18-2025	\$342,491.26
<b>TOTAL</b>	<b>\$1,369,965.04</b>

## Debt Payment Schedule - General Fund

### GENERAL FUND

Bond Rating: N/A

Street Department Equipment  
Holcomb - Loan #2150018

DATE	PAYMENT
12-15-2023	\$130,722.63
12-15-2024	\$130,722.63
12-15-2025	\$130,722.63
12-15-2026	\$130,722.63
<b>TOTAL</b>	<b>\$522,890.52</b>

## Debt Payment Schedule - Electric Fund

### ELECTRIC FUND

Bond Rating: A+

Electric Bond 2021

PERIOD ENDING	PRINCIPAL	COUPON	INTEREST	DEBT SERVICE	ANNUAL DEBT SERVICE
10-25-2021					
5-1-2022	\$425,000.00	2%	\$146,059.72	\$571,059.72	
11-1-2022			\$123,375.00	\$123,375.00	\$694,434.72
5-1-2023	\$455,000.00	3%	\$123,375.00	\$578,375.00	
11-1-2023			\$116,550.00	\$116,500.00	\$694,925.00
5-1-2024	\$465,000.00	3%	\$116,550.00	\$581,550.00	
11-1-2024			\$109,575.00	\$109,575.00	\$691,125.00
5-1-2025	\$485,000.00	4%	\$109,575.00	\$594,575.00	
11-1-2025			\$99,875.00	\$99,875.00	\$694,450.00
5-1-2026	\$505,000.00	4%	\$99,875.00	\$604,875.00	
11-1-2026			\$89,775.00	\$89,775.00	\$694,650.00
5-1-2027	\$525,000.00	4%	\$89,775.00	\$614,775.00	
11-1-2027			\$79,275.00	\$79,275.00	\$694,050.00
5-1-2028	\$545,000.00	4%	\$79,275.00	\$624,275.00	
11-1-2028			\$68,375.00	\$68,375.00	\$692,650.00
5-1-2029	\$565,000.00	4%	\$68,375.00	\$633,375.00	
11-1-2029			\$57,075.00	\$57,075.00	\$690,450.00
5-1-2030	\$585,000.00	3%	\$57,075.00	\$642,075.00	
11-1-2030			\$48,300.00	\$48,300.00	\$690,375.00
5-1-2031	\$605,000.00	3%	\$48,300.00	\$653,300.00	
11-1-2031			\$39,225.00	\$39,225.00	\$692,525.00
5-1-2032	\$625,000.00	3%	\$39,225.00	\$664,225.00	
11-1-2032			\$29,850.00	\$29,850.00	\$694,075.00
5-1-2033	\$645,000.00	3%	\$29,850.00	\$674,850.00	
11-1-2033			\$20,175.00	\$20,175.00	\$695,025.00
5-1-2034	\$660,000.00	3%	\$20,175.00	\$680,175.00	
11-1-2034			\$10,275.00	\$10,275.00	\$690,450.00
5-1-2035	\$685,000.00	3%	\$10,275.00	\$695,275.00	
11-1-2035					\$695,275.00
<b>TOTAL</b>	<b>\$7,775,000.00</b>		<b>\$1,929,459.72</b>	<b>\$9,704,459.72</b>	<b>\$9,704,459.72</b>



