

Fiscal Year 2021



Final Budget

January 1, 2021 to
December 31, 2021



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Mayor

Jerry Smith

City Council

Alderman Carolyn Morris, Ward One

Alderman Bill Finucane, Ward Two

Alderman Tracy Smith, Ward Three

Alderman Gregory Perkins, Ward Four

Alderman Scott McAdams, Ward Five

Alderman Mike Verbic, Ward Six

Alderman Anthony Faivre, Ward Seven

City Clerk

Lynn Fazekas

City Manager

Bill Nicklas

Assistant City Manager

Joshua Boldt

Executive Team

Ruth Scott, Executive Assistant

Bob Redel, Acting Police Chief

Jeff McMaster, Fire Chief

Bryan Faivre, Director of Utilities & Transportation

Andy Raih, Director of Streets & Facilities

Dan Olson, Principal Planner

Dawn Harper, Chief Building Official

Renee Riani, Airport Manager

Zac Gill, City Engineer

John Donahue/Matt Rose, City Attorney

Accounting Staff

Susan Hauman, Senior Accountant



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Section One

Transmittal Letter

DATE: November 19, 2021

TO: Honorable Mayor Jerry Smith
DeKalb City Council

FROM: Bill Nicklas, City Manager
Joshua Boldt, Assistant City Manager

RE: Letter of Transmittal: Fiscal Year 2021 Budget

The Annual Budget for Fiscal Year 2021 extends from January 1, 2021 through December 31, 2021. This budget document compiles the numerical and narrative budgets for each General Fund department and each of the City's capital funds, special funds, and bond funds in one volume for easy reading and reference. All City funds are balanced.

The FY2021 City Budget comprises 30 funds with projected revenues of \$102,938,919 against \$98,369,544 in expenditures. All City funds are balanced in the FY2021 Budget.

The planning and creation of the City's 2021 fiscal year budget has been mightily impacted by the COVID-19 pandemic and its local effects in 2020. The impact of unparalleled government constraints on private business activity—especially the hospitality industry—as well as public services has posed unforeseen challenges for public budgeting. A case in point: Governor Pritzker's Executive Order 2020-56, issued on October 2, 2020, re-imposed business constraints in DeKalb County and other counties in Region 1 (northwestern Illinois) that had been eased when Phase Four of the Restore Illinois plan was put in place in June. The closing of indoor dining and bar use and the return to gathering limits of 25 persons (or 25% of business capacity) until the positivity rate for DeKalb County averages less than or equal to 6.5 percent over a three-day period poses a very uncertain fiscal year-end. Those hospitality businesses that are trying again to remain open with only-take-out orders are operating below 25% capacity.

Nevertheless, on the fiscal horizon is the promise of impressive business development in the Chicago West Business Park, where Ferrara is on the verge of opening its 1.6 million square foot distribution complex valued at an estimated \$100 million and Facebook is pressing ahead with over \$800 million in investment in the initial phase of its new data center, featuring a 907,000 square-foot data hall. Additionally, the continuing significant investment in DeKalb's downtown core, most notably Agora Tower (\$13 million) and the redevelopment of the former city hall

property (\$5.3 million), will provide additional growth and diversity to the community tax base and employment levels. Unfortunately, much of this burgeoning economic growth will not be registered on the DeKalb EAV by the county assessor's office until the fall of 2021.

The General Fund

Most businesses and residents seeking information or assistance from their municipal government encounter services funded by the General Fund. The proposed 2021 General Fund expenditure budget totals \$35,553,522. These expenditures are balanced by \$35,639,761 in anticipated General Fund revenues. The revenues and expenditures reflect pension contributions for Fire and Police passing through the General Fund. The projected General Fund operating reserve or starting fund balance as of January 1, 2021 is \$10,993,053 or 30.9% of the budgeted 2021 General Fund expenditures. The projected FY2021 year-end reserve balance is projected to be \$11,079,292 or 31.16% of the FY2021 General Fund expenses of \$35,553,522.

FY2021 General Fund Revenues

1. Property Taxes.

The City's estimated equalized assessed valuation (EAV) for 2020 is \$611,750,000 which is \$26,023,161 more than the 2019 rate-setting EAV of \$585,726,839 or an increase of 4.44%. The increase in EAV is owing to new construction values of about \$2,000,000 in 2020 (e.g. Home2Suites and Plaza DeKalb) and a township multiplier of 4.09 per cent. The estimated rise in DeKalb's EAV (+\$26,023,161) is conservatively projected to be substantially less than the actual rise in EAV from 2018 to 2019 (\$37,779,152 or 6.9%).

The proposed 2020 Corporate property tax levy (payable in 2021) of **\$6,522,456** is exclusively dedicated to paying the City's Fire and Police pension obligations. Other General Fund revenues will need to cover the additional \$1,374,655 required to fund the full Fire and Police pension obligations recommended by the City's actuary and will need to cover the \$490,625 which the City needs to cover the Library's general obligation bond payment in 2021. **The proposed 2020 Corporate levy of \$6,522,456, divided by the estimated city-wide EAV in 2020 of \$611,750,000 yields a Corporate tax rate of 1.0662%, which is 7.6% lower than the City rate in 2019 of 1.1541.**

The tables below break down the City's recent fiduciary responsibilities to the Fire and Police pension funds:

Actual Pension Levy Funding and Pension Obligations				
	2018 Actuarial	2018 Levy	Difference*	% of Actuarial
	Obligation	Funding		Obligation
Fire Pension	\$3,503,332	\$3,220,517	\$282,815	8.07%
Police Pension	\$3,079,438	\$2,796,623	\$282,815	9.18%
Total	\$6,582,770	\$6,017,140	\$565,630	8.59%

	2019 Actuarial	2019 Levy	Difference*	% of Actuarial
	Obligation	Funding		Obligation
Fire Pension	\$3,920,907	\$3,322,914	\$597,993	15.25%
Police Pension	\$3,477,031	\$2,946,735	\$530,296	15.25%
Total	\$7,397,938	\$6,269,649	\$1,128,289	15.25%

	2020 Actuarial	2020 Levy	Difference*	% of Actuarial
	Obligation	Funding		Obligation
Fire Pension	\$4,282,230	\$3,569,403	\$712,827	16.65%
Police Pension	\$3,614,881	\$2,953,053	\$661,828	18.31%
Total	\$7,897,111	\$6,522,456	\$1,374,655	17.41%

*Paid from General Fund revenues other than property taxes

The “ramp” in annual Fire and Police funding increases is apparent in the tables above and is not sustainable in terms of general revenue. Without relief, the “ramp” makes the annual General Fund reserve target of 25% untenable over time without dramatic spending reductions, or as yet undetermined revenue increases, or both.

Additionally, the 2020 Corporate levy does not cover the projected employer FICA contributions of \$509,845 or the IMRF pension obligations totaling \$578,077. No property tax revenues will be available for general operations or the City’s general obligation debt.

In the fall of 2019, the Illinois state legislature brought some changes to the state-wide pension funding landscape which may bring some relief from the steep ramp in annual pension funding obligations in the next several years. Acting on the recommendations of the Governor’s Pension Consolidation Feasibility Task Force and in collaboration with recommendations from the Illinois Municipal League and the Associated Firefighters of Illinois (AFFI), the Legislature consolidated the 650 state-wide Fire and Police Pension Funds into two separate statewide funds operating much like the Illinois Municipal Retirement Fund (IMRF) which currently has a funding level of 90%. The two statewide funds will handle the resulting investment pools through equal labor/management governing boards. The 650 pension groups would retain decision-making over the award of pensions. This should significantly reduce the annual costs of financial management with the consolidation of the investing, auditing and actuary services into the two statewide funds.

Reform of the actuarial cost method will be the next big step and will not likely be considered by the State legislature until the regular session in the spring of 2021. This means the City will need to absorb significant pension funding increases for at least another fiscal year.

2. Sales and Use Taxes.

In FY2021 we expect a 16.67% decline in sales and use taxes overall, as compared with the FY2020 Budget approved in November 2019 (\$15,764,982 - \$13,511,684 = -\$2,253,298 or -16.67%) with the following detailed breakdown:

- States Sales Tax. The Illinois Department of Revenue collects a 6.25% tax on the sale of general merchandise and distributes 1% to the municipality where the sale occurred and 0.25% to DeKalb County. On the basis of numbers for only the first nine months of 2020, it is projected that the 1% tax revenue will be **down \$525,000 (-10.55%)** from the FY2020 Budget (\$5,500,000 - \$4,975,000 = -\$525,000 or -10.6%).
- Home Rule Sales Tax: The City imposes a 1.75% home rule sales tax on sales of general merchandise (except food, drugs or licensed personal property such as vehicles). This is also collected by the state and remitted to the City about 3 months after the sale occurs. On the basis of numbers for only the first five months of 2020, it is projected that the home rule tax revenue will **decline \$1,370,000 (-26%)** from the FY2020 Budget (\$6,560,000 - \$5,190,000 or -26.39%).
- Local Use Tax: Use taxes are imposed by the State of Illinois at the 6.5% rate on the privilege of using personal property purchased anywhere at retail, including online purchases. This revenue is collected by the state and forwarded to municipalities on a per capita basis (about \$34.50 per capita in the past year). Statewide, the local use tax is outperforming estimates, and it is possible that we will see an **increase of \$310,000 (21.5%)** over the FY2020 budget (\$1,440,000 to \$1,750,000 or +\$310,000 or +21.5%).
- Hotel/Motel Tax: The City imposes a 7.5% tax on hotel/motel room rents. COVID-related cautions about travel have severely impacted this business sector. In addition, City revenues were voluntarily constrained when the Council voted on March 26 to suspend hotel/motel taxes for the period April 1 through December 31, with a maximum credit of \$6,000 per hotel or motel (there are 6 contributing businesses in DeKalb). The estimated revenue for FY2020 is \$139,684, a **decline of \$160,316 (-53%)** as compared with the FY2020 Budget (\$300,000 - \$139,684 = -\$160,316 or -53%).
- Restaurant/Bar Tax: The City collects a 2% tax on prepared food and beverages and packaged liquor sales. This tax is collected at the local level. On March 26, the Council voted to suspend the local restaurant/bar tax liability through December 31, up to a total of \$3,000 per business. After being effectively closed for indoor service from late March through June, restaurants were reopened for the months of July, August and September, then closed again for indoor service on October 2. The projected **shortfall is \$493,000 (-25%)** as compared with the FY2020 budget but this deep loss could be substantially lower if the prohibition of indoor restaurant and bar service continues into the winter holidays (\$1,950,000 - \$1,457,000 = -\$493,000 or -25.28%).

Total: -\$2,253,298 (-16.67%)

All of the critical sales and use tax revenue streams are further at risk if local bars and restaurants are required to reduce their services for the remainder of this fiscal year.

3. Gross Receipts Taxes.

These include the City's utility tax on electric usage (which is variable, based on kilowatt hour consumption) and gas usage (at 4 cents per therm), plus a telecommunications tax (6% of the gross retail charge), and a franchise tax. The telecommunications and franchise tax revenues have been declining as residents and businesses "cut the cord."

FY2020: \$3,633,600

FY2021: \$3,507,593

Total: -\$125,907 or -3.5%

4. Intergovernmental Revenues.

This category makes up 15.64% of the FY2021 budgeted revenues. The strongest source within this category is the City's per capita share of state income tax revenue. The FY2020 Budget relied upon an IML estimate of about \$108.39 per capita, or \$4,680,389. The FY2021 estimate is \$100.46 per capita. In the present context of relatively high unemployment (about 8% in DeKalb County in September, 2020), the projected total will be \$4,423,080, down \$251,309 (-5.5%). One positive result is the receipt of federal CARES funding through the State of Illinois. The City qualified for \$1.8 million in FY2020 CARES funding to offset payroll expenses and other costs associated with COVID-related overtime, sequestering, etc. At this writing, the entirety of that CARES Act allotment has been received.

FY2020: \$5,448,034

FY2021: \$6,345,242 (includes \$1.8 million in CARES Act funding)

Total: +\$897,208 or +16.47%

5. Licenses & Permits.

In this category, the City has seen an immediate benefit from the Ferrara and Facebook projects, which raise the total of permit fees by \$106,561 (+32.8%) over what was budgeted for 2020. Overall, this category of revenues is projected to remain steady in 2021.

FY2020: \$868,500

FY2021: \$872,133

Total: +\$3,633 or +0.4%

6. Service Charges.

This category includes the NIU fire service contractual fees, plan review fees, and one of the fastest rising sources of general revenue – ambulance service fees. Such fees have significantly increased in recent years because of an increasing reliance on Fire department paramedics to handle concerns previously brought to a family physician, but at a lower cost. In FY2021, additional support for our ambulance services is expected from the state's GEMT program, which

provides supplemental revenue to close the gap between what the City can charge for Medicaid patients and the actual service cost.

FY2020: \$3,534,500
FY2021: \$3,763,507
Total: +\$229,007 or +6.5%

7. Fines.

This category includes court fines, parking fines, and administrative tow fines. A decline is expected as unemployment cuts into the ability of persons to pay such costs.

FY2020: \$688,500
FY2021: \$506,393
Total: -\$182,107 or -26.5%

8. Other Income.

This category includes investment interest; the City's share of the annual TIF surplus; and various refunds and reimbursements. In FY2021, according to the terms of a new intergovernmental agreement with the member governments of the DeKalb Joint Review Board, the sales tax increment from TIF #1 (an estimated \$371,980) will be surplused in the same manner and proportion as the most recent distribution by the County Collector.

FY2020: \$1,392,092
FY2021: \$1,054,481
Total: -\$337,611 or -25%

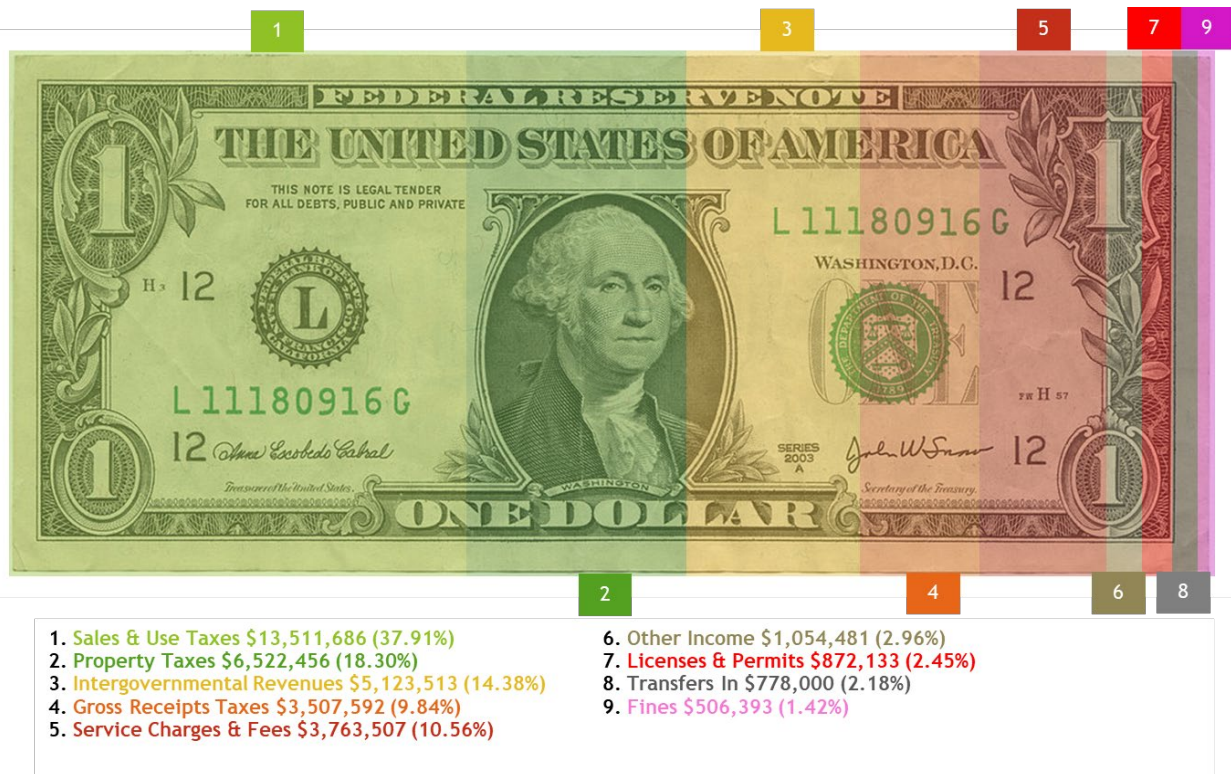
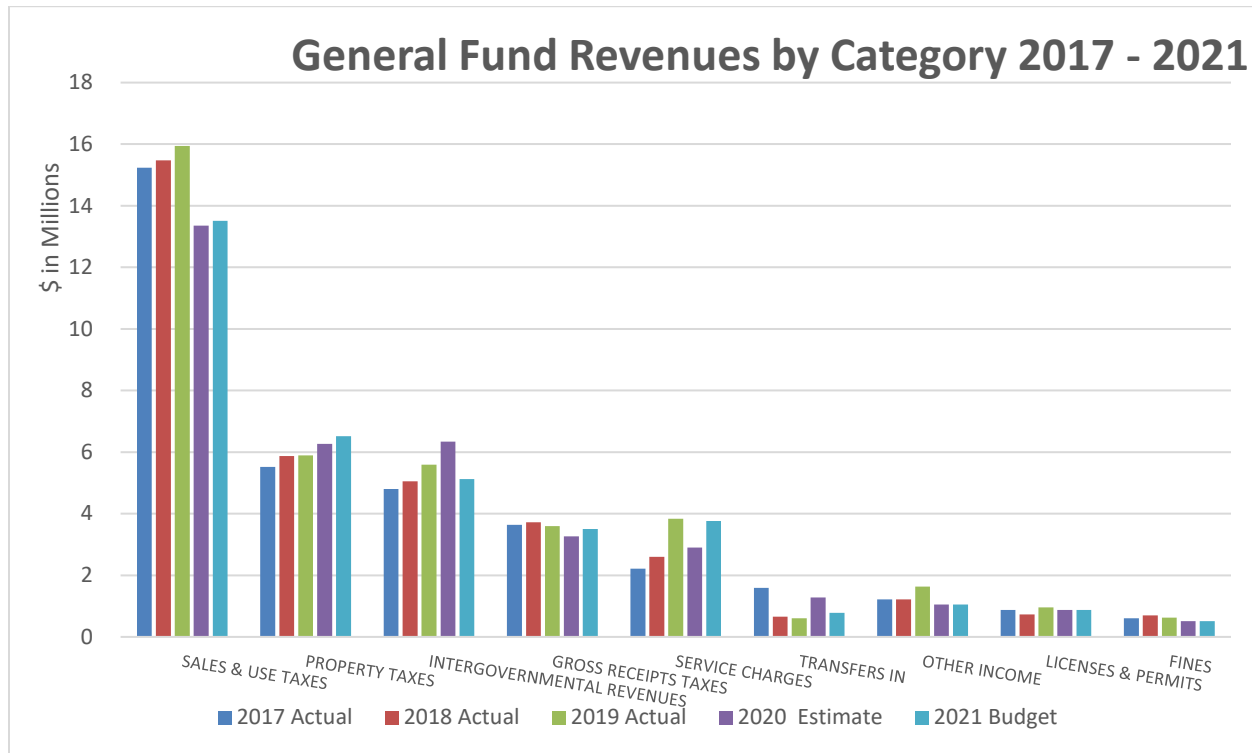
9. Transfers In.

On May 11, the City Manager recommended, and the Council approved, a one-time transfer of \$500,000 from Fund 420 (Capital Equipment Replacement Fund) to the General Fund because most of the current reserve consists of General Fund transfers over the years including E911 Board payments, Police fines, rental income from water tower leases, the sale of capital assets, etc. This transfer cannot be replicated in FY2021.

FY2020: \$808,000
FY2021: \$778,000
Total: -\$30,000 or -3.7%

The projected year-end 2020 General Fund revenues (\$35,865,077), bolstered by \$1.8 million in federal CARES funding, when compared with the approved 2020 Budget (\$38,267,257) are down \$2,402,180 or 6.28%. The projected year-end FY2021 General Fund revenues total \$35,639,761, which is slightly down from the projected FY2020 year-end revenues and \$2,627,496 below the FY2020 budgeted General Fund revenues.

The graphic below identifies the sources of General Fund revenues and their relative shares of the overall General Fund revenues:



FY2021 General Fund Expenditures

General Fund operating expenditures have been constrained to match general revenues. Personnel expenses inclusive of salaries and wages, FICA, Medicare, pension, and benefit costs account for 83% of the overall General Fund budget. The Proposed FY2021 General Fund Budget contains 5 fewer full-time staff positions and 5 fewer part-time staff positions than the FY2020 Budget. These reductions impact management and non-bargaining positions. Overall, the FY2021 General Fund Budget contains 187 full-time positions and 35 part-time positions (total: 204.5 Full-Time Equivalents or FTEs). This is the lowest staffing level the City has seen since FY2013. This is not the optimal staffing level or even the most efficient, but it is the staffing level that the community can presently afford in terms of the general operating revenues that are projected to be available. The following tables depict the full-time and part-time staffing of the City's operating departments:

CMO

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	6	6	5	5
PT	2	1	1	1
Total (FTE)	7	6.5	5.5	5.5

HR

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	2	2	2	1
PT	3	1	1	2
Total (FTE)	3.5	2.5	2.5	2

IT

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	4	4	3	3
PT	0	0	1	1
Total (FTE)	4	4	3.5	3.5

Finance

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	7	6	5	5
PT	2	2	2	0
Total (FTE)	8	7	6	5

PD

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	80	80	80	81
PT	15	14	16	19
Total (FTE)	87.5	87	88	90.5

FD

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	58	57	57	54
PT	2	1	0	1
Total (FTE)	59	57.5	57	54.5

PW/Transit/Eng/Airport

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	36	34	33	31
PT	19	18	18	11
Total (FTE)	45.5	43	42	36.5

COMDEV/BUILDING

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	8	8	7	7
PT	6	6	1	0
Total (FTE)	11	11	7.5	7

City Total

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	201	197	192	187
PT	49	43	40	35
Total (FTE)	225.5	218.5	212	204.5

Individual departmental spending is broken down in the following chart:

FY 2021 Department Budgets					
Department	FY20 Rev. Bud	FY20 Est	FY21 Budget	FY21/FY20	% Difference
Legislative	\$136,395	\$116,021	\$127,292	-\$9,103	-6.67%
City Manager	\$2,277,064	\$2,121,962	\$2,164,558	-\$112,506	-4.94%
Police	\$14,062,112	\$13,188,274	\$13,700,397	-\$361,715	-2.57%
Fire	\$11,622,778	\$11,688,495	\$11,431,234	-\$191,544	-1.65%
Public Works	\$3,248,460	\$2,970,437	\$2,834,276	-\$414,184	-12.75%
Community Development	\$1,137,317	\$1,009,172	\$1,096,092	-\$41,225	-3.62%
General Fund Support	\$4,500,357	\$4,302,367	\$4,521,331	+\$20,974	0.47%
Total	\$36,984,483	\$35,396,728	\$35,875,180	-\$1,109,303	-3.00%

The graphic below depicts departmental spending in shares of the overall General Fund expenses:



Other significant General Fund expenditures include the following:

- Tax Sharing Agreements - \$1,550,000
- Debt Service - \$490,625 (Library GO debt only)*
- Software Maintenance - \$341,740
- Other Contracted Services - \$257,865
- Vehicle Fuel - \$228,925
- Legal Services - \$195,000

*On September 28, 2020 the City Council authorized the refunding of the City's FY2021 general obligation debt (Ordinance 2020-063) which spread the \$1,795,554 in debt service otherwise due in FY2021 over three years toward the end of this decade, thereby sparing the General Fund significant expenditures during the extraordinary circumstances of the global pandemic.

Capital Program

Streets

In recent years, the City Council has pledged its commitment to capital infrastructure improvements. This commitment honors the deep community concern about failing streets in particular. The ability to maintain this commitment is based, in part, on prudent fiscal measures to segregate capital funds from operational funds and to appropriately match such funds with uses that reflect community expectations. The City's Five-Year Financial Plan (FY2019-FY2023)

provides a “Streets and Fleet” analysis that anticipates annual allocations to address the deterioration in both capital categories.

The City owns and maintains about 130 centerline miles of roads, of which 74.8% (97.3 miles) are residential streets. The 19-cent increase in the State motor fuel tax that took effect in 2020 should generate about \$500,000 in additional MFT revenue for the City on an annual basis, and the City Council’s increase in the local tax on motor fuel purchases by 4 cents in 2020 has potentially added another \$500,000 for local road maintenance (of the 4-cent local increase, 3 cents go for roads and 1 cent goes toward vehicle replacement). The COVID-related restrictions on hospitality services, mass gatherings including sporting events and concerts, and other services has diminished raw fuel revenues from the motoring public but federal Cares Act funding enhanced state MFT allocations in 2020.

The budgeted expenditures in FY2021 attack the longer list of degraded streets and alleys that would fill out the \$3.7 million in annual street maintenance needed to hold our own. **The proposed FY2021 street improvement program totals \$3,345,000 (versus \$1,000,000 in FY2020), including engineering design and construction management.** Several highlights are listed below:

- The reconstruction of Twombly Road from Edens Garden to Annie Glidden, including sidewalk installation on the north side. The DeKalb share is \$750,000 and the DeKalb Township share is \$300,000. DeKalb County is in charge of this project and is performing design engineering at no cost to the City.
- The re-surfacing of North Thirteenth Street from Clark Street to Sycamore Road (\$135,000);
- The re-surfacing of North Fourteenth Street from Clark Street to Dresser Road (\$165,000);
- The re-surfacing of Taylor Street from First Street to Lions Park (\$185,000);
- The re-surfacing of South First Street from Taylor Street north to Augusta (\$600,000);
- Re-surfacing in the Knolls subdivision and Tilton Park Drive (\$700,000);
- Maintenance of various alley surfaces (\$25,000).
- Project design and engineering supervision: \$225,000.
- Peace Road and Fairview intersection upgrade and overlay (\$560,000 city share).

Fleet

The City’s fleet of Fire, Police, Public Works, and other vehicles includes about 170 units of varying description and function. From about 2006 through 2018, the average age of the overall fleet increased from 5.7 years to 11 years. This trend was a consequence of allowing vehicles to age beyond their useful life before replacing them, due to a lack of replacement funding. In 2018, it was estimated that more than one-half of the overall fleet was beyond its useful life. By 2019, the total fleet replacement value was over \$12 million and the annual maintenance cost on that fleet had risen to over \$300,000. Replacing those vehicles rated in declining or critical condition was estimated to cost approximately \$4.3 million.

Because it is unrealistic to hope to replace all of these declining vehicles at once, a 4-year accelerated replacement initiative was proposed at the joint meeting of the Council and the Finance Advisory Committee on August 16, 2019. The City staff were also encouraged to investigate fleet leasing arrangements to stretch the City's limited fleet replacement funds.

In May and June, 2020 the Council agreed to a series of five-year, open-ended vehicle leases including 13 vehicles through Enterprise Fleet management and 3 larger vehicles (an ambulance, a 5-yard dump truck, and a John Deere loader) through Tax Exempt Financing Corporation. The Water Fund assumed the obligation for three of the fleet vehicles and the loader. The cash purchase pricing for the 16 vehicles would have been \$1,114,710. At an average interest rate of about 2.6% interest, the lease pricing for the combined package creates a combined annual lease obligation of \$258,728. In FY2021, as a balance is approached between the financial capacity for annual capital leases and the most pressing vehicle replacement needs, two vehicles (another 5-year dump truck and an aerial truck) may be leased or purchased outright, depending upon the terms that are available.

The Budget Document That Follows

According to the Government Finance Officers Association, the budget is a statement of priorities for the community that:

- 1) Communicates to stakeholders what services they can expect and how their tax dollars are being spent.
- 2) Defines how the local government allocates its resources to achieve what is important to the community.
- 3) Translates policies into action.

In DeKalb, these principles guide the process of budget development. Consistent with the City's Budget Policy (see pp. 232-233), the preparation of the annual City budget begins after the first two fiscal quarters and as the draft audit for the prior fiscal year is complete. In 2020 as in 2019, the budget process began with a joint August meeting of the City Council and the Finance Advisory Committee to consider potential FY2021 fiscal challenges and potential responses. In October, the Finance Advisory Committee met as it did in 2019 to review broad Budget assumptions and to recommend an annual corporate levy from among various options. The Committee's suggestions became an important focus of the subsequent budget meetings between the City Manager's Office and our department heads, and subsequently between department heads and their staffs. In FY2021 as in recent years, priorities were reached by analyzing past data and anticipating future needs. Data-driven assumptions have been especially challenging in the midst of the fiscal uncertainty brought by a variety of COVID impacts.

After revenue and expenditure estimates are finalized, the full draft budget is then reviewed during mid-November meetings with the City Council and Finance Advisory Committee. Finally, the recommended budget is offered for comment at a public hearing with subsequent adoption by the Mayor and the City Council.

Citywide Fund Balances

The proposed FY2021 Budget contains thirty (30) principal funds with estimated FY2021 revenues totaling \$102,938,919 and projected FY2021 expenditures totaling \$98,369,544. **All City funds are balanced** and projected to be positive at the end of FY2021, with both the General Fund and the Water Fund meeting their fund balance requirements. Fund balances for all City funds are detailed below:

	12/31/2020	FY21 Rev	FY21 Exp	12/31/2021
100 - General Fund	10,993,053	35,639,761	35,553,522	11,079,292
200 - Transportation Fund	2,737,559	10,508,710	10,074,294	3,171,975
210 - Motor Fuel Tax Fund	3,342,584	2,392,250	4,585,000	1,149,834
223 - Special Service Area #3	3,110	1,000	1,025	3,085
224 - Special Service Area #4	5,373	5,500	5,000	5,873
226 - Special Service Area #6	9,461	15,500	15,500	9,461
229 - Special Service Area #29	0	175,000	172,500	2,500
230 - Special Service Area #30	0	100,000	97,500	2,500
234 - Special Service Area #14	7,313	2,500	2,500	7,313
248 - Special Service Area #28	0	8,704	8,704	0
260 - TIF District #1	869,620	7,100,000	7,965,800	3,820
261 - TIF District #2	75,000	0	0	75,000
262 - TIF District #3	666,726	2,900,250	3,018,000	548,976
280 - CDBG Fund	435,700	400,000	400,000	435,700
285 - Housing Rehab Fund	65,838	250	66,088	0
290 - Foreign Fire Insurance Tax	59,250	58,669	58,669	59,250
300 - Debt Service Fund	(87,270)	94,000	1,900	4,830
375 - TIF Debt Service Fund	0	1,190,800	1,190,800	0
400 - Capital Projects Fund	130,772	4,180,000	3,624,000	686,772
420 - Capital Equipment Replacement Fund	730,179	645,500	507,311	868,368
600 - Water Fund	24,343,656	5,536,600	7,637,351	22,242,905
610 - Water Construction Fund	737,779	51,000	0	788,779
620 - Water Capital Fund	2,180,437	3,093,490	2,550,907	2,723,020
650 - Airport Fund	30,469,307	1,107,600	1,035,166	30,541,741
680 - Refuse & Recycling Fund	52,473	2,055,300	2,105,000	2,773
700 - Worker's Comp / Liability Insurance Fund	1,502,563	737,070	899,000	1,340,633
710 - Health Insurance Fund	689,447	6,871,541	7,125,231	435,757
830 - Police Pension Fund	41,435,156	7,138,756	3,214,347	45,359,565
850 - Fire Pension Fund	31,681,529	7,425,160	3,435,071	35,671,618
900 - DeKalb Library	18,251,947	3,504,008	3,019,358	18,736,597
	171,388,562	102,938,919	98,369,544	175,957,937

Conclusion

The preparation of the annual City Budget involves many authors. The City Manager is especially grateful to Assistant City Manager, Josh Boldt, for his eager and unselfish service. Senior Accountant Susan Hauman was always available with careful assistance and her unique talent for user-friendly graphics. All City department heads and directors have worked on numerical forecasting and narratives and their assistance has been indispensable. It is our shared hope that the 2021 City Budget will be a reliable guide to the City's services in 2021.



