

CITY OF ROCHELLE 2021 BUDGET WORKSHOP NOVEMBER 16, 2020

WITH CITY MANAGER EXECUTIVE SUMMARY HIGHLIGHTS



OUR VISION

A vibrant community where all can thrive.



OUR MISSION

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

OUR VALUES

Economic and Business Development

Financial Management & Stability

Community Inclusivity and Engagement

Infrastructure Effectiveness and Improvement

Core Service Delivery





**THE 2021 BUDGET REPRESENTS
THE CITY'S ONGOING MISSION
AND FALLS IN LINE WITH THE
2018 STRATEGIC PLANNING
DOCUMENT ADOPTED BY
COUNCIL**



FY 2021
BUDGET



\$85,751,822



**REVENUES HAVE BEEN
ESTIMATED AT
REALISTIC AND
CONSERVATIVE LEVELS
BASED ON NEW
ESTIMATES DUE TO THE
COVID-19 PANDEMIC**





THE GENERAL FUND

THE BUDGET FOR FY 2021

INCLUDES AN OVERALL

DECREASE IN EXPENDITURES OF

\$138,240 FROM THE APPROVED

FY 2020 BUDGET.



THE GENERAL FUND

THE NEW FY BUDGET

REPRESENTS AN INCREASE OF

\$864,141 OVER THE FY 2020

AMENDED BUDGET

Police | Fire | City Clerk | Community Development | Streets & Cemetery | Engineering | Economic
Development | Administrative Services

CASH BALANCE

	1/1/2021	12/31/2021	CHANGE
GENERAL FUND	\$ 7,425,025	\$ 7,425,324	\$ 299
WATER	\$ 2,521,134	\$2,709,841	\$ 188,707
WATER RECLAMATION	\$ 5,213,932	\$ 4,989,346	\$ (244,586)
ELECTRIC	\$16,361,636	\$ 9,690,673	\$(6,670,963)
TECH CENTER/ ADV COMMUNICATIONS	\$ (477,114)	\$ (211,693)	\$ 265,421



TOTAL CAPITAL - \$18,509,503

GENERAL FUND	\$ 709,026
LIGHTHOUSE POINTE TIF	240,000
DOWNTOWN TIF	<u>90,000</u>

\$ 1,039,026 TOTAL CITY CAPITAL

WATER	\$ 2,985,000
WATER RECLAMATION	1,043,462
SOLID WASTE	120,000
ELECTRIC	11,047,000
TECH CENTER/ADV COMMUNICATIONS	179,000
AIRPORT	128,015
RAILROAD	1,500,000
GOLF	<u>20,000</u>

\$17,022,477 TOTAL ENTERPRISE CAPITAL

NETWORK ADMINISTRATION	\$ 120,000
ADMINISTRATIVE SERVICES	<u>328,000</u>

\$ 448,000 TOTAL INTERNAL SERVICE CAPITAL

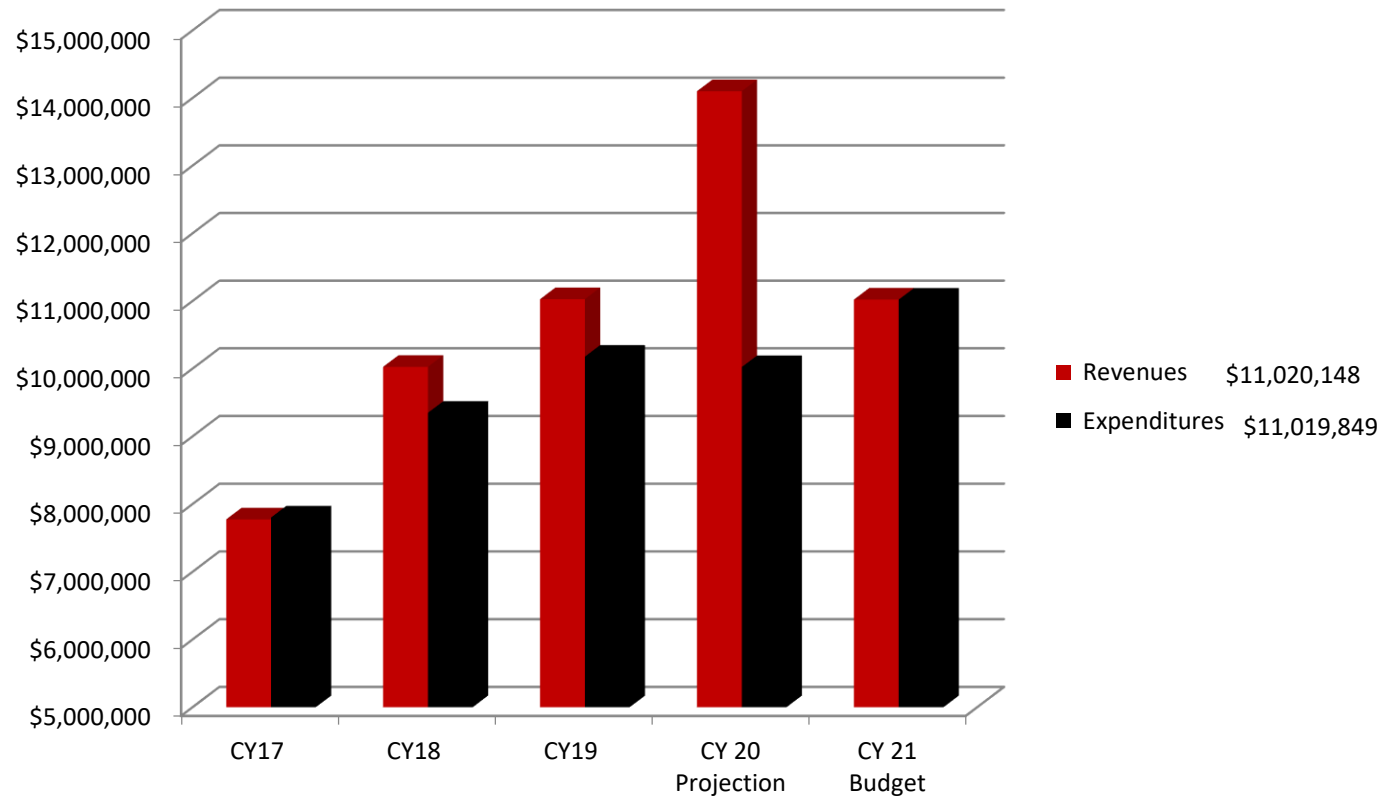
\$18,509,503 TOTAL CAPITAL

CURRENT DAYS CASH ON HAND

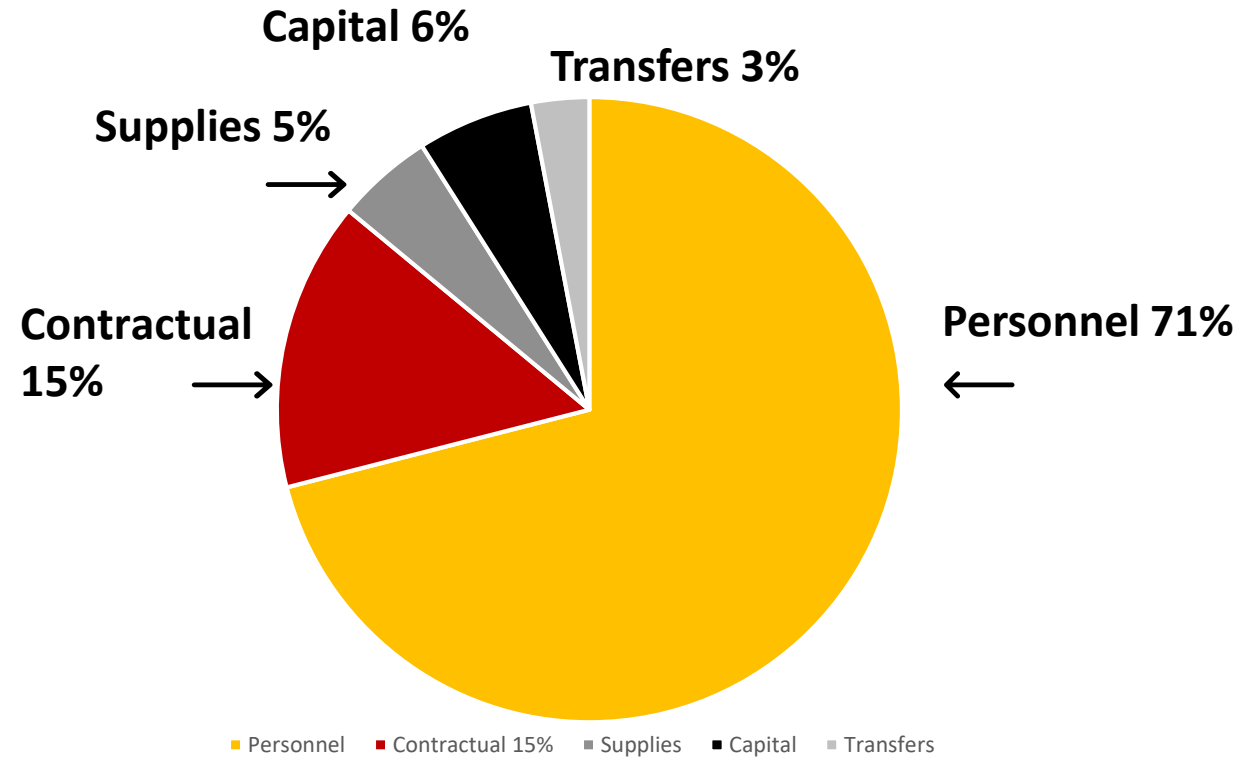
	# OF DAYS	POLICY
WATER	483	365
WATER RECLAMATION	877	365
ELECTRIC	258	90-120