## Debt Payment Schedule - Electric Fund

### ELECTRIC FUND

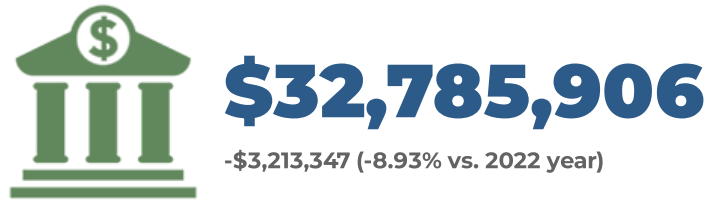
Bond Rating: A+

Electric Bond 2022

PERIOD ENDING	PRINCIPAL	COUPON	INTEREST	DEBT SERVICE	ANNUAL DEBT SERVICE
1-5-2022					
5-1-2022	\$555,000.00	2%	\$93,798.89	\$648,798.89	
11-1-2022			\$140,000.00	\$140,000.00	\$788,798.89
5-1-2023	\$515,000.00	3%	\$140,000.00	\$655,000.00	
11-1-2023			\$132,275.00	\$132,275.00	\$787,275.00
5-1-2024	\$530,000.00	3%	\$132,275.00	\$662,275.00	
11-1-2024			\$124,325.00	\$124,325.00	\$786,600.00
5-1-2025	\$550,000.00	4%	\$124,325.00	\$674,325.00	
11-1-2025			\$113,325.00	\$113,325.00	\$787,650.00
5-1-2026	\$570,000.00	4%	\$113,325.00	\$683,325.00	
11-1-2026			\$101,925.00	\$101,925.00	\$785,250.00
5-1-2027	\$595,000.00	4%	\$101,925.00	\$696,925.00	
11-1-2027			\$90,025.00	\$90,025.00	\$786,950.00
5-1-2028	\$620,000.00	4%	\$90,025.00	\$710,025.00	
11-1-2028			\$77,625.00	\$77,625.00	\$787,650.00
5-1-2029	\$645,000.00	4%	\$77,625.00	\$722,625.00	
11-1-2029			\$64,725.00	\$64,725.00	\$787,350.00
5-1-2030	\$665,000.00	3%	\$64,725.00	\$729,725.00	
11-1-2030			\$54,750.00	\$54,750.00	\$784,475.00
5-1-2031	\$685,000.00	3%	\$54,750.00	\$739,750.00	
11-1-2031			\$44,475.00	\$44,475.00	\$784,225.00
5-1-2032	\$710,000.00	3%	\$44,475.00	\$754,475.00	
11-1-2032			\$33,825.00	\$33,825.00	\$788,300.00
5-1-2033	\$730,000.00	3%	\$33,825.00	\$763,825.00	
11-1-2033			\$22,875.00	\$22,875.00	\$786,700.00
5-1-2034	\$750,000.00	3%	\$22,875.00	\$772,875.00	
11-1-2034			\$11,625.00	\$11,625.00	\$784,500.00
5-1-2035	\$775,000.00	3%	\$11,625.00	\$786,625.00	
11-1-2035					\$786,625.00
<b>TOTAL</b>	<b>\$8,895,000.00</b>		<b>\$2,117,348.89</b>	<b>\$11,012,348.89</b>	<b>\$11,012,348.89</b>

## Debt Snapshot

The Strategic Goal for the City of Rochelle is to use debt wisely. An analysis is done before every debt issue to review current interest rates and the types of debt. The City has been successful in the Water and Water Reclamation Departments with borrowing funds from the IEPA at very low rates and having a portion of the debt being forgiven. Semi-annually staff meets with the financial advisor to review refunding opportunities for outstanding debt. The bond rating is A+ for the bond and debt certificate issues. There is no rating for the IEPA and local bank loans.



Debt Snapshot:

**General Obligation Bonds:** In 2018, the city borrowed \$4.5 million for an 8-year term to fund various capital improvement projects. It also has a small bond outstanding for a Community Hangar at the Airport.

**General Obligation Debt Certificates:** The city constructed a Technology Center facility in 2009 by issuing \$5 million in debt certificates. In 2017, the debt certificates were refunded at a lower rate. In 2015, the city borrowed \$2 million for a 10-year term to fund a Quiet Zone for the railroad to reduce train horn noise in the community.

**Alternate Revenue Bond Electric:** The city issued Alternate Revenue Bonds to take advantage of the attractive interest rate environment to fund construction of a substation, replacement of a transformer, and installation of 10 miles of new 34.5 kV distribution lines.

**Installment Loan Street Department:** To take advantage of pricing, the city borrowed approximately \$491,100 from a local bank to purchase two dump trucks over a 3-year period.