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Section Two

The Community We Serve

City Introduction

City Overview

The City of DeKalb is an urban community with a vital commercial base placed in a rural setting. It is located approximately 60 miles west of Downtown Chicago. The City's current land area is 15.55 square miles, all of which is located within DeKalb County. Neighboring communities include Sycamore, Malta, and Cortland. The City's current official population is 44,030 as of the 2010 Census.

The City of DeKalb was incorporated in 1856 and since that time has continued to expand as new residents move farther west of the Chicago area to find quality affordable housing in a congestion-free community with a premium quality of life. The regional road system serving the City includes Annie Glidden Road, Peace Road, State Routes 23 & 38, and a direct link to I-88. The DeKalb Taylor Municipal Airport is designed to accommodate private aircraft from small general aviation to large corporate aircraft.

DeKalb's downtown is the heart of the community, playing host to numerous events and providing unique dining, shopping and entertainment alternatives. The community offers excellent City services, easy mobility around the community, and access to cultural, sports and educational activities.

Home to Northern Illinois University, which hosts approximately 15,755 students and nearly 3,344 faculty and staff, DeKalb is an integral part of the larger metropolitan area. NIU's operations, capital projects and visitor spending generate over \$413 million in local economic impact. The marriage of community and university provides DeKalb with a solid foundation as a regional hub abundant in major retailing opportunities.

DeKalb Community School District serves the City of DeKalb with seven elementary schools, two middle schools, and one High School. Kishwaukee Community College, the DeKalb Public Library, and the DeKalb Park District all serve the DeKalb community and provide opportunities for its residents.

Council-Manager Form of Government

The council-manager form of government is the system of local government that combines the strong political leadership of elected officials in the form of a council or board, with the strong managerial experience of an appointed local government manager. The form establishes a representative system where all policy is concentrated in the elected board and the board hires a professionally trained manager to oversee the delivery of public services. Under the council-manager form, those duties not specifically reserved by the elected body pass to the City Manager and their professional staff.

Home Rule Authority

The City of DeKalb is a home rule unit by virtue of the provisions of the Constitution of the State of Illinois of 1970. Home rule allows a community to take actions not specifically prohibited by the state statutes. Conversely, a non-home rule community can only undertake those actions specifically allowed for in the state statutes. Home rule enables a municipality or county to establish its own system of self-governance without receiving a charter from the state. Home rule shifts much of the responsibility for local government from the state legislature to the local community. The most significant powers granted to a home rule community include the ability to enact its own police power relating to the health, safety,

morals, and general welfare of the community, to issue bonds without referendum and exemption from property tax caps under the Property Tax Extension Law Limit (PTELL).

City Tax Rates and Equalized Assessed Value (EAV)

Tax Rates--Historical

The combined property tax levies of all local taxing bodies in 2019, paid in 2020, are displayed in the following table:

2019 Comparative Property Tax Rates					
Taxing Body	% Share-2019	2018 Rate	2019 Rate	Difference	% Difference
County	9.15%	1.08549	1.07428	-0.01121	-1.03%
County Pension Funds	0.01%	0.00958	0.00092	-0.00866	-90.40%
Forest Preserve	0.63%	0.07496	0.07339	-0.00157	-2.09%
Forest Preserve Pension Funds	0.01%	0.0016	0.00142	-0.00018	-11.25%
DeKalb Township	1.39%	0.16833	0.16318	-0.00515	-3.06%
DeKalb Road & Bridge	1.59%	0.19609	0.18671	-0.00938	-4.78%
City of DeKalb	0.72%	0.09019	0.08451	-0.00568	-6.30%
DeKalb Pension Funds	9.12%	1.09814	1.07042	-0.02772	-2.52%
DeKalb Library	3.30%	0.20809	0.38683	0.17874	85.90%
DeKalb Park District	5.45%	0.66124	0.63957	-0.02167	-3.28%
DeKalb Park Pension Funds	0.69%	0.0754	0.08088	0.00548	7.27%
School District 428	59.23%	7.12315	6.95061	-0.17254	-2.42%
DeKalb Schools Pension Funds	1.99%	0.26222	0.23322	-0.029	-11.06%
Kishwaukee College	5.46%	0.65582	0.64101	-0.01481	-2.26%
Kishwaukee College Soc. Sec.	0.10%	0.01252	0.01176	-0.00076	-6.07%
KWRD	1.01%	0.11858	0.11811	-0.00047	-0.40%
KWRD Pension Funds	0.15%	0.01896	0.01785	-0.00111	-5.85%
	100.00%	11.86036	11.73467	-0.12569	-1.06%

EAV--Historical

The equalized assessed value, or EAV, is the result of applying the state equalization factor to the assessed value of a parcel of property. Tax bills are calculated by multiplying the EAV (after any deductions for exemptions) by the tax rate. The City of DeKalb assessed valuation is determined by the township. The chart provided below displays the EAV comparison for tax levy years 2011-2019 for the City of DeKalb as reported in the FY2019 Comprehensive Annual Financial Report.

With respect to the City's rate setting EAV and corporate levies in recent years, the following table is offered for reference:

Tax Levy Year	Rate-Setting EAV: City	City Levy	City Rate
2011	582,504,715	4,196,890	0.7205
2012	533,805,903	4,244,718	0.7952
2013	485,923,623	4,270,457	0.9809
2014	464,966,381	4,270,540	1.0245
2015	468,077,742	5,094,730	1.1942
2016	503,861,829	5,565,384	1.2021
2017	529,629,464	6,004,594	1.2268
2018	547,947,687	6,017,140	1.1883
2019	585,726,839	6,269,649	1.1541
2020	611,750,000*	6,522,456	1.0662*

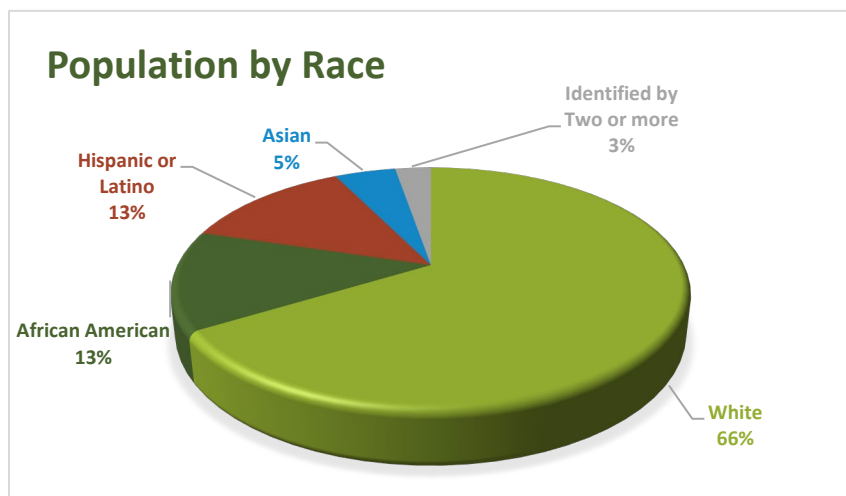
*Estimated

Community Characteristics

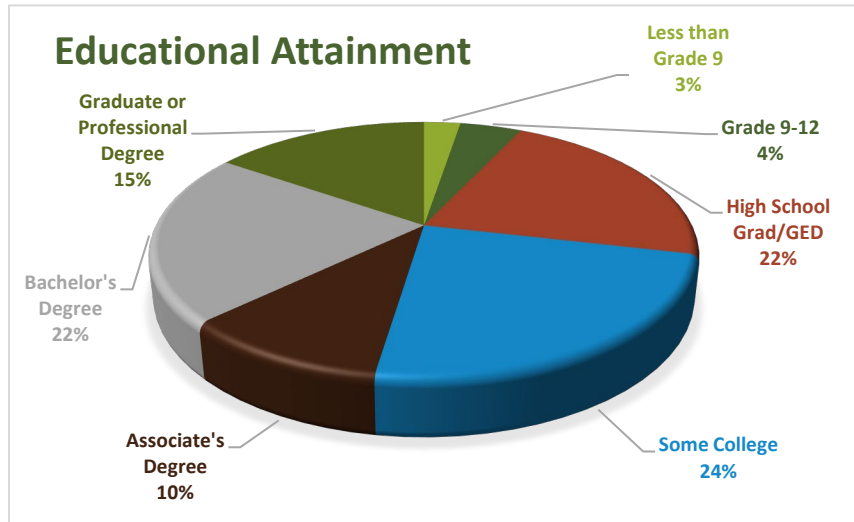
The following statistical data and graphics provide a demographic profile of the community.

- Total Population: 43,141
- Median resident age: 24.7
- Per Capita Income: \$22,473
- Median household income \$44,222
- Median home value: \$154,700
- Median Year Homes were built: 1976
- Total housing units: 17,070

DeKalb is a diverse, welcoming community. While 66% of the population identifies as White, 13% identify as African American and 13% identify as Hispanic or Latino.



The City features a highly educated workforce. An impressive 37% of all City residents aged 25 and up have a bachelor's degree or higher.



Economic Factors

Although the City's property tax base is primarily residential, the commercial and industrial tax base continue to be an important component in the diversification of the City's tax base. In 2019, the equalized assessed valuation (EAV) for residential properties was \$336,652,943 or 57.5% of the total EAV. Commercial EAV was \$182,469,081 or 31.2% of the total EAV. Farm, industrial and other EAV was \$66,604,815 or 11.4% of the total EAV. EAV approximates 33 1/3% of the market value of real property within the City's corporate limits. Property taxes imposed on property within the City's corporate limits provide a stable revenue source. Because the City is a home rule municipality, it is not subject to the Property Tax Extension Limitation Law.

The City's principal employers have been stable. The following table identifies those top employers and their number of employees:

Employer	2019		2010	
	Rank	Employees	Rank	Employees
NIU	1	3596	1	3932
NW/Kish Hospital	2	1443	2	495
Target Distribution Center	3	1250		
3M	4	950		
DeKalb School District	5	900		
Wal Mart Super Center	6	475	5	387
American Marketing & Publishing	7	358		
Ideal Industries	8	344	10	125
Sonoco—Alloyd Brands	9	330		
Nestle Distribution Center	10	250	7	250

In FY2019, the top ten employers operated in nine different industries and represented 15.8% of the total 2019 EAV.

In FY2020, two international companies, Ferrara Candy Company and Facebook, announced transformative investments in the DeKalb community. Facebook is investing over \$800 million in the initial phase of a new data center, and Ferrara is investing more than \$100 million in a new distribution center and packing center totaling about 1.6 million square feet. The combined investment of these initial phase commitments will increase the industrial EAV of DeKalb County by about 12% upon full build-out. **Further information on these investments can be found in the “Community Development Department” narrative of the General Fund.**

Facebook Rendering—Initial Phase



Ferrara Rendering—Initial Phase



The City's downtown business district has been a targeted redevelopment area for several years. Since 2017, the City has dedicated a substantial share of its annual TIF property tax increment to incentivize private property rehabilitation and redevelopment in the downtown core. **The following downtown investments are detailed in the "Community Development Department" narrative.**

Cornerstone DeKalb—E. Lincoln Highway and First Street



Plaza DeKalb—E. Lincoln Highway and Second Street



Agora Tower—Fourth and Locust Streets



Johann DeKalb Suites—200 S. Fourth Street



Notwithstanding the harsh economic impact of the COVID-19 crisis and its continuing drag on the City's general operating revenues, the City projects a General Fund surplus at year-end FY2020 and a surplus at year-end FY2021:

GENERAL FUND FINANCIAL HISTORY AND FORECAST						
	FY2017 Actual	FY2018 Actual	FY2019 Actual	*FY2020 Budget	FY2020 Est	FY2021 Budget
Beginning Fund Balance	\$9,229,121	\$9,073,799	\$7,402,857	\$10,524,704	\$10,524,704	\$10,993,053
Revenues by Category						
Property Taxes	\$5,523,532	\$5,869,058	\$5,897,168	\$6,269,649	\$6,269,649	\$6,522,456
Sales & Use Taxes	\$15,238,720	\$15,475,476	\$15,944,998	\$15,764,982	\$13,355,466	\$13,511,686
Gross Receipts Taxes	\$3,643,995	\$3,721,204	\$3,601,811	\$3,611,000	\$3,267,477	\$3,507,592
Intergovernmental	\$4,805,948	\$5,054,131	\$5,591,020	\$5,475,534	\$6,345,242	\$5,123,513
Licenses & Permits	\$875,518	\$731,200	\$960,699	\$868,500	\$877,559	\$872,133
Service Charges	\$2,212,674	\$2,599,455	\$3,834,754	\$3,341,500	\$2,899,342	\$3,763,507
Fines	\$608,515	\$699,309	\$629,943	\$688,500	\$514,627	\$506,393
Other Income	\$1,218,294	\$1,215,128	\$1,637,132	\$1,439,592	\$1,052,715	\$1,054,481
Transfers In	\$1,588,852	\$652,386	\$605,604	\$1,308,000	\$1,283,000	\$778,000
Total Revenues	\$35,716,048	\$36,017,347	\$38,703,129	\$38,767,257	\$35,865,077	\$35,639,761
Expenditures by Category						
Personnel	\$28,106,454	\$29,766,715	\$29,219,048	\$29,823,624	\$29,139,286	\$29,195,223
Commodities	\$841,632	\$888,567	\$928,541	\$1,021,186	\$776,814	\$657,006
Contractual Services	\$4,642,360	\$4,290,540	\$4,059,014	\$4,384,966	\$3,729,873	\$3,819,988
Equipment	\$234,774	\$80,649	\$72,256	\$40,000	\$25,500	\$22,000
Transfers Out	\$2,046,150	\$2,661,818	\$1,913,583	\$1,714,707	\$1,725,255	\$1,859,305
Total Expenditures	\$35,871,370	\$37,688,289	\$36,192,442	\$36,984,483	\$35,396,728	\$35,553,522
Rev-Exp	-\$155,322	-\$1,670,942	\$2,510,687	\$1,782,774	\$468,349	\$86,239
Prior Period Adjustment	\$0	\$0	\$611,160	\$0	\$0	\$0
Ending Fund Balance	\$9,073,799	\$7,402,857	\$10,524,704	\$12,307,478	\$10,993,053	\$11,079,292
vs. Reserve Policy 25%	25.30%	19.64%	29.08%	33.28%	31.06%	31.16%
*FY2020 Amended Budget Reflects Expenditure Amendment Only						
Includes additional transfer to Police & Fire Pension Funds of \$1,374,655 for property tax shortfall; transfer to						
Library Fund of \$484,650; and a \$1.795 million reduction in the General Fund GO Bond debt service.						
Includes \$1,800,000 in Cares Act federal funding in FY2020 and \$0.0 in FY2021.						
Includes \$400,000 in GEMT funds.						



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Section Three

Budget Overview

DeKalb's Budget Process

The budget process is a comprehensive mechanism for developing each year's financial plan. This process includes input and feedback from the City Council, the Finance Advisory Committee, City staff, and members of the public. According to the Government Finance Officers Association, the budget is a statement of priorities for the community that:

- 1) Communicates to stakeholders what services they can expect and how their tax dollars are being spent.
- 2) Defines how the local government allocates its resources to achieve what is important to the community.
- 3) Translates policies into action.

In DeKalb, these principles guide the process of budget development. Consistent with the City's Budget Policy (see Appendix), the preparation of the annual City budget begins after the first two fiscal quarters and as the draft audit for the prior fiscal year is complete. In 2020, the inaugural meeting with the Finance Advisory Committee took the form of a joint budget planning session with the City Council on August 17 at the DeKalb Public Library. Some key priorities and concerns were established for the FY2020 Budget, including the maintenance of the General Fund reserve and a balanced budget even as the COVID crisis dramatically constrained general revenues. These priorities and concerns became the focus of the next meeting with the Finance Advisory Committee on October 19, at which time the City Manager projected balance for all funds within the FY2021 Budget. Subsequent meetings between the City Manager's Office and our department heads, and between department heads and their staffs, have led to the detailed budget presented for joint Council and FAC review in mid-November.

To accomplish the City's service goals in the most efficient way possible, the department directors and City Manager review major operational changes and discuss program objectives. This might include combining resource requests across departments to ensure fiscal responsibility. Unjustified items or requests are removed from the budget during this process. Concurrently, other budget document items are updated by staff. This includes statistics and graphics that help show a complete picture of the City's fiscal plan for the upcoming year.

After revenue and expenditure estimates are finalized, the full draft budget is then reviewed during special joint meetings with the City Council and Finance Advisory Committee in mid-November. If necessary, further revisions are made. Finally, the recommended budget is offered for comment at a public hearing with subsequent adoption by the Mayor and the City Council.

The City of DeKalb Budget is the culmination of strategic financial and operational planning. This document reflects sound decision-making and recommendations for the City's future. The budget will be monitored, reviewed, and referenced throughout the year.

DeKalb's Fund Structure and Basis for Budgeting

Fund Structure

The accounts of the City are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are portrayed as a separate set of self-balancing accounts that comprise its assets, liabilities, equities, revenues, and expenditures. The various funds are grouped by type in the financial statements. Within each fund type exists one or more funds.

The City has three types of funds: Governmental Funds, Proprietary Funds, and Fiduciary Funds.

Governmental Funds are those through which most governmental functions of the City are financed. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds.

- *The General Fund* is the general operating fund of the City. It is used to account for all financial resources traditionally associated with governments that are not required to be accounted for in another fund.
- *Special Revenue Funds* are used to account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditures for specified purposes.
- *Debt Service Funds* are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs other than capitalized leases and compensated absences which are paid from the governmental funds. The City has two Debt Service Funds: General Fund Debt Service and TIF Debt Service.
- *Capital Project Funds* are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed through proprietary funds or fiduciary funds) or the purchase of large capital fleet and equipment.

Proprietary Funds are for those services for which the City charges customers a fee. There are two types of proprietary funds: enterprise and internal service. Enterprise funds encompass the same functions reported as business-type activities in the government-wide statements. Enterprise fund services are primarily provided to customers external to the City organization and include the water utility division and the airport. Internal service funds provide services and charge fees to customers within the City organization such as the insurance funds.

- *Enterprise Funds* are used to account for operations that are financed and operated in a manner similar to a private business enterprise. The intent of the City in using this type of fund is to determine that the costs (expense, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
- *Internal Service Funds* are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Fiduciary Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations and other governments.

- *Trust and Agency Funds* consist of resources received and held by the City as trustee or agent to be expended or invested in accordance with the conditions of the trust or in its agency capacity. Pension Trust Funds are accounted for in essentially the same manner as Proprietary funds.

In determining if any agencies or entities which comprise the City for financial reporting purposes, the criteria of oversight responsibility for such agencies or entities, special financing relationships, and scope of public service provided by the agencies or entities are used. Oversight responsibility is determined by the extent of financial interdependency, control over the selection of the governing authority and management, ability to significantly influence operations and accountability for fiscal matters. Based on these criteria, there is one agency that is included in the financial statements of the City as a *Component Unit*. This component unit of the City is the DeKalb Public Library.

Basis for Budgeting

Fund Basis of Accounting Budgets for the governmental fund types (General Fund, Special Revenue Funds, etc.) 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 (CAFR) 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 of 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.

Internal Controls

The City is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the government are protected from loss, theft or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with GAAP. The internal control structure is designed to provide reasonable, but not absolute assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived and that the valuation of costs and benefits requires estimates and judgments by management.

Budgetary Control

Budgetary controls are maintained to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. Activities of the governmental, proprietary and fiduciary funds are included in the annual appropriated budget. The budgetary level of control, the level at which expenditures cannot exceed the appropriated amount, is exercised at the fund level.

2021 Budget Calendar		
Date	Responsible Party	Action
August 17, 2019	City Council, Finance Advisory Committee & Staff	FY2021 Strategic Goal Setting and Budget Planning Workshop
October 19, 2020	Finance Advisory Committee	Consideration of Property Tax Levy & Capital Funding
October 26, 2020	City Council	Consideration of Property Tax Levy
November 9, 2020	City Council	Resolution Establishing Ceiling for annual Property Tax Levy.
November 9, 2020	Staff	Public Release of FY2021 Proposed Budget
November 16 & 18, 2020	City Council & Finance Advisory Committee	FY2021 Proposed Budget Review
November 23, 2020	City Council	<p>Truth in Taxation Hearing on 2020 Property Tax Levy</p> <p>Public Hearing on Proposed FY2021 Annual Budget</p> <p>First Reading – 2020 Property Tax Levy</p> <p>First Reading— 2020 Abated Taxes</p> <p>First Reading -- FY2021 Annual Budget</p>
December 14, 2020	City Council	Second Reading – 2020 Property Tax Levy & FY2021 Annual Budget
December 28, 2020 (Last Tuesday of the month)	Staff	Last Day to File FY2021 Annual Budget & 2020 Property Tax Levy with the County
January 1, 2021	Fiscal Year 2021 Begins	

Current City Funds

Fund Type	Fund Name	Fund No.	Description	Department/Budget Responsibility
General	General	100	The City's chief operating fund. It accounts for all financial resources except those required to be accounted for in another account.	Legislative; City Manager's Office; Public Works; Community Development; Finance; Fire; Police; Information & Technology
Special Revenue	Transportation	200	Accounts for the provision of transportation and planning services to the DeKalb metropolitan area, including acting as the fiscal and staffing agent for the management of DSATS.	Public Works - Engineering
	Motor Fuel Tax	210	Accounts for the use of the City's share of state gasoline taxes. State law requires the MFT to be used for the City street maintenance and operations.	Finance; Public Works - Streets; Public Works - Engineering
	Heritage Ridge SSA #3	223	Accounts for the costs of maintaining various public areas (street islands and detention basins) as well as a stylized street lighting system and entrance sign.	Public Works; Finance
	Knolls Subdivision SSA#4	224	Accounts for the costs of maintaining public areas as well as a stylized street lighting system and entrance sign.	Public Works; Finance
	Greek Row SSA#6	226	Accounts for the costs of street lighting placed upon private property in the neighborhood.	Public Works; Finance
	Market Square Area #29	229	Accounts for the costs of providing the repair, replacement, repaving, reconstruction, and maintenance of the common area private streets and roadways serving the properties, including repair and replacement of storm water sewer and sanitary facilities.	Public Works; Finance
	Hunter Ridgebrook #30	230	Accounts for the costs of the construction, installation, maintenance, repair, replacement, reconstruction, and provision of public safety and security improvements and services, lighting, landscaping, improved snow removal services, improved trash removal services, interior and exterior common area building improvements, sidewalk and parking lot paving and improvements, storm sewers, sanitary sewers, benches, trash receptacles, special events, seasonal decorations, program administration, and all contractor fees, construction supervision and inspection costs, temporary easement acquisition costs, insurance costs, and attorney's fees incurred in connection with the provision of such special services.	Public Works; Finance
	Heartland Fields SSA#14	234	Accounts for the costs of maintenance of the Common Facilities as well as the implementation and continuation of a mosquito abatement and snow removal services.	Public Works; Finance
	928 Greenbriar SSA#28	248	Accounts for the costs of repaying a loan from the City's Water Fund for the installation of a fire sprinkler system.	Public Works; Finance
	Central Area Tax Increment Financing #1	260	Accounts for the revenues and expenditures in the Central Area TIF #1.	Community Development
	Tax Increment Financing #2	261	Accounts for the revenues and expenditures in the Tax Increment Financing #2 area.	Community Development
	Central Business Tax Increment Financing #3	262	Accounts for the revenues and expenditures in the Tax Increment Financing #3 area.	Community Development
	Community Development Block Grant	280	Accounts for the funds received from HUD through CDBG used on eligible projects within the City.	Community Development
	Housing Rehabilitation	285	Accounts for funds received from CDAP and acts as a pass-through for certain funds in the CDBG fund.	Community Development
	Foreign Fire Insurance Tax	290	Accounts for the funds received for the maintenance, benefit, and use of the Fire Department.	Fire Department; Finance; Foreign Fire Tax Board

Current City Funds

Fund Type	Fund Name	Fund No.	Description	Department/Budget Responsibility
Debt Service	General Fund Debt Service	300	Accounts for the payments to debt service within the General Fund.	Finance
	Tax Increment Financing Debt Service	375	Accounts for the payments to debt service within the Central Area TIF #1 , TIF #2 and TIF #3.	Finance
Capital Projects	Capital Projects	400	Accounts for the cost of capital projects such as street maintenance.	Public Works; Finance
	Capital Equipment Replacement	420	Capital equipment replacement fund for general City equipment and fleet replacement.	Finance
Enterprise	Water	600	Accounts for the provision of Water services to customers within the City.	Public Works - Water; Finance
	Water Construction	610	Accounts for the expenses of New Water Main construction related to impact fee revenue.	Public Works - Water; Finance
	Water Capital Fund	620	Accounts for the capital portion of the Water Fund related to maintenance of existing assets.	Public Works - Water; Finance
	Airport	650	Accounts for the provision of aviation services to customers of DTMA.	Public Works - Airport; Finance
	Refuse & Recycling	680	Accounts for the provision of refuse disposal and recycling services to customers of the City.	Public Works; Finance
Internal Service	Workers Compensation / Property	700	Accounts for significant changes in Workers Compensation costs and Property & Liability Insurance costs.	Finance
	Health Insurance	710	Accounts for significant changes in employee Health Insurance costs.	Finance
Fiduciary	Police Pension	830	Accounts for the accumulation of resources to be used for the retirement annuity payments to sworn police officers.	Finance
	Fire Pension	850	Accounts for the accumulation of resources to be used for the retirement annuity payments to firefighters.	Finance
	DeKalb Public Library	900	Accounts for the City's financial responsibility to the DeKalb Public Library.	Finance

CITY OF DEKALB
PRELIMINARY FUND BALANCE SUMMARY

FUND NAME	PROJECTED	FY 2021 BUDGET		12/31/2021
	12/31/2020	REVENUES	EXPENSES	
100 - General Fund	9,943,053	36,239,761	35,553,522	10,629,292
200 - Transportation Fund	2,737,559	10,508,710	10,074,294	3,171,975
** 210 - Motor Fuel Tax Fund	3,342,584	2,392,250	4,585,000	1,149,834
** 223 - Special Service Area #3	3,110	1,000	1,025	3,085
** 224 - Special Service Area #4	5,373	5,500	5,000	5,873
** 226 - Special Service Area #6	9,461	15,500	15,500	9,461
** 229 - Special Service Area #29	0	175,000	172,500	2,500
** 230 - Special Service Area #30	0	100,000	97,500	2,500
** 234 - Special Service Area #14	7,313	2,500	2,500	7,313
** 248 - Special Service Area #28	0	8,704	8,704	0
** 260 - TIF District #1	869,620	7,100,000	7,965,800	3,820
** 261 - TIF District #2	75,000	0	0	75,000
** 262 - TIF District #3	666,726	2,900,250	3,018,000	548,976
280 - CDBG Fund	435,700	400,000	400,000	435,700
** 285 - Housing Rehab Fund	65,838	250	66,088	0
** 290 - Foreign Fire Insurance Tax	59,250	58,669	58,669	59,250
300 - Debt Service Fund	(87,270)	94,000	1,900	4,830
375 - TIF Debt Service Fund	0	1,190,800	1,190,800	0
400 - Capital Projects Fund	130,772	4,180,000	3,624,000	686,772
420 - Capital Equipment Replacement Fund	730,179	645,500	507,311	868,368
* 600 - Water Fund	24,343,656	5,536,600	7,637,351	22,242,905
** 610 - Water Construction Fund	737,779	51,000	0	788,779
* 620 - Water Capital Fund	2,180,437	3,093,490	2,550,907	2,723,020
* 650 - Airport Fund	30,469,307	1,107,600	1,035,166	30,541,741
680 - Refuse & Recycling Fund	52,473	2,055,300	2,105,000	2,773
700 - Worker's Comp / Liability Insurance Fund	1,502,563	737,070	899,000	1,340,633
710 - Health Insurance Fund	689,447	6,871,541	7,125,231	435,757
830 - Police Pension Fund	41,435,156	7,138,756	3,214,347	45,359,565
850 - Fire Pension Fund	31,681,529	7,425,160	3,435,071	35,671,618
** 900 - DeKalb Library	18,251,947	3,504,008	3,019,358	18,736,597
	170,338,562	103,538,919	98,369,544	175,507,937

* *Cash & Cash Equivalents*

** *Restricted Dollars*

Revenue Budget Summary - All Funds

		2018	2019	2020	2020	2021
				AMENDED	PROJECTED	PROPOSED
FUND	DESCRIPTION	ACTIVITY	ACTIVITY	BUDGET	ACTIVITY	BUDGET
100	GENERAL FUND	36,017,347	38,891,302	38,767,257	34,815,077	36,239,761
200	TRANSPORTATION FUND	3,778,615	10,898,162	10,793,722	7,816,500	10,508,710
210	MOTOR FUEL TAX FUND	1,322,700	1,523,540	2,709,745	2,377,250	2,392,250
223	SPECIAL SERVICE AREA #3	1,001	1,004	1,010	952	1,000
224	SPECIAL SERVICE AREA #4	5,494	5,490	5,510	5,344	5,500
226	SPECIAL SERVICE AREA #6	15,684	16,415	16,410	15,207	15,500
229	MARKET SQUARE AREA #29	0	0	0	0	175,000
230	HUNTER RIDGEBROOK SSA #30	0	0	0	0	100,000
234	SPECIAL SERVICE AREA #14	2,502	2,501	2,510	2,366	2,500
248	SPECIAL SERVICE AREA #28	0	0	8,714	8,704	8,704
260	TIF FUND #1 (CENTRAL AREA)	10,738,318	7,381,861	7,380,074	7,125,000	7,100,000
261	TIF FUND #2	1,478,100	1,586,888	0	0	0
262	TIF FUND #3	0	0	4,821,726	4,821,726	2,900,250
280	CDBG FUND	156,672	594,811	600,000	1,185,650	400,000
285	HOUSING REHAB FUND	1,684	1,258	250	250	250
290	FOREIGN FIRE INSURANCE TAX	54,758	59,094	55,000	55,000	58,669
300	DEBT SERVICE-GENERAL FUND	1,891,510	5,814,527	1,756,007	1,756,007	94,000
375	DEBT SERVICE - TIFS	1,193,200	1,192,400	1,195,000	1,195,000	1,190,800
400	CAPITAL PROJECTS FUND	642,615	888,244	1,916,250	1,545,000	4,180,000
420	CAPITAL EQUIP REPLACEMENT FUND	517,399	515,198	563,450	649,474	645,500
600	WATER FUND	6,439,978	6,387,678	5,546,804	5,243,186	5,536,600
610	WATER NEW CONSTRUCTION FUND	5,866	5,825	10,000	86,500	51,000
620	WATER CAPITAL FUND	1,357,964	957,140	2,051,200	2,051,000	3,093,490
650	AIRPORT FUND	2,265,149	1,159,169	1,267,110	1,057,766	1,107,600
680	REFUSE & RECYCLING FUND	2,058,770	1,871,561	2,059,916	1,970,265	2,055,300
700	WORK COMP/LIAB INSURANCE FUND	949,041	963,678	918,159	936,434	737,070
710	HEALTH INSURANCE FUND	6,420,160	6,231,437	6,761,864	6,689,816	6,871,541
830	POLICE PENSION FUND	1,607,706	10,349,465	6,197,214	4,456,091	7,138,756
850	FIRE PENSION FUND	1,591,719	8,385,458	6,586,486	3,326,617	7,425,160
890	D/S - GENERAL FUND ACCT GROUP	0	(3,925,000)	0	0	0
900	DEKALB PUBLIC LIBRARY FUND	2,924,065	1,969,340	2,966,427	3,337,564	3,504,008
TOTAL REVENUE - ALL FUNDS		83,438,017	103,728,446	104,957,815	92,529,746	103,538,919