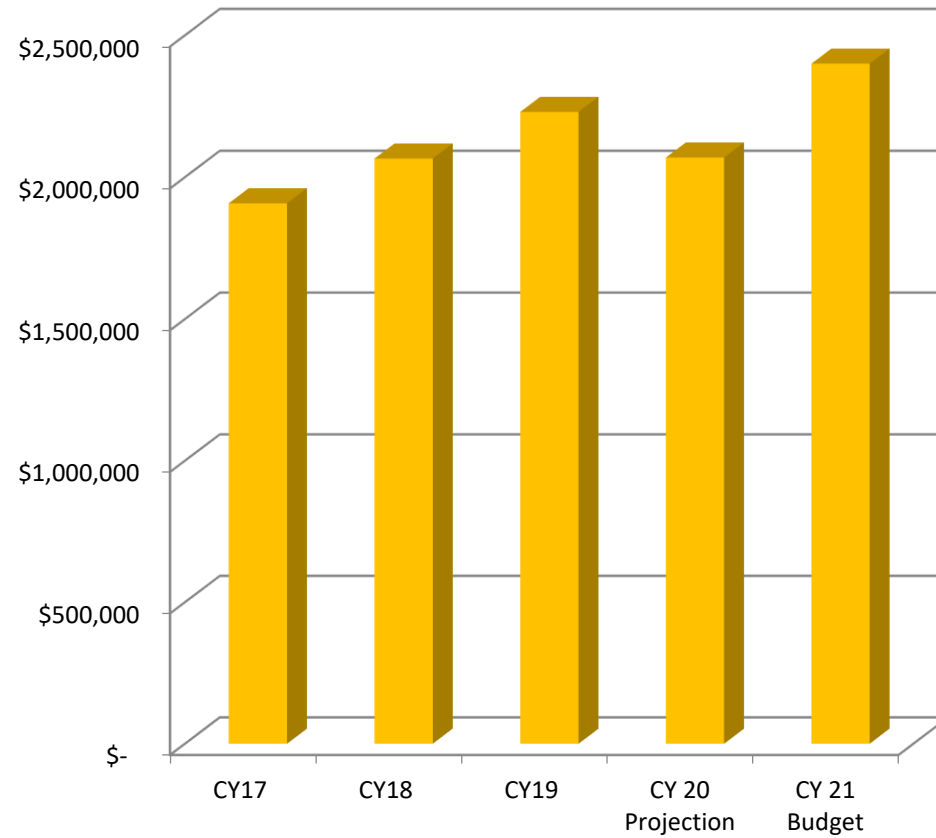
GENERAL FUND REVENUES & EXPENSES



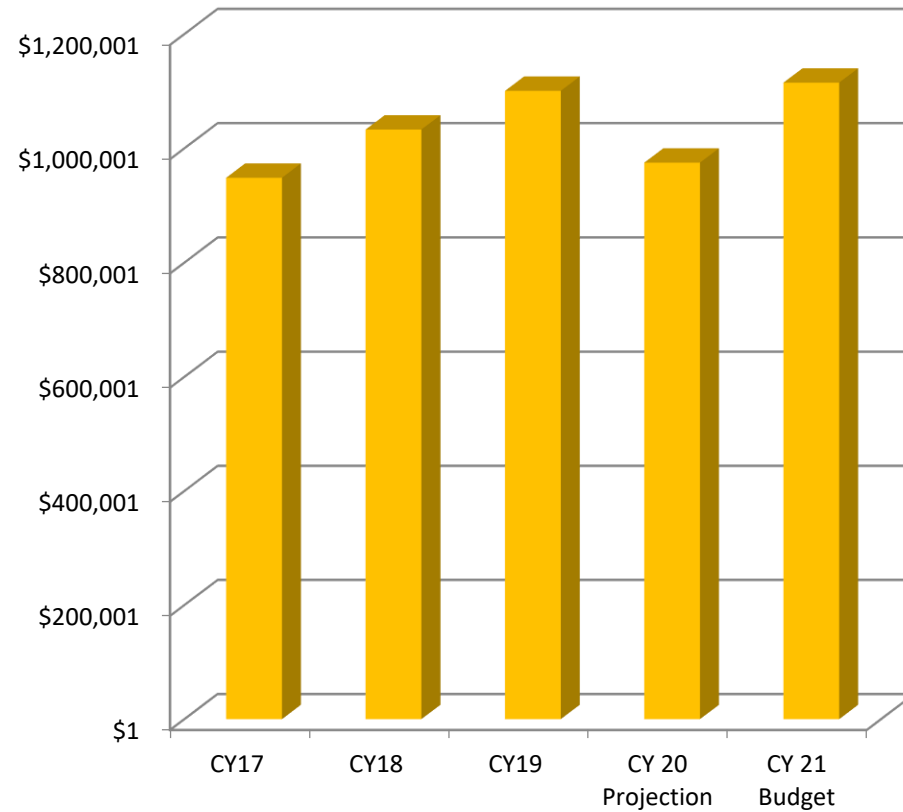
GENERAL FUND EXPENDITURE SUMMARY



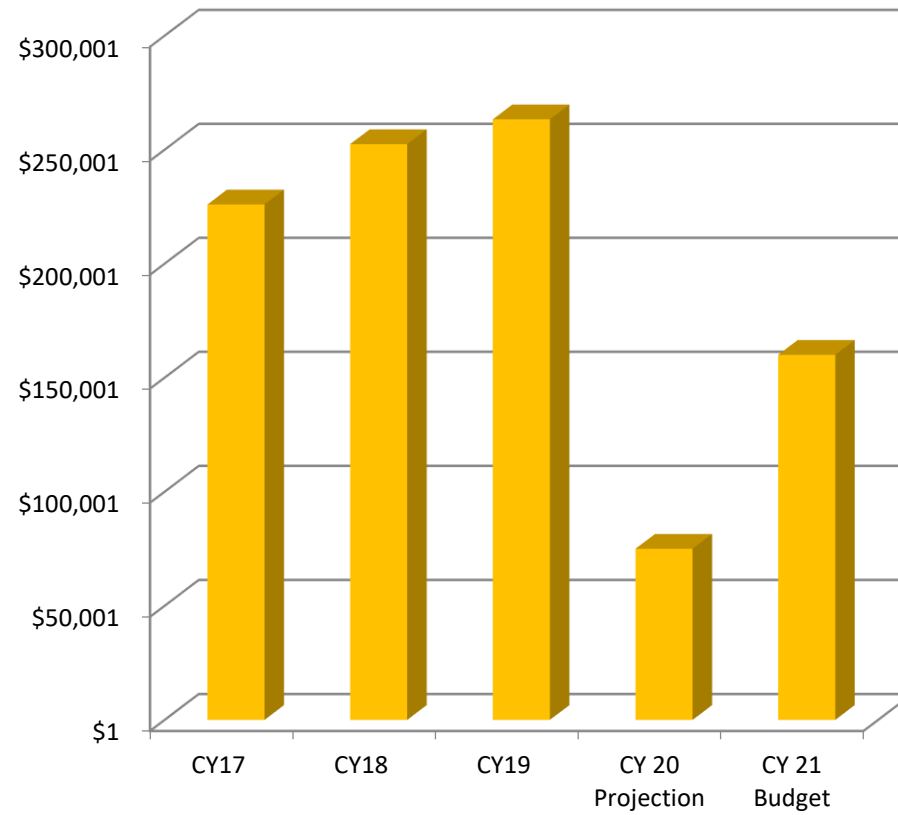
SALES TAX - \$2,400,000



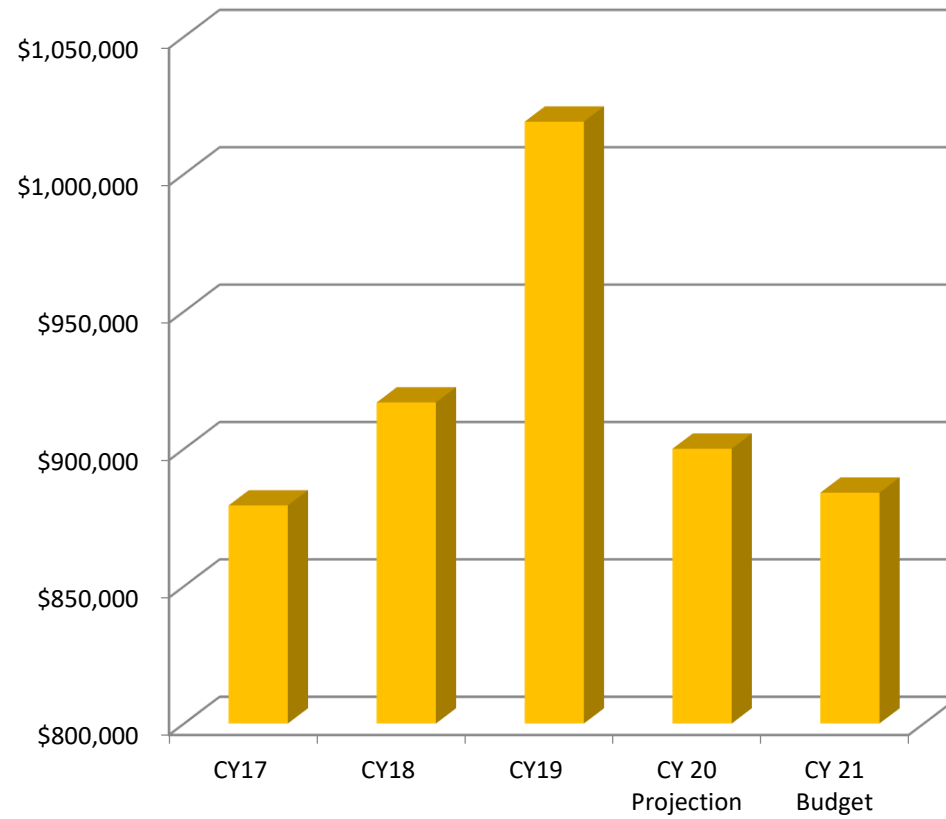
NON-HOME RULE SALES TAX - \$1,115,000



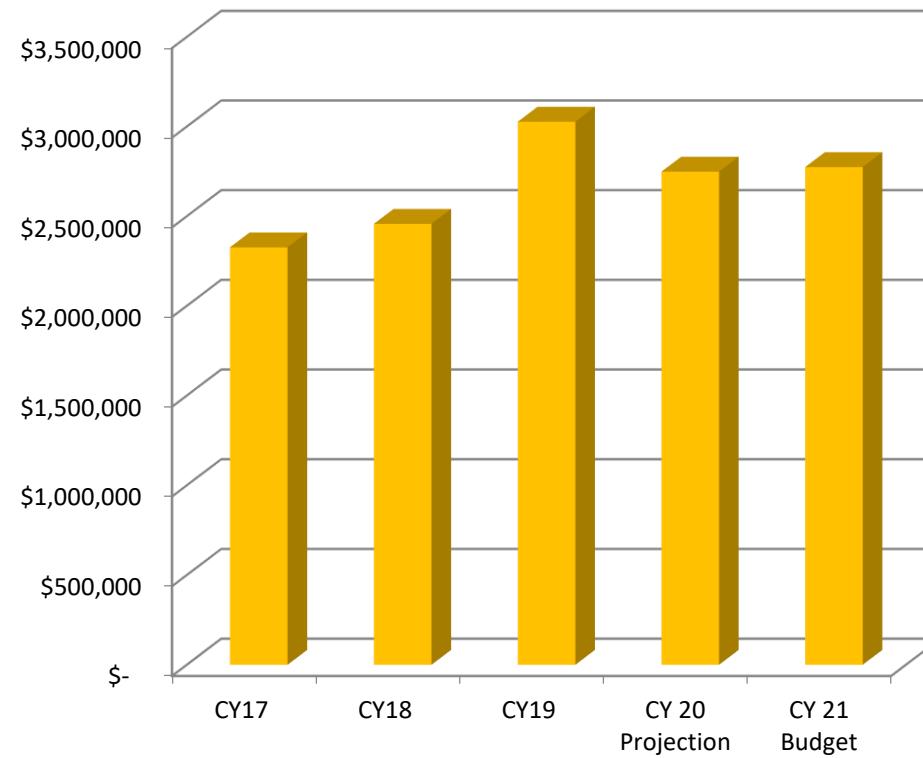
HOTEL/MOTEL TAX - \$160,000



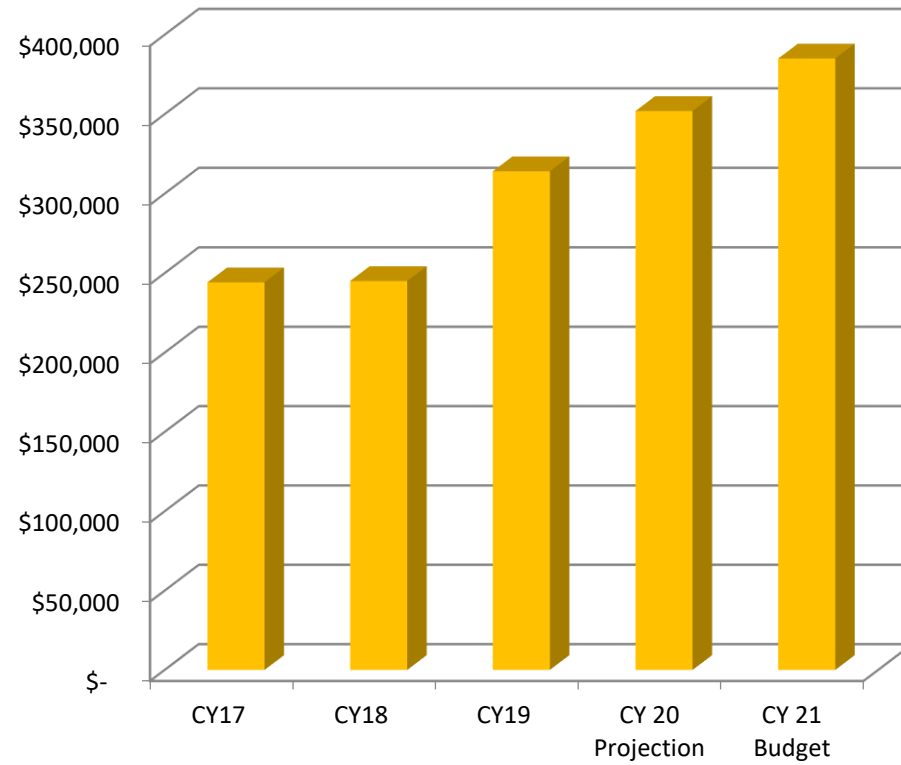
LGDF HISTORY (INCOME TAX) - \$884,000



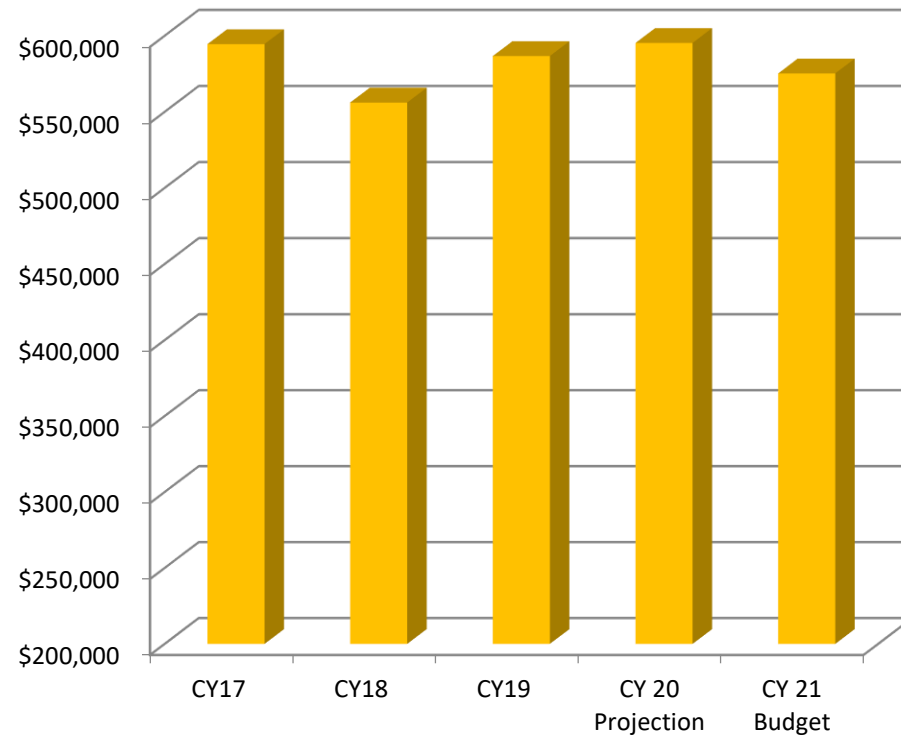
TRANSFERS-IN TO CORPORATE- \$2,774,072



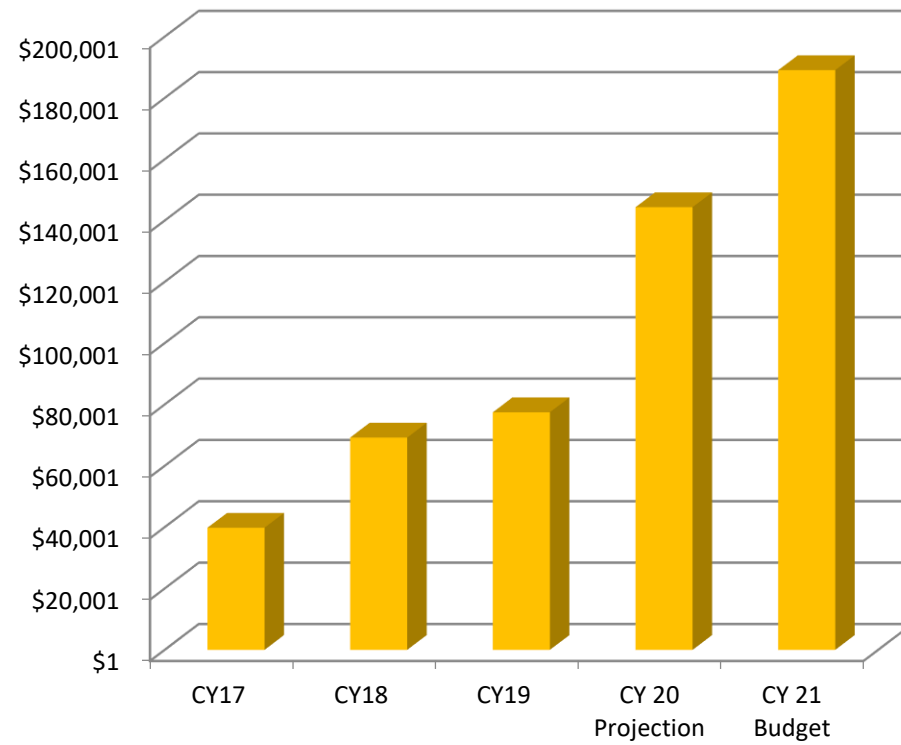
MOTOR FUEL TAX (MFT) RECEIPTS- \$385,000