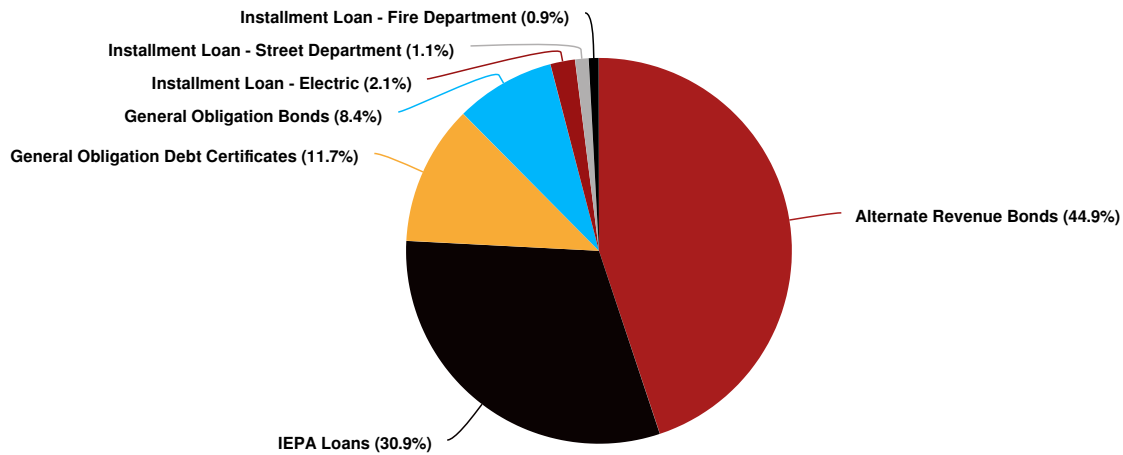
**Installment Loan Fire Department:** In 2019, the city borrowed \$350,000 at a very low interest rate from the Illinois Finance Authority Revolving Truck Fund to pay for a portion of a fire truck.

**Installment Loan Golf Course:** In 2017, the city borrowed approximately \$27,000 to purchase a Kubota tractor for the golf course over a 5-year period.

**IEPA Loans:** The Water and Water Reclamation Departments have four IEPA loans for water reclamation plant improvements, sewer extension, well and tower construction, and two radium removal plants. Interest rates were very low and principal forgiveness totaled \$2 million.

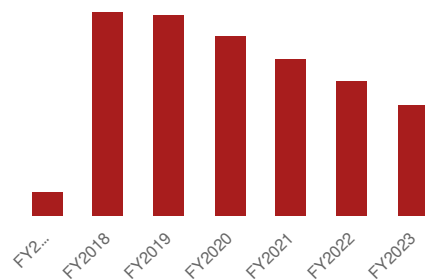
**Installment Loan Electric:** In 2021, the city purchased a commercial building with the intention of consolidating like departments.

## Debt by Type



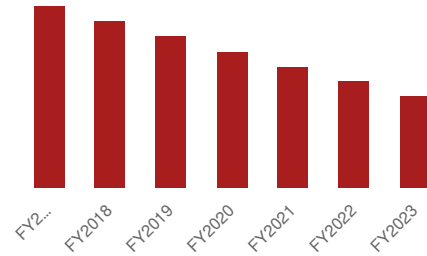
	FY2020	FY2021	FY2022	FY2023	% Change
Debt	Actual	Actual	Actual	Budget	
General Obligation Bonds	\$4,480,000	\$3,920,000	\$3,345,000	\$2,745,000	-17.9%
General Obligation Debt Certificates	\$5,660,000	\$5,060,000	\$4,445,000	\$3,850,000	-13.4%
Alternate Revenue Bonds	\$0	\$7,775,000	\$15,690,000	\$14,720,000	-6.2%
Installment Loan - Street Department	\$162,171	\$80,369	\$491,100	\$369,708	-24.7%
Installment Loan - Fire Department	\$332,500	\$315,000	\$297,500	\$280,000	-5.9%
Installment Loan - Golf Course	\$14,074	\$9,650	\$4,689	\$0	-100%
IEPA Loans	\$10,049,667	\$9,616,576	\$10,718,455	\$10,143,689	-5.4%
Installment Loan - Electric	\$0	\$0	\$1,007,509	\$677,509	-32.8%
<b>Total Debt:</b>	<b>\$20,698,412</b>	<b>\$26,776,595</b>	<b>\$35,999,253</b>	<b>\$32,785,906</b>	<b>-8.9%</b>

## General Obligation Bonds



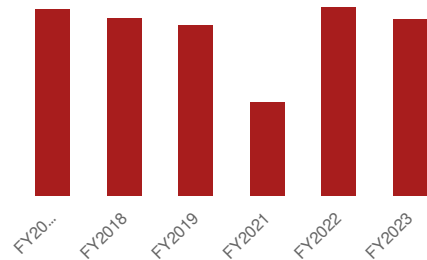
	FY2020	FY2021	FY2022	FY2023	% Change
<b>General Obligation Bonds</b>	—	—	—	—	
General Obligation Bonds	\$4,480,000	\$3,920,000	\$3,345,000	\$2,745,000	-17.9%
<b>Total General Obligation Bonds:</b>	<b>\$4,480,000</b>	<b>\$3,920,000</b>	<b>\$3,345,000</b>	<b>\$2,745,000</b>	<b>-17.9%</b>