Expenditure Budget Summary - All Funds

		2018	2019	2020	2020	2021
				AMENDED	PROJECTED	PROPOSED
FUND	DESCRIPTION	ACTIVITY	ACTIVITY	BUDGET	ACTIVITY	BUDGET
100	GENERAL FUND	37,688,298	36,194,449	36,984,483	35,396,728	35,553,522
200	TRANSPORTATION FUND	3,745,091	8,514,983	9,821,533	7,495,645	10,074,294
210	MOTOR FUEL TAX FUND	2,031,033	1,332,241	2,645,000	2,035,000	4,585,000
223	SPECIAL SERVICE AREA #3	815	1,025	1,500	975	1,025
224	SPECIAL SERVICE AREA #4	3,119	3,550	4,500	4,000	5,000
226	SPECIAL SERVICE AREA #6	10,736	6,676	16,400	15,500	15,500
229	MARKET SQUARE AREA #29	0	0	0	0	172,500
230	HUNTER RIDGEBROOK #30	0	0	0	0	97,500
234	SPECIAL SERVICE AREA #14	1,100	1,100	3,000	2,000	2,500
248	SPECIAL SERVICE AREA #28	0	0	8,704	8,704	8,704
260	TIF FUND #1 (CENTRAL AREA)	7,228,822	8,253,640	10,200,384	9,509,132	7,965,800
261	TIF FUND #2	9,423,617	2,239,976	0	0	0
262	TIF FUND #3	0	500,000	4,315,000	4,155,000	3,018,000
280	CDBG FUND	156,672	594,811	600,000	749,950	400,000
285	HOUSING REHAB FUND	338	2,900	50,352	346	66,088
290	FOREIGN FIRE INSURANCE TAX	47,743	58,457	54,682	58,669	58,669
300	DEBT SERVICE-GENERAL FUND	1,888,826	5,898,299	1,753,432	1,753,432	1,900
375	DEBT SERVICE - TIFS	1,193,200	1,192,400	1,195,000	1,195,000	1,190,800
400	CAPITAL PROJECTS FUND	377,833	808,172	2,202,500	1,938,290	3,624,000
420	CAPITAL EQUIP REPLACEMENT FUND	587,182	156,626	1,683,367	616,667	507,311
600	WATER FUND	6,529,354	6,030,419	6,075,226	7,216,958	7,637,351
610	WATER NEW CONSTRUCTION FUND	0	0	500,000	500,000	0
620	WATER CAPITAL FUND	1,124,569	1,852,433	1,600,000	210,044	2,550,907
650	AIRPORT FUND	1,481,000	1,499,287	1,347,746	1,102,507	1,035,166
680	REFUSE & RECYCLING FUND	2,086,409	1,868,438	2,264,913	2,125,000	2,105,000
700	WORK COMP/LIAB INSURANCE FUND	1,131,658	764,869	1,048,928	881,500	899,000
710	HEALTH INSURANCE FUND	6,248,370	6,035,292	6,602,341	6,641,908	7,125,231
830	POLICE PENSION FUND	3,435,210	3,629,072	4,051,404	3,120,080	3,214,347
850	FIRE PENSION FUND	3,629,925	3,974,680	4,349,515	3,323,437	3,435,071
900	DEKALB PUBLIC LIBRARY FUND	2,689,918	2,925,244	3,124,227	3,589,085	3,019,358
TOTAL REVENUE - ALL FUNDS		92,740,838	94,339,039	102,504,137	93,645,557	98,369,544

CITY OF DEKALB FY2021 BUDGET

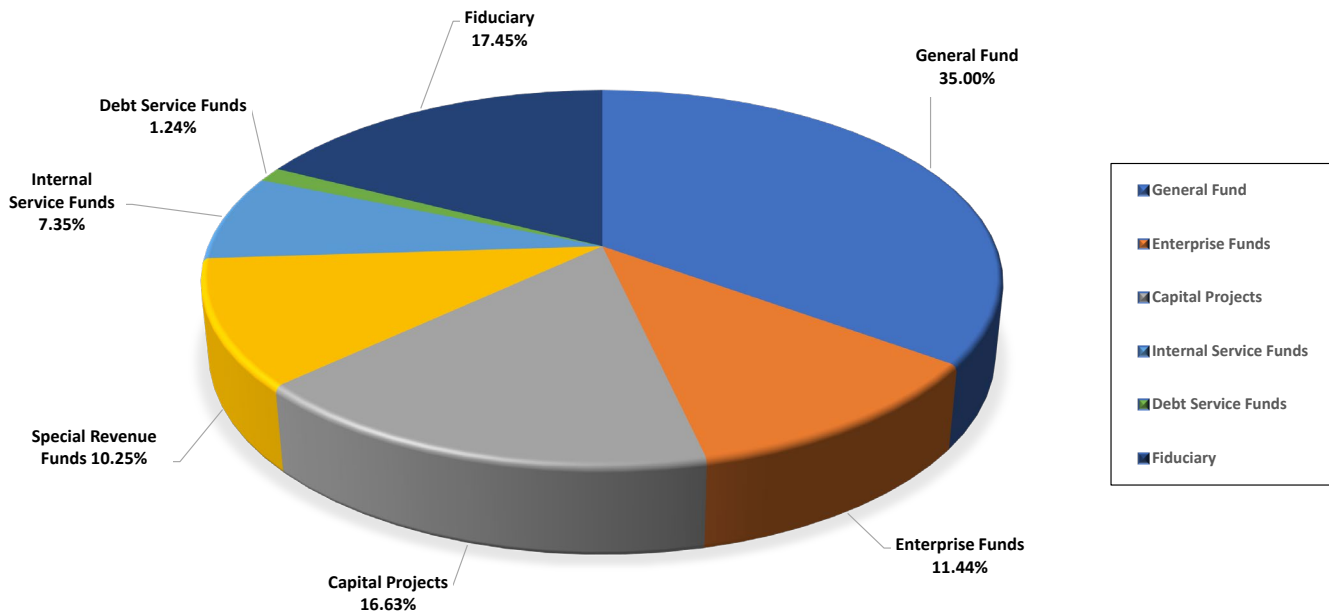
Revenues by Category	Property Taxes	Sales & Use Taxes	Gross Receipts	Other Income	Licenses & Permits	Intergovernmental	Service Charges	Fines	Transfers In	FUND TOTALS
General	6,522,456	13,511,684	3,507,593	1,054,481	872,133	5,723,514	3,763,507	506,393	778,000	36,239,761
Transportation	0	0	0	2,204,174	0	8,304,536	0	0	0	10,508,710
Motor Fuel Tax	0	0	0	50,000	0	2,342,250	0	0	0	2,392,250
Heritage Ridge SSA#3	1,000	0	0	0	0	0	0	0	0	1,000
Knolls SSA#4	5,500	0	0	0	0	0	0	0	0	5,500
Greek Row SSA#6	15,500	0	0	0	0	0	0	0	0	15,500
Market Square Area SSA#29	175,000	0	0	0	0	0	0	0	0	175,000
Hunter Ridgebrook SSA#30	100,000	0	0	0	0	0	0	0	0	100,000
Heartland Fields SSA#14	2,500	0	0	0	0	0	0	0	0	2,500
Greenbriar SSA#28	8,704	0	0	0	0	0	0	0	0	8,704
Tax Increment Financing #1	7,050,000	0	0	50,000	0	0	0	0	0	7,100,000
Tax Increment Financing #2	0	0	0	0	0	0	0	0	0	0
Tax Increment Financing #3	450,000	0	0	250	0	0	0	0	2,450,000	2,900,250
CDBG	0	0	0	0	0	400,000	0	0	0	400,000
Housing Rehabilitation	0	0	0	250	0	0	0	0	0	250
Foreign Fire Insurance Tax	0	0	0	58,669	0	0	0	0	0	58,669
General Debt Service	0	49,000	0	0	0	0	0	45,000	0	94,000
TIF Debt Service	0	0	0	0	0	0	0	0	1,190,800	1,190,800
Capital Projects	0	800,000	0	440,000	0	2,940,000	0	0	0	4,180,000
Capital Equip Replacement	0	175,000	0	470,500	0	0	0	0	0	645,500
Water	0	0	0	16,000	30,000	0	5,490,600	0	0	5,536,600
Water Construction	0	0	0	1,000	50,000	0	0	0	0	51,000
Water Capital	0	0	0	1,200	0	0	600,000	0	2,492,290	3,093,490
Airport	0	219,500	0	425,600	0	37,500	425,000	0	0	1,107,600
Refuse & Recycling Workers Compensation/Liability	0	0	0	300	0	0	2,055,000	0	0	2,055,300
Health Insurance	681,070	0	0	56,000	0	0	0	0	0	737,070
Police Pension	4,957,430	0	0	135	0	0	1,913,976	0	0	6,871,541
Fire Pension	3,614,881	0	0	2,900,459	0	0	623,416	0	0	7,138,756
DeKalb Public Library	4,282,230	0	0	2,728,738	0	0	414,192	0	0	7,425,160
DeKalb Public Library	2,366,378	0	0	560,300	0	78,740	0	5,000	493,590	3,504,008
GRAND TOTAL: REVENUES	30,232,649	14,755,184	3,507,593	11,018,056	952,133	19,826,540	15,285,691	556,393	7,404,680	103,538,919

CITY OF DEKALB FY2021 BUDGET

Expenditures by Category	Personnel	Commodities	Contractual Services	Other Services	Debt Services	Equipment	Permanent Improvement	Transfers Out	FUND TOTALS
General	29,195,223	657,006	3,819,988			22,000		1,859,305	35,553,522
Transportation	261,755	6,080	8,542,640			1,238,000		25,819	10,074,294
Motor Fuel Tax		350,000	1,125,000			3,110,000			4,585,000
Heritage Ridge SSA#3			525					500	1,025
Knolls SSA#4			4,500					500	5,000
Greek Row SSA#6			15,000					500	15,500
Market Square Area SSA#29			172,000					500	172,500
Hunter Ridgebrook SSA#30								97,500	97,500
Heartland Fields SSA#14			2,500						2,500
Greenbriar SSA#28								8,704	8,704
Tax Increment Financing #1			3,535,000			790,000		3,640,800	7,965,800
Tax Increment Financing #2									0
Tax Increment Financing #3			1,853,000			1,165,000			3,018,000
CDBG		100	209,900			110,000		80,000	400,000
Housing Rehabilitation			66,088						66,088
Foreign Fire Insurance Tax		15,450	3,332			39,887			58,669
General Debt Service			1,900						1,900
TIF Debt Service					1,190,800				1,190,800
Capital Projects		47,000	250,000			3,327,000			3,624,000
Capital Equip Replacement			225,144		16,667	265,500			507,311
Water	2,420,714	496,300	927,075	1,179,000	592,062			2,022,200	7,637,351
Water Construction									0
Water Capital			82,269			273,638	2,195,000		2,550,907
Airport	305,530	372,250	260,200		67,686	29,500			1,035,166
Refuse & Recycling			1,745,000					360,000	2,105,000
Workers Compensation/Liability Insurance			899,000						899,000
Health Insurance	305,500		6,819,731						7,125,231
Police Pension	3,067,672		146,675						3,214,347
Fire Pension	3,330,238		104,833						3,435,071
DeKalb Public Library	1,656,350	167,200	448,020		664,976	82,812			3,019,358
GRAND TOTAL: EXPENDITURES	40,542,982	2,111,386	31,259,320	1,179,000	2,532,191	10,453,337	2,195,000	8,096,328	98,369,544

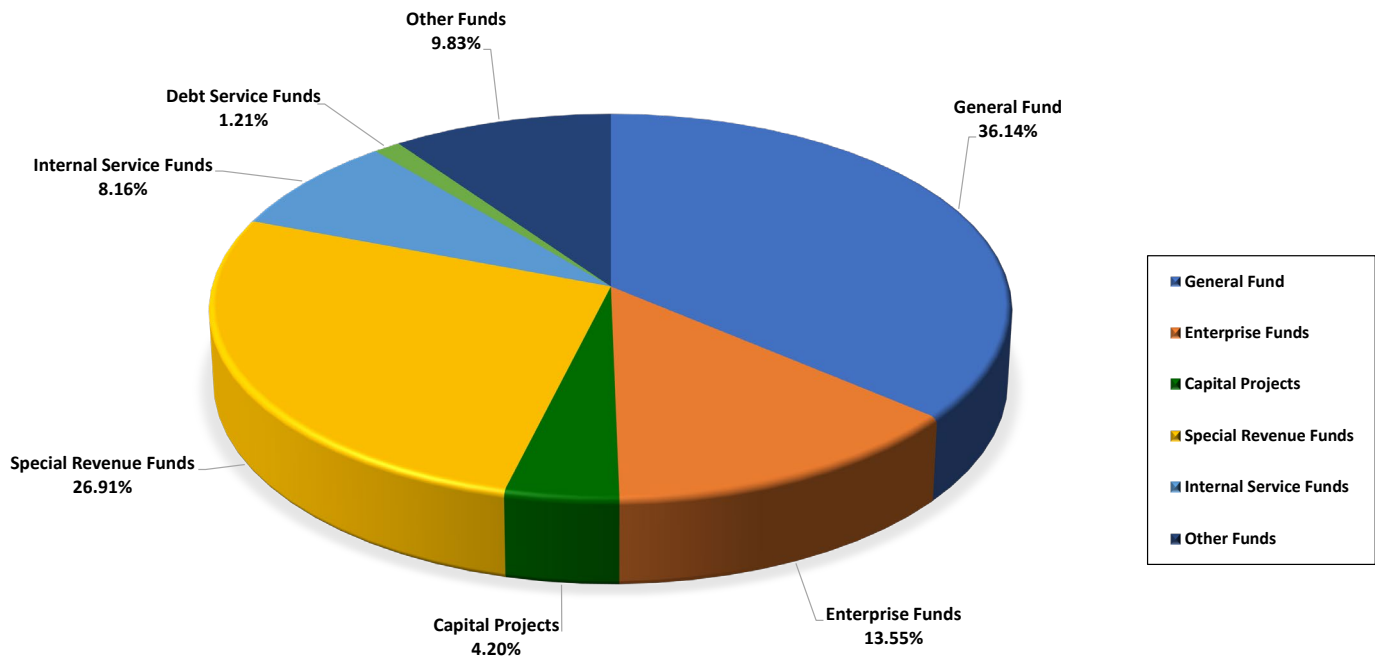
Revenues by Category: by Fund Type

	Property Taxes	Sales & Use Taxes	Gross Receipts	Licenses & Permits	Intergovernmental	Service Charges	Fines	Other Income	Transfers In	FUND TOTALS
General Fund	6,522,456	13,511,684	3,507,593	872,133	5,723,514	3,763,507	506,393	1,054,481	778,000	36,239,761
Special Revenue Funds	308,204				8,704,536			2,263,343		11,276,083
Debt Service Funds		49,000					45,000		1,190,800	1,284,800
Capital Projects	7,500,000	975,000			5,282,250			1,010,500	2,450,000	17,217,750
Enterprise Funds		219,500		80,000	37,500	8,570,600		444,100	2,492,290	11,843,990
Internal Service Funds	5,638,500					1,913,976		56,135		7,608,611
Fiduciary	10,263,489				78,740	1,037,608	5,000	6,189,497	493,590	18,067,924
TOTAL REVENUES	30,232,649	14,755,184	3,507,593	952,133	19,826,540	15,285,691	556,393	11,018,056	7,404,680	103,538,919

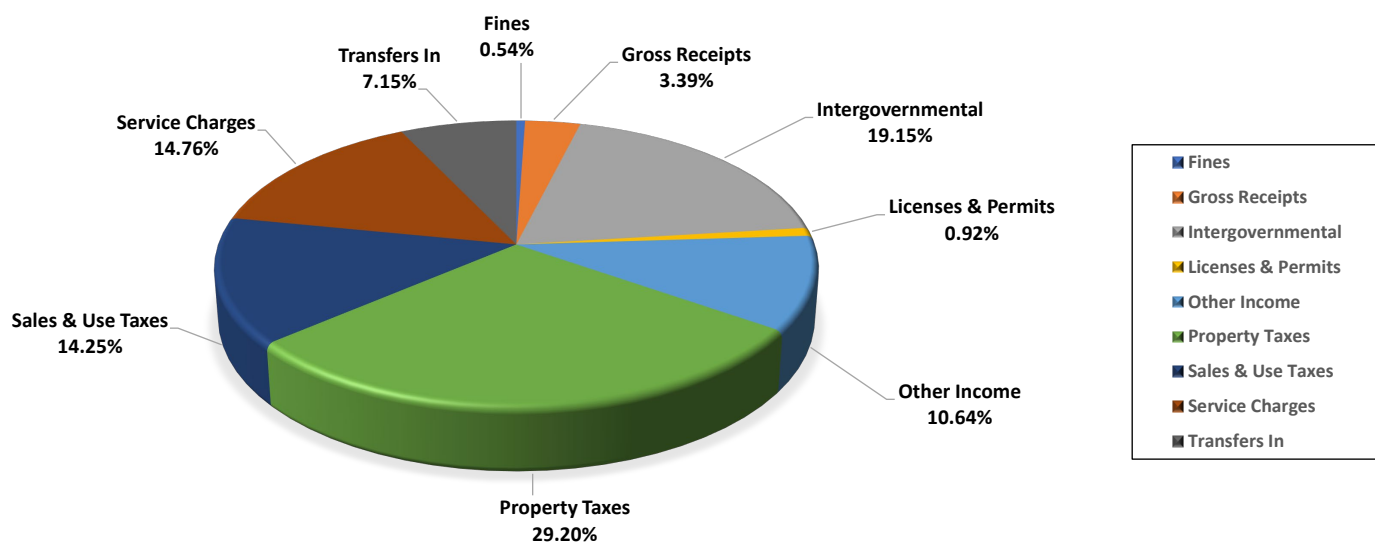


Expenditures by Category: By Fund Type

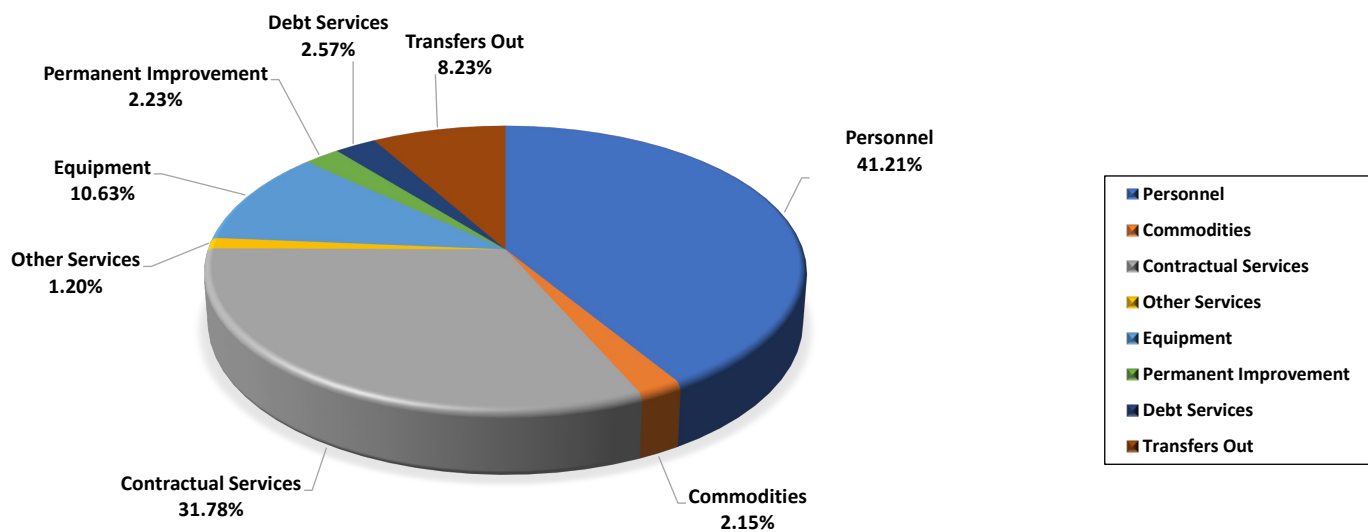
	Personnel	Commodities	Contractual Services	Other Services	Debt Services	Equipment	Permanent Improvement	Transfers Out	FUND TOTALS
General Fund	29,195,223	657,006	3,819,988	0	0	22,000	0	1,859,305	35,553,522
Special Revenue Funds	261,755	371,630	15,529,485	0	0	6,452,887	0	3,854,823	26,470,580
Debt Service Funds	0	0	1,900	0	1,190,800	0	0	0	1,192,700
Capital Projects	0	47,000	475,144	0	16,667	3,592,500	0	0	4,131,311
Enterprise Funds	2,726,244	868,550	3,014,544	1,179,000	659,748	303,138	2,195,000	2,382,200	13,328,424
Internal Service Funds	305,500	0	7,718,731	0	0	0	0	0	8,024,231
Other Funds	8,054,260	167,200	699,528	0	664,976	82,812	0	0	9,668,776
TOTAL EXPENDITURES	40,542,982	2,111,386	31,259,320	1,179,000	2,532,191	10,453,337	2,195,000	8,096,328	98,369,544



Revenues by Category: All Funds



Expenditures by Category: All Funds





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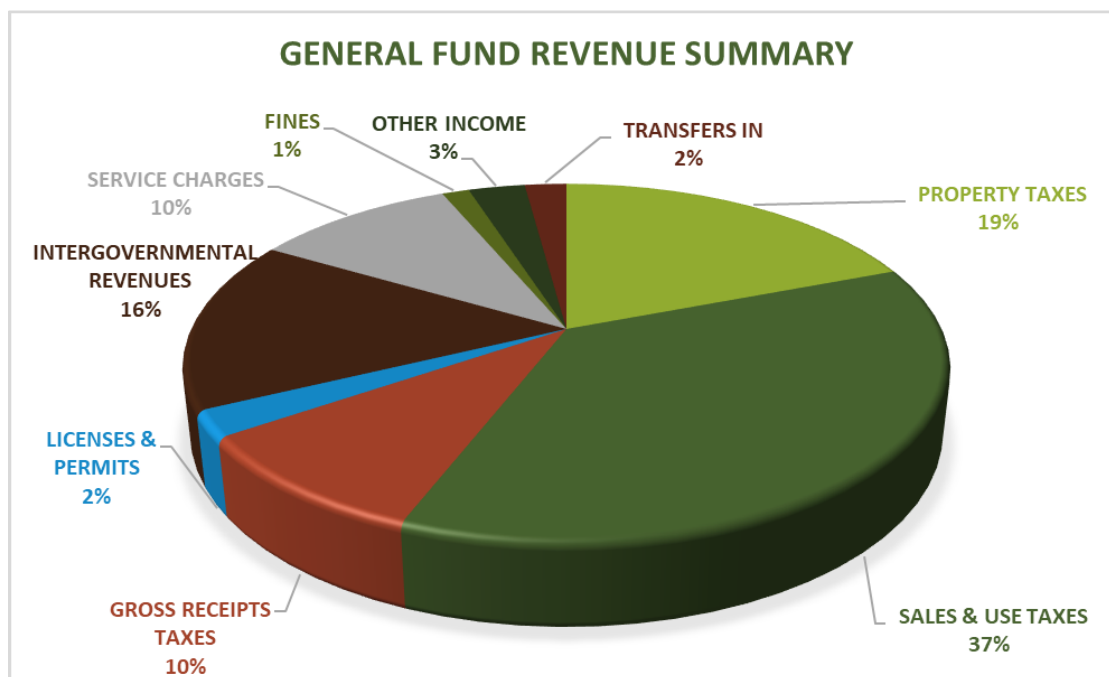
Section Four

General Fund Detail

- Revenues and Expenditures
- Legislative
- City Manager's Office
- Human Resources Department
- Finance Department
- Information & Technology Department
- Police Department
- Public Works Department
- Community Development Department
- General Fund Support

General Fund Revenues

General Fund revenues are derived from numerous sources that can be placed into one of nine categories, as seen in the chart below. The FY2021 Budget includes \$36,239,761 in General Fund revenues.



Sales & Use Taxes

The revenue category Sales & Use Taxes includes various taxes applied toward the consumptions of goods and services. This is the largest source of General Fund revenue, accounting for 37.28% of total General Fund revenues. Included in this category are the following:

- **Home Rule Sales Tax:** The City imposes a 1.75% Home Rule Sales Tax on sales of general merchandise. The tax is not collected on sales of food, drugs, or tangible personal property that is required to be licensed or registered with the State of Illinois. The amount of Home Rule Sales Tax collected over the last several years was fairly constant at about \$6.50 million. The FY2021 budget for Home Rule Sales Tax is \$5.19 million which is \$1,375 million (21%) less than the amended FY2020 Budget total, owing to the negative economic impact of COVID-19 regulatory measures.
- **State Sales Tax:** The Illinois Department of Revenue collects a 6.25% tax on the sale of general merchandise and distributes 1% to the municipality where the sale occurred and 0.25% to DeKalb County. State Sales Tax has been fairly stable since 2017, but the COVID impacts in 2020 will reduce the projected year-end total from about \$5.5 million to \$4.9 million. The FY2021 budget for State Sales Tax is \$4.975 million which is 10% lower than the amended FY2020 Budget total.
- **Restaurant & Bar Tax:** The City collects a 2% tax on prepared food and beverage and packaged liquor sales. This tax is administered at the local level and had been steady at an annual rate of about \$1.9 million in recent years. The deep COVID-related constraints on the hospitality industry in 2020 dramatically decreased

the projected totals for year-end FY2020 and FY2021. The FY2021 Budget includes \$1.457 million in Restaurant & Bar taxes.

- **Local Use Tax:** Use taxes are imposed on the privilege of using, in the State of Illinois, any item of tangible personal property that is purchased anywhere at retail, including online purchases. This revenue source is collected by the State and forwarded to the City on a per capita basis. This tax has been trending up over the last four years as a result of the increased collection of sales taxes on internet purchases, and has defied the negative trends in sales and use taxes in 2020. The projected revenue for FY2021 is \$1.750 million based on the IML projection of \$39.75 per capita.
- **Hotel/Motel Tax** – The City imposes a 7.5% tax on the use of hotel/motel rooms in the City. Of this 7.5%, a 1% portion is directed to the Debt Service Fund. The remaining 6.5% is deposited as a General Fund revenue. This revenue stream collapsed in FY2020. The FY2021 Budget includes \$139,684 in Hotel/Motel Tax revenue for the General Fund, down 53% from the FY2020 Amended Budget of \$300,000 .

Property Taxes

This revenue is derived from a tax levy on real estate within the corporate limits of the City of DeKalb. Property Taxes account for 18% of General Fund revenues in FY2021. The City of DeKalb is a home rule community and is not regulated by the Property Tax Extension Limitation Law (PTELL). For FY2021 (tax levy year 2020), the City estimates a 4% increase in the tax levy in order to capture new EAV growth in the City. It is anticipated that the 2020 tax levy will generate \$6,522,456 in General Fund revenue, all of which will go toward the funding of Fire and Police pension funds.

Intergovernmental Revenue

The FY2021 Budget includes \$5.724 million in Intergovernmental Revenue, which represents 15.8% of total General Fund revenues. Much of this revenue comes from the City's per capita share of State Income Tax revenue. State Income Tax for FY2021 is budgeted at \$4,423,080, a drop of \$257,309 (5.5%) from the Amended FY2020 Budget. The decline is based on the spike in County-wide unemployment in FY2020 (from below 4% to about 8% in October 2020). Other revenues in this category include Video Gaming Tax, Personal Property Replacement Tax, State and Federal Grants, and Other Shared Revenues.

Gross Receipts Taxes

Revenues included in Gross Receipts Taxes include Municipal Utility Tax, Telecommunications Tax, and Franchise Tax. Of the \$3,507,593 to be collected in FY2021, Municipal Utility Tax accounts for \$2.65 million (slightly above the 2020 projection owing to the new Ferrara plant). This tax is collected on electric and natural gas utilities services in the City and has experienced modest increases over the past several years. Over the same period, Telecommunications Tax and Franchise Tax revenues have declined as a result of consumers abandoning land-line phone service in favor of wireless devices and "cutting the cord" from traditional cable TV.

Service Charges

The FY2021 Budget includes \$3.764 million in revenue resulting from Service Charges. This represents 10.4% of total General Fund revenues. Of the revenues included in this category, Fire Services and Ambulances Services account for most of that revenue. The City charges Northern Illinois University and the DeKalb Fire Protection District for fire and emergency medical services to their residents. The City also charges users (or their insurance) for City-provided ambulance services. This revenue has increased significantly in recent years as an increasing number of local residents use the City's paramedic services as their primary health care. With the collaboration of Firefighters Local 1236, the City has pursued supplemental funding through the federal Ground Emergency

Medical Transportation (GEMT) program, which provides gap funding between what the City might receive in Medicaid funds and the actual cost of the ambulance service.

Other Income

In FY2021, \$1.054 million, which is 3% of General Fund revenue, falls into this category. This revenue category is comprised of various small revenue sources that include Investment Interest, the annual TIF Surplus, Refunds and Reimbursements, and other Miscellaneous Revenue. Refunds and Reimbursements account for \$469,550 and include revenues such as School District 428 funding for School Resource Officers.

Licenses & Permits

This General Fund revenue category includes a number of locally-issued licenses and permits that will generate \$872,133 in FY2021. This represents just 2.4% of General Fund revenue. The largest sources of revenue in this category are Building Permits, Liquor Licenses, and Crime-Free Housing Registration. It is anticipated that Building Permit revenue will remain at an elevated level as in FY2020 as a result of ongoing development on the Gurler Road corridor.