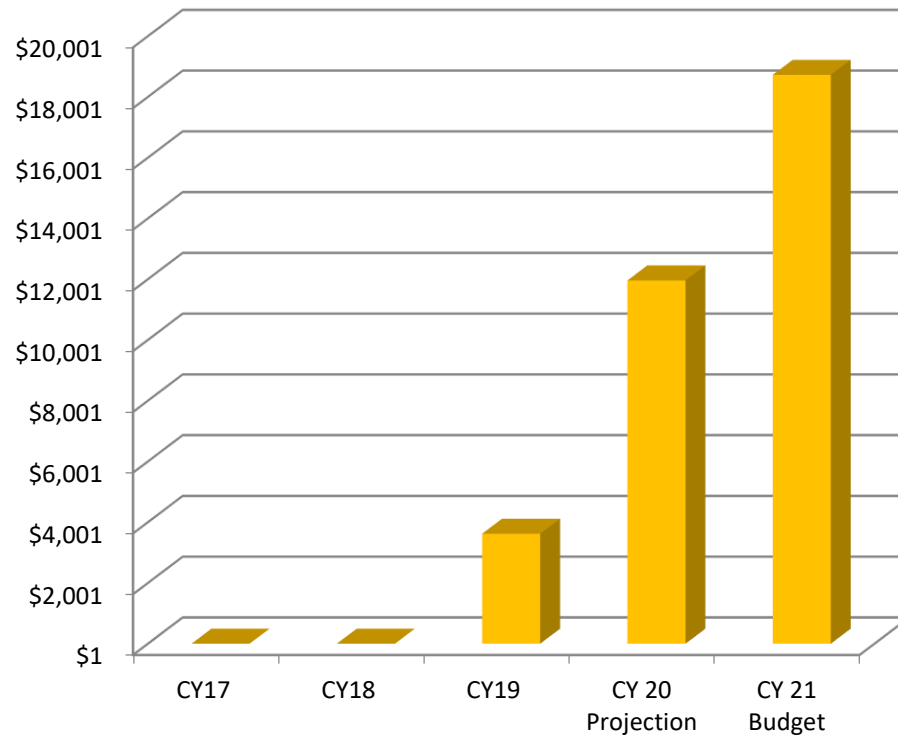
LIGHTHOUSE POINTE TIF- \$575,249



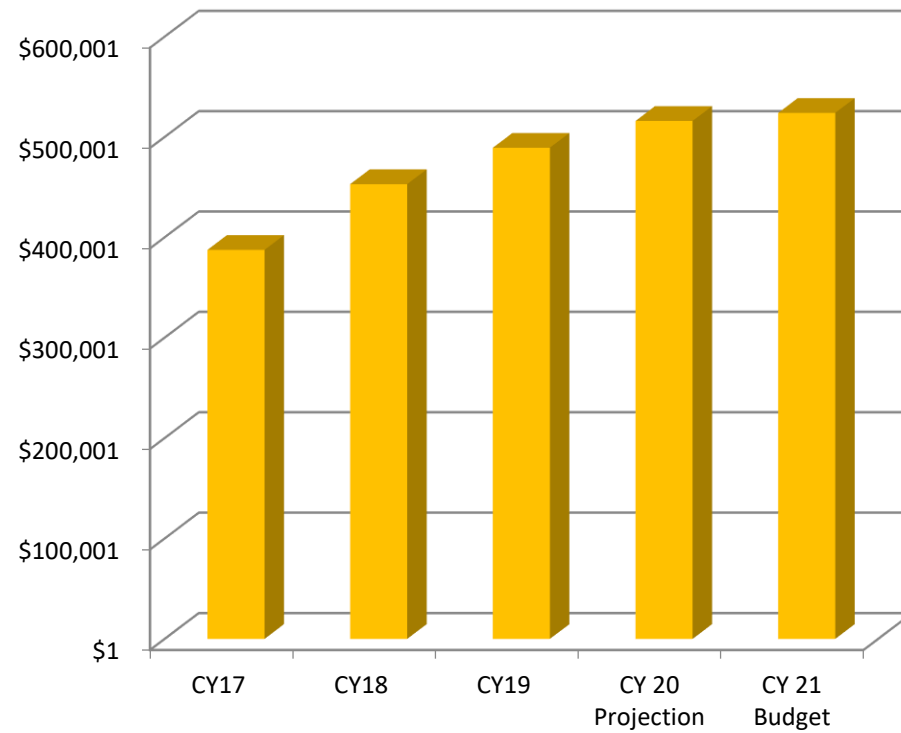
DOWNTOWN TIF- \$189,080



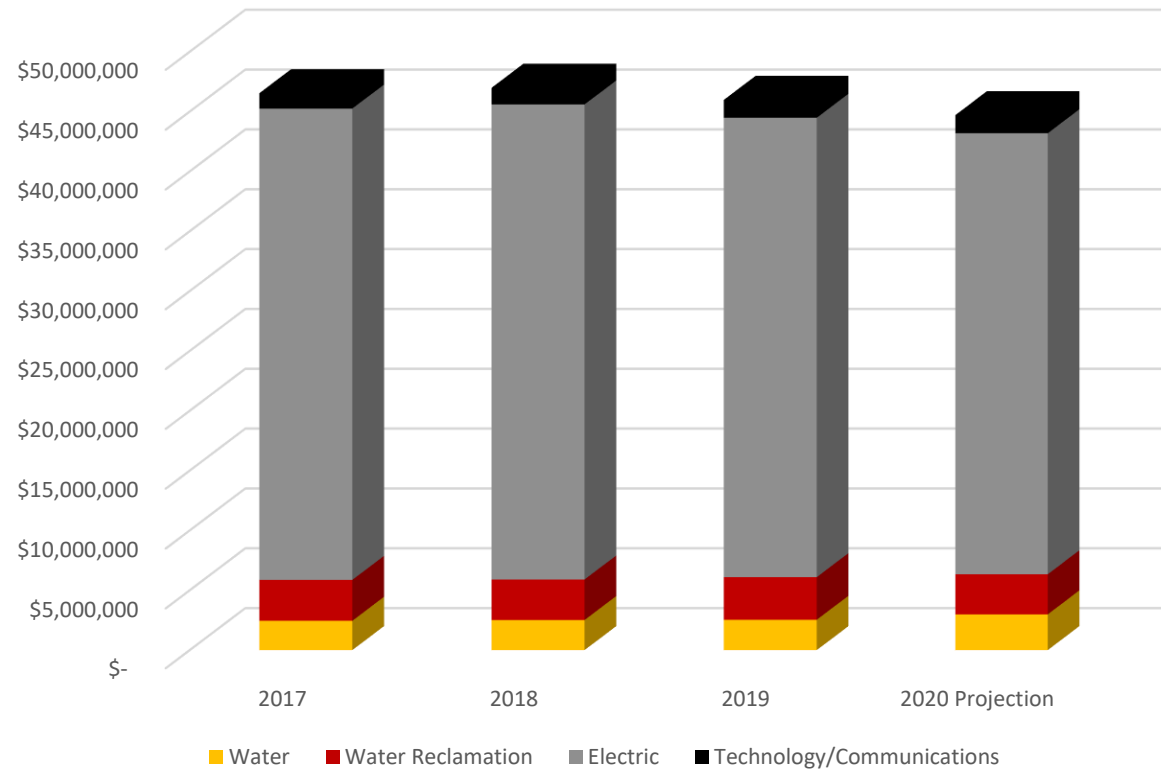
NORTHERN GATEWAY TIF- \$18,725



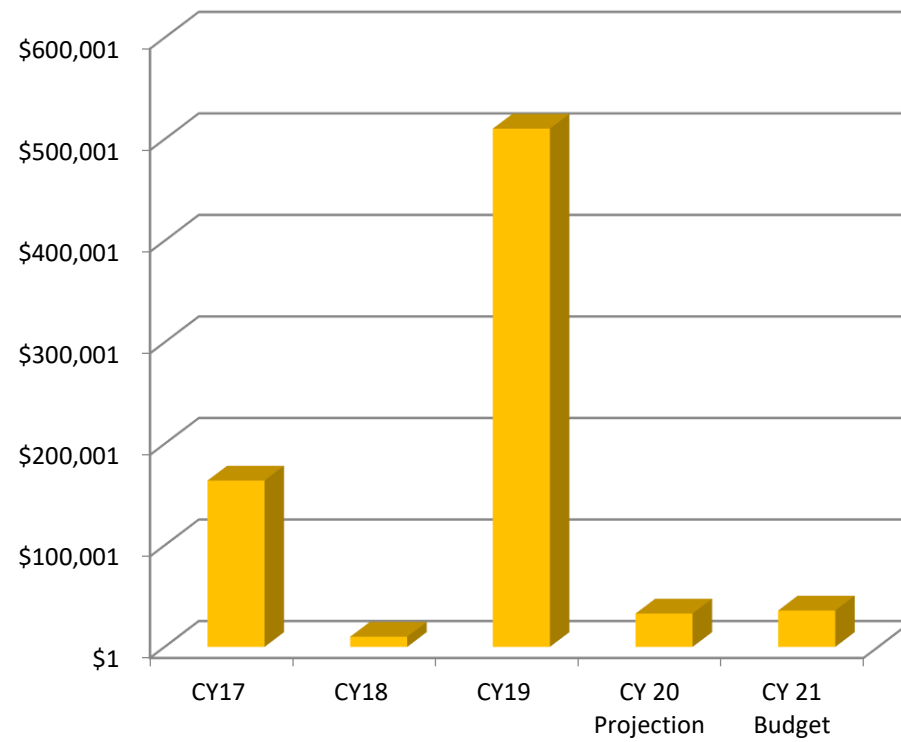
UTILITY TAX- \$524,000



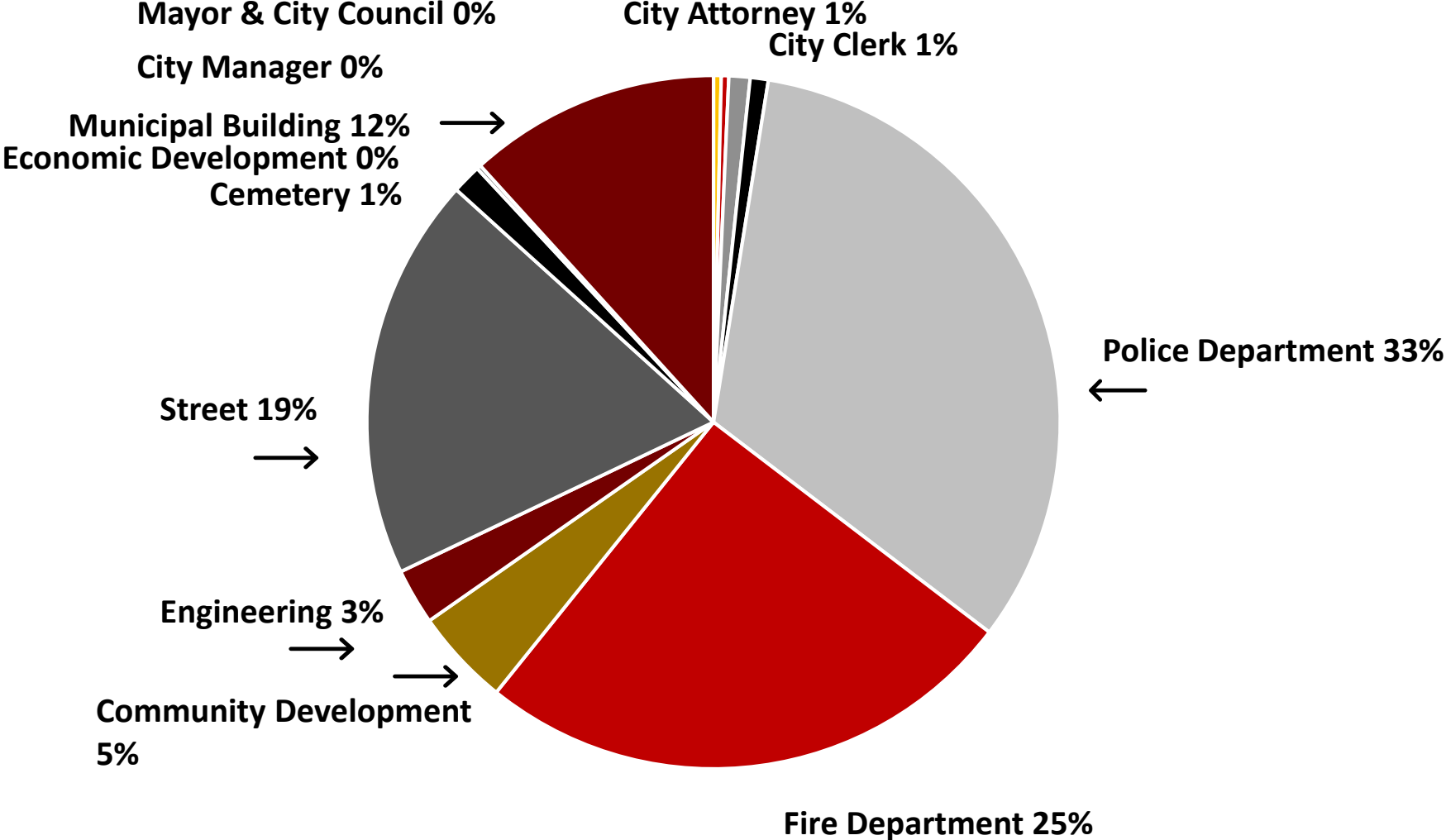
UTILITY REVENUES FROM OPERATIONS



SOLID WASTE TRANSFER TO GENERAL FUND - \$35,889



EXPENSES BY DEPARTMENT - \$11,019,849



GENERAL FUND COMPARISON

	2020 Budget	2021 Budget	% Change
General Fund			
Revenue	\$10,123,255	\$11,020,148	9%
Expenditures	\$10,155,708	\$11,019,849	9%
Mayor & Council			
Expenditures	\$ 37,300	\$ 32,800	(12%)
City Manager			
Expenditures	\$ 27,500	\$ 25,150	(9%)



GENERAL FUND COMPARISON

	2020 Budget	2021 Budget	% Change
City Clerk			
Expenditures	\$ 84,006	\$ 82,398	(2%)
Police Department			
Expenditures	\$3,553,706	\$3,938,362	11%
Fire Department			
Expenditures	\$2,475,761	\$2,904,059	17%



GENERAL FUND COMPARISON

	2020 Budget	2021 Budget	% Change
Community Development			
Expenditures	\$ 453,419	\$ 455,849	1%
Engineering			
Expenditures	\$ 257,552	\$ 289,089	12%
Street Department			
Expenditures	\$1,885,138	\$1,922,663	2%



GENERAL FUND COMPARISON

	2020 Budget	2021 Budget	% Change
Cemetery			
Expenditures	\$ 137,419	\$ 175,278	28%
Municipal Building			
Expenditures	\$1,131,807	\$1,075,301	(5%)



GENERAL FUND COMPARISON

	2020 Budget	2021 Budget	% Change
Attorney			
Expenditures	\$ 100,000	\$ 105,000	5%
Economic Development			
Expenditures	\$ 12,100	\$ 13,900	15%



EXTERNAL DEBT OUTSTANDING

Outstanding Debt	As of 1/1/21	Principal Payments	As of 12/31/21
Electric	—	—	—
Technology Center	\$ 2,490,000	\$ 285,000	\$ 2,205,000
Water Reclamation	\$ 3,587,541	\$ 263,447	\$3,324,094
Airport	\$ 440,000	\$ 45,000	\$ 395,000
Lighthouse Point TIF	\$ 2,480,000	\$ 150,000	\$ 2,330,000



EXTERNAL DEBT OUTSTANDING

Outstanding Debt	As of 1/1/21	Principal Payments	As of 12/31/21
General Fund – Quiet Zone	\$ 1,155,000	\$ 165,000	\$ 990,000
General Fund – Capital Improvement	\$ 4,015,000	\$ 515,000	\$ 3,500,000
General Fund – Fire Department	\$ 325,885	\$ 20,000	\$ 305,885
General Fund – Street Department	\$ 162,171	\$ 81,802	\$ 80,369
Water	\$ 7,029,847	\$ 365,083	\$ 6,664,764
TOTAL	\$31,174,386	\$ 2,139,209	\$29,035,177



CITY FULL-TIME EMPLOYEES

General Fund	61
Internal Service	9
Enterprise Funds	42

TOTAL

112 Full-Time Employees



LABOR EXPENSES

Full-Time Employees - Non-union labor costs have been budgeted for based on compensation study. Average increase 3%.

Total Savings for Early Retirement \$2,700,000

Legal fees remain flat. Some legal fees reimbursed by developers.



STAFFING CHANGES

Water/Water Reclamation Superintendent promoted to Utilities Superintendent.

Vacant Director of Electric Operations position filled from within.

Vacated RMU Customer Service Supervisor position filled from within.

One position added to Water Reclamation to handle additional phosphorus regulations through the ILEPA.

School Resource Officer (SRO) transferred to RTHS in a shared agreement.