## General Obligation Debt Certificates



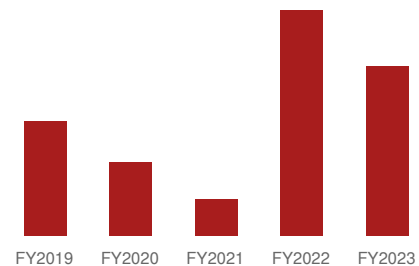
	FY2020	FY2021	FY2022	% Change
<b>General Obligation Debt Certificates</b>	—	—	—	<b>FY2022 vs FY2023</b>
General Obligation Debt Certificates	\$5,660,000	\$5,060,000	\$4,445,000	-12.2%
<b>Total General Obligation Debt Certificates:</b>	<b>\$5,660,000</b>	<b>\$5,060,000</b>	<b>\$4,445,000</b>	<b>-12.2%</b>

## Alternate Revenue Bonds



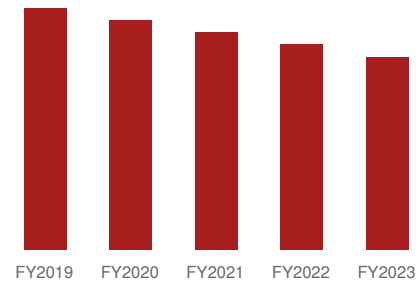
	FY2021	FY2022	FY2023	% Change
<b>Alternate Revenue Bonds</b>	—	—	—	
Alternate Revenue Bonds	\$7,775,000	\$15,690,000	\$14,720,000	-6.2%
<b>Total Alternate Revenue Bonds:</b>	<b>\$7,775,000</b>	<b>\$15,690,000</b>	<b>\$14,720,000</b>	<b>-6.2%</b>

## Installment Loan - Street Department



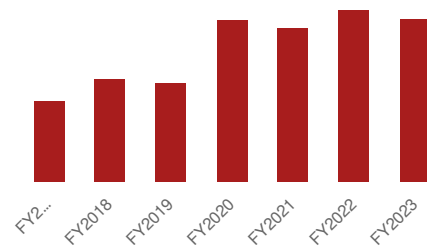
	FY2020	FY2021	FY2022	FY2023	% Change
<b>Installment Loan - Street Department</b>	—	—	—	—	
Installment Loan - Street Department	\$162,171	\$80,369	\$491,100	\$369,708	-24.7%
<b>Total Installment Loan - Street Department:</b>	<b>\$162,171</b>	<b>\$80,369</b>	<b>\$491,100</b>	<b>\$369,708</b>	<b>-24.7%</b>

## Installment Loan - Fire Department



	FY2020	FY2021	FY2022	FY2023	% Change
<b>Installment Loan - Fire Department</b>	—	—	—	—	
Installment Loan - Fire Department	\$332,500	\$315,000	\$297,500	\$280,000	-5.9%
<b>Total Installment Loan - Fire Department:</b>	<b>\$332,500</b>	<b>\$315,000</b>	<b>\$297,500</b>	<b>\$280,000</b>	<b>-5.9%</b>

## IEPA Loans



	FY2020	FY2021	FY2022	FY2023	% Change
<b>IEPA Loans</b>	—	—	—	—	
IEPA Loans	\$10,049,667	\$9,616,576	\$10,718,455	\$10,143,689	-5.4%
<b>Total IEPA Loans:</b>	<b>\$10,049,667</b>	<b>\$9,616,576</b>	<b>\$10,718,455</b>	<b>\$10,143,689</b>	<b>-5.4%</b>

## Installment Loan - Electric



	FY2022	FY2023	% Change
<b>Installment Loan - Electric</b>	—	—	
Installment Loan - Electric	\$1,007,509	\$677,509	-32.8%
<b>Total Installment Loan - Electric:</b>	<b>\$1,007,509</b>	<b>\$677,509</b>	<b>-32.8%</b>