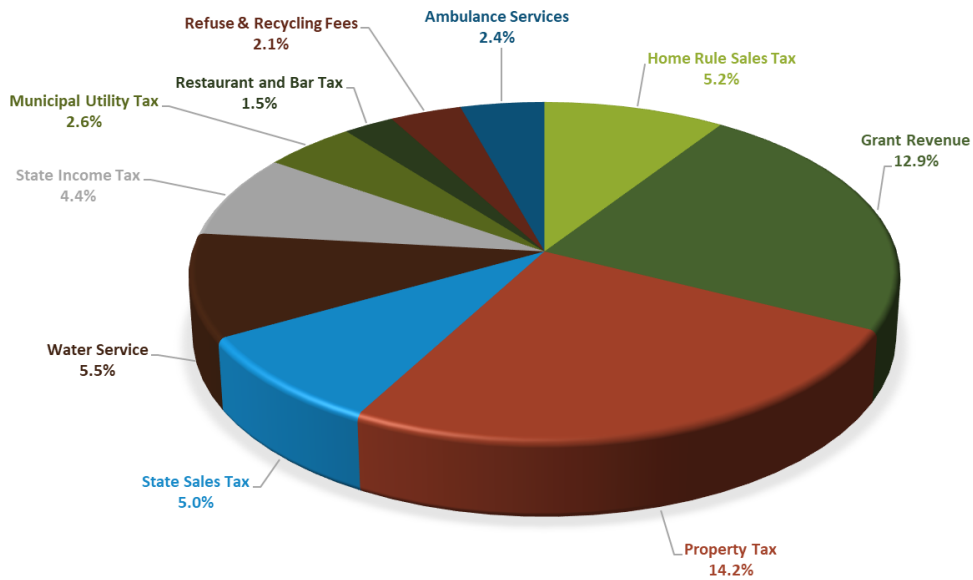
Transfers In

Transfers from other City funds into the General Fund account for \$778,000 in revenue in the FY2021 Budget. These include transfers from Transportation and CDBG Funds to reimburse General Fund expenses related to these programs; a Water Fund transfer for payment in lieu of taxes (PIOLT); and a Refuse & Recycling Fund transfer to cover the administrative cost of managing monthly refuse billing. In accordance with a new intergovernmental agreement with the DeKalb TIF Joint Review Board, no further TIF fund transfers into the City's General Fund will be budgeted to cover administrative expenses.

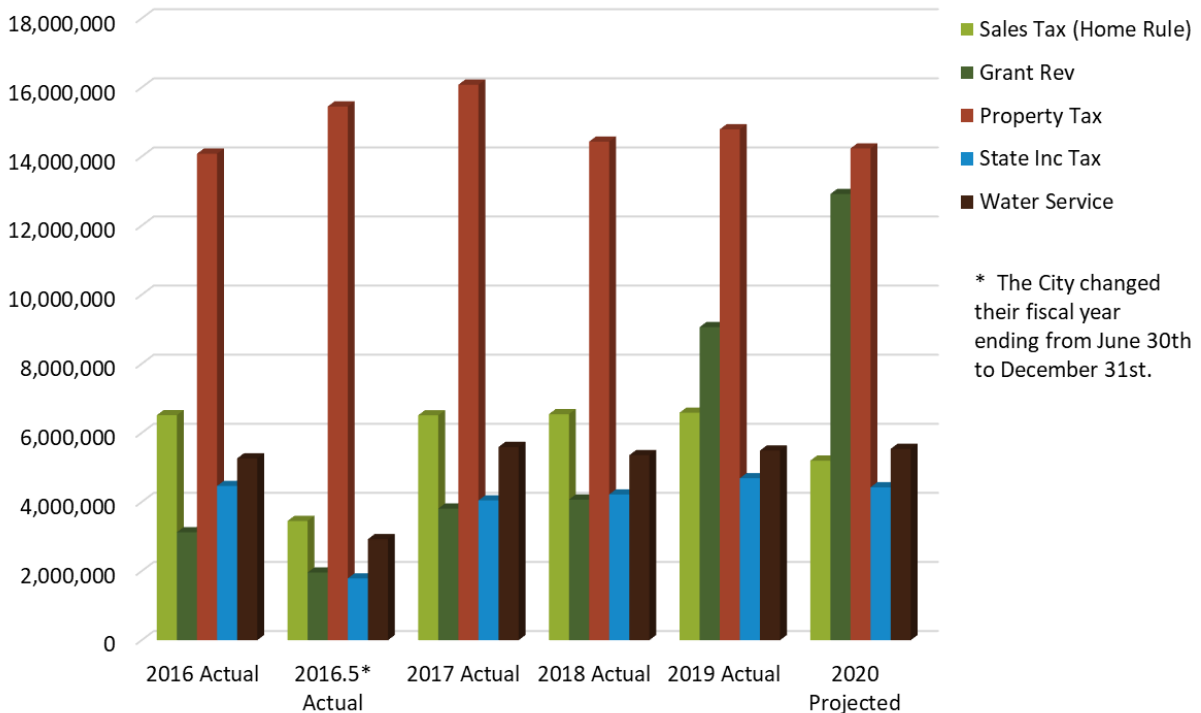
Fines

Fines issued by Police and Code Compliance personnel account for \$506,393 in General Fund revenue in the FY2021 Budget. Much of this revenue is derived from Court Fines, Parking Fines, and Administrative Tow Fees.

TOP TEN REVENUE SOURCES AS A PERCENTAGE OF TOTAL REVENUES



5 Year Trend - Top Revenue Sources



CITY OF DEKALB

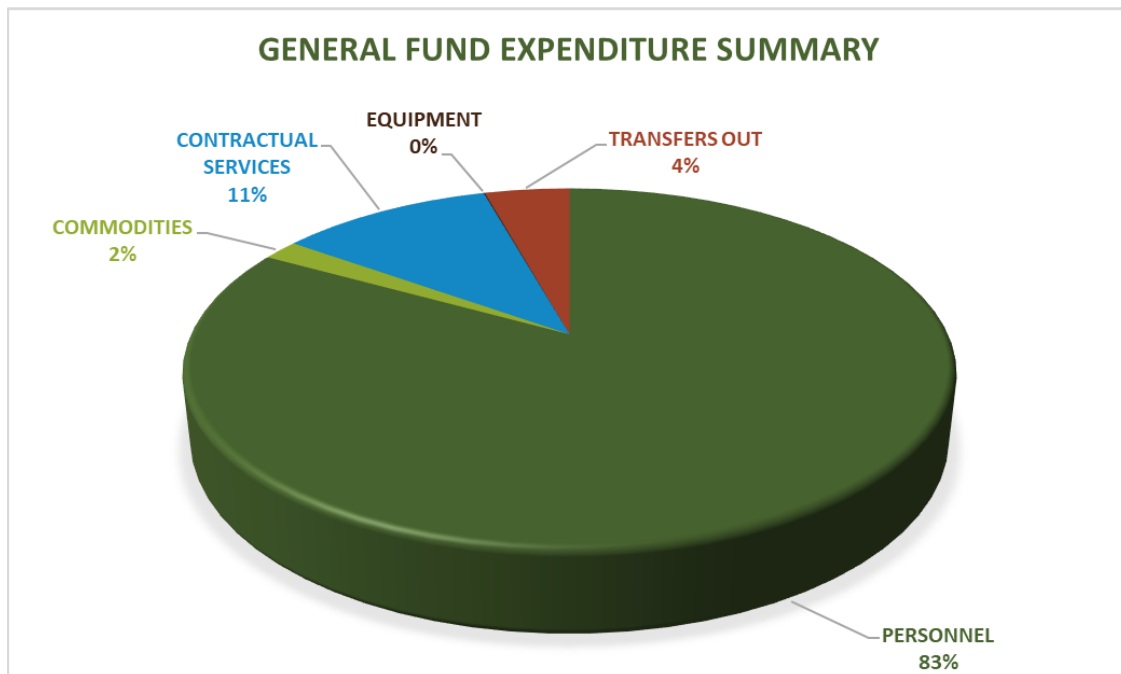
GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 REQUESTED BUDGET
GENERAL FUND REVENUES - SUMMARY						
PROPERTY TAXES						
100-00-00-30100	PROPERTY TAX - CORPORATE	0	0	0	0	0
100-00-00-30120	PROPERTY TAX - IMRF	0	0	0	0	0
100-00-00-30140	PROPERTY TAX - FIRE PENSION	3,152,986	3,156,302	3,322,914	3,322,914	3,553,989
100-00-00-30150	PROPERTY TAX - POLICE PENSION	2,716,072	2,740,866	2,946,735	2,946,735	2,968,467
NET OF REVENUES - PROPERTY TAXES		5,869,058	5,897,168	6,269,649	6,269,649	6,522,456
SALES & USE TAXES						
100-00-00-31100	STATE SALES TAX	5,425,742	5,609,406	5,508,000	4,900,000	4,975,000
100-00-00-31200	HOME RULE SALES TAX	6,540,840	6,583,319	6,565,000	5,186,350	5,190,000
100-00-00-31300	LOCAL USE TAX	1,293,403	1,485,645	1,441,982	1,800,000	1,750,000
100-00-00-31400	HOTEL/MOTEL TAX	271,256	299,016	300,000	144,117	139,684
100-00-00-31500	RESTAURANT & BAR TAX	1,944,235	1,967,612	1,950,000	1,325,000	1,457,000
NET OF REVENUES - SALES & USE TAXES		15,475,476	15,944,998	15,764,982	13,355,467	13,511,684
GROSS RECEIPTS TAXES						
100-00-00-31700	MUNICIPAL UTILITY TAX	2,636,104	2,582,190	2,596,000	2,395,940	2,650,000
100-00-00-31750	TELECOMMUNICATIONS TAX	616,205	566,773	540,000	560,656	551,686
100-00-00-31900	FRANCHISE TAX	468,895	452,848	475,000	310,881	305,907
NET OF REVENUES - GROSS RECEIPTS TAXES		3,721,204	3,601,811	3,611,000	3,267,477	3,507,593
OTHER INCOME						
100-00-00-31800	AUTO RENTAL TAX	20,355	22,433	22,500	14,636	14,402
100-00-00-31950	MISCELLANEOUS TAXES	0	0	0	0	0
100-00-00-35950	POLICE FORFEITURES	15,003	14,268	25,000	14,342	14,113
100-00-00-37100	INVESTMENT INTEREST	214,063	308,505	220,000	179,626	180,000
100-00-00-37500	GAIN/LOSS ON INVESTMENTS	7,856	36,756	0	0	0
100-00-00-38100	MISCELLANEOUS REVENUE	31,637	20,986	35,000	21,127	20,789
100-00-00-38200	REFUNDS / REIMBURSEMENTS	387,890	453,251	546,070	477,185	469,550
100-00-00-38400	DONATIONS / CONTRIBUTIONS	0	6,500	5,000	0	0
100-00-00-38600	SALES OF SURPLUS PROPERTY	1,362	2,090	1,000	10,799	10,627
100-00-00-38850	TIF PROPERTY TAX SURPLUS	257,651	481,034	297,271	335,000	345,000
100-00-00-38860	TIF SALES TAX SURPLUS	279,311	291,309	287,751	0	0
NET OF REVENUES - OTHER INCOME		1,215,128	1,637,132	1,439,592	1,052,715	1,054,481
LICENSES & PERMITS						
100-00-00-32200	LIQUOR LICENSES	219,476	260,861	230,000	191,472	195,000
100-00-00-32300	ROOMING HOUSE LICENSES	12,150	11,150	13,500	12,980	12,772
100-00-00-32350	FIRE LIFE SAFETY LICENSES	24,050	17,800	21,000	22,775	22,411
100-00-00-32400	AMUSEMENT LICENSES	2,350	3,800	4,500	5,023	4,943
100-00-00-32450	OTHER LICENSES	94,614	52,322	65,000	61,636	60,650
100-00-00-32500	BUILDING PERMITS	171,318	425,111	325,000	431,561	424,656
100-00-00-32700	PARKING PERMITS	1,970	1,189	1,500	0	0
100-00-00-32900	OTHER PERMITS	13,545	13,790	15,000	15,081	14,840
100-00-00-34700	CRIME FREE REGISTRATION FEE	191,727	174,676	193,000	137,031	136,861
NET OF REVENUES - LICENSES & PERMITS		731,200	960,699	868,500	877,559	872,133
INTERGOVERNMENTAL REVENUES						
100-00-00-33100	FEDERAL GRANTS	74,008	18,026	0	750,000	600,000
100-00-00-33150	FEDERAL PASS-THROUGH GRANTS	30,370	56,486	0	464	464
100-00-00-33200	STATE GRANTS	4,675	3,190	0	80,527	79,239
100-00-00-33400	FIRE GRANTS	25,338	53,704	20,000	11,235	11,056
100-00-00-33450	POLICE GRANTS	12,500	5,000	7,500	5,893	5,799
100-00-00-33500	STATE INCOME TAX	4,216,580	4,686,511	4,680,389	3,850,000	4,423,080
100-00-00-33600	PERSONAL PROP REPLACEMENT TAX	137,176	180,785	190,645	187,635	190,000
100-00-00-33650	VIDEO GAMING TAX	230,416	261,048	256,000	180,868	177,974
100-00-00-33700	TOWNSHIP ROAD & BRIDGE TAX	149,073	151,181	152,000	143,353	152,000
100-00-00-33800	CANNABIS USE TAX	0	0	0	0	0
100-00-00-33900	OTHER SHARED REVENUES	173,995	175,089	169,000	85,266	83,902
NET OF REVENUES - INTERGOVERNMENTAL REVENUES		5,054,131	5,591,020	5,475,534	5,295,241	5,723,514

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
SERVICE CHARGES						
100-00-00-34100	ADMINISTRATION FEES	139,788	141,276	144,000	133,761	135,000
100-00-00-34200	POLICE SERVICES	33,326	65,771	45,000	21,417	21,074
100-00-00-34240	BACKGROUND CHECK FEES	1,500	2,752	2,500	1,218	1,199
100-00-00-34250	FIRE SERVICES	1,032,778	1,150,088	1,042,000	1,129,239	1,111,171
100-00-00-34260	AMBULANCE SERVICES	1,261,534	2,366,470	2,000,000	1,517,098	2,400,000
100-00-00-34500	FUEL SALES	106,784	53,641	55,000	40,094	39,452
100-00-00-34750	ZONING FEES	16,125	13,500	18,000	16,193	15,934
100-00-00-34760	PLAN REVIEW FEES	6,120	32,406	30,000	35,785	35,213
100-00-00-34780	INSPECTION FEES	1,500	8,850	5,000	4,537	4,464
NET OF REVENUES - SERVICE CHARGES		2,599,455	3,834,754	3,341,500	2,899,342	3,763,507
FINES						
100-00-00-35100	COURT FINES	224,516	187,420	195,000	139,587	137,353
100-00-00-35200	DUI FINES	22,471	19,153	21,500	15,610	15,360
100-00-00-35250	ANTI-CRIME ACTIVITIES	27,083	4,995	10,000	5,118	5,036
100-00-00-35260	CRIME LAB	7,469	2,446	2,500	2,077	2,044
100-00-00-35300	PARKING FINES	147,990	129,627	145,000	121,401	119,458
100-00-00-35350	ELECTRONIC CITATION FINES	0	0	0	0	0
100-00-00-35400	FALSE ALARM FINES	5,800	50,750	35,000	22,559	22,198
100-00-00-35500	MAIL-IN FINES	48,923	74,721	85,000	51,933	51,102
100-00-00-35700	ADMINISTRATIVE TOW FINES	144,744	134,366	158,000	123,349	121,376
100-00-00-35750	TOW FINES	2,800	0	1,500	0	0
100-00-00-35800	ABATEMENT FINES	2,350	150	2,500	1,368	1,347
100-00-00-35850	CRIME FREE HOUSING FINES	0	0	0	0	0
100-00-00-35900	OTHER FINES	65,163	26,315	32,500	31,625	31,119
NET OF REVENUES - FINES		699,309	629,943	688,500	514,627	506,393
TRANSFERS IN						
100-00-00-39200	TRANSFER FROM MASS TRANSIT FUND	0	19,444	25,000	25,000	25,000
100-00-00-39210	TRANSFER FROM MFT FUND	0	0	0	0	0
100-00-00-39223	TRANSFER FROM SSA #3 FUND	500	500	500	500	500
100-00-00-39224	TRANSFER FROM SSA #4 FUND	500	500	500	500	500
100-00-00-39226	TRANSFER FROM SSA #6 FUND	500	500	500	500	500
100-00-00-39229	TRANSFER FROM SSA#29 FUND	0	0	0	0	0
100-00-00-39230	TRANSFER FROM SSA #30 FUND	0	0	0	0	0
100-00-00-39234	TRANSFER FROM SSA #14 FUND	500	500	500	500	500
100-00-00-39260	TRANSFER FROM TIF #1 FUND	100,000	46,666	15,000	5,000	0
100-00-00-39261	TRANSFER FROM TIF #2 FUND	60,000	0	0	0	0
100-00-00-39262	TRANSFER FROM TIF #3 FUND	0	0	15,000	0	0
100-00-00-39280	TRANSFER FROM CDBG FUND	55,986	89,314	80,000	80,000	80,000
100-00-00-39285	TRANSFER FROM REHAB FUND	0	2,380	0	0	0
100-00-00-39400	TRANSFER FROM CAPITAL PROJ FUND	0	0	0	0	0
100-00-00-39420	TRSF FROM CAPITAL EQUIP FUND	0	0	500,000	500,000	0
100-00-00-39600	TRANSFER FROM WATER FUND	310,400	321,800	311,000	311,000	311,000
100-00-00-39680	TRANSFER FROM REFUSE FUND	124,000	124,000	360,000	360,000	360,000
100-00-00-39700	TRANSFER FROM WORK COMP FUND	0	0	0	0	0
NET OF REVENUES - TRANSFERS IN		652,386	605,604	1,308,000	1,283,000	778,000
TOTAL GENERAL FUND REVENUES		36,017,347	38,703,129	38,767,257	34,815,077	36,239,761

General Fund Expenditures

The mission of the City of DeKalb is to deliver high quality municipal services to those who live, work, learn in, and visit our community. General Fund expenditures represent the costs associated with providing those services. Expenditures are broken down into five categories, each containing numerous individual account lines. The FY2021 Budget includes \$35,553,522 in General Fund expenditures, which is \$1,430,961 (3.87%) lower than the FY2020 Amended Budget of \$36,984,483.



Personnel

Personnel costs account for 82% of total General Fund expenditures, or \$29,195,223 for FY2021. This expenditure category includes salaries and wages, overtime, employer pension contributions, and employer health insurance costs. Employee wages have remained fairly level since FY2017, largely due to staffing reductions.

- **Fire and Police Pensions:** The rising costs associated with public safety pensions continue to impact the General Fund. In FY2021, the actuarially determined City contribution for the Fire and Police Pension Funds is \$7,897,111, which is an increase of \$499,173 from FY2020. The 2020 City levy will only cover \$6,522,456 of this fiduciary obligation, requiring another \$1,374,655 in General Fund revenues to cover the pension obligation.
- **IMRF Pensions:** The City's General Fund contribution to IMRF increased from 12.00% of salary to 14.89% of salary in 2019. This resulted in an FY2020 contribution of \$620,811. The lower FY2021 employer contribution of \$578,077 is attributable to a COVID-related freeze in hiring following several retirements.
- **Health Insurance:** The cost of health insurance premiums will increase in FY2021 by about 10% after the City experienced some significant claims in 2019-2020. Premium costs for the City's PPO plan increased while HMO premiums fell slightly. Total General Fund expenditures for FY2021 are budgeted at \$4,329,841.

Contractual Service

Services provided to the City by others are classified as Contractual Services and represent \$3,819,988 in FY2021, a decrease of \$564,978 (12.9%) from FY2020. This category includes expenditures such as the maintenance of buildings, equipment, software, and vehicles; engineering services; legal services; training and travel expenses; and utilities. Also included in this category is \$1,550,000 in payments to other government agencies through tax sharing agreements. Notable FY2021 expenditures in Contractual Services include:

- **Maintenance – Vehicles:** Because the City lacked the capital needed to properly address fleet replacement over the past decade, costs associated with vehicle maintenance have recently been about \$145,000 a year. The aggressive lease program entered in 2020 should level this cost center going forward.
- **Maintenance – Software:** The FY2021 Budget shows \$341,740 for software maintenance. Before the 2020 Budget, these costs were spread across various account lines; however, the city manager felt it was appropriate to show the total recurring cost of computer software licenses and agreements in one budget line. A notable decrease in account “63800 – Contracted Services” was a result of this change.
- **Snow Removal Services:** As in FY2020, the cost of snow removal on arterial and downtown streets is budgeted at a total cost of \$80,000.

Transfers Out

Any transfer of funds from the General Fund to other City funds is represented in this category. Transfers Out in FY2021 were reduced to shore up the General Fund in the face of COVID-related revenue constraints. On September 28, 2020, the Council authorized the refunding of the City’s FY2021 general obligation debt (Ordinance 2020-063) which spread the \$1,795,554 in debt service otherwise due in FY2021 over three years toward the end of this decade (2028, 2029, & 2030), thereby sparing the General Fund a significant outlay during the extraordinary circumstances of the global pandemic. However, the shortfall in property tax revenues to cover the City’s Fire and Police pension obligations as well as the \$484,650 Library GO bond payment require additional general revenue outlays to the City’s pension and Library Funds.

Commodities

Items purchased for use by the City are categorized as Commodities. The FY2021 Budget for this category is \$657,006 or 1.8% of the General Fund budget. This reduction of \$364,180 (35.7%) from the FY2020 Amended Budget represents a significant effort on the part of the City’s departments to reduce expenditures during the COVID crisis. The three largest expenditures in this category are:

- **Supplies/Parts – Vehicles:** As previously noted, the cost to maintain our aging fleet is significant. In FY2021, \$138,200 is budgeted for vehicle parts and supplies. These purchases typically represent the material costs for the City mechanics to repair and maintain fleet vehicles. Staff labor time is not accounted for in this line item.
- **Ice/Snow Control Supplies:** In FY2021, the City has budgeted \$1,500 for supplies such as sidewalk salt, shovels, and other equipment, and is relying upon its salt allocation under the MFT Fund to cover all other needful ice and snow control supplies.
- **Fuel, Oil, & Lubricants:** The City has budgeted \$228,925 for fuel and related purchases in FY2021. The Public Works staff have managed to reduce overall fuel consumption in recent years; however, the City

has borne some additional cost since the middle of 2020 as a result of the State Motor Fuel Tax Increase from which the City is not exempt.

Equipment

In FY2021, the City has budgeted \$22,000 for minor equipment within the General Fund budget. Items in this category include capital items with a value of more than \$5,000 but less than \$10,000. Items with a value in excess of \$10,000 are budgeted in the Capital Equipment Replacement Fund (Fund 420).

		2018	2019	2020	2020	2021
ACCOUNT	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
GENERAL FUND EXPENDITURES - SUMMARY						
PERSONNEL						
41100	WAGES - FULL-TIME	15,380,031	14,763,385	14,676,105	14,205,969	14,568,039
41200	WAGES - PART-TIME	650,713	482,208	502,146	403,909	712,277
41300	WAGES - OVERTIME	1,261,327	1,575,524	1,224,195	1,879,039	1,415,500
41400	LONGEVITY PAY	133,161	129,900	133,263	121,783	114,987
41500	CLOTHING ALLOWANCE	113,574	109,154	109,222	114,062	107,181
41550	CAR ALLOWANCE	16,810	6,266	2,700	3,000	2,925
41600	WELLNESS BONUS	5,700	5,550	7,200	4,200	7,800
41650	EDUCATION BONUS	5,750	5,125	5,125	0	0
42100	EMPLOYER PORTION FICA	533,371	487,804	515,030	469,924	510,431
42200	EMPLOYER PORTION IMRF	671,637	496,817	620,811	570,300	579,192
42300	EMPLOYER CONTRIB/PENSION	6,450,564	6,582,771	7,394,223	7,373,302	6,522,457
42500	EMPLOYEE HEALTH INSURANCE	4,031,702	4,062,169	4,121,229	3,596,440	4,342,089
42600	WORKER'S COMPENSATION	512,375	512,375	512,375	397,358	312,345
PERSONNEL		29,766,715	29,219,048	29,823,624	29,139,286	29,195,223
COMMODITIES						
51000	BOARDS & COMMISSIONS	4,039	3,326	7,185	2,533	3,750
51300	SUPPLIES/PARTS-BUILDINGS	15,645	27,407	26,768	23,200	24,100
51410	SUPPLIES/PARTS-STREETS	22,891	39,021	37,000	37,000	0
51430	SUPPLIES/PARTS-STORM SEWERS	8,342	12,992	23,500	20,000	23,000
51500	SUPPLIES/PARTS-EQUIPMENT	0	169	8,300	4,967	6,125
51600	SUPPLIES/PARTS-TECHNOLOGY	26,188	23,836	25,000	25,000	12,500
51700	SUPPLIES/PARTS-VEHICLES	116,079	125,508	167,222	129,420	138,200
51997	STREETLIGHTS, PARTS	17,357	12,857	15,000	12,000	15,000
51998	TRAFFIC & STREET SIGNS	26,030	27,022	30,000	22,500	0
51999	SUPPLIES/PARTS-TRAFFIC SIGNALS	15,382	17,504	34,000	30,000	0
52000	OFFICE SUPPLIES	16,762	14,009	23,569	11,855	14,778
52500	JANITORIAL SUPPLIES	15,851	12,281	16,300	14,600	14,500
52600	PATROL SUPPLIES & EQUIPMENT	69,565	54,750	70,223	43,305	52,500
52700	INVESTIGATION SUPPLIES & EQUIPMEN	10,388	11,161	9,250	658	6,500
52800	FIREFIGHTING SUPPLIES & EQUIPMENT	34,433	34,196	29,000	5,750	10,700
52900	AMBULANCE SUPPLIES & EQUIPMENT	43,014	29,634	34,300	42,900	34,300
53099	ACTIVITIES & SUPPLIES	526	0	3,225	54	1,350
53100	ICE/SNOW CONTROL SUPPLIES	118,341	195,206	121,500	121,000	1,500
53300	SMALL TOOLS & EQUIPMENT	9,427	7,239	11,800	11,700	10,520
54000	UNIFORMS/PROTECTIVE CLOTHING	25,913	42,633	34,580	28,522	27,515
55000	FUEL, OIL, & LUBRICANTS	279,221	228,473	257,425	189,288	228,925
58110	DUI FINES EXPENDITURES	2,983	2,027	10,634	0	10,000
58120	ANTI-CRIME EXPENDITURES	711	369	8,000	0	7,600
58130	CRIME LAB EXPENDITURES	0	0	1,000	0	950
58140	POLICE FORFEITURES EXPENDITURE	3,836	1,500	11,045	0	10,493
59999	COMMODITIES	5,643	5,421	5,360	562	2,200
COMMODITIES		888,567	928,541	1,021,186	776,814	657,006
CONTRACTUAL SERVICES						
61100	MAINTENANCE-GROUNDS	21,853	15,763	27,500	23,000	27,500
61300	MAINTENANCE-BUILDINGS	58,385	74,107	81,700	58,007	67,485
61400	MAINTENANCE-INFRASTRUCTURE	14,775	26,211	27,340	27,340	27,340
61420	MAINTENANCE-STREETS	2,765	0	10,500	10,000	10,500
61430	MAINTENANCE-STORM SEWERS	3,600	990	10,000	9,917	10,000
61450	MAINTENANCE-SIDEWALKS	1,825	4,335	0	0	0
61500	MAINTENANCE-EQUIPMENT	39,288	53,076	141,055	121,181	124,585
61599	WARNING SIRENS	6,480	6,480	6,600	6,720	6,800
61700	MAINTENANCE-VEHICLES	121,432	148,006	147,729	141,872	143,732
61800	MAINTENANCE-SOFTWARE	0	(1,720)	342,315	342,315	341,740
62099	PRINTED MATERIALS	39,221	34,550	35,953	20,726	25,266
62100	FINANCIAL SERVICES	32,247	33,109	33,369	39,165	37,369
62200	LEGAL SERVICES	179,736	184,033	195,000	195,000	195,000
62300	ARCHITECT/ENGINEERING SERVICES	103,131	122,523	131,200	1,000	0
62400	TECHNOLOGY SERVICES	9,302	3,489	19,820	19,820	17,820
62600	MEDICAL SERVICES	13,256	21,050	31,615	27,085	27,700
62700	HUMAN & SOCIAL SERVICES	144,500	144,500	150,000	150,000	150,000
62800	UNEMPLOYMENT INSURANCE SERVICES	4,588	10,355	10,000	9,457	12,000
62900	PERSONNEL RECRUITMENT SERVICES	29,273	25,187	40,876	16,093	32,710
63000	SPECIAL EVENT SERVICES	9,292	1,628	14,350	1,408	2,500
63100	FORESTRY SERVICES	12,329	58,275	90,000	60,000	76,000

ACCOUNT	DESCRIPTION	2018	2019	2020	2020	2021
		ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
63200	MOSQUITO ABATEMENT SERVICES	5,196	0	0	0	0
63300	NUISANCE ABATEMENT SERVICES	4,550	60	15,000	1,460	11,000
63400	SNOW REMOVAL SERVICES	48,088	19,388	80,000	80,000	80,000
63500	TOWING SERVICES	4,849	2,970	5,780	816	1,000
63600	WEATHER SERVICES	3,120	6,598	3,200	3,250	3,200
63700	DEVELOPMENTAL SERVICES	127,500	110,000	115,000	115,000	109,248
63750	DEMOLITION SERVICES	13,239	0	0	0	0
63800	CONTRACTED SERVICES	905,287	643,846	281,749	244,140	257,865
64000	UTILITIES	23,969	22,958	18,700	18,700	18,700
64100	ELECTRIC SERVICES	73,214	30,158	80,000	80,000	80,000
64500	TELEPHONE SERVICES	102,498	107,346	104,844	103,002	97,385
64600	CABLE/INTERNET SERVICES	0	0	1,500	1,500	0
65100	FREIGHT & POSTAGE	20,444	19,468	21,700	750	18,795
65200	MARKETING ADS & PUBLIC INFO	17,391	11,585	11,160	53,088	5,250
65300	LEGAL EXPENSES & NOTICES	18,602	22,707	23,883	14,337	14,993
65400	TAXES, LICENSES, & FEES	4,038	23,541	12,000	8,650	12,000
65500	RENTAL-BLDG & EQUIP	672	736	1,400	1,400	1,400
66100	DUES & SUBSCRIPTIONS	49,127	26,585	30,318	25,482	23,350
66200	TRAINING/TRAVEL	121,440	90,413	169,810	72,947	116,605
66300	TRAVEL EXPENSES	0	1,613	2,500	0	1,000
66400	EDUCATION TUITION REIMBURSEMENT	24,068	0	0	0	0
68750	TAX SHARING AGREEMENTS	1,781,787	1,835,699	1,750,000	1,550,000	1,550,000
69200	SURETY BONDS	70,000	70,000	70,000	62,112	62,150
69700	SPECIAL PROJECTS	24,183	47,396	39,500	13,133	20,000
CONTRACTUAL SERVICES		4,290,540	4,059,014	4,384,966	3,729,873	3,819,988
EQUIPMENT						
86000	EQUIPMENT	12,711	10,636	16,500	10,500	9,500
86100	TECHNOLOGY EQUIPMENT	16,871	11,071	18,000	11,500	9,000
86200	OFFICE FURNITURE & EQUIPMENT	6,409	291	0	0	0
86300	TELEPHONE & RADIO EQUIPMENT	44,658	50,258	5,500	3,500	3,500
EQUIPMENT		80,649	72,256	40,000	25,500	22,000
TRANSFERS OUT						
91300	TRANSFER TO DEBT SERVICE FUND	1,801,827	1,801,827	1,662,007	1,662,007	0
91400	TRANSFER TO CAPITAL PROJECTS FUND	0	36,756	0	62,112	0
91420	TRANSFER TO CAPITAL EQUIPMENT FUI	0	75,000	1,700	1,136	0
91650	TRANSFER TO AIRPORT FUND	610,000	0	51,000	0	0
91710	TRANSFER TO HEALTH INSURANCE FUN	250,000	0	0	0	0
91830	TRANSFER TO POLICE PENSION FUND	0	0	0	0	628,287
91850	TRANSFER TO FIRE PENSION FUND	0	0	0	0	746,368
91900	TRANSFER TO LIBRARY FUND	0	0	0	0	484,650
TRANSFERS OUT		2,661,827	1,913,583	1,714,707	1,725,255	1,859,305
TOTAL EXPENDITURES		37,688,298	36,192,442	36,984,483	35,396,728	35,553,522
REVENUES - FUND 100		36,017,347	38,703,129	38,767,257	34,815,077	36,239,761
EXPENDITURES - FUND 100		37,688,298	36,192,442	36,984,483	35,396,728	35,553,522
NET - FUND 100		(1,670,942)	2,510,687	1,782,774	(581,651)	686,239
BEGINNING FUND BALANCE		9,073,799	7,402,857	10,524,704	10,524,704	9,943,053
PRIOR PERIOD FUND BALANCE ADJUSTMENTS			611,160			
ENDING FUND BALANCE		7,402,857	10,524,704	12,307,478	9,943,053	10,629,292