COMMUNITY RELATIONS – HOTEL/MOTEL FUND

Revenue Sources:

- Hotel/Motel Taxes-5% of local hotel stays
- Railfan Park Gift Shop Merchandise Proceeds

Grant Applications:

- Applying for \$10,000 Marketing Partnership Grant

Special Projects:

- *Spark* Retail Co-Op

Community Events:

- Irish Hooley, Downtown Block Party, Farm-to-Table Dinner, Hay Day, Outdoor Markets, Movie in the Park, Fiesta Hispana, Supper & Song, Family Swim Night, Lincoln Highway Heritage Festival



COMMUNITY RELATIONS

Marketing Department Quarterly Newsletter

Market Booths

All-Resident Mailer

Social Media Advertising

Newspaper & Radio Advertising



SPARK



COMING SOON

**DOWNTOWN RETAIL CO-OP INSIDE THE
1918 STANDARD OIL FILLING STATION**

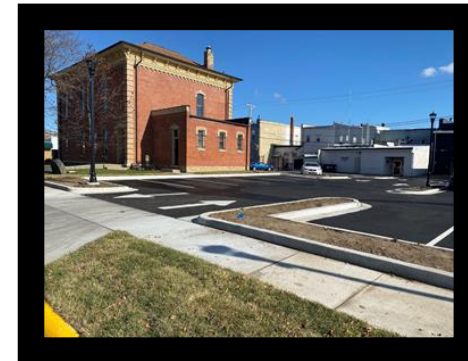
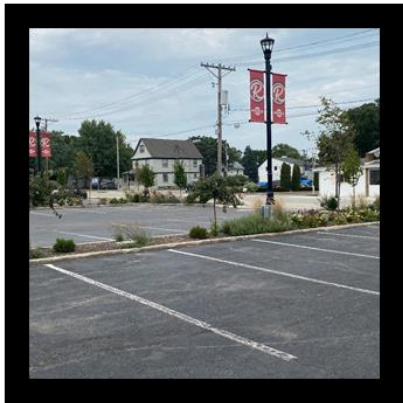
GENERAL FUND COMMUNITY CONTRIBUTIONS

Senior Center Pledge	\$25,000	(Admin. Services)
Municipal Band Concerts	\$14,000	(50/50 Split GF/RMU)
Annual Fireworks	\$12,000	(50/50 Split GF/RMU)
Rochelle Chamber of Commerce	\$8,500	(City Manager)
Flagg Township Museum	\$6,000	(General Fund)



COMMUNITY DEVELOPMENT

Streetlights (Electric Fund)	\$360,000
Potential Purchase of Properties (Downtown TIF)	\$ 50,000
City-Wide Façade Program (GF/Downtown TIF)	\$ 30,000
Downtown Flowerpots, Benches and Banners (Downtown TIF)	\$ 25,000
Wayfinding/Parking Lot Signs (GF/Downtown TIF)	\$ 15,000
Redevelopment of Hickory Grove (Solid Waste/Northern Gateway TIF)	\$500,000
Lighting Study & Lighthouse Pointe TIF Street Light Upgrades (Lighthouse Point TIF)	\$215,000



ENTERPRISE LEASE PROGRAM

2021 VEHICLE	DEPARTMENT	ANNUAL LEASE PAYMENT
3 FORD INTERCEPTOR SUVs	POLICE	\$36,000
2 FULL-SIZE-PICKUP TRUCKS	STREET	\$37,500
FULL-SIZE SUV	FIRE DEPARTMENT	\$12,000



15 YEAR CAPITAL IMPROVEMENT PLAN (CIP)



**THE FOLLOWING PROJECTS
REPRESENT MAJOR CIP EXPENSES.
THERE ARE ADDITIONAL SMALLER
PROJECTS INCLUDED IN THE BUDGET
THAT ARE NOT IN THE CIP.**

15 YEAR CAPITAL IMPROVEMENT PLAN (CIP)



**DEBT REPAYMENTS IN THE CIP FUND
ARE NOT INCLUDED IN THE 15-YEAR
CAPITAL IMPROVEMENT PLAN AS
THEY ARE NOT CONSIDERED
PROJECTS.**

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – MUNICIPAL BUILDING REQUESTS

PROJECT	DESCRIPTION	AMOUNT
LED Sign – Move and Update with Logo	Purchase/Rehab and install LED sign along Rte. 251 (utilize Hickory Grove sign)	\$20,000
Auto Entrance Doors	Install automatic doors, bollard or button to open doors at City Hall and Police Entrance.	\$38,000
		TOTAL - \$58,000



CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – FIRE REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Cardiac Monitor/Defibrillator Replacements	Replace three cardiac monitors/defibrillators in each of three ambulances	\$30,000
Dorm and Bathroom Remodel	Project is to divide the current common dorm into 5 individual rooms with an emergency exit that leads to the exterior of the building. The second project is to remodel the shower room.	\$105,000
SCBA Replacements	Replace all Rochelle SCBAs with SCBAs meeting the most up to date NFPA standards. 95% of purchase is offset by a Federal Assistance to Firefighters Grant that we were recently awarded.	\$175,000
		TOTAL - \$310,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – STREET REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Vehicle/Single Axle Dump Truck	Create a 16-year rotation of single axle dump trucks. Single axle cab & chassis trucks with stainless steel hydraulic dump bodies. Trucks to be equipped with front and wing plows, salt spreader, pre-wet system and ground speed.	\$86,802
Other Improvements/Forestry	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.	\$10,000
Municipal Parking Lot Improvements		\$15,000
Asphalt Repair Machine		\$77,000
		TOTAL - \$188,802

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – CEMETERY REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Utility Work Vehicle	Equipped with a dump body, hydraulics and a power take off. Like an RTV that it is compact and can maneuver in tight locations.	\$55,000 Shared with Street Department
		TOTAL - \$55,000



CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – ENGINEERING REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Annual Sidewalk and Pedestrian Path Improvements	Infrastructure improvement.	\$350,000
Annual Seal Coat Street Surface Treatments	Annual maintenance of streets.	\$150,000
General Maintenance	Routine maintenance or reconstruction.	\$145,000
Other Street and Alley Improvements	Routine maintenance.	\$235,000
Traffic Signalization at IL Rte. 251 and Steward Road	Per Annexation Agreement with Love's.	\$100,000
Citywide Storm Sewer/Drainage Structure Improvements	Routine maintenance.	\$710,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – ENGINEERING

PROJECT	DESCRIPTION	AMOUNT
Roof Replacement at 333 Lincoln Highway	Replace the current roof that is over 20 years old and leaking.	\$40,000
14 th Street Drainage Improvements/Street Restore	Current storm sewers and drainage system infrastructure are undersized.	\$50,000
Lobby Improvements at 333 Lincoln Highway	Increase safety for staff.	\$81,000
7 th Avenue Bridge Replacement	Includes POW acquisition.	\$1,330,000
South Main Street Improvements Phase 2 Steam Plant Road to Veterans Parkway	Partially-funded with MFT EDP Funds through IDOT.	\$170,000
South Main Street/Steward Road Improvements	Remaining expenses associated with the reconstruction of S Main Street substantially built in 2020	\$150,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – ENGINEERING

PROJECT	DESCRIPTION	AMOUNT
Flagg Road/20 th Street Improvements – Joint Project with Ogle County	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 2021 and 2022 pending an intergovernmental agreement with Ogle County	\$75,000
Illinois Rebuild Program P3 Roadway Project	Projects defined in the IDOT funding criteria.	\$460,000
4 th Avenue/6 th Street/Kyte River St Stormwater and Drainage Improvements	Infrastructure improvements.	\$1,175,000
		TOTAL - \$5,221,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – SOLID WASTE REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Material and Equipment Trailers	Purchase one used semi tractor and two used semi trailers from auction. One lowboy trailer to move equipment and materials to and from job sites as needed. One dump trailer used to haul spoil from construction sites to landfill.	\$45,000
Waste/Recycle Carts	Trash/recycling carts are available in 35-65-95-gallon sizes.	\$75,000
		TOTAL - \$120,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – AIRPORT REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Rehabilitate Existing Ramp, Phase II	Tear out asphalt and replace with concrete to improve surface to allow for parking of heavier aircraft.	\$1,500,000 (FAA 95% funded)
Rehabilitate PAPI Bases	Concrete bases under the Runway 25 PAPI (precision approach pathway indicator) lights that guide aircraft to the runway in low visibility conditions are continually going out of alignment when the ground heaves	\$25,000
		TOTAL - \$1,525,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – RAILROAD REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Rochelle Transload Center Expansion	Construction of approximately 3 miles of CIR track south along I-39 and Hayes/Ravnaas property line.	\$500,000
Expansion of CHS Yard Track South	Fourth track will be built across Johns Creek Bridge that will further expand the CIR capacity to Elva Road. It completes an inbound and outbound track across Steward Road.	\$100,000
		TOTAL - \$600,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – ADMINISTRATIVE SERVICES REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Enterprise Resource Planning System	For the past 22 years, the City has used Caselle for finance, payroll, accounts payable, accounts receivable, and utility billing. It does not meet the needs of the City and should be replaced	\$250,000
		TOTAL - \$250,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – DOWNTOWN TIF REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Vacant Properties	Purchase vacation properties to address blight and vacancies. Downtown beautification.	\$50,000
		TOTAL - \$50,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – LIGHTHOUSE POINTE TIF REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Lighting Plan and Streetlights	Illinois Rte. 38 Highway lighting project from Caron Road to Northpointe Drive.	\$215,000
		TOTAL - \$215,000

CAPITAL IMPROVEMENT FUND

CITY OF ROCHELLE – NETWORK ADMIN REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Switches, Routers and Other Equipment	External security audit identified changes to the network configuration to segment city data SCADA, and customers to enhance security.	\$10,000
Servers	Replacement of servers that are end-of-life. Servers will be used for specific applications that do not allow for their information to be stored on the cloud.	\$10,000
Fiber Improvements to the Network	Expansion of service and/or upgrades to the existing fiber optic network that runs throughout the City.	\$30,000
Audio-Visual Equipment	Upgrade existing AV systems in Crisis Management Room and Situation Room at the Tech Center. Originally this was budgeted in 2020 but delayed due to COVID-19.	\$70,000
		TOTAL - \$120,000

CAPITAL IMPROVEMENT FUND

RMU –ELECTRIC REQUEST

PROJECT	DESCRIPTION	AMOUNT
Peaker 1 Repairs	Peaker 1 - Fairbanks Engine for peak shaving is out of service due to a catastrophic failure.	\$500,000
Peaker Plant Siemens Controllers	Replace the Siemens controllers at the Peaker Plant.	\$200,000
		TOTAL - \$700,000

CAPITAL IMPROVEMENT FUND

RMU – ELECTRIC OPS AND 9TH STREET GENERATION PLANT REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Nordbergs Unit Upgrade/Rod Bearings	Spare parts for Engine 6 and used for peak shaving. Parts will be used to maintain the life of the unit to support the 5Kv during outages and peak shaving.	\$50,000
Diesel Plant Fuel Tank Removal	Remove old fuel tank from the lot that is no longer used.	\$100,000
Electric Meter Replacement	Continue to purchase meters that are solid state and can provide two-way communications.	\$110,000
Street Light Replacements LED	Old lighting is a higher cost and higher maintenance.	\$210,000

CAPITAL IMPROVEMENT FUND

RMU – ELECTRIC OPS AND 9TH STREET GENERATION PLANT REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Overhead Distribution/Transmission	Rebuild old lines and new lines as the system continues to grow (over 270 miles).	\$275,000
Underground Distribution	Several areas that the underground is direct buried and has run past its life expectancy. In 2018, several locations needed emergency repairs.	\$125,000
Downtown Project	Continue to replace the old streetlights downtown to the new ones that meet the new branding.	\$150,000
Substation	New ProLogis Park Substation.	\$9,000,000
		TOTAL - \$9,870,000

CAPITAL IMPROVEMENT FUND

RMU – UTILITY ENGINEERING REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Enterprise Asset Management System	During the ERP assessment, the City identified that there was a significant gap ability to effectively respond to citizen requests. The City has been using two separate stand-alone software programs.	\$277,000
		TOTAL - \$277,000

CAPITAL IMPROVEMENT FUND

RMU – WATER RECLAMATION REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Water Reclamation Maintenance	Preventative maintenance or replacement on water reclamation infrastructure to avoid failure.	\$133,462
Vactor Truck	Purchase new vactor truck to comply with NPDES requirement for jetting and televising.	\$450,000
Water Meters	Replace aging meters that do not provide accurate readings.	\$75,000
Wastewater Treatment Plant Upgrades	Replace plant equipment that is beyond life expectancy.	\$250,000
7 th Street Sewer Relocate	Relocate the 7th Street sewer due to bridge replacement.	\$100,000

CAPITAL IMPROVEMENT FUND

RMU – WATER RECLAMATION REQUESTS

PROJECT	DESCRIPTION	AMOUNT
NPDES Compliance Plans	Develop plans to comply with EPA NPDES permit requirements.	\$50,000
		TOTAL - \$1,058,462

CAPITAL IMPROVEMENT FUND PROJECTS

RMU – WATER REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Water Maintenance	Infrastructure preventative maintenance and repair.	\$100,000
Water Main Replacement	Upgrade existing water mains.	\$100,000
Water Meter Replacement	Replace residential and business meters with newer technology. Existing meters are beyond useful life.	\$75,000
Pilot Travel Stop Contribution	Portion of the water extension under I-39 for the Pilot Travelstop Project.	\$85,000

CAPITAL IMPROVEMENT FUND

RMU – WATER

PROJECT	DESCRIPTION	AMOUNT
Well #4 Building (7 th Street Overpass)	New well house to replace current well house that is 100 years old.	\$2,625,000
		TOTAL - \$2,985,000

CAPITAL IMPROVEMENT FUND

RMU – TECHNOLOGY CENTER REQUESTS

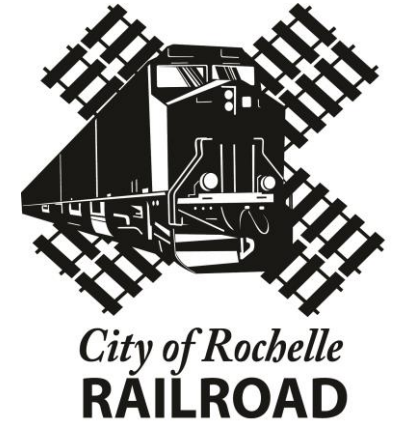
PROJECT	DESCRIPTION	AMOUNT
Fiber Upgrade	Replace switches and routers that have been in place for several years.	\$15,000
Battery Room Engineer	Remove the battery system that has not been used to create more room for additional servers.	\$30,000
Servers	Replace servers near end-of-life from both a hardware and software standpoint. The servers will be used for communications specific applications such as DNS and the email system.	\$15,000
		TOTAL - \$60,000

CAPITAL IMPROVEMENT FUND

RMU – COMMUNICATIONS REQUESTS

PROJECT	DESCRIPTION	AMOUNT
Wireless Equipment	Replace wireless equipment.	\$10,000
Increased Bandwidth	Purchase additional bandwidth to provide faster service. Near capacity.	\$84,000
Switches and Routers	External security audit recommended changes to the network configuration to segment city data, SCADA, and customers to enhance security.	\$15,000
Splice Cabinet	Replace old splice cabinet at the hospital parking lot with a vault with splices instead of the cross-connect patch panels. Existing cabinet is not waterproof and is rusting from exposure.	\$10,000
		TOTAL - \$119,000

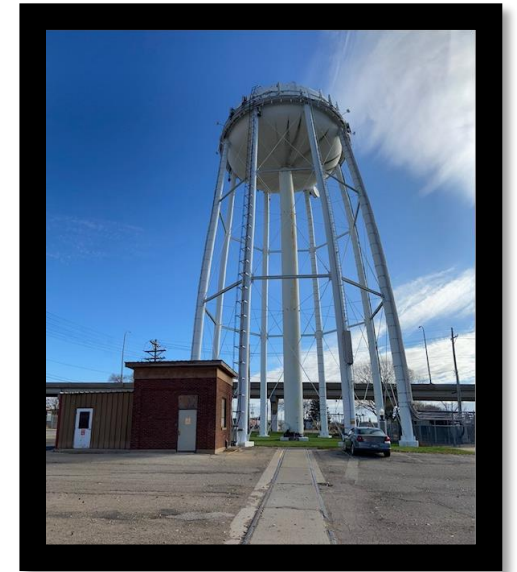
ENTERPRISE FUNDS





WATER

**\$2,600,000 WELL HOUSE 4
RECONSTRUCTION AT 2nd
AVENUE OVERPASS. 1,4000
GALLONS PER MINUTE
CAPACITY.**





WATER RECLAMATION

**THE \$7,000,000 SYSTEM
UPGRADES PHASE 1 AT
THE WASTE WATER
TREATMENT PLANT WILL
BE COMPLETED BY THE
END OF FY 2020.**





WATER RECLAMATION

NEW 10,000,000 GALLON ANAEROBIC LAGOON, HEADWORKS EQUIPMENT REPLACEMENT, TURBINE BLOWERS AND BIOLOGICAL PHOSPHOROUS REMOVAL, MODIFICATIONS TO BECOME A CERTIFIED DRINKING WATER LAB, AND SYSTEM ONE LIFT STATION UPGRADES WILL BE COMPLETED IN PHASE 1. NO RATE INCREASE NEEDED. PROJECTS WERE FUNDED BY A LOW-INTEREST (1.08%) SRF IEPA LOAN.