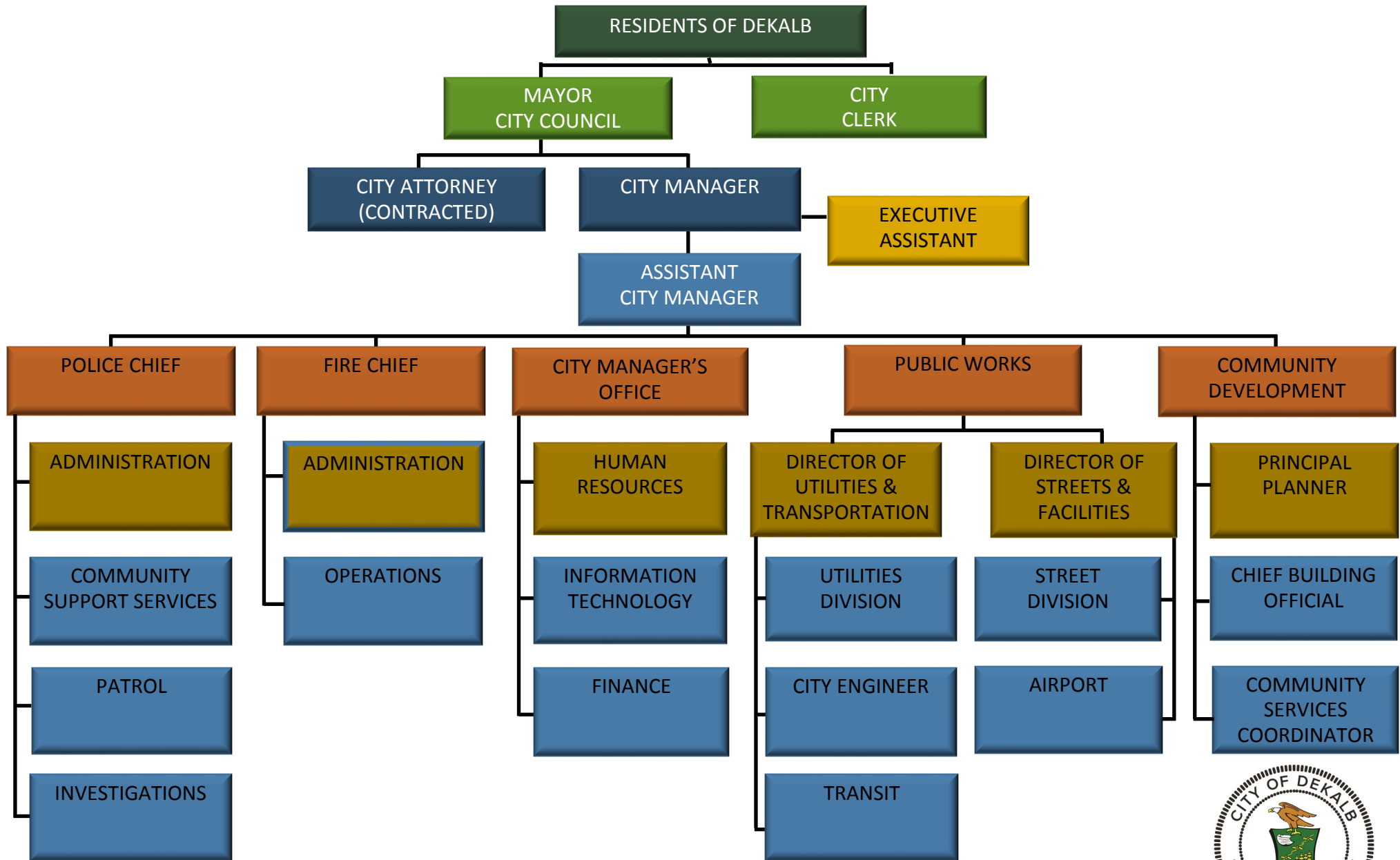


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ORGANIZATIONAL CHART



Legislative

Department Introduction

The Legislative Department encompasses all activities of the City Council, which is the primary governing and policy-making body of the City. The City Council is elected for staggered four-year terms and is comprised of the Mayor, who is elected at-large, and seven Aldermen, who are elected by wards. The City Council conducts regular meetings and Committee of the Whole meetings on the second and fourth Mondays of each month.

The City Clerk is also included in the Legislative Department. The City Clerk is elected at-large for a four-year term and is responsible for noting the voting record at City Council meetings, preparing minutes of City Council meetings, attesting the Mayor's signature, and applying the City Seal to ordinances, resolutions and agreements.

All elected officials of the City are considered part-time and are compensated annually in an amount established by the DeKalb Municipal Code. The compensation of our elected officials for FY2021 is shown below:

- | | |
|------------------|----------|
| • Mayor | \$22,500 |
| • Council Member | \$5,400 |
| • City Clerk | \$8,000 |

The Legislative Department also includes funding for the DeKalb Municipal Band. The Band started in 1854 as the “DeKalb Silver Cornet Band” and it has existed continuously since that date making it the longest continuously serving municipal band in the State of Illinois.

CITY OF DEKALB

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 REQUESTED BUDGET
Dept 10-10 - LEGISLATIVE - ELECTED OFFICALS						
PERSONNEL						
100-10-10-41100	WAGES - FULL-TIME					
100-10-10-41200	WAGES - PART-TIME	63,150	63,871	64,885	64,885	64,885
100-10-10-41300	WAGES - OVERTIME	587	0	0	0	0
100-10-10-42100	EMPLOYER PORTION FICA	4,873	4,887	5,225	5,225	4,964
100-10-10-42200	EMPLOYER PORTION IMRF	86	0	0	0	0
100-10-10-42500	EMPLOYEE HEALTH INSURANCE	0	0	0	0	0
100-10-10-42600	WORKER'S COMPENSATION	0	0	0	0	0
EXPENDITURES - PERSONNEL		68,696	68,758	70,110	70,110	69,849
COMMODITIES						
100-10-10-52000	OFFICE SUPPLIES	431	514	550	420	420
100-10-10-53099	ACTIVITIES & SUPPLIES	0	0	200	54	100
EXPENDITURES - COMMODITIES		431	514	750	474	520
CONTRACTUAL SERVICES						
100-10-10-62099	PRINTED MATERIALS	0	476	200	0	0
100-10-10-62200	LEGAL SERVICES	0	0	0	0	0
100-10-10-62700	HUMAN & SOCIAL SERVICES	0	0	0	0	0
100-10-10-63800	CONTRACTED SERVICES	0	0	0	0	0
100-10-10-64500	TELEPHONE SERVICES	78	24	0	22	0
100-10-10-65200	MARKETING ADS & PUBLIC INFO	0	0	0	0	0
100-10-10-65300	LEGAL EXPENSES & NOTICES	3,269	4,042	4,500	1,300	2,000
100-10-10-66100	DUES & SUBSCRIPTIONS	20,727	3,490	3,665	3,665	3,665
100-10-10-66200	TRAINING/TRAVEL	9,357	6,191	11,420	450	9,170
100-10-10-66300	TRAVEL EXPENSES	0	1,613	2,500	0	1,000
EXPENDITURES - CONTRACTUAL SERVICES		33,431	15,836	22,285	5,437	15,835
EXPENDITURES - 10-10 - LEGISLATIVE - ELECTED OFFICALS		102,558	85,108	93,145	76,021	86,204

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 10-11 - LEGISLATIVE - MUNICIPAL BAND						
COMMODITIES						
100-10-11-53300	SMALL TOOLS & EQUIPMENT	0	0	0	0	0
100-10-11-54000	UNIFORMS/PROTECTIVE CLOTHING	0	0	0	0	0
100-10-11-59999	COMMODITIES	0	0	0	0	0
EXPENDITURES - COMMODITIES		0	0	0	0	0
CONTRACTUAL SERVICES						
100-10-11-63000	SPECIAL EVENT SERVICES	7,030	0	0	0	0
100-10-11-63800	CONTRACTED SERVICES	43,250	38,250	43,250	40,000	41,088
EXPENDITURES - CONTRACTUAL SERVICES		50,280	38,250	43,250	40,000	41,088

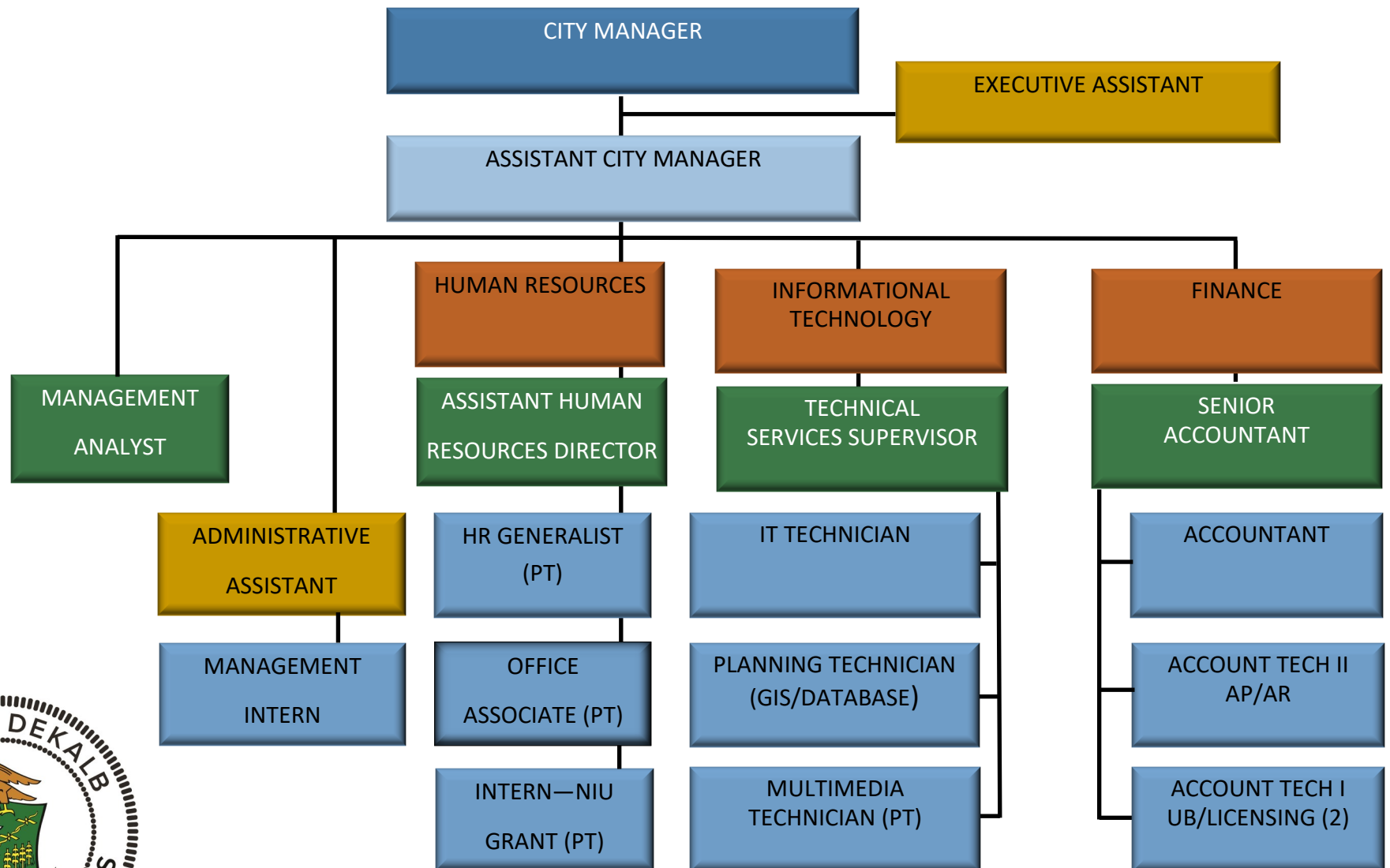


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CITY ADMINISTRATION ORGANIZATIONAL CHART

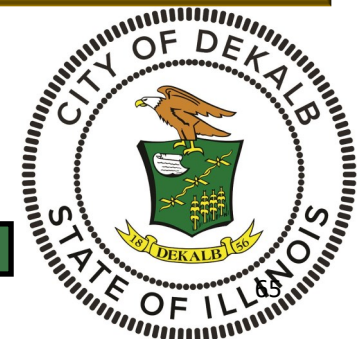
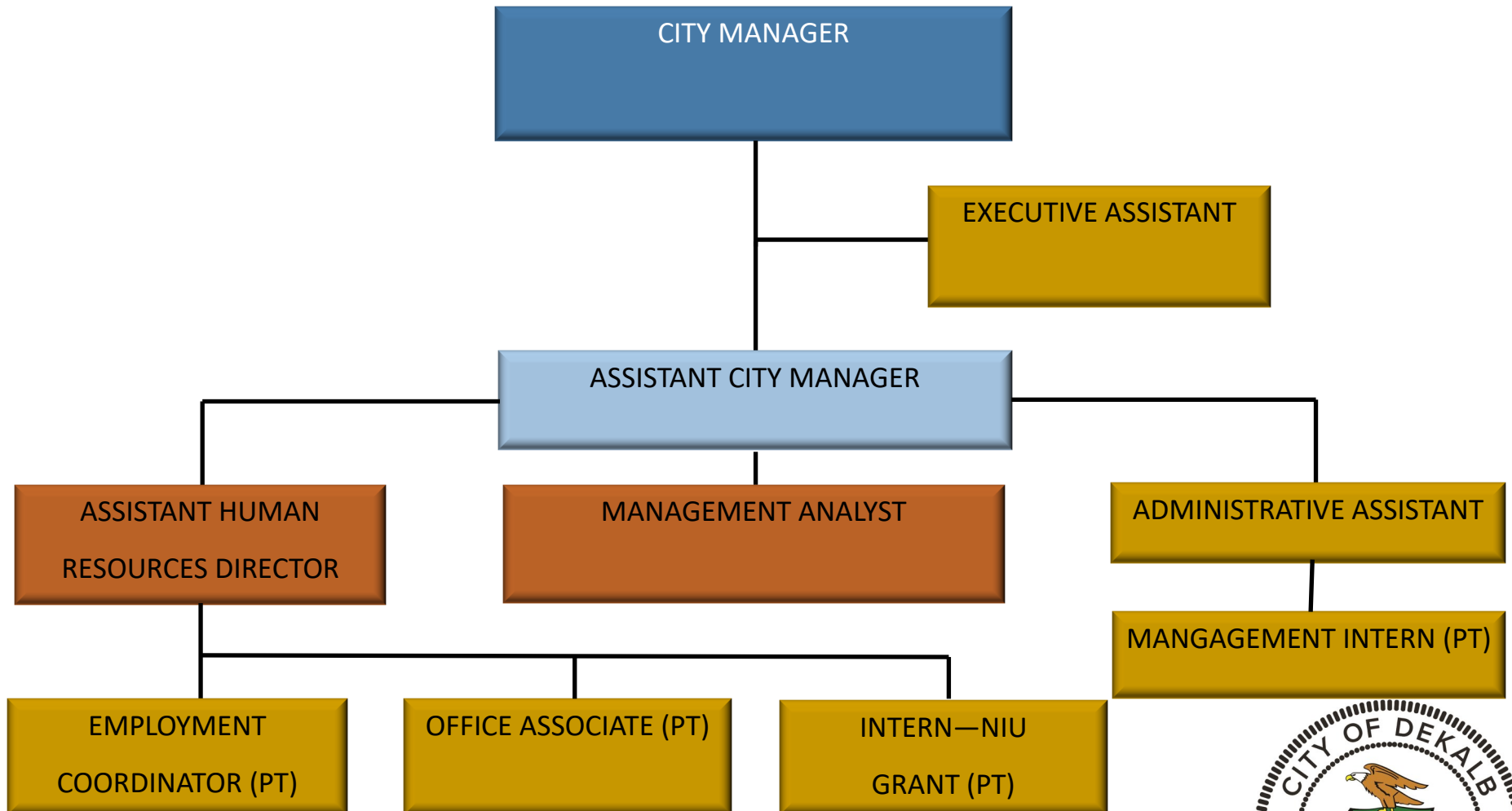




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CITY MANAGER OFFICE ORGANIZATIONAL CHART



City Manager's Office

Department Introduction

The City of DeKalb has operated under the Council-Manager form of government since 1961. Within this system of local government, the City Manager is the chief operating and administrative officer. All policymaking is performed by the elected Mayor and City Council (the “corporate authorities”), and the City Manager is responsible to the Council for the proper management and execution of all Council policies. The City Manager appoints and removes all officers, department heads, and employees of the City, with the exception of the City Clerk.

The City Manager's Office is responsible for coordinating the daily operations of all municipal departments. The City Manager has the authority to serve as acting department head during any department head vacancies or delegate such responsibilities. The authority of any department head or subordinate employee is derived from the authority of the City Manager and is subject to the oversight and supervision of the City Manager. In FY2021 as in FY2020, the City Manager will serve as the community development director and the public works director.

The City Manager's Office is also responsible for a broad range of administrative duties. These include records management, which involves preparing, maintaining and retaining many of the City's records, such as City Council minutes, ordinances, resolutions, agreements, contracts, leases, bonds, deeds, easements, permits, and petitions, as well as assisting with administering the oaths of appointed and elected officials. The City Manager's Office prepares ordinances and resolutions for City Council meetings; prepares and distributes City Council agendas as well as agendas for the TIF Joint Review Board, Finance Advisory Committee, Economic Development Commission, Human Relations Commission, and various volunteer committees. The Office is responsible for updates to the Municipal Code. The Office also serves as an appointed registrar for the County Clerk by registering voters and assists with accepting petitions from candidates for all City elections.

The City Manager's Office oversees the City's mass communication and community engagement efforts, which include administration of the City's website, social media platforms, employee intranet, and community e-newsletter. The Office staff manage all Freedom of Information Act (FOIA) requests except for those submitted to the Police Department and are responsible for coordination with department representatives to ensure FOIA responses are made to the requestors in a timely manner. Most of the FOIA duties fall to the Management Analyst position within the City manager's Office.

The City Manager's Office supports the work of the contracted City Attorney to prosecute all ordinance and code violations in court and in the administrative hearing process. The Office maintains all files related to current ordinance violations and administrative hearing cases, in addition to documenting and recording all liens or release of liens for properties within the City. The Office also maintains all files relating to pending City litigation in claims where the City Attorney represents the City's interest and coordinates the City's efforts in furtherance of such litigation. Office staff manage all primary interaction with the City's various insurers, including insurance renewal, claim submission, coordination of defense of claims, pre-litigation efforts to collect on damages owed to the City for property damage or subrogation

related matters, and insurance coverage issues. The Office also conducts a preliminary review of all claims brought against the City, in evaluating whether to accept or reject such claims, or whether to submit them to the City's insurers. The Office manages all bankruptcy filings, class action filings and related matters pertaining to City contractors, utility customers and other parties with whom the City has a contractual relationship. Further, the Office manages interaction with any state or federal agencies in any administrative or adjudicative proceedings.

The City's Finance office, Human Resources, and IT functions also fall within the City Manager's Office and their functions are detailed in the pages that follow. Finally, and very importantly, the City's economic development and business attraction efforts are led by the City Manager. The development of new industrial and commercial businesses including the Ferrara Candy Company and Facebook occupied much of the City Manager's attention in FY2020 and their ongoing, phased development will occupy much of the City Manager's attention in FY2021. The redevelopment of the City's downtown core with the assistance of the City's tax increment financing (TIF) program has also been an abiding interest of the department for several years and will continue to be as TIF #1 expires and TIF #3 becomes the principal focus of City financial assistance to eligible private redevelopment initiatives.

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	6	6	5	5
PT	2	1	1	1
Total (FTE)	7	6.5	5.5	5.5

FY2020 Accomplishments

Appointment of Acting Police Chief: John Petragallo was appointed interim Police Chief on May 31, 2019 and retired on June 2, 2020. In anticipation of the transition, a search process was begun in January, 2021 and the application deadline approached just as the COVID-19 pandemic exploded in the upper Midwest. The resulting restrictions on travel and face-to-face gatherings halted the process. As government restrictions were easing in mid-Spring, the social justice movement that arose across the country in late May called into question conventional police department organization and methods, and prompted a city-wide review of the DeKalb department's standard operating procedures. In this context, the City Manager chose to continue the suspension of the Police Chief search until the City Council had reviewed and approved a reorganization proposal that involved personnel and financial changes. That reorganization proposal is a part of this FY2021 City Budget. Once the Council's position is known, the search will be revived with a new profile for the Chief position and a new organizational framework which credible candidates must consider. Commander Bob Redel has been the acting Police Chief since May 31 and has led the department ably and well.

Appointment of New Assistant City Manager: Ray Munch resigned effective June 5 and a subsequent search produced five candidates who were interviewed by a diverse community group. The recommendation of the search committee was to hire Joshua Boldt, an internal candidate, whose educational and leadership credentials were impressive. Mr. Boldt started on August 17, 2020 and has become a very valuable colleague and leader on the City Manager's executive team.

Management of the City's TIF Program: On May 27, 2020 a copy of the completed Ernst & Young forensic audit was posted on the County website by States Attorney Rick Amato. Thereafter, the City administration, City Council, and members of the JRB had an opportunity to weigh the import of the

report and its findings. Michael Stavridis of Ernst & Young reviewed the principal findings of the audit via ZOOM at the June 26 JRB meeting. The key findings of his team were as follows:

- In the period 2009-2018 the City of DeKalb used an excessive amount of TIF funds to defray the administrative costs assigned to the City's operating budget. The auditors found \$7,895,027 was transferred from the City's TIF #1 and TIF #2 funds, combined, in this period. The TIF Act states that after July 1, 1999, annual administrative costs "shall not include general overhead or administrative costs of the municipality that would still have been incurred by the municipality if the municipality had not designated a redevelopment project area or approved a redevelopment plan" (see pages 10-12).
- From 2011 through 2018, the City's surplus distributions to other taxing bodies according to the terms of the 2007 intergovernmental agreement (IGA) exceeded the 50% threshold for incremental property taxes by \$1,948,436 (see pages 13-14).
- For most of the test period (2009-2018), the City had no clearly articulated guidelines for the range of documents required for payouts or for permanent records of project transactions (see pages 17-20 for a general discussion, and pages 21-28 for specific project reviews).
- The City "should consider obtaining advice" as to whether the guidance it has received from the Illinois Department of Revenue and a former city attorney regarding surplus distributions of sales tax incremental revenue is accurate.

Since January 1, 2019, the City and its JRB partners have taken many steps to correct past errors or omissions. Among those steps are the following:

- ✓ On January 16, 2019, the City Manager established an internal administrative policy limiting any TIF reimbursement to work that would not have been performed but for the existence of the TIF program. Further, any reimbursement had to be based on timesheets kept by the several professional staff (e.g. city manager, assistant city manager, principal planner) directly involved with TIF redevelopment projects, plans, and records.
- ✓ On February 11, 2019, the Council approved a new Chapter 37 of the Municipal Code adopting Tax Increment Financing Regulations for the City of DeKalb;
- ✓ The City convened three special JRB meetings on January 25, February 1 and February 15, 2019 to wrestle with how the JRB can sustain a broad and inclusive conversation about DeKalb's TIF program. Among the conclusions drawn from these extraordinary meetings was a commitment to hold JRB meetings on a quarterly basis rather than an annual basis. In addition, it was decided to include representatives of all local taxing bodies in future quarterly JRB discussions, while respecting the fact that not all participants had statutory voting authority. Finally, while it was clear that the JRB members were not interested in weighing the merits of projects receiving TIF funds or the extent to which they would generate ROI, the JRB was interested in receiving quarterly updates on TIF projects under consideration by the Council or already underway.
- ✓ Quarterly meetings followed through 2019 and up to the present. By unanimous direction of the JRB, the City adopted TIF #3, closed TIF #2, and worked out a unique, early termination of TIF #1. Each JRB meeting now features all the quarterly financials of the City's TIF #1 and TIF #3 districts, as well as running totals of administrative transfers and supporting timesheets. The quarterly JRB meetings invite public participation and include City staff reports on TIF projects in progress.
- ✓ More recently, on May 26, 2020, the Council sharpened its criteria for determining the scope of TIF assistance to private developers by requiring each private property rehab project to

amortize its obligation from enhanced property tax revenue within the term of the project's applicable mortgage and promissory note. Upon the expiration of the term, any outstanding balance not offset by incremental revenues over the term of the note shall immediately become due and payable.

- ✓ On Friday, October 30, the DeKalb TIF JRB came to a consensus around a draft intergovernmental agreement (IGA) that laid out the following parameters for the DeKalb TIF program going forward:
 - The TIF #1 surplus payment equal to 50 percent (50%) of the annual TIF property tax increment for TIF #1 will continue annually in 2020 and 2021. TIF #1 will terminate on December 31, 2021.
 - A TIF #3 surplus will be declared. Beginning in 2022, the annual amount shall be equivalent to the sum of thirty percent (30%) of the annual total property tax increment received in TIF #3 as determined by the County Collector. Beginning in 2026 and continuing each year until the last tax increment is collected in 2043, the annual surplus shall be equivalent to the sum of fifty percent (50%) of the annual total property tax increment.
 - For 2020 and 2021, the City shall distribute the contested municipal portion of the annual sales tax surplus from TIF #1 to the respective taxing bodies in the same proportion as the most recent distribution by the County Collector.
 - The JRB will meet no less than quarterly. The JRB may meet less frequently at the discretion of the JRB but no less frequently than that which is required by the Illinois TIF Act.
 - For each quarterly meeting, the City shall provide the JRB with TIF financials to date and review the status of any TIF commitments to redevelopment project costs. The City Attorney shall certify that these financials and the project accounting are accurate, and that all project expenditures qualify for use as redevelopment funds under the TIF Act. The project reports shall reference applicable TIF Act passage(s) that provide qualifying reference for the expenditure of project funds.
 - The City will hereafter waive any statutory allowance for the reimbursement of administrative costs from TIF funds.
 - The City will reimburse the School District for its costs in the negotiation and drafting of the IGA.
 - **Release.** Attorneys for the City and the School District worked on language addressing the release of claims relating to the past usage of TIF funds as identified in the Ernst & Young evaluation of the DeKalb TIFs from 2009 through 2018. The parties agreed that the Illinois Department of Revenue, the Illinois Attorney General, and the DeKalb County State's Attorney are not parties to the proposed IGA and are not bound by its terms.

The City Manager's Office also coordinated the TIF redevelopment program in 2020. Among the contributions was the negotiation, drafting, and implementation of development agreements for the following projects:

- The redevelopment of 206 E. Lincoln Highway (Balli) with a forgivable loan of \$216,800 over 20 years.
- The redevelopment of 260 E. Lincoln Highway (El Jimador) with a forgivable loan of \$124,000 over 20 years.

- The redevelopment of 421 Grove Street (Swedberg & Associates) with a forgivable loan of \$159,920 over 20 years.
- The redevelopment of the former city hall property at 200 S. Fourth Street with a forgivable loan of \$750,000 over a 20-year term.

Annie Glidden North (AGN) Steering Committee: The governing board for that corporation, “Opportunity DeKalb,” was organized in July 2019 and incorporation filings were completed during the winter of 2019-2020. The City Manager has served an ex officio function with that Board. Separately, but complimentary to the Board’s stated goals, the City Manager has coordinated the demolition of the Campus Cinema property and the demolition of 912 Edgebrook, to enhance the prospect of neighborhood redevelopment.

New City Hall: On May 28, 2019 the City Manager recommended and the Council unanimously approved a resolution to accept the transfer of the DeKalb Park District property at 164 E. Lincoln Highway (former Nehring/First National Bank building). The final transfer was approved by the Council on July 22, 2019 and by the Park Board on September 5, 2019. The actual move was accomplished in late May and early June of 2020, and the first official day of business was June 5, 2020.

Moving “city hall” from the present location at 200 S. Fourth Street to the downtown area has brought significant foot traffic to the downtown core during the regular workweek, and encouragement to downtown merchants and businesses.

Collective Bargaining: The City Manager and Assistant City Manager represented the Council in collective bargaining with Police Lodge 115, IAFF Local 1236, and AFSCME Local 813. The Council approved a three-year contract with Lodge 115 in February 2020. Tentative agreements with AFSCME Local 813 and IAFF Local 1236 will likely be completed by the end of the calendar year.

Facebook and Ferrara Candy Company. From the spring of 2019, the City Manager represented the City government in negotiations with two significant industrial prospects interested in the Chicago West Business Center, which is located south of I-88, between IL Rt. 23 and Crego Road. On January 31, 2020 Ferrara Candy Company officially announced their commitment to develop a 1,222,400 square foot food distribution center and a 466,560 square foot packing center on approximately 106 acres north of Gurler Road, with later phases of development planned for the remaining acreage of the current Chicago West Business Center of 343 acres. On June 30, 2020 Facebook announced it was committed to building a new data center—its 16th in the world—on 505 acres south of Gurler Road and east of IL Rt. 23. The first phase of that data center involves a 907,000 square foot data hall, an office campus, and an electrical substation. Both the Ferrara and Facebook projects involved all local taxing bodies in an incentive program, as well as the State of Illinois. The successful negotiations for both projects extended over almost a year, and multiple Council considerations.