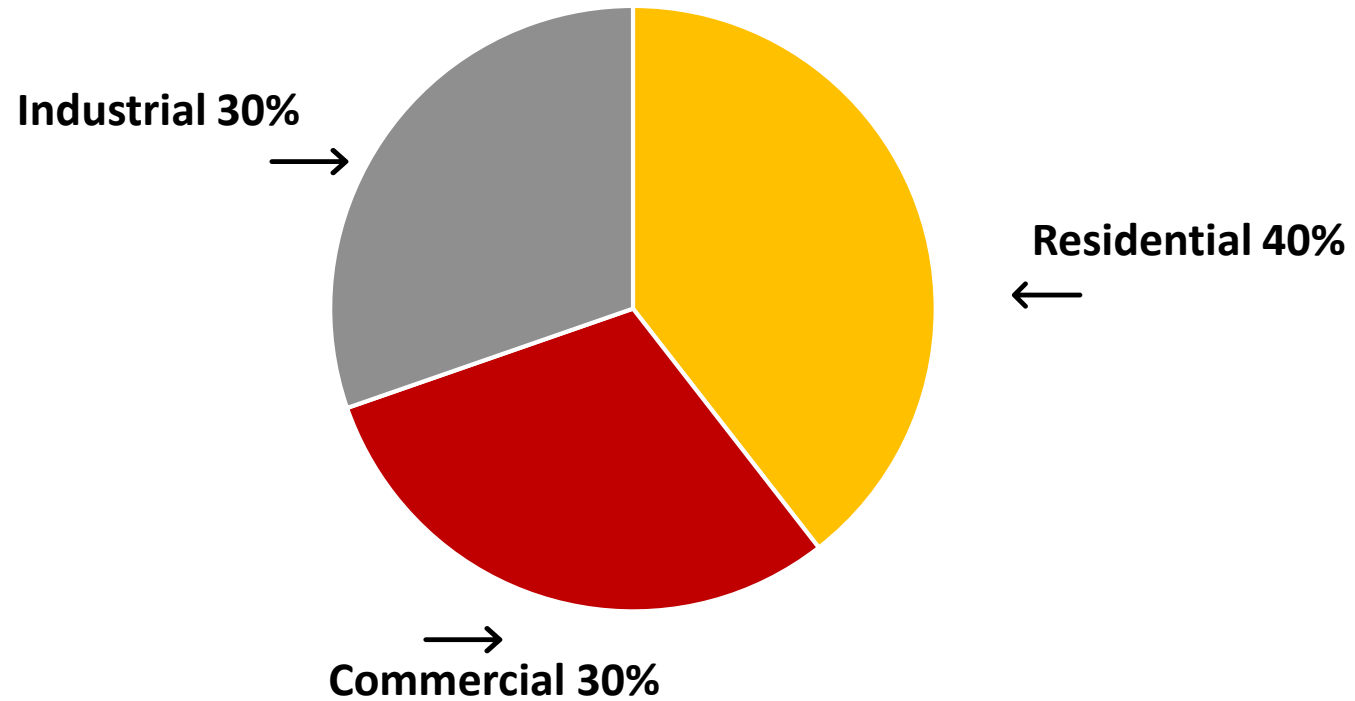


WATER RECLAMATION

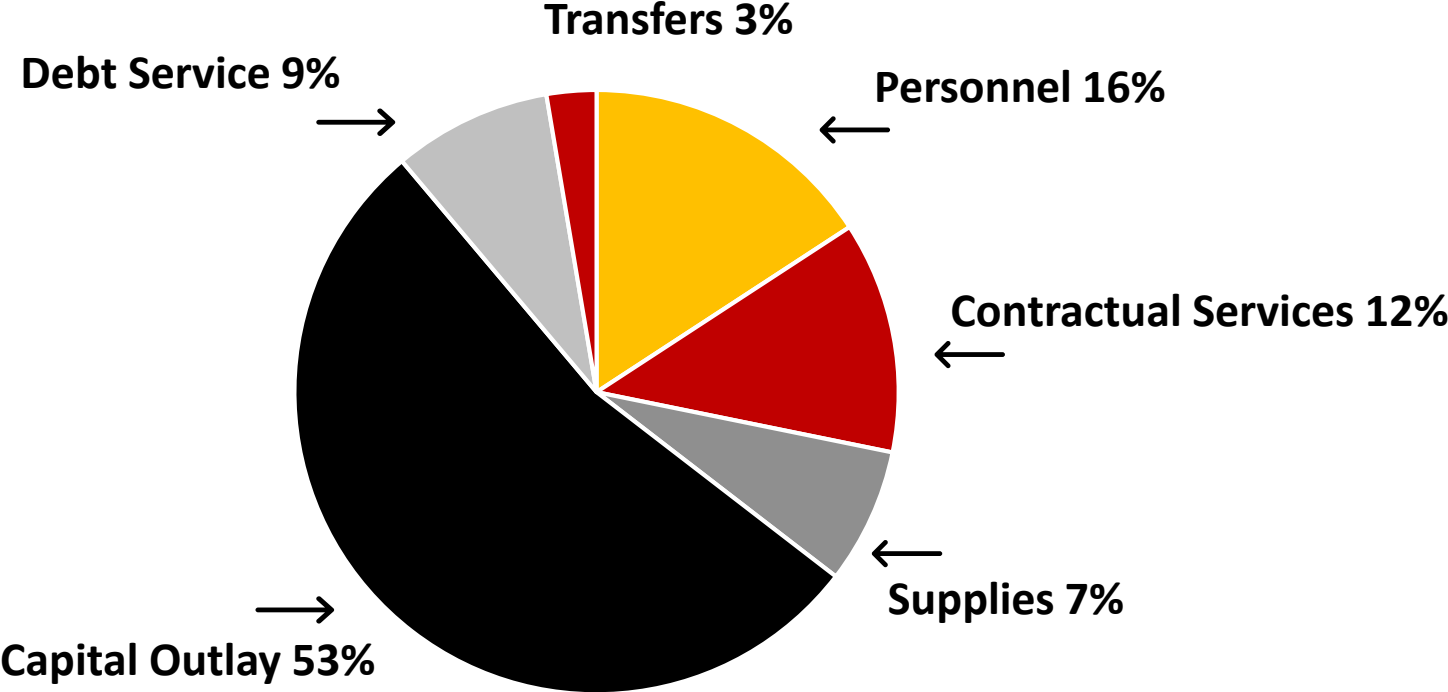
PHASE 2 PLANT UPGRADES FOR CY 2021 TO INCLUDE 30,000,000 GALLON EXCESS FLOW LAGOONS, SECONDARY CLARIFIER AND SAND FILTER REHABS. \$7,000,000 CONSTRUCTION PROJECT IN FY 2022-23 .



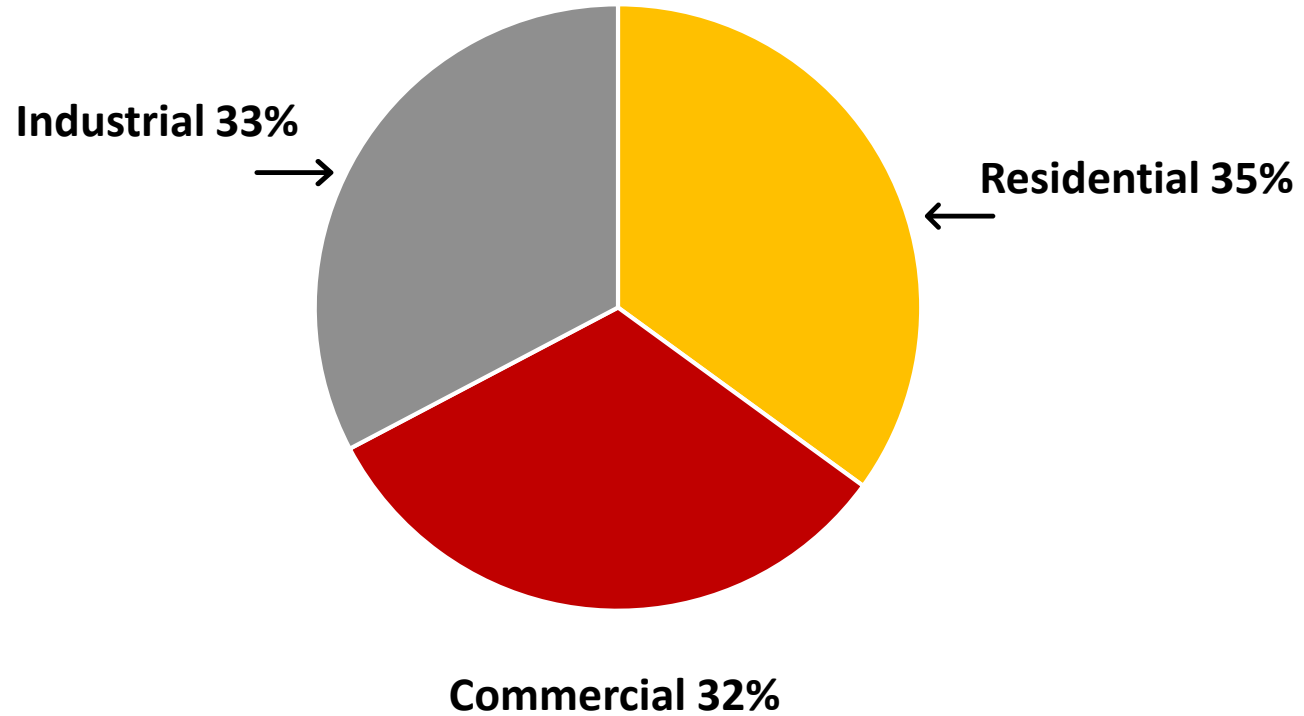
WATER REVENUES - \$2,986,901



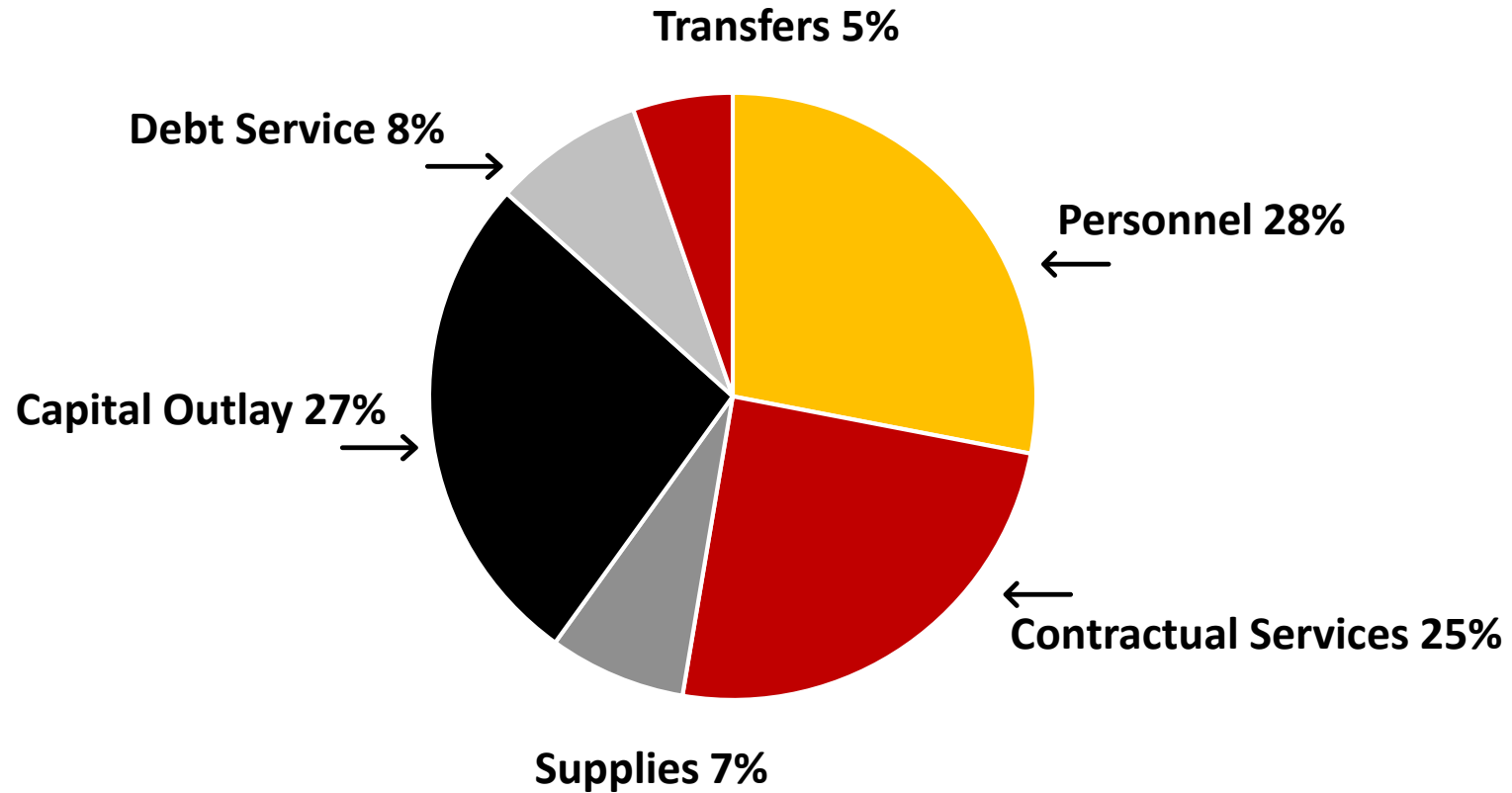
WATER EXPENSES - \$5,588,688



WATER RECLAMATION REVENUES - \$3,345,870



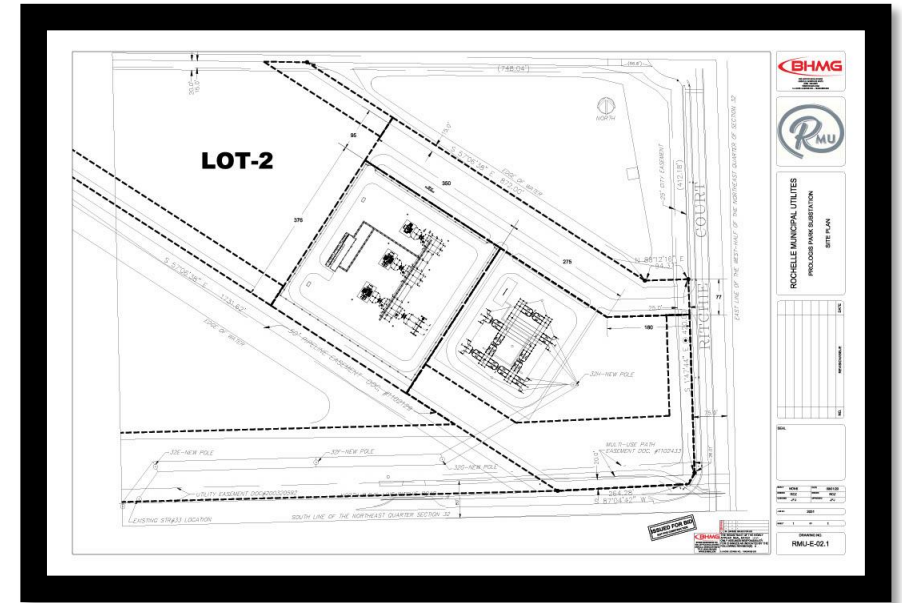
WATER RECLAMATION EXPENSES - \$3,907,456