Landlord-Tenant Relations: The pattern of landlord neglect and cynical indifference to tenant health and safety at a number of large, multi-family rental properties owned by the Hunter management group continue to bedevil community and neighborhood relations. The Administration coordinated waves of life-safety inspections with the collaboration of the Fire Department, Building Department and legal services. Additionally, the City Manager and the City Attorneys (Donahue & Rose) achieved a number of court judgments and settlements, and worked with the Council to create a new “criminal housing management” offense which carried stiffer fines for non-compliance.

Sale of City Properties: The City Manager continued to coordinate the marketing and sale of a variety of vacant properties in the City's portfolio, including the parcel at the northwest corner of N. First Street and Hillcrest Drive and the former city hall property at 200 S. Fourth Street.

Airport: Former Airport Manager Tom Cleveland resigned effective February 28, 2020. The Administration hired a new Airport Manager, Renee Riani, whose first day was April 20, 2020. The Airport Advisory Board and the community hiring panel were interested in a candidate with pilot experience, as well as marketing and development experience. Ms. Riani's career has encompassed all three priorities and her early work has been through and very productive, including the submittal of a balanced FY21 Airport Fund budget.

2020 Census Outreach: The City's Complete Count Committee helped the Census Bureau try to get a complete count of the residents of DeKalb, beginning on April 1, 2020. For everyone that is counted, the City receives approximately \$1,535 per capita according to the Illinois Department of Human Services. Maximum effort was given to "hard to count" residents such as those who rent, children under 5, the homeless, low-income families, seniors, undocumented individuals, and others. Needless to say, the COVID-19 impacts on NIU student residency and responses in general may have a damaging impact on the Census results.

FY2021 Initiatives

Downtown Streetscape Upgrade and Reconfiguration. Preliminary concepts for making the downtown business district more "walkable" and a preferred destination for shopping, dining, renting and entertainment were discussed with the Council, our downtown stakeholders, and IDOT in 2020. Preliminary plans are in progress and the actual streetscape work will be accomplished in FY2021 with TIF #3 funding.

Chicago West: The announcement of the Facebook and Ferrara commitments has generated market interest in this business park and surrounding area. The COVID crisis has dampened the pace of deliberations with additional prospects, but it is clear that the market has recognized a more business-friendly posture at City Hall. It is expected that considerable staff time will be devoted to the development of this area in 2021, and the coordination of that effort will fall to the City Manager's Office.

Park 88: The further development of infill lots suitable for large-scale distribution and manufacturing is expected and will be strongly encouraged.

Police Department Leadership and Reorganization. This document explains a proposed departmental reorganization designed to re-focus the department on community engagement.

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 15-12 - CITY MANAGERS OFFICE - ADMINISTRATION						
PERSONNEL						
100-15-12-41100	WAGES - FULL-TIME	436,486	367,119	400,198	385,000	400,198
100-15-12-41200	WAGES - PART-TIME	30,504	18,670	15,485	10,602	15,485
100-15-12-41300	WAGES - OVERTIME	9,316	8,936	550	0	500
100-15-12-41550	CAR ALLOWANCE	3,009	2,813	2,700	3,000	2,925
100-15-12-42100	EMPLOYER PORTION FICA	33,606	29,492	31,263	29,000	31,428
100-15-12-42200	EMPLOYER PORTION IMRF	65,362	45,634	60,307	57,000	58,687
100-15-12-42500	EMPLOYEE HEALTH INSURANCE	77,652	63,563	52,705	43,000	73,515
100-15-12-42600	WORKER'S COMPENSATION	1,074	1,074	1,074	840	655
EXPENDITURES - PERSONNEL		657,009	537,301	564,282	528,442	583,393
COMMODITIES						
100-15-12-51000	BOARDS & COMMISSIONS	0	0	0	0	0
100-15-12-52000	OFFICE SUPPLIES	509	773	1,250	425	1,000
100-15-12-53099	ACTIVITIES & SUPPLIES	526	0	2,025	0	250
EXPENDITURES - COMMODITIES		1,035	773	3,275	425	1,250
CONTRACTUAL SERVICES						
100-15-12-61500	MAINTENANCE-EQUIPMENT	313	0	0	0	0
100-15-12-62099	PRINTED MATERIALS	2,314	1,077	1,770	0	1,000
100-15-12-62200	LEGAL SERVICES	178,598	183,719	195,000	195,000	195,000
100-15-12-62900	PERSONNEL RECRUITMENT SERVICES	0	0	0	0	0
100-15-12-63000	SPECIAL EVENT SERVICES	1,741	991	2,400	691	1,000
100-15-12-63800	CONTRACTED SERVICES	0	0	1,000	0	250
100-15-12-64500	TELEPHONE SERVICES	3,928	2,335	2,400	1,300	1,500
100-15-12-65100	FREIGHT & POSTAGE	14	0	150	0	150
100-15-12-65200	MARKETING ADS & PUBLIC INFO	0	0	1,250	472	2,500
100-15-12-65300	LEGAL EXPENSES & NOTICES	10,824	13,845	15,000	8,200	9,500
100-15-12-66100	DUES & SUBSCRIPTIONS	2,790	2,629	2,740	575	999
100-15-12-66200	TRAINING/TRAVEL	8,742	2,509	4,850	1,829	1,000
100-15-12-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
100-15-12-69700	SPECIAL PROJECTS	12,500	24,500	29,500	8,133	10,000
EXPENDITURES - CONTRACTUAL SERVICES		221,764	231,605	256,060	216,200	222,899
EQUIPMENT						
100-15-12-86200	OFFICE FURNITURE & EQUIPMENT	1,133	0	0	0	0
EXPENDITURES - EQUIPMENT		1,133	0	0	0	0
EXPENDITURES - 15-12 - CITY MANAGERS OFFICE - ADMINISTRATION		880,941	769,679	823,617	745,067	807,542

Human Resources

Introduction

The City Manager's Office is also responsible for the human resource functions of the City. The purpose of Human Resources (HR) is to administer all aspects of personnel services, including recruitment, selection and retention, management of employee benefits programs, workers' compensation administration, occupational health and wellness programs and participation in labor-management and contract administration for three bargaining units (AFSCME, FOP and IAFF). HR is responsible for establishing, administering and effectively communicating sound employment policies, rules and practices that treat employees with dignity, respect, and equality. This occurs while maintaining the City's compliance with all employment and labor laws, management directives, and labor agreements. Additionally, HR administers employee orientation and training. HR also works to attract potential employees by disseminating employment information to colleges, universities, municipalities and media as well as assisting prospective employees through the recruitment process.

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	2	2	2	1
PT	3	1	1	2
Total (FTE)	3.5	2.5	2.5	2

FY2020 Accomplishments

Recruitment and Job Evaluation: HR processed the hiring and onboarding of new employees in several departments across the organization. HR continues to work with departments to help fill positions as they become open. The process includes the review and updating of job descriptions, job analysis to ensure proper placement of positions in the City's salary ranges, and conducting market surveys to ensure competitiveness and internal equity.

Public Safety Recruitment: As a result of entry-level Police Officer testing and ongoing certified Police Officer recruitment, five new Police Officers have been hired in FY2020 to fill positions vacated by retirements and transfers. FY2020 resulted in one additional Telecommunicator hire to fill open positions.

Compliance and Regulatory: FY2020 brought many enacted and pending federal and state legislative changes that impact employment policies and practices. To address these changes, HR sought the assistance of a JJ Keller, a third party regulatory on-line, cloud-based platform, to efficiently complete required Federal and State training mandates as they become available. This platform will also allow HR and City Management to effectively track completion progress down to the individual employee level.

Labor Relations: IAFF and AFSCME both have expiring labor contracts on December 31, 2020. City management representatives, IAFF, and AFSCME have completed several meetings with a goal to reach a collaborative collective bargaining agreement by FY2020 year end. These respective labor contracts are

impacted by the COVID-19 economic environment the City and community face. The City and FOP reached agreement on a three-year collective bargaining agreement on March 9, 2020.

Health Insurance Committee: HR and City representatives have met to discuss Health Insurance objectives in FY2021. This includes the disclosure of rising health insurance premium costs, assistance with communicating health plan details, and launching an enhanced insurance opt-out incentive for all City employees eligible for Health Insurance.

FY2021 Initiatives

Performance Evaluations: HR plans to pilot a new evaluation in the first quarter of 2021 to allow managers and employees to collaboratively set performance goals and identify primary areas of responsibility.

Staffing: In FY2021, HR will prioritize employee recruitment to maintain and support existing services. Cost containment efforts realized by City management to combat the economic effects of COVID-19 have forced City departments to meet current service demands with less capacity. HR will provide important support as the City and community recover from COVID-19.

CITY OF DEKALB

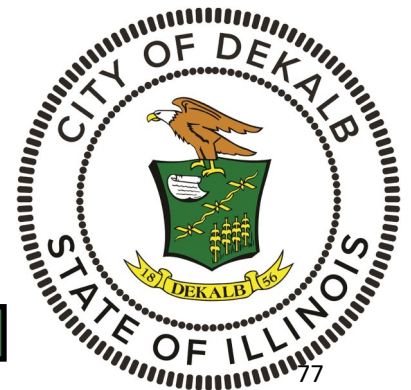
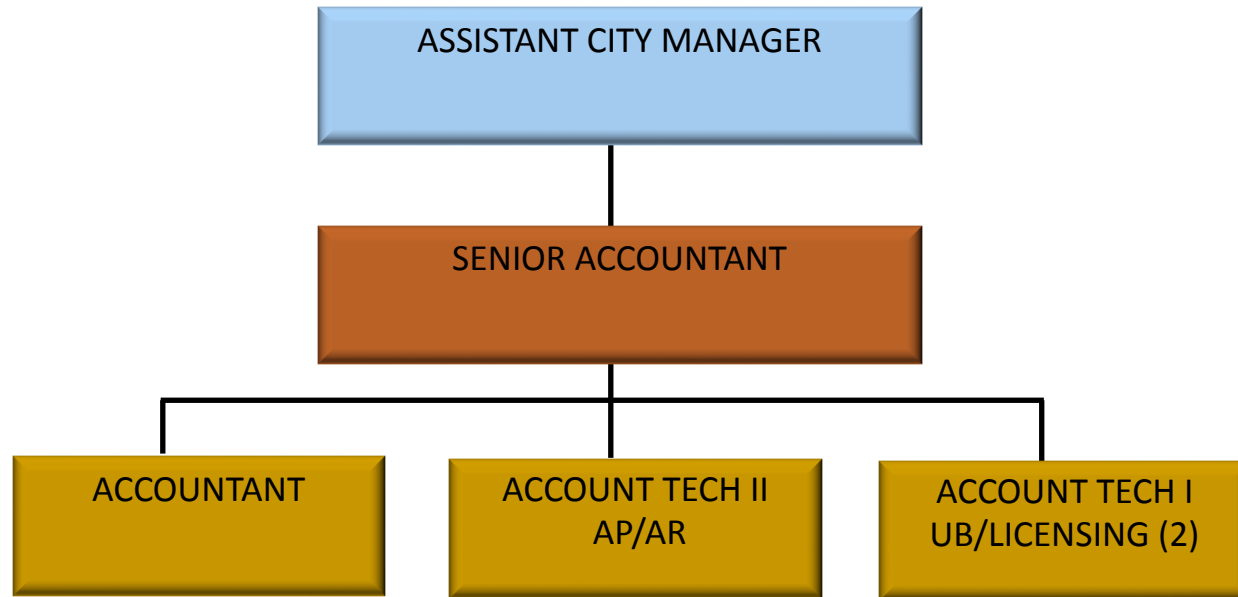
GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 REQUESTED BUDGET
Dept 15-16 - CITY MANAGERS OFFICE - HR						
PERSONNEL						
100-15-16-41100	WAGES - FULL-TIME	0	119,855	134,863	129,671	68,382
100-15-16-41200	WAGES - PART-TIME	0	16,495	13,487	3,618	58,670
100-15-16-41300	WAGES - OVERTIME	0	0	0	0	0
100-15-16-42100	EMPLOYER PORTION FICA	0	9,931	11,349	9,741	9,719
100-15-16-42200	EMPLOYER PORTION IMRF	0	15,524	20,081	19,308	16,708
100-15-16-42500	EMPLOYEE HEALTH INSURANCE	0	20,817	21,644	16,837	21,146
100-15-16-42600	WORKER'S COMPENSATION	0	193	193	150	118
EXPENDITURES - PERSONNEL		0	182,815	201,617	179,325	174,743
COMMODITIES						
100-15-16-51000	BOARDS & COMMISSIONS	0	735	1,435	500	750
100-15-16-52000	OFFICE SUPPLIES	0	241	320	38	250
EXPENDITURES - COMMODITIES		0	976	1,755	538	1,000
CONTRACTUAL SERVICES						
100-15-16-62099	PRINTED MATERIALS	0	0	150	0	100
100-15-16-62600	MEDICAL SERVICES	0	1,288	5,200	1,185	1,500
100-15-16-62800	UNEMPLOYMENT INSURANCE SERVICES	0	10,355	10,000	9,457	12,000
100-15-16-62900	PERSONNEL RECRUITMENT SERVICES	0	25,187	40,876	16,093	32,710
100-15-16-63000	SPECIAL EVENT SERVICES	0	637	1,950	717	1,500
100-15-16-64500	TELEPHONE SERVICES	0	607	720	527	1,400
100-15-16-65100	FREIGHT & POSTAGE	0	31	250	0	0
100-15-16-65300	LEGAL EXPENSES & NOTICES	0	0	600	650	0
100-15-16-66100	DUES & SUBSCRIPTIONS	0	1,051	965	965	965
100-15-16-66200	TRAINING/TRAVEL	0	1,205	7,800	325	750
EXPENDITURES - CONTRACTUAL SERVICES		0	40,361	68,511	29,919	50,925
EXPENDITURES - 15-16 - CITY MANAGERS OFFICE - HR		0	224,152	271,883	209,782	226,668



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FINANCE DEPARTMENT ORGANIZATIONAL CHART



Finance Department

Department Introduction

The Finance Department is responsible for the administration of all fiscal operations and maintenance of all accounting records for the City as well as providing “front counter” customer service at City Hall during regular business hours. The Department is dedicated to maintaining a fiscally sound government organization that adheres to legal requirements and financial management principles. The Department strives to apply such resources in a manner which is most beneficial to the residents and businesses of DeKalb.

Routine responsibilities of the Department include the following: cash and investment management, budgeting, auditing, debt administration, bi-weekly payroll processes, accounts payable, accounts receivable, utility billing, local tax collection and regulation, property tax levy preparation, and the auditing of Illinois Motor Fuel Tax funds.

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	7	6	5	5
PT	2	2	2	0
Total (FTE)	8	7	6	5

FY2020 Accomplishments

Retained a 25% General Fund balance reserve level: The City has financial policies that have been incorporated within the budget document and are based on “Best Practices” formulated by the Government Finance Officers Association (GFOA). One of the policies is to attain and maintain a reserve level in the General Fund at 25% of annual expenditures. Through personnel adjustments and constrained department spending coupled with an increasingly strong local economy through 2019 and early 2020, the reserve balance met this recommendation. The onset of COVID-19 restrictions and economic constraints have threatened the City’s reserve balance by depressing City revenue sources resulting from local activities.

Federal CARES Act: Among the many economic supports provided by the Federal government, these funds passed through the State of Illinois Local CURE program. This program, in summary, allows local governments, such as DeKalb, to submit reimbursement requests for expenses substantially dedicated to mitigating or responding to COVID-19. Examples include personal protective equipment (PPE) purchases, enhanced cleaning orders at department buildings, cleaning supply purchases, and payroll incurred by Police and Fire Departments dedicated to providing public safety. The City was reimbursed its full pre-determined allotment of \$1,816,371. This reimbursement is critical to the financial well-being of the City as we continues to navigate the depressed economic environment caused by COVID-19.

Hospitality Support Program: The City Council passed its Hospitality Support Program on March 26, 2020. This program assisted DeKalb businesses by forgiving City tax obligations up to \$3,000 for Bars,

Restaurants, and Liquor Stores and \$6,000 for hotel/motel businesses. This program brought significant relief to businesses throughout 2020.

Series 2020 “Scoop & Toss” Refunding Bond: The City was able to fully execute a bond issuance with the objective of relieving any and all General Obligation bond payments in 2021 to assist the City in its commitments as the local economy recovers from COVID-19. The details of this issuance provide that the city maintains an ending general obligation debt term in FY2030, and the FY2021 principle of \$1,900,000 is deferred to FY2028, FY2029, and FY2030. The desire for general revenue relief in FY2021 along with an extremely favorable interest rate environment prompted the City to pursue this action.

Moody’s Bond Rating Evaluation: In the process of preparing the 2020 Refunding Bond issuance, the City was required to undergo a Moody’s rating review. Such reviews assist potential investing parties in purchasing sound debt instruments. Additionally, the City last received an A1 rating with negative outlook in 2018 and a Moody’s re-evaluation typically follows a “negative outlook” within two years. Negative rating factors included Illinois’ ballooning police and fire pension underfunding and the City’s increased reliance on sales and use taxes as it strives to reduce its property tax rate. On October 22, Moody’s issued a rating downgrade to A2 but removed its negative outlook for the city. The City maintains a low credit risk, investment grade rating according to Moody’s rating scale.

Department Re-Organization: The Department had been supervised by former Assistant City Manager Ray Munch from March, 2019 through May, 2020 and now operates under the oversight of Assistant City Manager Josh Boldt, with operating assistance from the Senior Accountant. A senior City accountant resigned on March 18 and a newly-employed Accounting Manager intended to provide both day-to-day supervision and technical assistance resigned on October 9. As a result, the Assistant City Manager assumed full supervision of the department and a search for an additional accountant was opened to fill the technical accounting gap.

Forensic TIF Audit: In 2019, at the request of the DeKalb TIF JRB, the City agreed to a forensic audit of tax increment financing funds for the period January 2009 through December 2018. The Finance staff worked with auditors from Ernst & Young through 2019 and early 2020 to gather historical records for the City’s TIF #1 and TIF #2 funds. The forensic nature of this audit required much greater depth than a typical financial audit, and staff spent considerable time locating and providing records to justify expenditures out of the TIF funds. The forensic audit was released on May 27, 2020 and the DeKalb TIF JRB has had three subsequent sessions to discuss its implications and how an intergovernmental agreement might be fashioned to address its recommendations.

FY2021 Initiatives

Pension Burdens: Illinois statutes provide that Fire and Police pension liabilities must be funded at a level of 90% by FY2040. This objective appears to be unrealistic for most of Illinois and many interested parties share a growing consensus that this method of calculating pension obligations will change and provide local governments relief in required annual pension obligation deposits. For reference, the City is required to deposit \$7,897,111 into Fire and Police pension funds in FY2021. The City partners with the Illinois Municipal League to lobby the state legislature on this issue and has also partnered with the Illinois Associated Fire Fighters of Illinois which has long been working toward the same goal. It is the City’s hope that a fair solution is met as soon as possible for the community and retired or retiring public safety personnel.

Capital Leasing Program: In FY2020, the City completed lease financing agreements with Enterprise Fleet Management and Tax-Exempt Lease Corporation. FY2021 will feature the delivery of five police vehicles from Enterprise Fleet Management and Tax-Exempt Lease Corporation has financed a Dump Truck for Public Works and an Ambulance for the Fire Department. The City is pleased with the partnership provided by both companies and the cash relief provided by avoiding up-front capital costs for new City vehicles. This practice is a growing trend in the public sector.

CITY OF DEKALB

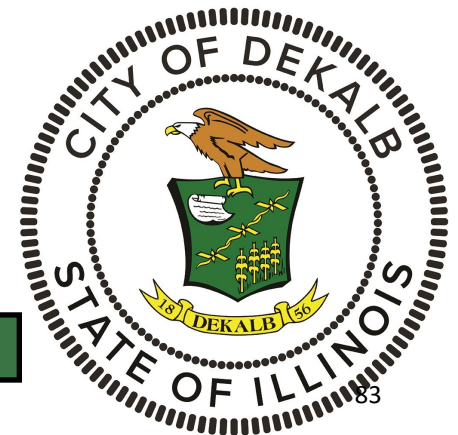
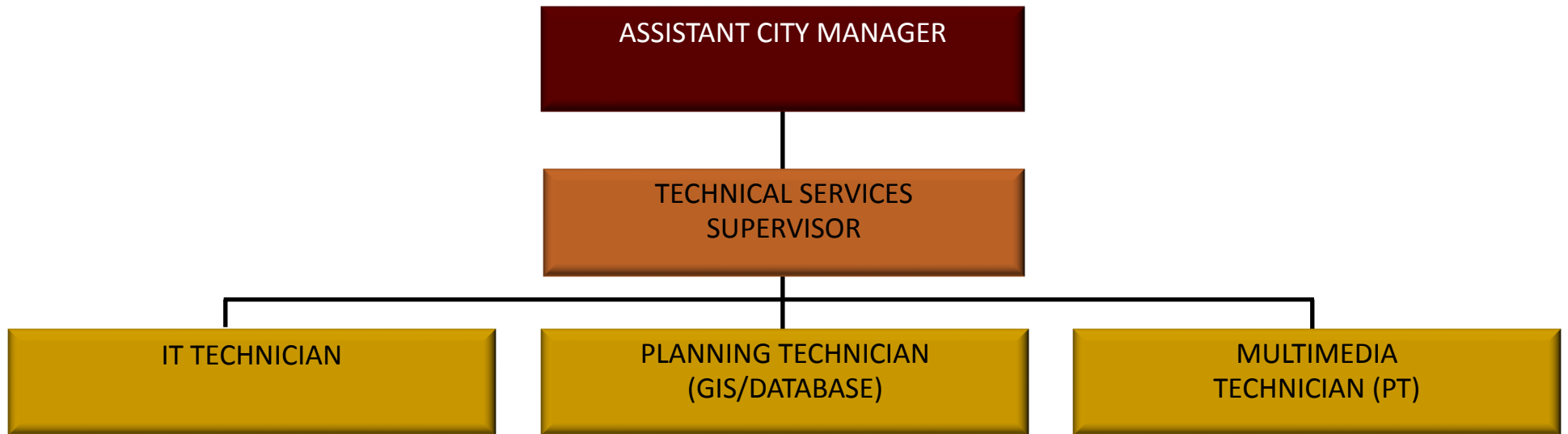
		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 17-12 - FINANCE DEPARTMENT						
PERSONNEL						
100-17-12-41100	WAGES - FULL-TIME	301,243	208,099	148,561	147,601	159,941
100-17-12-41200	WAGES - PART-TIME	2,509	2,691	2,966	1,647	0
100-17-12-41300	WAGES - OVERTIME	1,792	4,701	5,000	2,135	0
100-17-12-41400	LONGEVITY PAY	0	0	0	0	0
100-17-12-41550	CAR ALLOWANCE	2,857	1,593	0	0	0
100-17-12-42100	EMPLOYER PORTION FICA	22,290	15,726	11,866	10,858	12,235
100-17-12-42200	EMPLOYER PORTION IMRF	44,578	21,912	23,142	22,541	23,255
100-17-12-42500	EMPLOYEE HEALTH INSURANCE	66,013	63,468	36,717	38,696	51,544
100-17-12-42600	WORKER'S COMPENSATION	1,027	1,027	1,027	803	626
EXPENDITURES - PERSONNEL		442,309	319,217	229,279	224,281	247,601
COMMODITIES						
100-17-12-51600	SUPPLIES/PARTS-TECHNOLOGY					
100-17-12-52000	OFFICE SUPPLIES	930	1,036	6,000	1,701	2,500
EXPENDITURES - COMMODITIES		930	1,036	6,000	1,701	2,500
CONTRACTUAL SERVICES						
100-17-12-61500	MAINTENANCE-EQUIPMENT	5,050	5,002	5,386	5,206	5,230
100-17-12-62099	PRINTED MATERIALS	6,861	5,823	5,870	4,301	4,170
100-17-12-62100	FINANCIAL SERVICES	32,247	33,109	33,369	39,165	37,369
100-17-12-63000	SPECIAL EVENT SERVICES	62	0	0	0	0
100-17-12-63800	CONTRACTED SERVICES	24,788	0	0	0	0
100-17-12-64500	TELEPHONE SERVICES	1,178	208	0	0	0
100-17-12-65100	FREIGHT & POSTAGE	11,000	10,103	14,100	0	12,000
100-17-12-65300	LEGAL EXPENSES & NOTICES	1,478	1,733	1,765	1,643	1,765
100-17-12-66100	DUES & SUBSCRIPTIONS	2,080	705	905	800	850
100-17-12-66200	TRAINING/TRAVEL	4,899	1,403	3,700	0	750
EXPENDITURES - CONTRACTUAL SERVICES		89,643	58,086	65,095	51,115	62,134
EQUIPMENT						
100-17-12-86100	TECHNOLOGY EQUIPMENT					
100-17-12-86200	OFFICE FURNITURE & EQUIPMENT	3,894	0	0	0	0
EXPENDITURES - EQUIPMENT		3,894	0	0	0	0
EXPENDITURES - 17-12 - FINANCE DEPARTMENT		536,776	378,339	300,374	277,097	312,235



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INFORMATION TECHNOLOGY ORGANIZATIONAL CHART



Information Technology Department

Department Introduction

Information Technology (IT) is responsible for the City's core technology and ensures data is collected, stored, protected and available for use by the City staff, elected officials, residents, businesses and other stakeholders.

While IT does purchase, fix, and maintain computers, laptops, phones, servers and other electronic devices, the department does much more for the City organization. The first and foremost responsibility for IT is providing the capability to collect, protect, and allow access to data. Technology is the vehicle to provide City decision-makers access to data and IT strives to not only streamline that process, but also to increase the amount of information available. IT is responsible for the confidentiality and integrity of the City's data through policy and technology. Additionally, IT facilitates and encourages collaboration and data sharing within the City and with external customers and agencies. IT also evaluates processes to find efficiencies to save the City money and time and to facilitate customer service.

The IT Department is constantly evaluating current processes, data collection and use, current technology and service capabilities in order to increase efficiencies, assist stakeholders with better information, keep with evolving technology trends and ensure maximum uptime of technology.

Staffing Level	FY2019	FY2020	FY2021
FT	4	3	3
PT	0	1	1
Total	4	4	4

FY2020 Accomplishments

City Hall Move: The City Hall move was a challenge for the Information Technology Department. The installation of new fiber to connect to our existing infrastructure and buildings was necessary to provide a seamless continuation of service. The fiber backbone of the Nehring building was rewired for the computers, phones and other technological devices. All of these devices were also moved from the old City Hall to the new City Hall.

Channel 14 Broadcast and Recording Equipment: With the move of City Hall our broadcast meetings were moved to the DeKalb Public Library's Yusunas conference room. The equipment used to record and broadcast live meetings on Channel 14 was replaced with mostly new equipment. Some existing equipment from the former City hall was used to save money where we could. Coordination with Comcast was needed in order to move the PEG channel connection to the Library. MetroNet was also added to the broadcast capacity. The City can simultaneously broadcast to Comcast, MetroNet,

YouTube and the City website. COVID-19 provided a new challenge for connecting elected officials or city staff to live meetings with some in person and some remote. The fusion of remote and in-person meetings that were also broadcast on 3 different mediums was challenging and successfully implemented.

Public Safety Body Cameras: A pilot program was initiated by the Police Department in the late summer of 2020. This initiative provided useful insight into usage, data needs, cost, and the feasibility of systems provided by three vendors. New hardware, installation, maintenance, training, storage and policies will be needed. The successful vendor, Axon Enterprises, should be able to complete the implementation of the new system by the end of calendar year 2020.

Geographic Information Systems (GIS): A major initiative was writing a Python script to automatically generate a GIS map of all the JULIE locates from emails sent by JULIE, and to have the ability to edit that map as those locates are checked by Public Works staff. Other initiatives included adding an abundance of GIS data for the Airport, including the FBO building first floor, all utilities, and taxiway cracks to see how much money is needed to repair them.

Public Safety Radio System: The City of DeKalb and DeKalb County have joined together for a new radio system. Both are transitioning from Motorola Starcom to a newer system implemented by DeKalb County. This requires new core radio equipment, consoles in the radio room, and radios.

Remote Access: The COVID-19 crisis required the Information Technology department to improvise and provide remote access to full-time employees either in quarantine or systematically platooned to avoid the possibility of whole units being exposed to the virus through regular contact. Information Technology set up many remote connections for employees, improvised software for these connections, provided new devices for this remote work, and supported those individuals working remotely.

FY2021 Initiatives

Data Analysis: The Information Technology Department has placed a heightened importance on data over the past two years. The City's staff have worked to build a foundation by implementing the BSA software, SmartGov, Incode, and Office 365, and the next steps are being planned for 2021. The first item is data relationship-building using a data warehouse. A data warehouse is a repository for data from several disparate data sources. From the data warehouse, tools can be used in a much easier fashion to query, display, and visualize the City's data, and centralize base data such as addressing for consistency. Initially, IT plans to start using small datasets from different systems and begin building automated processes. Once refined, the processes can be expanded to more data sources to provide more useable data to combine, report, and visualize information. Additionally, Python programming may allow us to search City resources more easily for FOIA requests.

Enterprise software upgrade: Firehouse--the software the Fire Department uses daily--was installed in 2014. The parent company has been bought several times over recent years and presently resides under the control of software provider ESO. This is a natural progression to their most recent software application for Fire Departments. ESO is the software provider that the Northwestern's Kishwaukee Hospital uses which will provide a cohesive existence for sharing data.

In 2018, we implemented BS&A enterprise software for our Finance department to handle all aspects needed for their day-to-day operations. This was the first phase in implementing a bigger enterprise

application for other departments. The next module address the needs of the Community Development department. The implementation of this module with allow better integration between the Finance department and Community Development. This will eliminate the need for double entry of fees and fines since they are presently on two competing systems.

Geographic Information Systems (GIS): The Information Technology Department's largest GIS commitment for 2021 is more comprehensive online mapping. This will include more interactive maps with a greater amount of content for both people within the organization and the general public. A major initiative to realize this commitment is to install Portal for ArcGIS, which controls data security for both internal and external users. An emphasis will be placed on using Story Maps to convey information in an easily consumable format on the internet so City staff can educate stakeholders on the City's initiatives, information, and resources. Enhanced data initiatives include adding building footprints, updating the tree inventory, and special use permits. The GIS will also be used as a repository for all zoning district ordinance changes, geographically linking PDFs of the approved City Council ordinances for easy retrieval.

Server Migration: With the moving of City Hall to downtown, the City's server data center will be moved to the Airport. The coordination and planning of the infrastructure to provide continual services during this time will be key. This will also provide geodiversity of our data for disaster recovery purposes. The City's other data center is in the Police Department. The Airport Datacenter and the Police Department Datacenter will replicate each other in case of a natural disaster with redundant configurations to optimize uptime for emergency services.

Public Safety Upgrades: With the addition of Body Cameras for the Police department, most of the squad cars will have new camera systems as well. The coordination of these systems will be essential for the Police department as we move forward. With the upgrade of our Fire Department software to a web-based system, it will allow new devices to be used in the field to access and input data on scene. This will improve the integrity and accuracy of the data for the department.

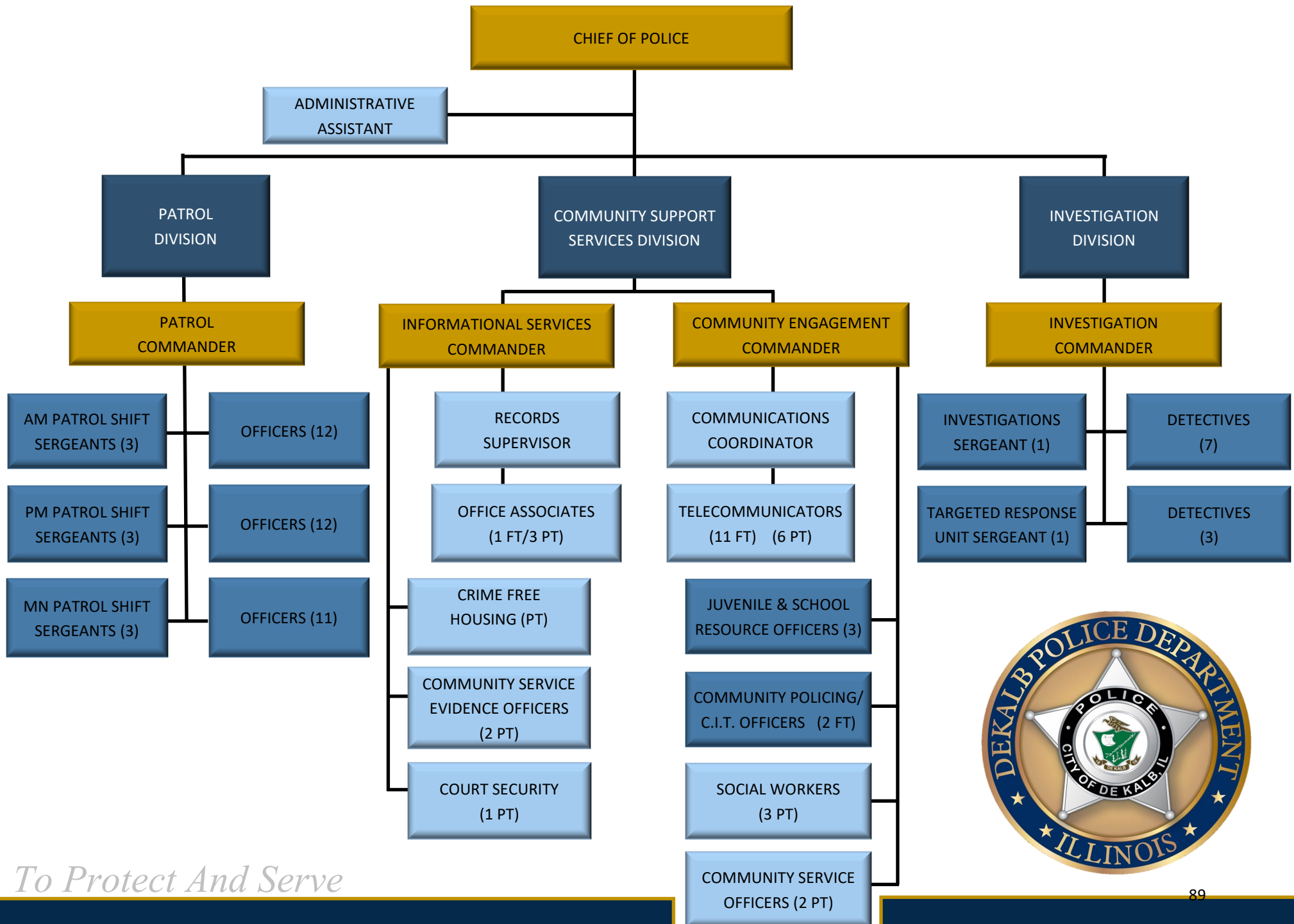
CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 19-19 - INFORMATION AND TECHNOLOGY						
PERSONNEL						
100-19-19-41100	WAGES - FULL-TIME	0	247,819	225,542	217,075	224,776
100-19-19-41200	WAGES - PART-TIME	0	0	15,000	10,000	15,000
100-19-19-41300	WAGES - OVERTIME	0	539	7,500	500	0
100-19-19-41400	LONGEVITY PAY	0	4,191	4,355	4,355	4,355
100-19-19-41500	CLOTHING ALLOWANCE	0	900	900	900	900
100-19-19-41550	CAR ALLOWANCE	0	593	0	0	0
100-19-19-42100	EMPLOYER PORTION FICA	0	18,382	19,377	17,000	18,745
100-19-19-42200	EMPLOYER PORTION IMRF	0	30,598	35,482	34,000	33,446
100-19-19-42500	EMPLOYEE HEALTH INSURANCE	0	58,543	43,646	43,646	45,568
100-19-19-42600	WORKER'S COMPENSATION	0	2,498	2,498	2,200	1,523
EXPENDITURES - PERSONNEL		0	364,063	354,300	329,676	344,313
COMMODITIES						
100-19-19-51500	SUPPLIES/PARTS-EQUIPMENT	0	0	4,000	2,000	2,000
100-19-19-51600	SUPPLIES/PARTS-TECHNOLOGY	0	23,836	25,000	25,000	12,500
100-19-19-52000	OFFICE SUPPLIES	0	434	500	600	450
100-19-19-53300	SMALL TOOLS & EQUIPMENT	0	301	300	150	270
100-19-19-55000	FUEL, OIL, & LUBRICANTS	0	236	175	175	175
EXPENDITURES - COMMODITIES		0	24,807	29,975	27,925	15,395
CONTRACTUAL SERVICES						
100-19-19-61500	MAINTENANCE-EQUIPMENT	0	7,885	52,865	45,865	44,405
100-19-19-61800	MAINTENANCE-SOFTWARE	0	(1,720)	342,315	342,315	341,740
100-19-19-62099	PRINTED MATERIALS	0	7,575	8,000	8,000	8,000
100-19-19-62400	TECHNOLOGY SERVICES	0	1,265	19,820	19,820	17,820
100-19-19-63800	CONTRACTED SERVICES	0	383,301	25,075	25,075	23,302
100-19-19-64500	TELEPHONE SERVICES	0	19,794	25,000	25,000	22,000
100-19-19-64600	CABLE/INTERNET SERVICES	0	0	1,500	1,500	0
100-19-19-65100	FREIGHT & POSTAGE	0	38	250	250	250
100-19-19-66100	DUES & SUBSCRIPTIONS	0	0	1,090	1,090	1,090
100-19-19-66200	TRAINING/TRAVEL	0	0	3,000	0	0
EXPENDITURES - CONTRACTUAL SERVICES		0	418,138	478,915	468,915	458,607
EQUIPMENT						
100-19-19-86100	TECHNOLOGY EQUIPMENT	0	11,071	18,000	11,500	9,000
100-19-19-86300	TELEPHONE & RADIO EQUIPMENT	0	1,439	0	0	0
EXPENDITURES - EQUIPMENT		0	12,510	18,000	11,500	9,000
EXPENDITURES - 19-19 - INFORMATION AND TECHNOLOGY		0	819,518	881,190	838,016	827,315



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DEKALB POLICE DEPARTMENT ORGANIZATIONAL CHART



To Protect And Serve

Police Department

Department Introduction

The Police Department is responsible for serving and protecting residents, businesses, and visitors to our City. The department is obligated to preserve the peace, enforce laws and ordinances, and protect the constitutional rights of all people. The Police Department seeks to employ effective policing strategies, develop community partnerships, and engage in the efficient deployment of resources to fulfill our vision and mission statements.

The Police Department's Vision Statement is: "A city where our families, businesses, and culture prosper in an environment in which all people are treated with dignity, equity, and respect." Our Mission Statement is: "The members of the DeKalb Police Department are committed to reducing crime and enhancing the quality of life through an active partnership with our community."

The Police Department is committed to making positive changes to enhance public trust, transparency, and racial equality.

To realize this Vision and Mission the Department must work in partnership with our community. Therefore, the Police Department embraces Community Policing, Community Engagement, Co-Policing, Intelligence-Driven Policing, and the best practices in proactive policing to reduce crime, improve public safety, positively engage our residents and visitors to our community, and enhance our quality of life.

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	80	80	80	81
PT	15	14	16	19
FTE	87.5	87	88	90.5

FY2020 Accomplishments

Department Leadership: Following the retirement of interim Police Chief John Petragallo on June 2, 2020, Commander Bob Redel was appointed acting Police Chief on the same day. From that moment and through the summer and fall of 2020, acting Chief Redel showed exceptional leadership, discretion and openness to new ideas and suggestions of the local social justice movement and many disparate voices engaged in trying to make DeKalb a more welcoming place for all persons.

Cultural Diversity, De-escalation and Procedural Justice Training: A variety of training initiatives were provided to personnel within the Police Department during 2020. Some of them include *Tactical De-escalation of Nonviolent Encounters*, *De-escalation and Smarter Policing*, *Legally Justified But Was it Avoidable?*, and *Racial Intelligence Training and Engagement*. These trainings focus on techniques for de-escalating violent encounters, self-awareness and officer wellness, as well as procedural justice pillars of

fairness, impartiality, and transparency. The goal of these training initiatives is to enhance public trust and continue fostering relationships between the community and the police.

Policy Changes to Accentuate Accountability:

- In mid-summer, 2020 the DeKalb Police Department posted their policies and procedures on the City of DeKalb's Website.
- The Police Department made changes to their use of force policy that require an officer to intervene to prevent the use of unreasonable force and does not allow any means of restricting breathing or blood flow to the brain to gain compliance of an individual. The revised policy states that "The use of any 'choke hold,' lateral vascular technique, any type of forcible neck restraint, or other means of attempting to gain compliance by impairing breathing or restricting blood flow to the brain shall only be permitted where deadly force would otherwise be authorized."
- The Department's policies were changed to emphasize a "duty to intervene." It is now the affirmative duty of "any officer present and observing another officer using force that is clearly beyond that which is reasonable under the circumstances" to intervene to prevent the use of unreasonable force (Policy 103.3). Further, "an officer who observes another employee use force that exceeds the degree of force permitted by law shall immediately report these observations to a supervisor."
- Body Cams. Identifying body cams as an FY2021 Budget priority, on July 13 the City Manager and Acting Police Chief Redel recommended and the Council supported the purchase of body cams for every sworn officer at an estimated first year cost of \$150,000, to be paid from a portion of the proceeds of the sale of the former city hall at 200 S. Fourth Street. This commitment was renewed by the Council in its joint meeting with the Finance Advisory Committee on August 17. Body cameras were also one of the essential demands of the Campaign Zero movement on the heels of the protests in 2015 in Ferguson, New York, Baltimore and elsewhere, and are consistent with the "8 Can't Wait" project's focus on the tracking of excessive force. Training and implementation are planned for completion before the end of the calendar year.
- Public Posting of Disciplinary Records. At the recommendation of the City Manager, supported by Acting Chief Bob Redel and the City Council, the DeKalb Police Department has been working with the City's HR department to prepare the first exhaustive list of disciplinary charges against all current and former Police officers, and whether those charges were sustained. Under the Illinois Personnel Record Review Act (820 ILCS 40/1, et seq.), the City cannot publicly release disciplinary records which are more than four (4) years old, except if the release of such records is ordered in a legal action or arbitration. The posting should begin in November and will also include a record of any commendations in the line of duty. This list will be updated as new information is known over time.
- No Expungement of Disciplinary Action. By action of the City Manager and Acting Police Chief, in accordance with a recent Illinois Supreme Court opinion filed on June 18, 2020, no disciplinary records will hereafter be expunged from Police officer personnel files. In *City of Chicago v. Fraternal Order of Police, Chicago Lodge No. 7*, 2020 IL 124831, the Illinois Supreme Court ruled that a provision in a collective bargaining agreement requiring the destruction of police disciplinary files without complying with the requirements of the Local Records Act (50 ILCS 205/1, et seq.) is void and unenforceable as a matter of public policy. While the City's collective bargaining agreement never required the City to destroy police disciplinary files, any such requirement is now void and unenforceable to the extent it violates the Local Records Act. Generally speaking, the Local Records Act requires that the City keep an employee's personnel records during the employee's tenure of employment and for a period of time thereafter.

- No-Knock Warrants. After searching Department records there is no record that the Department has ever sought “no-knock” warrants. Nevertheless, if another law enforcement agency (e.g. FBI, ATF, State Police, etc.) seeks the assistance of the DeKalb Police in serving such a warrant, such assistance will only be provided if, in the opinion of the States Attorney and the DeKalb Police Chief, there is an imminent threat to life.
- De-Militarization. The DeKalb Police Department has one piece of “military” hardware. In 2014, the Department acquired a reconditioned, surplus personnel carrier under the federal government’s LESO (Law Enforcement Support Office) program at no cost to the City. The “people mover” can seat 7 persons plus a driver, and has no offensive capacity in terms of tear gas cannon or other paraphernalia. This rescue vehicle was acquired to protect officers, or firefighters, or victims in the event of a hostage rescue and is presently in storage. Under the LESO guidelines the City cannot sell the vehicle but may be able to assign its title to another qualified agency.
- The International Association of Chiefs of Police (IACP) has called for the following hiring and promotion practices:
 - Increased educational standards;
 - Rigorous background investigations, particularly of certified officers looking to transfer to a different agency;
 - Targeted recruitment efforts.

Toward these goals, the search for a permanent Police Chief was suspended until further discussion could be held with diverse groups to ascertain the qualities and background expected of the next Chief.

More generally, a community panel that purposely includes persons of color will be required of all future management hires.

The National Association for the Advancement of Colored People (NAACP) and Illinois Association of Chiefs of Police (IACP) 10 shared principles: The DeKalb Police Department adopted the ten shared principles that were co-authored by the NAACP and the IACP to build trust between the community and police. The ten shared principles adopted by the DeKalb Police Department are:

1. *We value the life of every person and consider life to be the highest value.*
2. *All persons should be treated with dignity and respect. This is another foundational value.*
3. *We reject discrimination toward any person that is based on race, ethnicity, religion, color, nationality, immigrant status, sexual orientation, gender, disability, or familial status.*
4. *We endorse the six pillars in the report of the President’s Task Force on 21st Century Policing. The first pillar is to build and rebuild trust through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.*
5. *We endorse the four pillars of procedural justice, which are fairness, voice (i.e., an opportunity for citizens and police to believe they are heard), transparency, and impartiality.*
6. *We endorse the values inherent in community policing, which includes community partnerships involving law enforcement, engagement of police officers with residents outside of interaction specific to enforcement of laws, and problem-solving that is collaborative, not one-sided.*
7. *We believe that developing strong ongoing relationships between law enforcement and communities of color at the leadership level and street level will be the keys to diminishing and eliminating racial tension.*
8. *We believe that law enforcement and community leaders have a mutual responsibility to encourage all citizens to gain a better understanding and knowledge of the law to assist them in their interactions with law enforcement officers.*

9. *We support diversity in police departments and in the law enforcement profession. Law enforcement and communities have a mutual responsibility and should work together to make a concerted effort to recruit diverse police departments.*
10. *We believe de-escalation training should be required to ensure the safety of community members and officers. We endorse using de-escalation tactics to reduce the potential for confrontations that endanger law enforcement officers and community members; and the principle that human life should be taken only as a last resort.*

Project H.O.P.E. (Heroin/Opioid Outreach Prevention and Education): Project H.O.P.E. has been in effect for approximately two years. Project H.O.P.E. strives to intercept opioid abuse at the earliest point possible by getting opioid users into treatment prior to entering the criminal justice system. The program has helped place 16 people into various addiction treatment facilities. Additionally, the program has provided information and assistance to numerous others seeking help. In the battle against the opioid epidemic, the Police Department has continued to partner with other organizations including the DeKalb County Health Department, the DeKalb County State's Attorney's Office, DeKalb County Probation Office, and Northern Illinois University. The Police Department helps to educate the community about the opioid epidemic by participating in presentations such as the NIU STEM Café and helping the DeKalb County Health Department provide training on the use of lifesaving NARCAN medication. The Police Department plans to expand Project H.O.P.E. throughout the county and will work with area law enforcement agencies to train other officers on how to place those in need into treatment centers.

Crime Reduction Strategies: In 2020, the Police Department continued to employ a data-driven policing model focusing resources in problematic areas to address quality of life concerns and specific crime problems. The DeKalb Police and its co-policing partner, the Northern Illinois University Public Safety Department, will continue to work together regarding all aspects of proactive and community policing. These crime reduction strategies were used to combat the increase in violent crime during the summer months of 2020, particularly in the vicinity of the Hunter Ridgebrook complex.

Co-Policing with the Northern Illinois University Public Safety Department: In 2020, the partnership continued to grow between the DeKalb Police Department and the Northern Illinois University Public Safety Department. The co-policing program was designed to enhance community safety on campus and within neighborhoods adjacent to the university. From attending each other's roll calls, training together, patrolling together, and working collaboratively to implement proactive policing measures to reduce crime, this partnership has proven beneficial to our community and the university.

Community Engagement Program: The Police Department expects all officers to engage our community. This program encourages officers to engage community members in meaningful conversations that do not begin with a Police call. This continued engagement will help break down barriers and hopefully build lasting relationships between the officers and our community. Toward this end, many internal departmental discussions and conversations with a wide variety of residents including social justice activists, the faith community, the Human Relations Commission, local landlords and tenants, etc. led the Department to re-organize its priorities and programs in FY2021 (see below).

Behavioral Health Program: The Police Department, in partnership with the Northwestern Medicine's Ben Gordon Center, are working together to address the rising demands for service that involve individuals afflicted with behavioral health challenges. In 2020 the Department embedded a social worker to work with non-criminal incidents involving behavioral health issues.

Body-Worn Cameras: In 2020, the Department completed a pilot study regarding body worn cameras. The pilot program identified a body worn camera vendor that was best suited for the DeKalb Police Department (Axon Enterprises). Body worn cameras were purchased and full implementation of the body worn cameras are expected to occur by the end of the calendar year. The body-worn cameras will enhance transparency, accountability, and confidence between members of the DeKalb Police Department and our community.

Police-2-Citizen: The Police Department launched the Police-to-Citizen (P2C) web portal in 2020. This site offers a way for users to check crime stats by address, query calls-for-service, and view recent arrests on-line. The site also allows residents to register bicycles, request security checks, report certain crimes, and communicate with the Police Department. The website is linked directly to the department's records management system to promote more transparency as well as interaction with the Police Department. The site can be found at <https://dekalbcitypd.policetocitizen.com/> or accessed through the DeKalb Police Department's web page.

Ring Doorbell Initiative: The DeKalb Police Department has joined many other communities in a partnership with the Neighbors by Ring mobile "app." The app allows the resident to share security camera photos or messages within a neighborhood or share something directly with the Police Department. Residents do not need Ring devices to participate; anyone with any camera system can upload content to the Neighbors App. During investigations, the Department will reach out to those who have registered through the survey or have downloaded the Neighbors app to request any video from the area. There is no cost associated with this program and it will reduce the time required to gather valuable video evidence with a traditional neighborhood canvass.

9-1-1 Dispatch Center Upgrades: The Department's 9-1-1 dispatch center received a complete overhaul in 2020, with six new workstations being installed, replacing some aging and mismatched workstations that had been in service for a number of years. The new workstations are more comfortable for telecommunicators, with desktops that raise and lower, and space that accommodates the plethora of computer and telephone equipment needed at each position. In addition, Next Generation 9-1-1 equipment was received and is expected to be installed by the end of 2020, replacing outdated 9-1-1 technology with a fiber-based routing and enhanced phone number and location identification features, as well as the capability to send emergency text messages and photos through 9-1-1 in the future. These projects were both entirely funded by the DeKalb County Emergency Telephone System Board (ETSB).

Grants: The Dekalb Police Department received several grants in 2020 as listed below:

- U.S. Bureau of Justice Assistance FY20 Coronavirus Emergency Supplemental Funding Program - \$49,712.
 - These funds are targeted for protective equipment and non-budgeted overtime costs associated with responses to the Coronavirus pandemic.
- U.S. Department of Justice Edward Byrne Justice Assistance Grant Program - \$14,422.
 - These funds will assist the department with video camera systems designated to deter and solve gang-related and violent crimes.
- Illinois Department of Transportation Grant - \$49,920
 - These funds are available for the specific enforcement of seat belts, distracted driving, driving under the influence, and other traffic offenses during designated time frames,

typically during holiday periods when there is more traffic on the roads. Some enforcement campaigns were canceled due to Covid concerns.

- Com Ed Grant - \$5,750
 - This grant was obtained in 2019 and was originally going to help fund a digital roadway sign in front of the Police department to display various public safety messages. Electrical costs turned out to be much more significant than originally thought, so approval was given to repurpose the grant funds towards new and upgraded public safety cameras throughout the city.

FY2021 Initiatives

Re-Organization of the Police Department/Community Support Services Division (CSS): The DeKalb Police Department will be comprised of four divisions in 2021: Community Support Services, Communications, Patrol, and Investigation. The Community Support Services division will initially be funded with \$2.2 million and will focus on community engagement, community policing, crime-free housing, behavioral health, and other community wellness calls for service.

Implementing Crisis Intervention Team Training: Over the past several years, the Police Department has participated in various behavior health initiatives as part of the federal Police-Mental Health Collaboration Program. In January of 2021, members of the department will attend a 40-hour training course in Crisis Intervention Team tactics. Team members will become specialists in intervention with persons experiencing a personal crisis due to behavioral health issues. In addition, several embedded social workers provided through the Northwestern Medicine Ben Gordon Center are expected to begin working part-time within the Police Department as part of the new Community Services Division.

Citizen's Police Academy (CPA): For the first time since 2009, the Police Department will be hosting a Citizen's Police Academy for our community. This was originally scheduled to occur in 2020, but due to COVID 19 restrictions this academy will begin in 2021. There may be no better way of engaging our community and building citizen-police relationships, as well as fostering trust, than to provide this opportunity. Through participation, citizens can gain insight and understanding into how Police officers perform their duties while serving the community. CPA participants will attend a 10-week course where they will gain an understanding of the organizational structure of the Police Department, training, recruitment, patrol procedures, traffic and accident investigation, domestic violence investigation, major case investigation, crime scene processing, gang and drug investigation, use of force situations and simulations, the role of the prosecutor, and many other facets of law enforcement.

Full Implementation of the Countywide Digital Radio Network: This project was largely formulated in 2019-2020, with DeKalb County building three new radio communications towers throughout the county and installing a new digital radio network as well as reconstruction of an existing VHF radio system. Full implementation is expected to occur in 2021, with the DeKalb Police Department Communications Center featuring new radio consoles, a state-of-the-art communications infrastructure, with a county-wide interoperable radio network to support Police and Fire operations on the street. This combination of public safety resources creates a rare opportunity to have all public safety providers within the county on the same radio platform, working in concert to serve our residents.

Community Programs: Most programs in 2020 were either cancelled, changed, or modified due to COVID 19. In 2021, the Police Department is dedicated to continuing programs that engage the community and

help in building trust and relationships between the Police department and those that live or visit our community. Some of the programs that were affected in 2020: Camp Power, Cops and Bobbers, DUI Day, Hunter Safety Course, National Night Out, Rape Aggression Defense Training, Family Fun Night, COMPASS, and Special Olympics.

Safety Cameras: The Police Department has been working towards a public safety camera system to monitor high crime areas. It is the departments' intent to implement cameras at key locations in the city to deter gang activity and violent crimes, and to aid investigations.

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
POLICE DEPARTMENT						
PERSONNEL						
41100	WAGES - FULL-TIME	6,907,662	6,930,850	6,954,525	6,590,891	6,837,632
41200	WAGES - PART-TIME	293,052	256,362	330,038	282,272	539,589
41300	WAGES - OVERTIME	614,355	694,858	571,570	729,585	633,500
41400	LONGEVITY PAY	57,688	55,372	55,647	49,696	47,307
41500	CLOTHING ALLOWANCE	59,068	58,837	58,601	55,645	56,800
41600	WELLNESS BONUS	2,850	3,000	4,200	2,400	4,800
42100	EMPLOYER PORTION FICA	181,731	183,522	204,427	180,261	202,143
42200	EMPLOYER PORTION IMRF	158,312	136,573	200,765	166,706	171,672
42300	EMPLOYER CONTRIB/PENSION	2,987,254	3,079,439	3,442,572	3,421,651	2,986,594
42500	EMPLOYEE HEALTH INSURANCE	1,384,549	1,406,281	1,534,370	1,250,926	1,520,565
42600	WORKER'S COMPENSATION	147,805	147,805	147,805	114,957	90,102
PERSONNEL		12,794,326	12,952,899	13,504,520	12,844,990	13,090,704
COMMODITIES						
51300	SUPPLIES/PARTS-BUILDINGS	398	547	568	0	400
51500	SUPPLIES/PARTS-EQUIPMENT	0	169	1,300	467	1,125
51700	SUPPLIES/PARTS-VEHICLES	31,704	30,104	45,722	20,420	27,200
52000	OFFICE SUPPLIES	8,625	7,732	11,199	5,851	6,858
52600	PATROL SUPPLIES & EQUIPMENT	69,565	54,750	70,223	43,305	52,500
52700	INVESTIGATION SUPPLIES & EQUIPMEN	10,388	11,161	9,250	658	6,500
54000	UNIFORMS/PROTECTIVE CLOTHING	21,694	41,038	26,300	23,772	22,735
55000	FUEL, OIL, & LUBRICANTS	75,557	70,877	80,500	52,797	60,000
58110	DUI FINES EXPENDITURES	2,983	2,027	10,634	0	10,000
58120	ANTI-CRIME EXPENDITURES	711	369	8,000	0	7,600
58130	CRIME LAB EXPENDITURES	0	0	1,000	0	950
58140	POLICE FORFEITURES EXPENDITURE	3,836	1,500	11,045	0	10,493
59999	COMMODITIES	5,643	5,421	5,360	562	2,200
COMMODITIES		231,104	225,695	281,101	147,832	208,561
CONTRACTUAL SERVICES						
61300	MAINTENANCE-BUILDINGS	6,040	452	4,800	6,107	4,585
61500	MAINTENANCE-EQUIPMENT	18,853	17,517	64,304	48,310	48,500
61700	MAINTENANCE-VEHICLES	16,927	19,094	21,934	16,903	18,187
62099	PRINTED MATERIALS	18,825	12,267	12,543	7,675	10,546
62200	LEGAL SERVICES	1,138	314	0	0	0
63500	TOWING SERVICES	4,849	2,970	5,780	816	1,000
63800	CONTRACTED SERVICES	129,930	11,243	10,874	7,486	4,825
64500	TELEPHONE SERVICES	43,538	51,997	44,000	43,276	44,000
65100	FREIGHT & POSTAGE	4,586	4,726	5,700	0	5,415
65200	MARKETING ADS & PUBLIC INFO	3,897	165	1,350	0	500
65300	LEGAL EXPENSES & NOTICES	0	39	918	794	778
66100	DUES & SUBSCRIPTIONS	11,600	12,001	12,233	12,267	10,691
66200	TRAINING/TRAVEL	62,962	50,811	86,055	51,818	71,585
66400	EDUCATION TUITION REIMBURSEMENT	427	0	0	0	0
CONTRACTUAL SERVICES		323,572	183,596	270,491	195,452	220,612
EQUIPMENT						
86000	EQUIPMENT	432	150	6,000	0	2,000
86200	OFFICE FURNITURE & EQUIPMENT	825	284	0	0	0
86300	TELEPHONE & RADIO EQUIPMENT	39,184	46,204	0	0	0
EQUIPMENT		40,441	46,638	6,000	0	2,000
TOTAL EXPENDITURES		13,389,443	13,408,828	14,062,112	13,188,274	13,521,877

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 20-21 - POLICE DEPARTMENT - ADMINISTRATION						
PERSONNEL						
100-20-21-41100	WAGES - FULL-TIME	477,712	349,298	472,337	230,348	215,381
100-20-21-41200	WAGES - PART-TIME	0	0	0	0	0
100-20-21-41300	WAGES - OVERTIME	1,534	508	2,000	509	2,000
100-20-21-41400	LONGEVITY PAY	0	0	0	0	0
100-20-21-41500	CLOTHING ALLOWANCE	3,000	3,000	3,000	1,866	1,400
100-20-21-41550	CAR ALLOWANCE	0	0	0	0	0
100-20-21-42100	EMPLOYER PORTION FICA	10,632	8,816	11,460	7,153	7,711
100-20-21-42200	EMPLOYER PORTION IMRF	10,459	8,675	10,900	10,211	10,644
100-20-21-42300	EMPLOYER CONTRIB/PENSION	183,831	189,504	159,059	159,059	48,961
100-20-21-42500	EMPLOYEE HEALTH INSURANCE	88,944	80,392	94,770	73,714	49,039
100-20-21-42600	WORKER'S COMPENSATION	11,345	11,345	11,345	8,820	6,916
EXPENDITURES - PERSONNEL		787,457	651,538	764,871	491,680	342,052
COMMODITIES						
100-20-21-51300	SUPPLIES/PARTS-BUILDINGS	398	547	568	0	400
100-20-21-51700	SUPPLIES/PARTS-VEHICLES	1,031	2,508	2,614	400	1,000
100-20-21-52000	OFFICE SUPPLIES	2,242	2,037	3,685	57	1,500
100-20-21-52700	INVESTIGATION SUPPLIES & EQUIPMENT	1,955	2,698	2,800	290	1,200
100-20-21-54000	UNIFORMS/PROTECTIVE CLOTHING	537	547	300	0	285
100-20-21-55000	FUEL, OIL, & LUBRICANTS	75,557	70,877	80,500	52,797	60,000
100-20-21-58110	DUI FINES EXPENDITURES	2,983	2,027	10,634	0	10,000
100-20-21-58120	ANTI-CRIME EXPENDITURES	711	369	8,000	0	7,600
100-20-21-58130	CRIME LAB EXPENDITURES	0	0	1,000	0	950
100-20-21-58140	POLICE FORFEITURES EXPENDITURE	3,836	1,500	11,045	0	10,493
100-20-21-59999	COMMODITIES	1,068	960	895	262	500
EXPENDITURES - COMMODITIES		90,318	84,070	122,041	53,806	93,928
CONTRACTUAL SERVICES						
100-20-21-61300	MAINTENANCE-BUILDINGS	0	450	500	1,353	500
100-20-21-61500	MAINTENANCE-EQUIPMENT	2,342	2,855	34,840	36,761	32,500
100-20-21-61700	MAINTENANCE-VEHICLES	610	3,509	4,500	1,205	2,500
100-20-21-62099	PRINTED MATERIALS	5,507	4,934	1,800	2,351	1,710
100-20-21-63800	CONTRACTED SERVICES	72,390	5,712	1,425	111	1,425
100-20-21-64500	TELEPHONE SERVICES	43,538	51,997	44,000	43,276	44,000
100-20-21-65100	FREIGHT & POSTAGE	2,001	2,014	2,100	0	1,995
100-20-21-65300	LEGAL EXPENSES & NOTICES	0	0	0	0	0
100-20-21-66100	DUES & SUBSCRIPTIONS	2,088	3,473	1,610	1,656	1,530
100-20-21-66200	TRAINING/TRAVEL	11,946	1,651	5,000	350	2,500
100-20-21-66400	EDUCATION TUITION REIMBURSEMENT	427	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		140,849	76,595	95,775	87,063	88,660
EQUIPMENT						
100-20-21-86200	OFFICE FURNITURE & EQUIPMENT	0	0	0	0	0
100-20-21-86300	TELEPHONE & RADIO EQUIPMENT	34,176	37,149	0	0	0
EXPENDITURES - EQUIPMENT		34,176	37,149	0	0	0
EXPENDITURES - 20-21 - POLICE DEPARTMENT - ADMINISTRAT		1,052,800	849,352	982,687	632,549	524,640