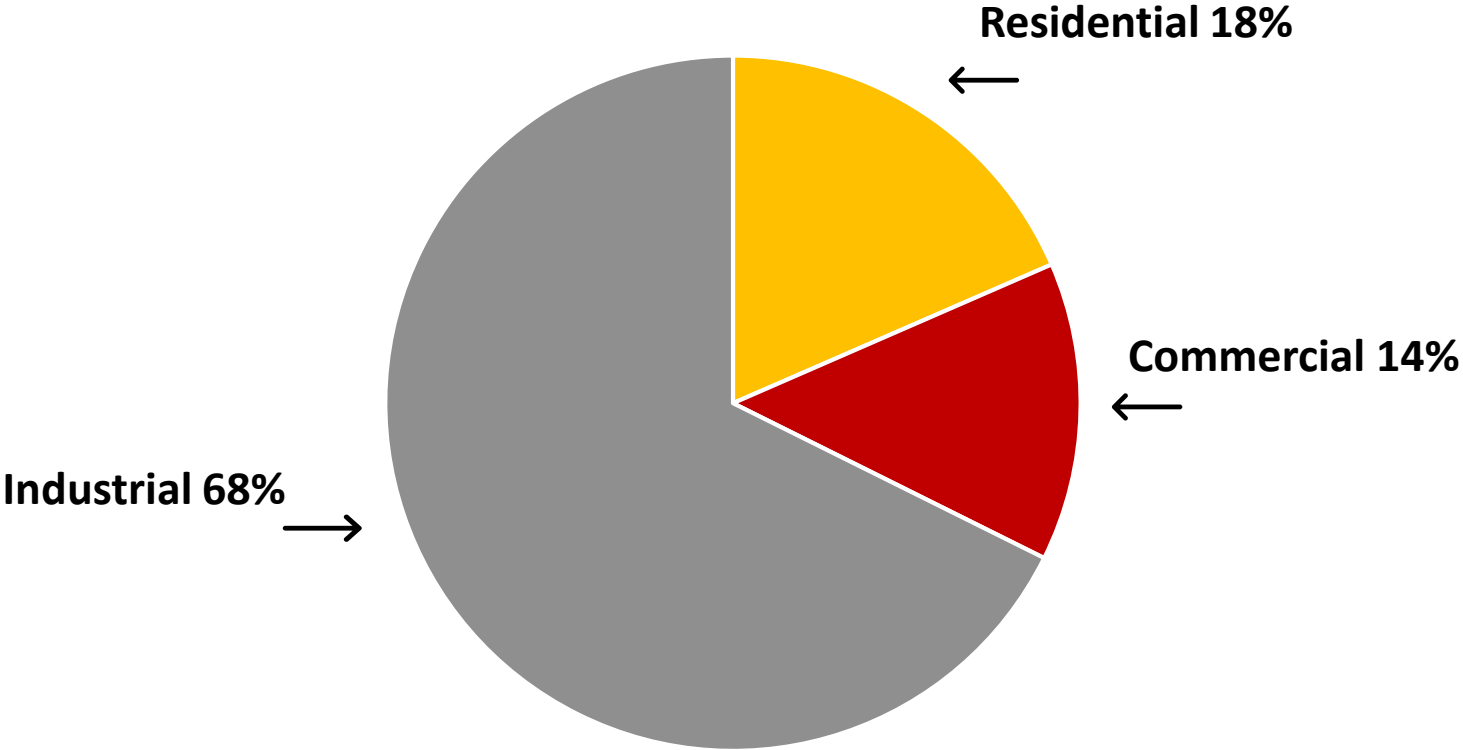


ELECTRIC

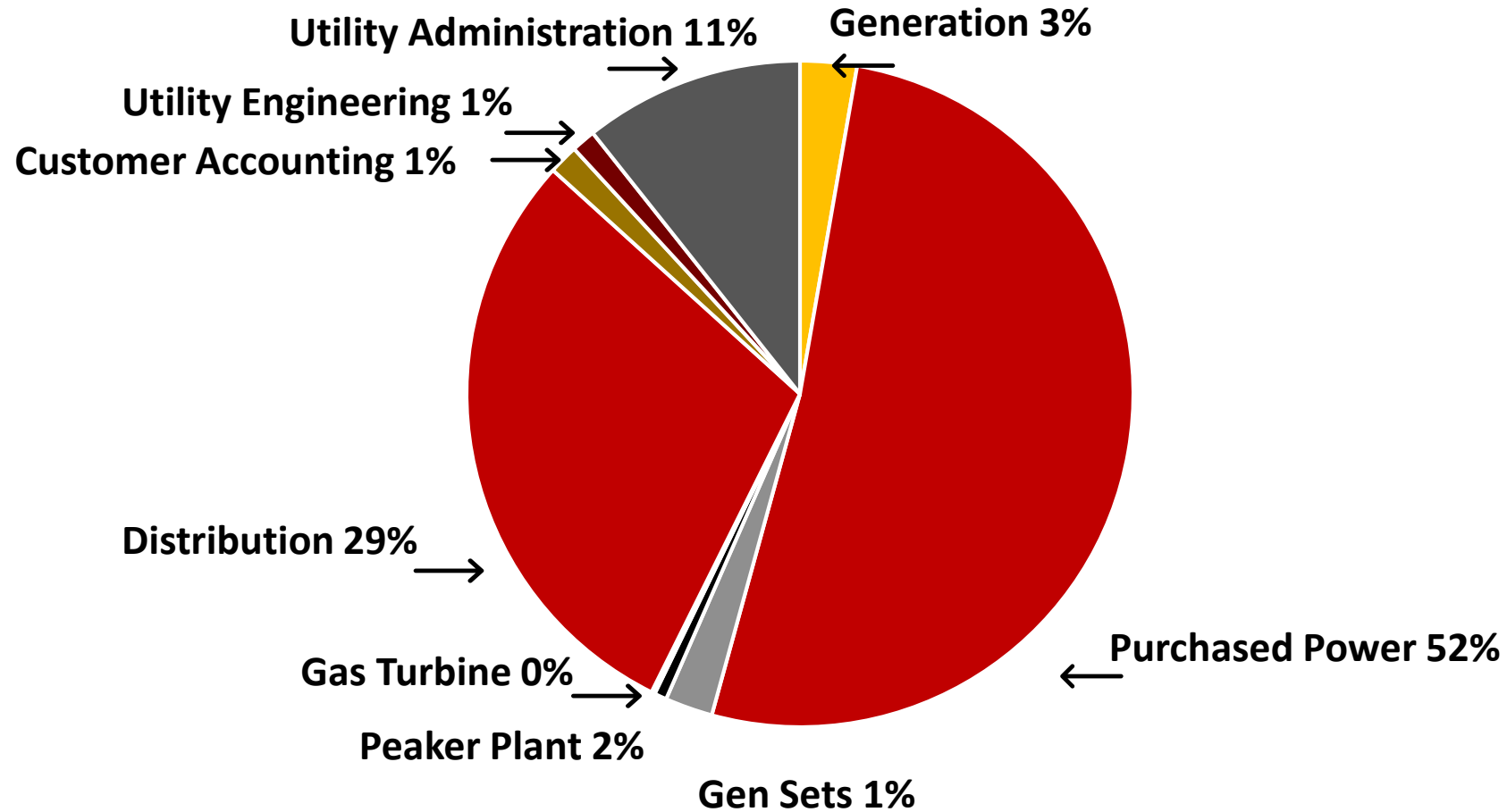
**INFRASTRUCTURE
INVESTMENT - FUNDING
FOR PHASES 1 & 2 OF A NEW
ELECTRIC SUBSTATION
SOUTH OF I-88.**



ELECTRIC REVENUES - \$33,850,000



ELECTRIC EXPENSES - \$41,735,963





TECHNOLOGY CENTER & ADVANCED COMMUNICATIONS

**SEEKING NEW CUSTOMERS TO INCREASE
REVENUES AND UPDATING EQUIPMENT
THAT IS OVER 20 YEARS OLD. MAJOR
CYPER-SECURITY UPDATES.**

TECH CENTER/ADV COMMUNICATION CASH BALANCE

12/31/2017

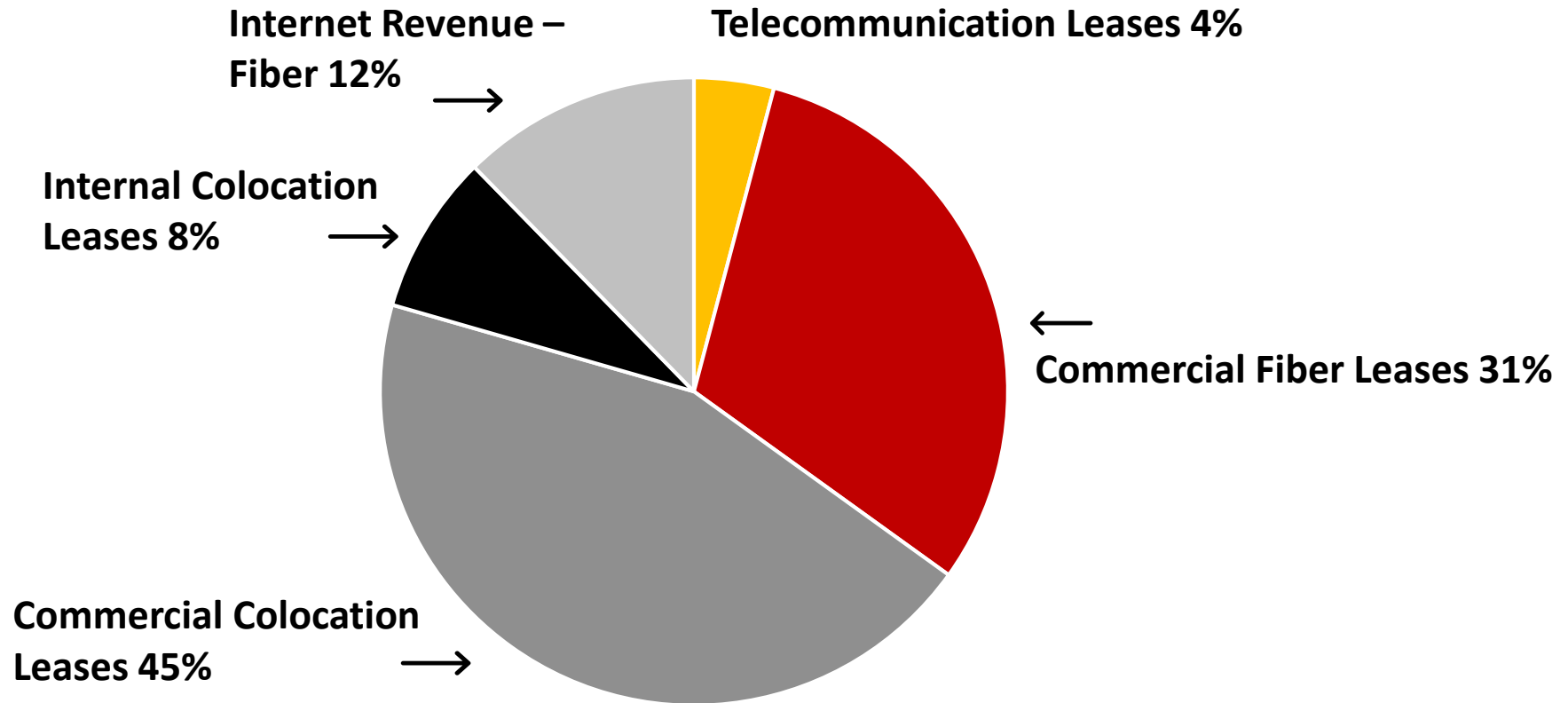
\$(1,024,079)

12/31/21 Estimate

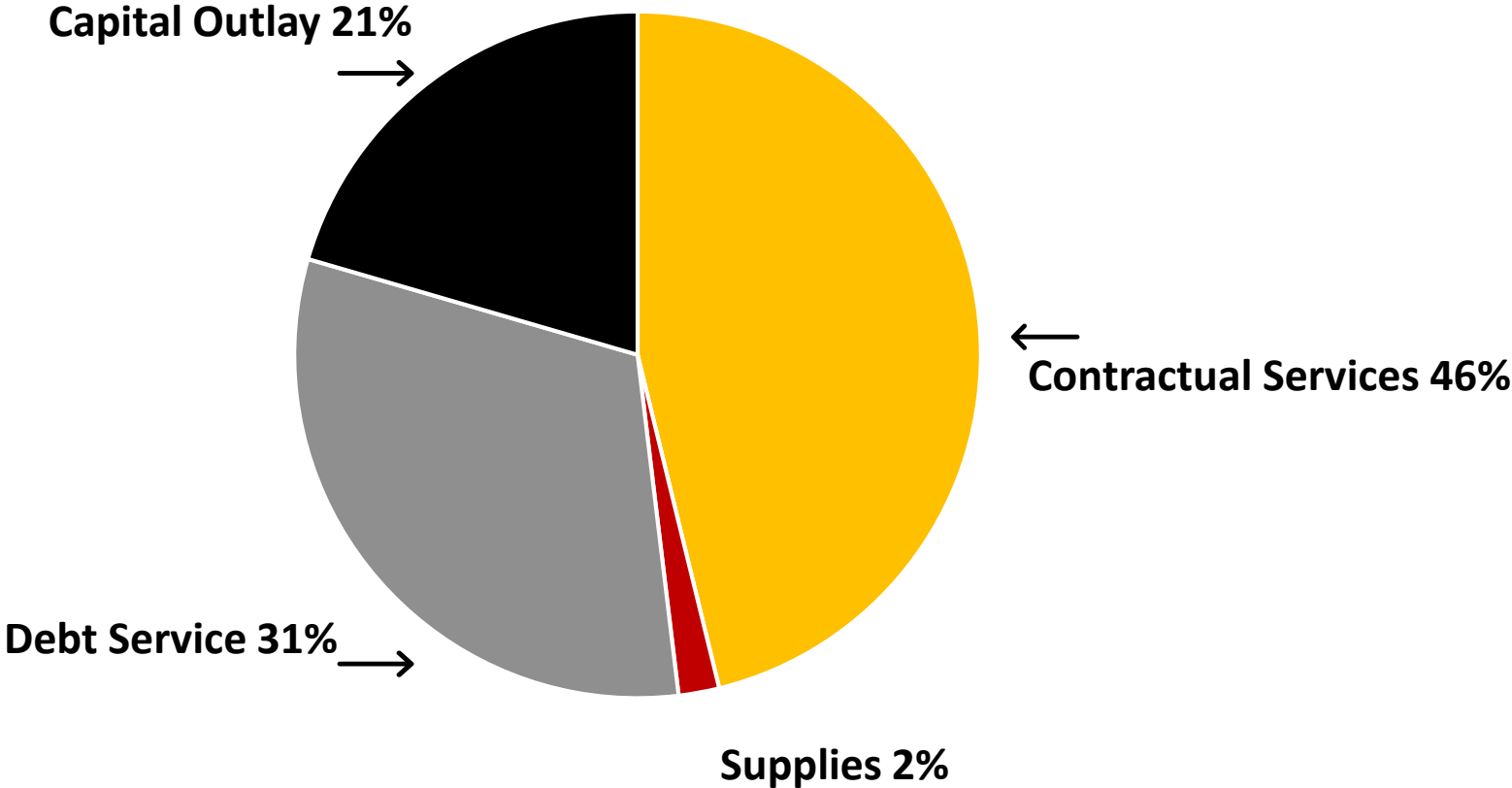
\$ (211,693)



TECHNOLOGY CENTER REVENUES - \$1,460,000



TECHNOLOGY CENTER EXPENSES - \$1,247,979

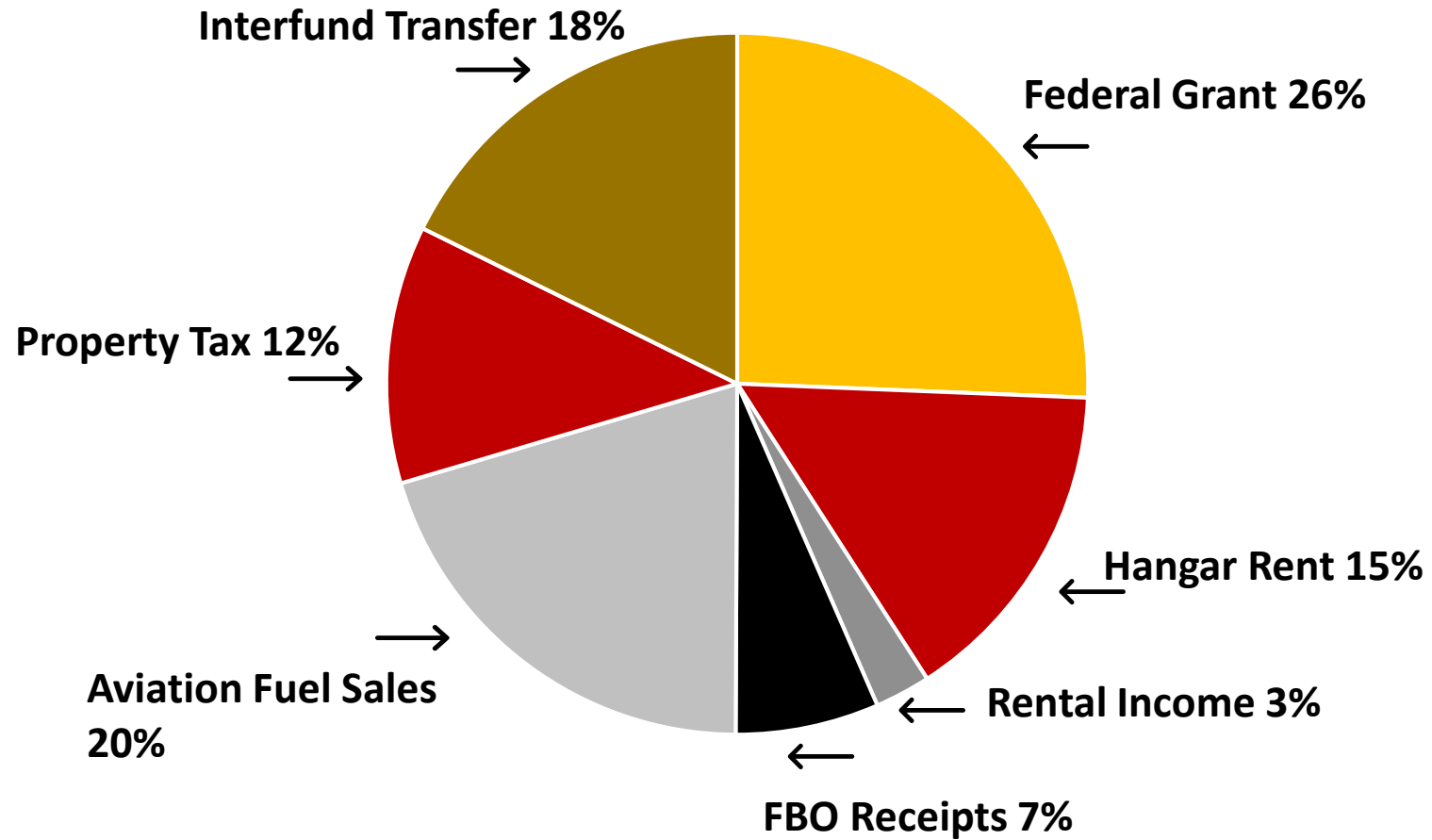




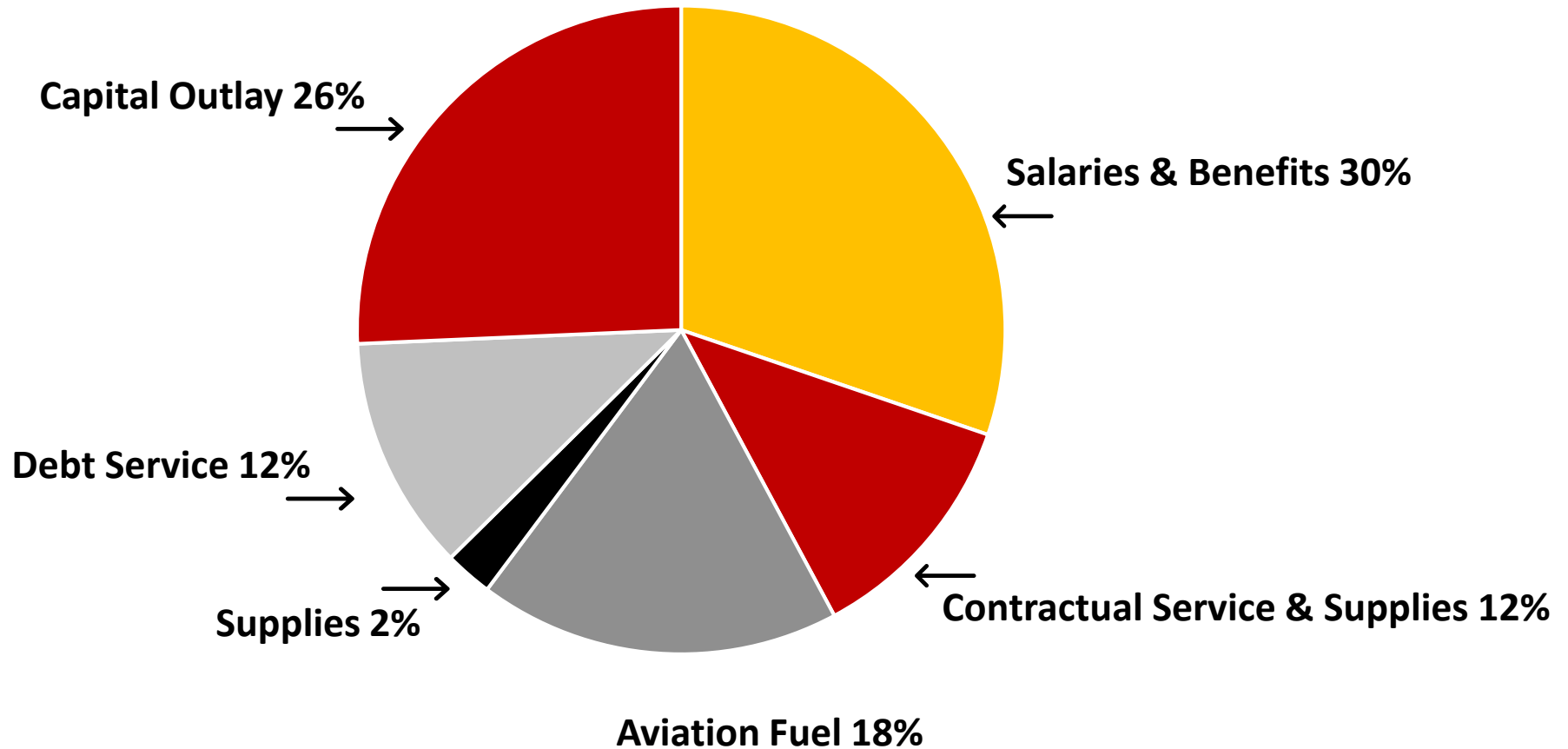
MUNICIPAL AIRPORT UPGRADES

**OVER \$10,000,000 IN CAPITAL AND
MAINTENANCE PROJECTS SINCE 2015**

AIRPORT REVENUES - \$491,534



AIRPORT EXPENSES - \$498,475

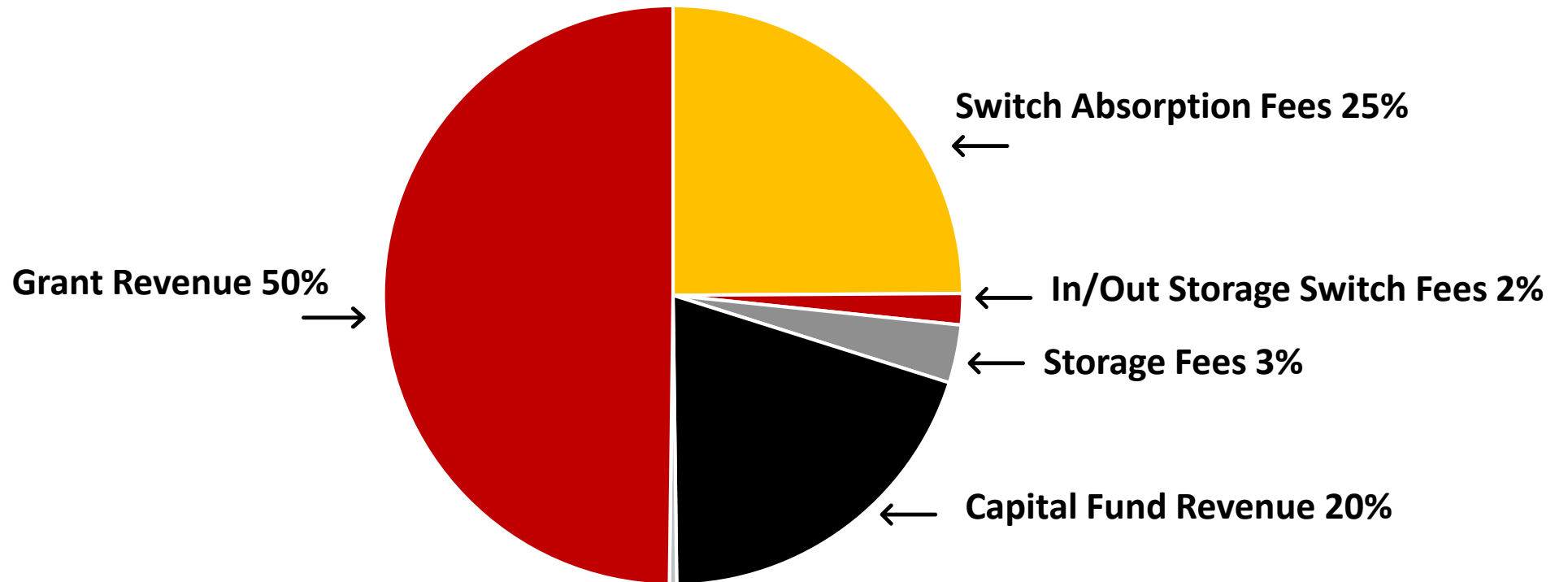




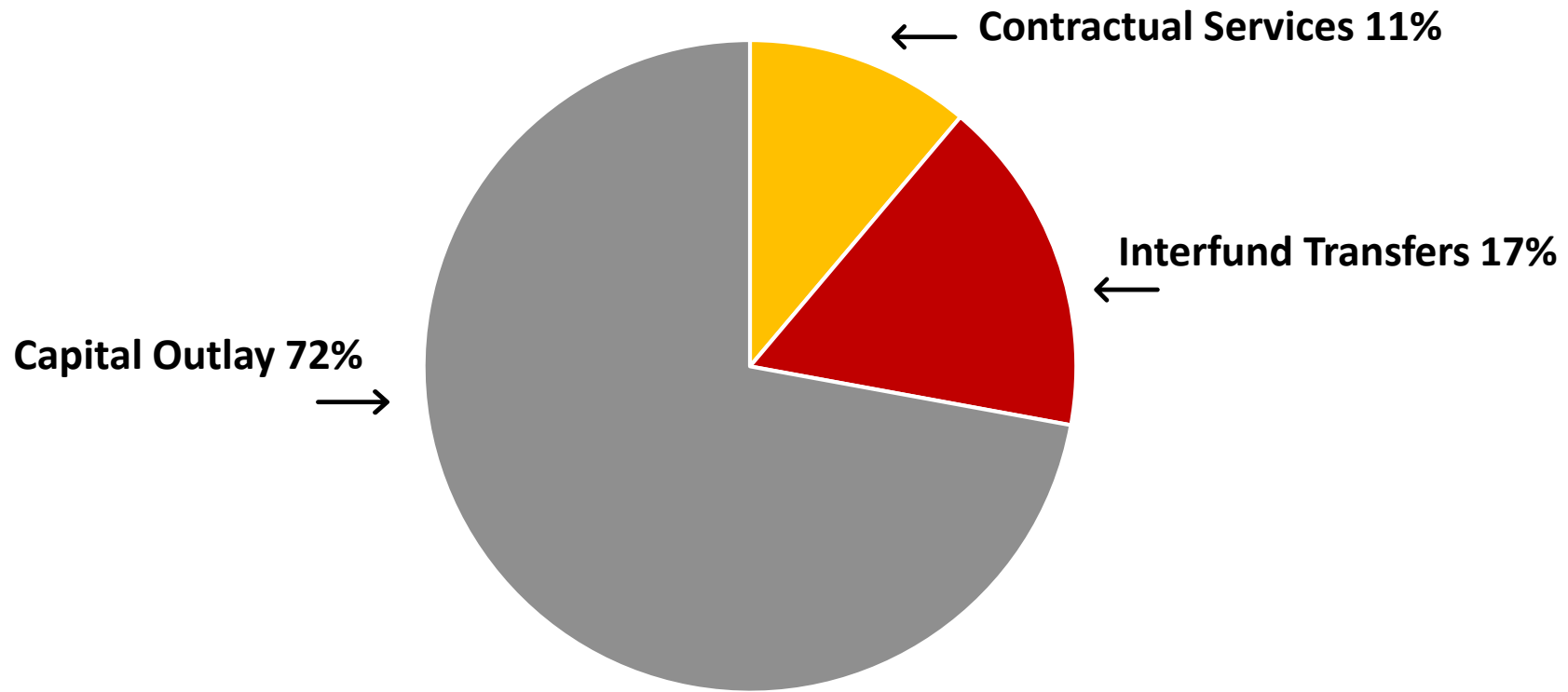
CITY INDUSTRIAL RAIL AND TRANSLOAD CENTER

**THE CIR FUNDS THE BOND PAYMENT FOR
THE QUIET ZONE PROJECT AND
CONTRIBUTES FUNDS TOWARDS ECONOMIC
DEVELOPMENT (GREDCO) AND THE
GENERAL FUND.**

RAILROAD REVENUES - \$2,008,062



RAILROAD EXPENSES - \$2,269,059

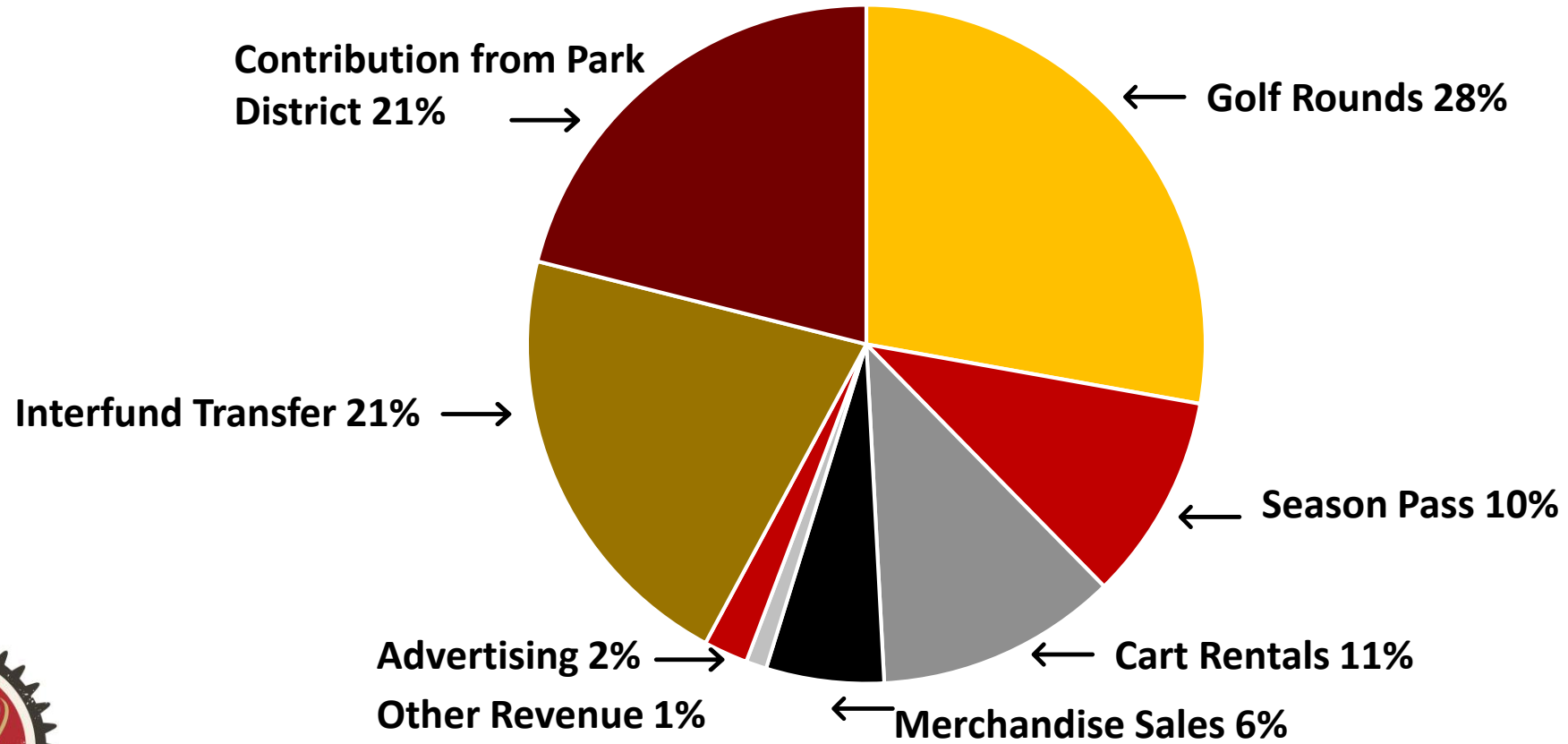




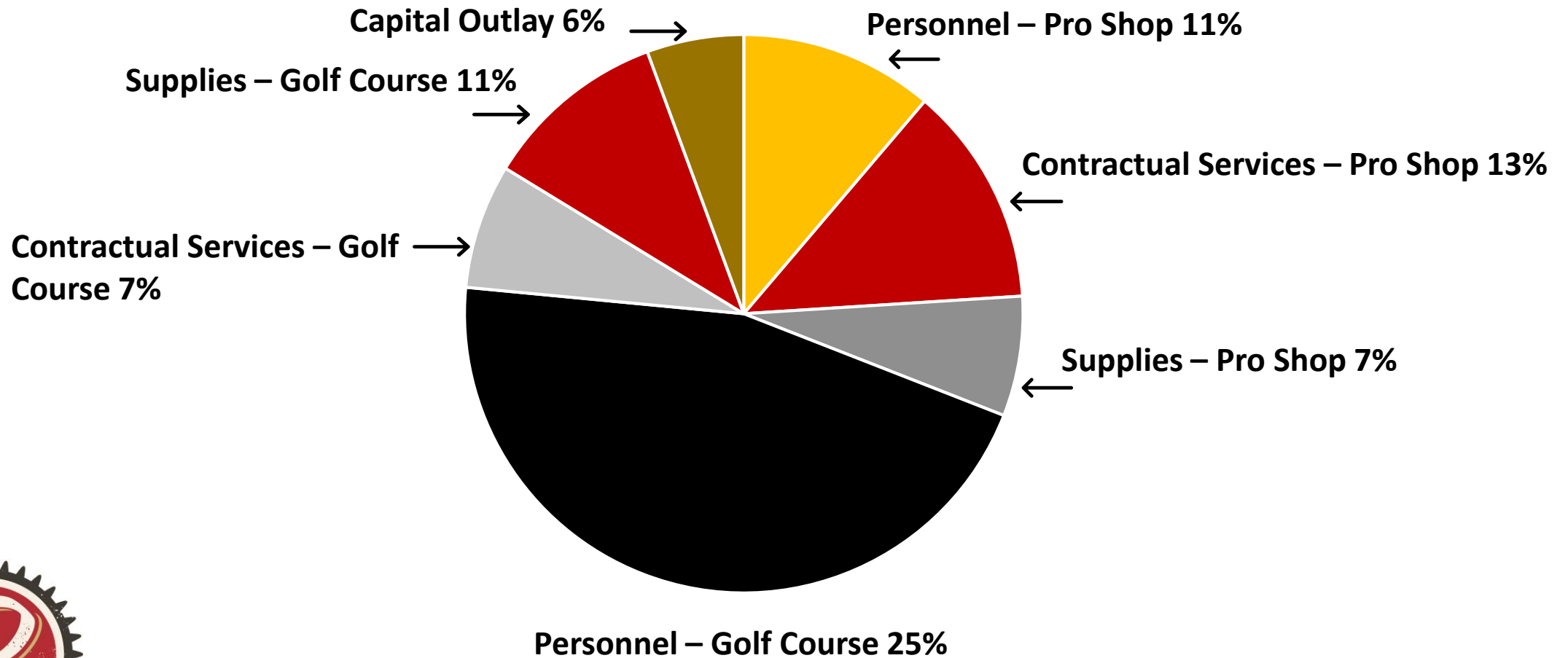
FAIRWAYS PUBLIC GOLF COURSE

**IN 2020 USAGE INCREASED BY OVER
1,100 ROUNDS. NET REVENUE OVER
EXPENSES IS ESTIMATED TO EXCEED
\$20,000.**

GOLF COURSE REVENUES - \$356,800



GOLF COURSE EXPENSES - \$356,358



2021 Organizational S.W.O.T Analysis

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
- New ED tools approved by council (shop local through RMU, property tax rebates for new housing, Revive Rochelle Grants, TIFs generating revenue, building permit waiver program)
- Forward-thinking staff and elected officials willing to implement new programs and make changes
- Increasing EAV
- Cash on hand for major funds

2021 Organizational S.W.O.T Analysis

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

2021 Organizational S.W.O.T Analysis

Opportunities

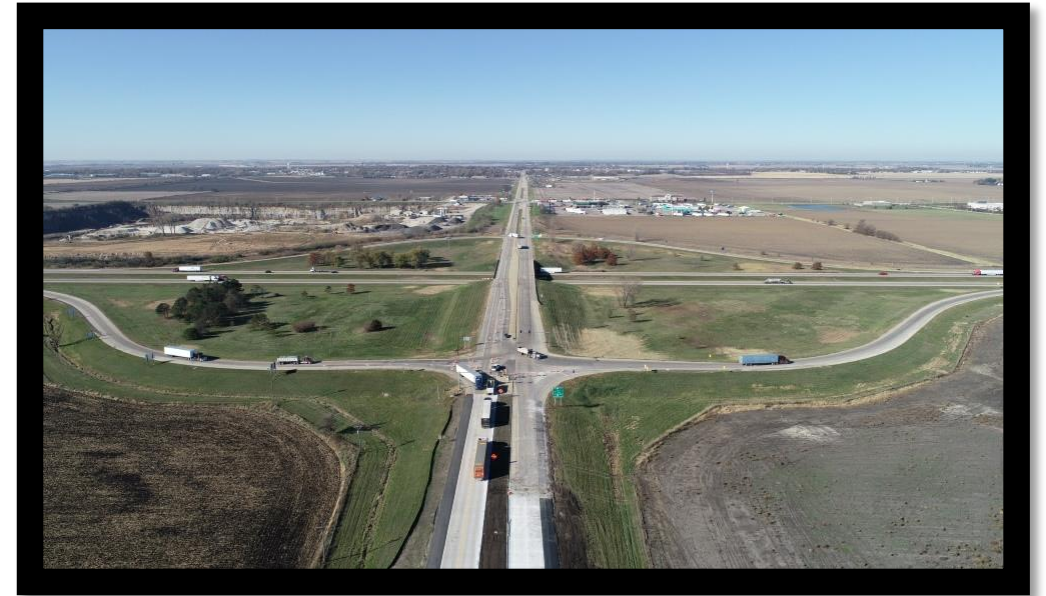
- More emphasis on collaboration with local taxing districts
- Continued growth of City owned fiber and communications system-fiber to the home system
- Continue expanding presence in regional area
- New development opportunities in southern corridor & Highway 251 and 38 corridors
- Business Development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

2021 Organizational S.W.O.T Analysis

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

2020 BUDGET HIGHLIGHTS



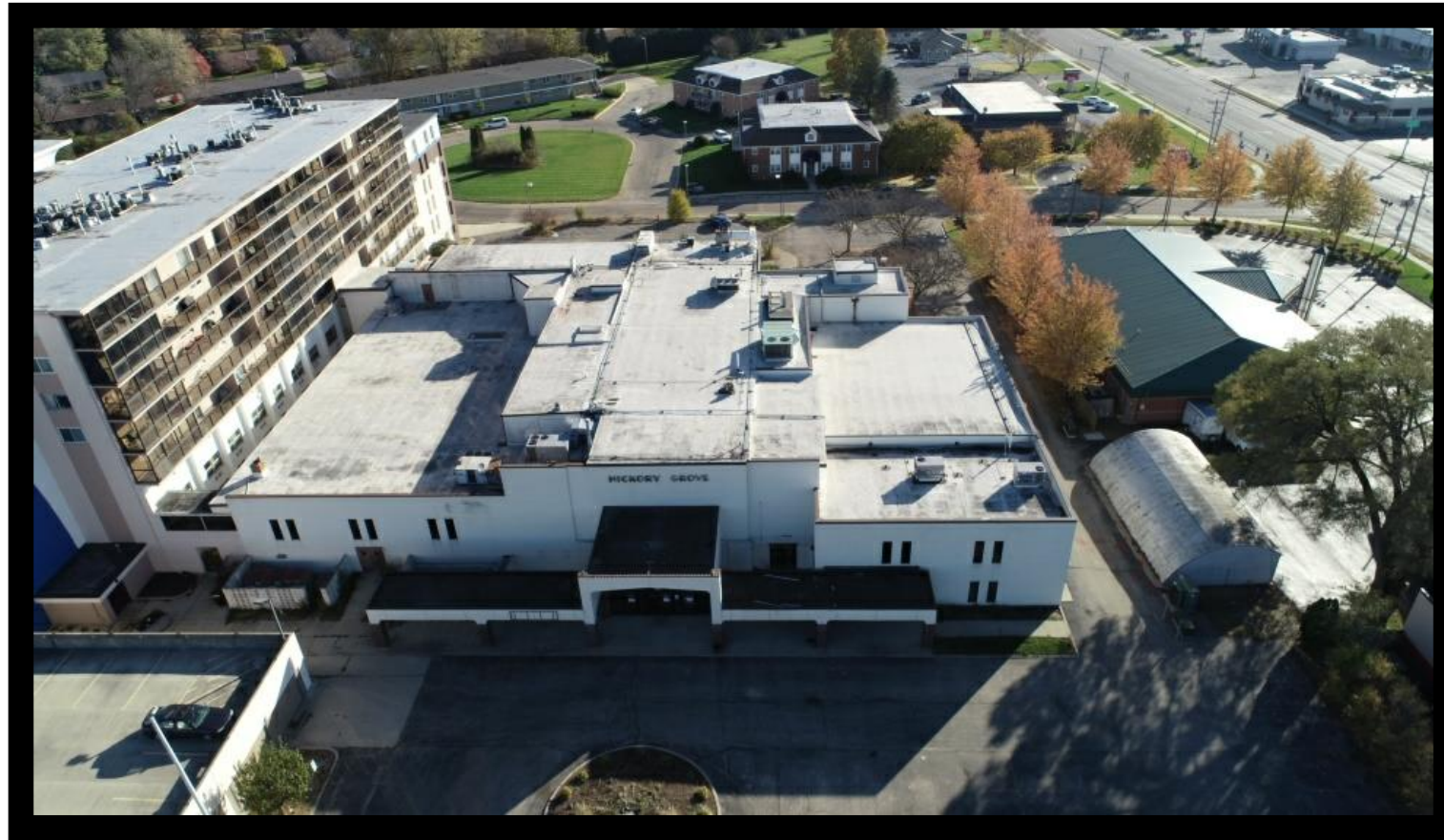
PILOT TRAVEL STOP AND ROUTE 38 HIGHWAY IMPROVEMENTS

ROCHELLE TRANSLOAD CENTER

AND RAIL EXTENSION



ACQUISITION OF HICKORY GROVE



SUBSTATION LAND ACQUISITION



SOUTH MAIN IMPROVEMENTS



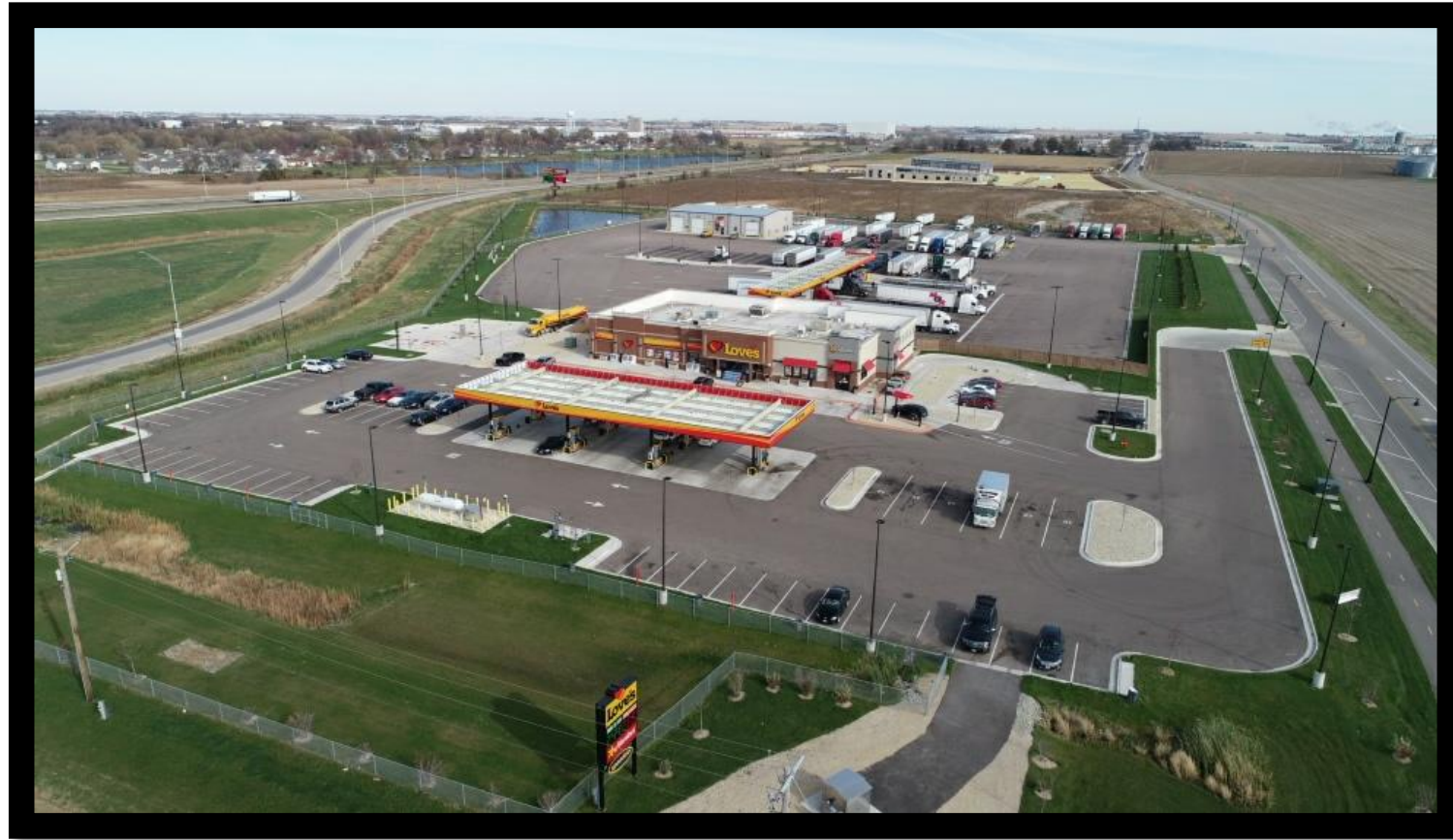
14TH STREET IMPROVEMENTS



6TH STREET PROJECT



LOVE'S TRAVEL STOPS



JOHNSON TRACTOR





FY 2021 BALANCED BUDGET