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 20-22 - POLICE DEPARTMENT - PATROL						
PERSONNEL						
100-20-22-41100	WAGES - FULL-TIME	4,455,356	4,462,963	4,041,358	4,340,827	3,993,647
100-20-22-41200	WAGES - PART-TIME	0	0	0	0	0
100-20-22-41300	WAGES - OVERTIME	453,555	485,908	400,000	545,912	450,000
100-20-22-41400	LONGEVITY PAY	40,893	38,703	37,056	35,308	29,966
100-20-22-41500	CLOTHING ALLOWANCE	38,867	38,067	34,400	35,733	33,600
100-20-22-41600	WELLNESS BONUS	2,400	2,550	3,000	2,100	3,500
100-20-22-42100	EMPLOYER PORTION FICA	67,916	68,837	65,480	68,687	65,405
100-20-22-42200	EMPLOYER PORTION IMRF	0	0	0	0	0
100-20-22-42300	EMPLOYER CONTRIB/PENSION	2,114,057	2,179,295	2,435,196	2,435,196	2,056,343
100-20-22-42500	EMPLOYEE HEALTH INSURANCE	805,027	822,863	847,871	716,977	804,371
100-20-22-42600	WORKER'S COMPENSATION	95,029	95,029	95,029	73,910	57,930
EXPENDITURES - PERSONNEL		8,073,100	8,194,215	7,959,390	8,254,650	7,494,762
COMMODITIES						
100-20-22-51700	SUPPLIES/PARTS-VEHICLES	26,609	23,415	35,000	17,626	20,000
100-20-22-52000	OFFICE SUPPLIES	3,615	3,536	5,000	2,407	3,000
100-20-22-52600	PATROL SUPPLIES & EQUIPMENT	65,154	49,300	65,924	42,097	50,000
100-20-22-53300	SMALL TOOLS & EQUIPMENT	0	0	0	0	0
100-20-22-54000	UNIFORMS/PROTECTIVE CLOTHING	16,452	33,507	20,000	22,568	19,000
100-20-22-59999	COMMODITIES	1,754	2,724	1,800	154	500
EXPENDITURES - COMMODITIES		113,584	112,482	127,724	84,852	92,500
CONTRACTUAL SERVICES						
100-20-22-61300	MAINTENANCE-BUILDINGS	6,040	2	4,300	4,754	4,085
100-20-22-61500	MAINTENANCE-EQUIPMENT	6,030	8,005	16,500	7,635	10,000
100-20-22-61700	MAINTENANCE-VEHICLES	15,692	14,667	12,934	14,414	12,287
100-20-22-62099	PRINTED MATERIALS	6,421	2,861	4,933	3,346	4,686
100-20-22-62200	LEGAL SERVICES	537	164	0	0	0
100-20-22-62600	MEDICAL SERVICES	0	0	0	0	0
100-20-22-63500	TOWING SERVICES	4,849	2,970	5,780	816	1,000
100-20-22-63800	CONTRACTED SERVICES	56,454	5,531	7,149	6,743	2,400
100-20-22-65300	LEGAL EXPENSES & NOTICES	0	39	390	632	371
100-20-22-66100	DUES & SUBSCRIPTIONS	3,017	1,272	3,304	1,512	2,500
100-20-22-66200	TRAINING/TRAVEL	33,200	31,913	49,810	26,575	44,932
100-20-22-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		132,240	67,424	105,100	66,427	82,261
EQUIPMENT						
100-20-22-86000	EQUIPMENT	432	150	6,000	0	2,000
100-20-22-86200	OFFICE FURNITURE & EQUIPMENT	0	0	0	0	0
100-20-22-86300	TELEPHONE & RADIO EQUIPMENT	3,357	8,199	0	0	0
100-20-22-87000	VEHICLES	0	0	0	0	0
EXPENDITURES - EQUIPMENT		3,789	8,349	6,000	0	2,000
EXPENDITURES - 20-22 - POLICE DEPARTMENT - PATROL		8,322,713	8,382,470	8,198,214	8,405,929	7,671,523

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 20-23 - POLICE DEPARTMENT - COMMUNICATIONS						
PERSONNEL						
100-20-23-41100	WAGES - FULL-TIME	734,334	752,385	779,166	768,096	403,737
100-20-23-41200	WAGES - PART-TIME	156,108	141,714	186,095	105,800	119,886
100-20-23-41300	WAGES - OVERTIME	20,670	58,169	40,000	29,115	30,000
100-20-23-41400	LONGEVITY PAY	1,209	1,782	2,026	1,969	1,555
100-20-23-41500	CLOTHING ALLOWANCE	7,201	6,970	7,201	7,385	3,600
100-20-23-42100	EMPLOYER PORTION FICA	66,590	69,296	77,609	65,132	42,746
100-20-23-42200	EMPLOYER PORTION IMRF	130,697	113,297	157,907	131,344	81,246
100-20-23-42300	EMPLOYER CONTRIB/PENSION	0	0	0	0	0
100-20-23-42500	EMPLOYEE HEALTH INSURANCE	156,737	159,887	207,170	161,130	141,653
100-20-23-42600	WORKER'S COMPENSATION	1,303	1,303	1,303	1,017	794
EXPENDITURES - PERSONNEL		1,274,849	1,304,803	1,458,477	1,270,988	825,217
COMMODITIES						
100-20-23-51500	SUPPLIES/PARTS-EQUIPMENT	0	169	1,300	467	1,125
100-20-23-52000	OFFICE SUPPLIES	317	293	0	0	0
100-20-23-54000	UNIFORMS/PROTECTIVE CLOTHING	652	1,467	1,300	0	1,000
EXPENDITURES - COMMODITIES		969	1,929	2,600	467	2,125
CONTRACTUAL SERVICES						
100-20-23-61500	MAINTENANCE-EQUIPMENT	8,419	6,073	8,504	2,554	3,500
100-20-23-62099	PRINTED MATERIALS	911	445	0	0	1,200
100-20-23-62200	LEGAL SERVICES	347	112	0	0	0
100-20-23-62300	ARCHITECT/ENGINEERING SERVICES	0	0	0	0	0
100-20-23-62400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
100-20-23-62600	MEDICAL SERVICES	0	0	0	0	0
100-20-23-63800	CONTRACTED SERVICES	0	0	0	0	0
100-20-23-65300	LEGAL EXPENSES & NOTICES	0	0	280	98	266
100-20-23-66100	DUES & SUBSCRIPTIONS	1,292	634	729	1,078	600
100-20-23-66200	TRAINING/TRAVEL	6,337	4,347	6,411	5,300	5,590
EXPENDITURES - CONTRACTUAL SERVICES		17,306	11,611	15,924	9,030	11,156
EQUIPMENT						
100-20-23-86200	OFFICE FURNITURE & EQUIPMENT	525	60	0	0	0
100-20-23-86300	TELEPHONE & RADIO EQUIPMENT	1,651	856	0	0	0
EXPENDITURES - EQUIPMENT		2,176	916	0	0	0
EXPENDITURES - 20-23 - POLICE DEPARTMENT - COMMUNICAT		1,295,300	1,319,259	1,477,001	1,280,485	838,498

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 20-24 - POLICE DEPARTMENT - INVESTIGATIONS						
PERSONNEL						
100-20-24-41100	WAGES - FULL-TIME	920,594	1,040,846	1,370,717	923,801	1,200,287
100-20-24-41200	WAGES - PART-TIME	0	0	0	0	51,516
100-20-24-41300	WAGES - OVERTIME	130,979	136,011	128,070	141,351	150,000
100-20-24-41400	LONGEVITY PAY	11,248	10,327	13,445	7,533	7,242
100-20-24-41500	CLOTHING ALLOWANCE	7,200	8,000	12,000	8,000	9,600
100-20-24-41600	WELLNESS BONUS	450	450	900	300	1,000
100-20-24-42100	EMPLOYER PORTION FICA	14,643	16,188	22,114	14,272	23,779
100-20-24-42300	EMPLOYER CONTRIB/PENSION	597,451	615,888	795,297	795,297	538,566
100-20-24-42500	EMPLOYEE HEALTH INSURANCE	271,779	270,807	305,996	238,000	250,777
100-20-24-42600	WORKER'S COMPENSATION	30,353	30,353	30,353	23,604	18,503
EXPENDITURES - PERSONNEL		1,984,697	2,128,870	2,678,892	2,152,158	2,251,270
COMMODITIES						
100-20-24-51700	SUPPLIES/PARTS-VEHICLES	1,959	3,841	6,189	2,062	5,000
100-20-24-51997	STREETLIGHTS, PARTS	0	0	0	0	0
100-20-24-52000	OFFICE SUPPLIES	506	391	506	133	450
100-20-24-52600	PATROL SUPPLIES & EQUIPMENT	4,411	5,450	4,299	1,208	2,500
100-20-24-52700	INVESTIGATION SUPPLIES & EQUIPMENT	8,301	8,257	6,000	288	5,000
100-20-24-53300	SMALL TOOLS & EQUIPMENT	0	0	0	0	0
100-20-24-54000	UNIFORMS/PROTECTIVE CLOTHING	528	4,458	3,700	392	1,500
100-20-24-59999	COMMODITIES	178	140	220	53	200
EXPENDITURES - COMMODITIES		15,883	22,537	20,914	4,136	14,650
CONTRACTUAL SERVICES						
100-20-24-61500	MAINTENANCE-EQUIPMENT	56	0	0	0	0
100-20-24-61700	MAINTENANCE-VEHICLES	166	918	3,000	1,284	2,400
100-20-24-62099	PRINTED MATERIALS	1,243	1,411	1,560	860	1,100
100-20-24-62200	LEGAL SERVICES	254	38	0	0	0
100-20-24-63800	CONTRACTED SERVICES	0	0	0	0	0
100-20-24-65200	MARKETING ADS & PUBLIC INFO	0	0	400	0	0
100-20-24-65300	LEGAL EXPENSES & NOTICES	0	0	148	64	141
100-20-24-66100	DUES & SUBSCRIPTIONS	5,008	6,039	6,000	7,637	5,500
100-20-24-66200	TRAINING/TRAVEL	8,129	8,891	19,540	18,563	16,563
100-20-24-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		14,856	17,297	30,648	28,408	25,704
EQUIPMENT						
100-20-24-86200	OFFICE FURNITURE & EQUIPMENT	0	0	0	0	0
EXPENDITURES - EQUIPMENT		0	0	0	0	0
EXPENDITURES - 20-24 - POLICE DEPARTMENT - INVESTIGATIO		2,015,436	2,168,704	2,730,454	2,184,702	2,291,624

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 20-25 - POLICE - COMMUNITY SUPPORT SERVICES						
PERSONNEL						
100-20-25-41100	WAGES - FULL-TIME	319,666	325,358	290,947	327,819	1,024,580
100-20-25-41200	WAGES - PART-TIME	136,944	114,648	143,943	176,472	368,187
100-20-25-41300	WAGES - OVERTIME	7,617	14,262	1,500	12,698	1,500
100-20-25-41400	LONGEVITY PAY	4,338	4,560	3,120	4,886	8,544
100-20-25-41500	CLOTHING ALLOWANCE	2,800	2,800	2,000	2,661	8,600
100-20-25-41600	WELLNESS BONUS	0	0	300	0	300
100-20-25-42100	EMPLOYER PORTION FICA	21,950	20,385	27,764	25,017	62,502
100-20-25-42200	EMPLOYER PORTION IMRF	17,156	14,601	31,958	25,151	79,782
100-20-25-42300	EMPLOYER CONTRIB/PENSION	91,915	94,752	53,020	32,099	342,724
100-20-25-42500	EMPLOYEE HEALTH INSURANCE	62,062	72,332	78,563	61,105	274,725
100-20-25-42600	WORKER'S COMPENSATION	9,775	9,775	9,775	7,606	5,959
EXPENDITURES - PERSONNEL		674,223	673,473	642,890	675,514	2,177,403
COMMODITIES						
100-20-25-51700	SUPPLIES/PARTS-VEHICLES	2,105	340	1,919	332	1,200
100-20-25-52000	OFFICE SUPPLIES	1,945	1,475	2,008	3,254	1,908
100-20-25-52700	INVESTIGATION SUPPLIES & EQUIPMENT	132	206	450	80	300
100-20-25-54000	UNIFORMS/PROTECTIVE CLOTHING	3,525	1,059	1,000	812	950
100-20-25-59999	COMMODITIES	2,643	1,597	2,445	93	1,000
EXPENDITURES - COMMODITIES		10,350	4,677	7,822	4,571	5,358
CONTRACTUAL SERVICES						
100-20-25-61500	MAINTENANCE-EQUIPMENT	2,006	584	4,460	1,360	2,500
100-20-25-61700	MAINTENANCE-VEHICLES	459	0	1,500	0	1,000
100-20-25-62099	PRINTED MATERIALS	4,743	2,616	4,250	1,118	1,850
100-20-25-63800	CONTRACTED SERVICES	1,086	0	2,300	632	1,000
100-20-25-65100	FREIGHT & POSTAGE	2,585	2,712	3,600	0	3,420
100-20-25-65200	MARKETING ADS & PUBLIC INFO	3,897	165	950	0	500
100-20-25-65300	LEGAL EXPENSES & NOTICES	0	0	100	0	0
100-20-25-66100	DUES & SUBSCRIPTIONS	195	583	590	384	561
100-20-25-66200	TRAINING/TRAVEL	3,350	4,009	5,294	1,030	2,000
100-20-25-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		18,321	10,669	23,044	4,524	12,831
EQUIPMENT						
100-20-25-86200	OFFICE FURNITURE & EQUIPMENT	300	224	0	0	0
EXPENDITURES - EQUIPMENT		300	224	0	0	0
EXPENDITURES - 20-25 - POLICE - COMMUNITY SUPPORT SERV		703,194	689,043	673,756	684,609	2,195,592

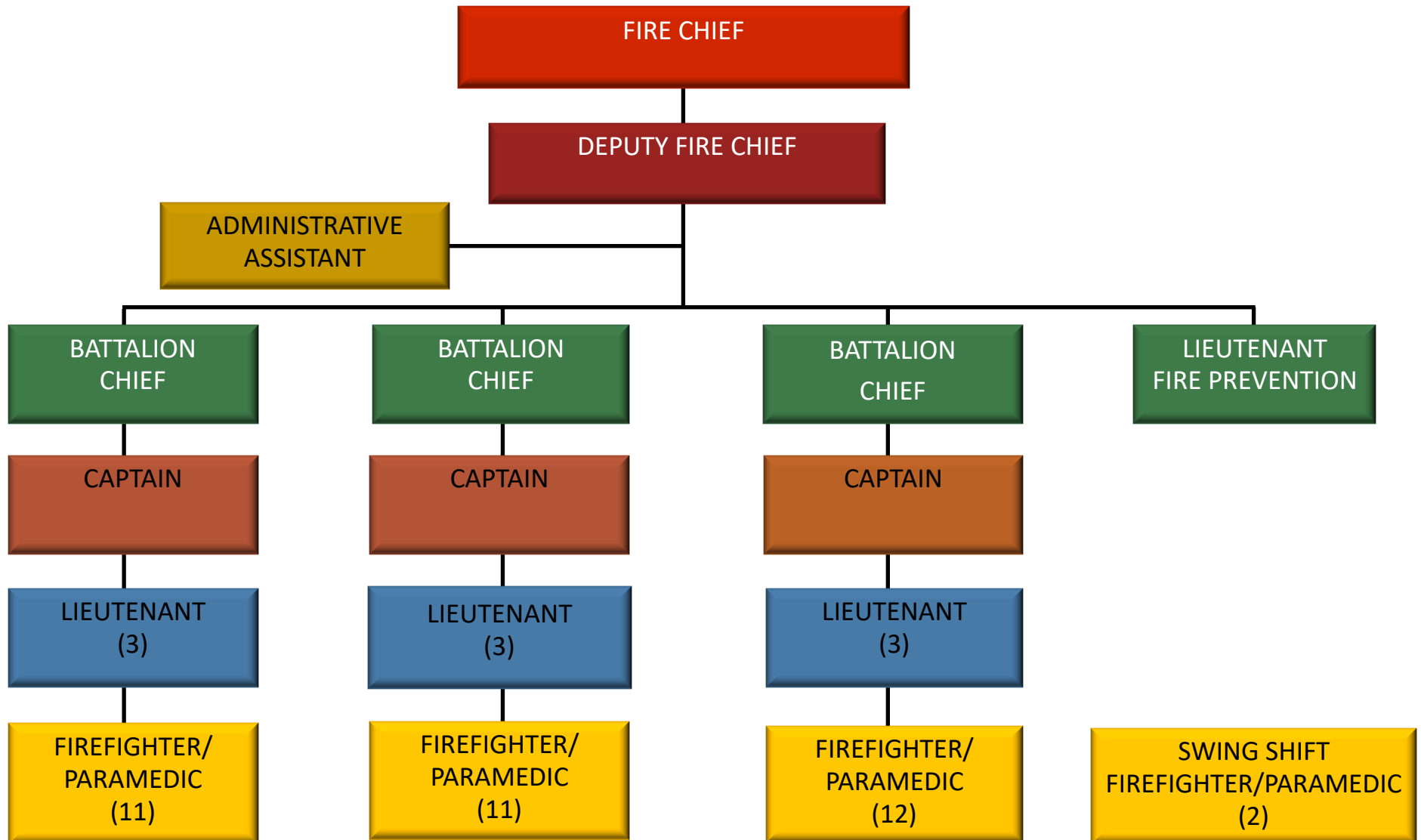


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DEKALB FIRE DEPARTMENT ORGANIZATIONAL CHART



Fire Department

Fire Department Introduction

The Fire Department is committed to effective and innovative ways to protect the lives and property of local residents and businesses through fire suppression, rescue, emergency medical services, education, prevention, and training. The responsibilities of the Fire Department have expanded from responding to fire emergencies to addressing an array of technical responsibilities including fire investigation, aircraft rescue and firefighting, emergency management, mass casualty response, water rescue, post-fire assistance, and fire and life safety inspections. In addition, our services extend to the everyday needs of the public, such as performing home safety checks, assisting with smoke and carbon monoxide detectors, and aiding persons with mobility challenges. All these services and resources are available 24 hours a day, year-round.

Year	Fire/Life Safety	EMS & Rescue	Total Responses
2017	1434	4139	5573
2018	1434	4648	6082
2019	1547	5121	6668
3-Year Increases	+7.9%	+23.7%	+19.6%

The Fire Department is comprised of two divisions: Operations and Administration.

The Operations Division is comprised of the boots-on-the-ground firefighters who respond to requests for service from three (3) fire stations. Minimum daily staffing is thirteen (13) firefighter/paramedics who work a 24-hours-on/48-hours-off schedule. When emergency requests outpace on-duty staffing, or when the Fire Department responds to a large-scale incident such as a structure fire, the department relies on “recalls” of off-duty firefighters to staff our fire apparatus. Firefighters fill vacant positions daily, and receive overtime compensation, to staff fire apparatus and perform necessary tasks, including vehicle maintenance, public education, event staffing, and special operations.

Operations Division Responsibilities
Fire and Hazard Control
Emergency Medical Services (EMS), including Motor Vehicle Accidents and Rescues
Hazardous Materials
Technical Rescue
Airport Rescue & Firefighting (ARFF)
Public Education/Relations
Fire Prevention
Logistical Support, including Fleet & Facility maintenance, Respiratory Protection, and EMS
Special Event Fire & EMS Protection, on a contracted basis (e.g. NIU and DHS football games)

The Fire Chief, Deputy Fire Chief, and one Administrative Assistant make up the Administration Division, which supports every aspect of the Operational side of the Fire Department and provides public assistance and customer service.

Administration Division Responsibilities		
Fire Chief	Deputy Fire Chief	Administrative Assistant
Budget and payroll	Fire and EMS training	Customer service
Facilities, fleet, communication, and respiratory protection management	Emergency medical services program management	Freedom of Information Act record requests
Department policies and procedures	Assignment of all fire department activities	Data analysis, special projects, and document management
Emergency management	Documentation quality control	Accounts payable
Staffing and personnel resources	Grant writing	Board(s) liaison
Fire prevention coordination and code enforcement	Personnel health and safety	Revenue billing for emergency medical services
24-hr administrative support & emergency response	24-hr administrative support & emergency response	Revenue billing for emergency incident cost recovery

While the Fire Department's call volume increases year after year, staffing levels have decreased due to the City's revenue challenges. Fire Administration personnel consistently observe fiscally sound practices and implement process efficiencies wherever possible, while maintaining the level of service the community expects.

Staffing Level	FY2018	FY2019	FY2020	FY2021 projected
Administration Division				
Administrative Chiefs	3	2	2	2
Civilian Staff	3	1	1	1
Operations Division				
Battalion Chiefs	3	3	3	3
Captains	3	3	3	3
Lieutenants	10	10	10	10
Firefighter/Paramedics	38	35	35	33
Total Department Staffing Level	60	54	54	52

Budget Considerations

The Fire Department contributes tremendous value to the quality of life in the City by delivering 24-hour emergency response that meets or exceeds national standards. The Department provides comprehensive fire prevention services including rooming house inspections, offers public education opportunities, and fosters positive public relations. Our firefighter/paramedics are positioned on the frontline to assist in all manner of emergency situations, including mental health, behavioral, and suicide crises; substance abuse and opioid overdoses; domestic violence, abuse, and neglect; and the unprecedented Covid-19 pandemic responses. Lastly, the Fire Department plays a vital role in ensuring people with mobility challenges and individuals without a primary health care provider or suffering from chronic conditions can obtain critical social services and medical assistance.

Fire Department expenditures over the years reveal continual and increasing reliance upon overtime staffing to accomplish its mission. The increasing cost of overtime is the inevitable culmination of staffing reductions, record emergency request volume, and more frequent simultaneous emergencies that leave fire stations empty.

	FY2018	FY2019	FY2020 projected
Department Budget	\$11,254,414	\$11,370,459	\$11,906,478
Overtime Budget	\$426,142	\$654,204	\$950,000+

The Fire Department's revenue is derived primarily from billing for services according to the DeKalb Municipal Code and State and Federal laws. Fire Administration personnel are responsible for providing documentation to third-party billing services that collect fees contributing to the City's General Fund. A cooperative effort by the City Manager's Office, Fire Administration, and the DeKalb Firefighter's Union has been undertaken to pursue additional revenue through the State of Illinois' Ground Emergency Medical Transport (GEMT) program. This program allows ambulance transportation providers to receive supplemental reimbursements for patients with Medicaid coverage, effectively decreasing the difference between the actual cost of providing ambulance transportation service and Medicaid payments.

Other sources of revenue are listed below:

General Fund Revenue	FY2018	FY2019	FY2020 projected
Rooming House Licenses	\$12,150	\$18,258	\$13,500
Fire Life Safety Licenses	\$24,050	\$22,440	\$21,000
Fire Services	\$1,032,778	\$1,024,080	\$1,042,000
Ambulance Services	\$1,261,534	\$1,618,872	\$2,000,000
False Alarm Fines	\$5,800	\$29,682	\$35,000

The Fire Department will continue to evaluate and prepare for the community's needs, ensuring the operational readiness of personnel, facilities, apparatus, and equipment to respond to emergencies. The Department will provide lifesaving education to residents, visitors, and businesses, assess and modernize internal procedures to improve efficiency and the effectiveness of the services provided, and remain financially prudent.

Staffing Level	FY2018	FY2019	FY2020	FY2021
FT	58	57	57	54
PT	2	1	0	1
Total (FTE)	59	57.5	57	54.5

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
FIRE DEPARTMENT						
PERSONNEL						
41100	WAGES - FULL-TIME	5,383,691	5,283,750	5,222,922	5,063,970	5,218,725
41200	WAGES - PART-TIME	34,924	1,782	0	0	0
41300	WAGES - OVERTIME	426,142	680,837	448,075	990,006	625,000
41400	LONGEVITY PAY	45,507	46,358	48,355	45,880	44,346
41500	CLOTHING ALLOWANCE	45,000	41,333	42,400	51,288	42,400
41600	WELLNESS BONUS	2,850	2,550	3,000	1,800	3,000
41650	EDUCATION BONUS	5,750	5,125	5,125	0	0
42100	EMPLOYER PORTION FICA	86,115	87,601	87,124	84,259	88,938
42200	EMPLOYER PORTION IMRF	13,258	23,699	8,309	7,825	7,751
42300	EMPLOYER CONTRIB/PENSION	3,463,310	3,503,332	3,951,651	3,951,651	3,535,863
42500	EMPLOYEE HEALTH INSURANCE	1,073,041	1,092,608	1,085,626	903,690	1,145,524
42600	WORKER'S COMPENSATION	290,577	290,577	290,577	226,007	177,136
PERSONNEL		10,870,165	11,059,552	11,193,164	11,326,376	10,888,683
COMMODITIES						
51300	SUPPLIES/PARTS-BUILDINGS	5,113	8,200	8,200	8,200	8,200
51700	SUPPLIES/PARTS-VEHICLES	22,575	20,913	30,000	30,000	20,000
52000	OFFICE SUPPLIES	1,194	1,740	2,000	2,000	2,000
52500	JANITORIAL SUPPLIES	5,319	6,697	5,800	4,600	4,000
52800	FIREFIGHTING SUPPLIES & EQUIPMENT	34,433	34,196	29,000	5,750	10,700
52900	AMBULANCE SUPPLIES & EQUIPMENT	43,014	29,634	34,300	42,900	34,300
53099	ACTIVITIES & SUPPLIES	0	0	1,000	0	1,000
53300	SMALL TOOLS & EQUIPMENT	279	1,018	2,000	2,800	2,000
54000	UNIFORMS/PROTECTIVE CLOTHING	50	1,559	6,280	4,500	4,180
55000	FUEL, OIL, & LUBRICANTS	40,977	39,325	40,600	30,000	30,600
COMMODITIES		152,954	143,282	159,180	130,750	116,980
CONTRACTUAL SERVICES						
61300	MAINTENANCE-BUILDINGS	19,234	18,432	30,000	20,000	20,000
61500	MAINTENANCE-EQUIPMENT	1,100	15,397	8,300	16,300	16,300
61700	MAINTENANCE-VEHICLES	76,436	62,601	68,795	68,795	68,795
62099	PRINTED MATERIALS	1,849	1,876	2,420	500	1,000
62400	TECHNOLOGY SERVICES	4,772	2,224	0	0	0
62600	MEDICAL SERVICES	11,235	19,762	26,415	25,900	26,200
63800	CONTRACTED SERVICES	54,175	63,776	55,000	55,000	55,000
64000	UTILITIES	4,355	4,105	2,200	2,200	2,200
64500	TELEPHONE SERVICES	17,147	18,076	19,024	19,024	16,000
65100	FREIGHT & POSTAGE	423	468	750	500	500
65200	MARKETING ADS & PUBLIC INFO	4,165	2,670	3,310	200	0
66100	DUES & SUBSCRIPTIONS	6,992	3,521	6,320	4,255	4,020
66200	TRAINING/TRAVEL	24,618	25,731	42,400	15,195	25,000
CONTRACTUAL SERVICES		226,501	238,639	264,934	227,869	235,015
EQUIPMENT						
86300	TELEPHONE & RADIO EQUIPMENT	4,794	2,615	5,500	3,500	3,500
EQUIPMENT		4,794	2,615	5,500	3,500	3,500
TOTAL EXPENDITURES		11,254,414	11,444,088	11,622,778	11,688,495	11,244,178

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 25-27 - FIRE DEPARTMENT - ADMINISTRATION						
PERSONNEL						
100-25-27-41100	WAGES - FULL-TIME	552,399	382,525	325,175	313,502	324,737
100-25-27-41200	WAGES - PART-TIME	34,924	1,782	0	0	0
100-25-27-41300	WAGES - OVERTIME	0	0	2,500	1,165	0
100-25-27-41500	CLOTHING ALLOWANCE	2,400	800	1,600	0	1,600
100-25-27-42100	EMPLOYER PORTION FICA	13,877	10,338	8,234	7,143	8,037
100-25-27-42200	EMPLOYER PORTION IMRF	13,258	23,699	8,309	7,825	7,751
100-25-27-42300	EMPLOYER CONTRIB/PENSION	182,279	184,386	141,130	141,130	130,958
100-25-27-42500	EMPLOYEE HEALTH INSURANCE	81,493	84,232	69,547	54,096	77,041
100-25-27-42600	WORKER'S COMPENSATION	20,722	20,722	20,722	16,119	12,632
EXPENDITURES - PERSONNEL		901,352	708,484	577,217	540,980	562,756
COMMODITIES						
100-25-27-51700	SUPPLIES/PARTS-VEHICLES					
100-25-27-52000	OFFICE SUPPLIES	1,194	1,740	2,000	2,000	2,000
100-25-27-53099	ACTIVITIES & SUPPLIES	0	0	1,000	0	1,000
100-25-27-54000	UNIFORMS/PROTECTIVE CLOTHING	0	248	180	0	180
100-25-27-55000	FUEL, OIL, & LUBRICANTS	40,977	39,325	40,600	30,000	30,600
EXPENDITURES - COMMODITIES		42,171	41,313	43,780	32,000	33,780
CONTRACTUAL SERVICES						
100-25-27-61500	MAINTENANCE-EQUIPMENT	0	161	2,300	2,300	2,300
100-25-27-61700	MAINTENANCE-VEHICLES	0	0	0	0	0
100-25-27-62099	PRINTED MATERIALS	1,270	638	2,420	500	1,000
100-25-27-62400	TECHNOLOGY SERVICES	4,772	2,224	0	0	0
100-25-27-62600	MEDICAL SERVICES	1,195	1,040	1,715	1,200	1,500
100-25-27-63800	CONTRACTED SERVICES	53,735	63,776	55,000	55,000	55,000
100-25-27-64500	TELEPHONE SERVICES	17,147	18,076	19,024	19,024	16,000
100-25-27-65100	FREIGHT & POSTAGE	423	468	750	500	500
100-25-27-65200	MARKETING ADS & PUBLIC INFO	0	0	0	0	0
100-25-27-66100	DUES & SUBSCRIPTIONS	3,467	1,901	2,075	1,255	775
100-25-27-66200	TRAINING/TRAVEL	2,028	1,614	3,500	195	0
100-25-27-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		84,037	89,898	86,784	79,974	77,075
EXPENDITURES - 25-27 - FIRE DEPARTMENT - ADMINISTRATION		1,027,560	839,695	707,781	652,954	673,611

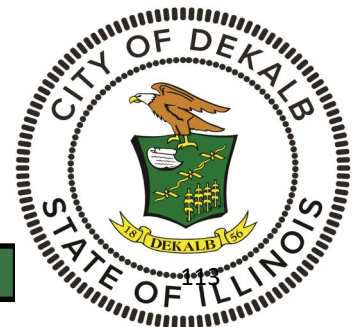
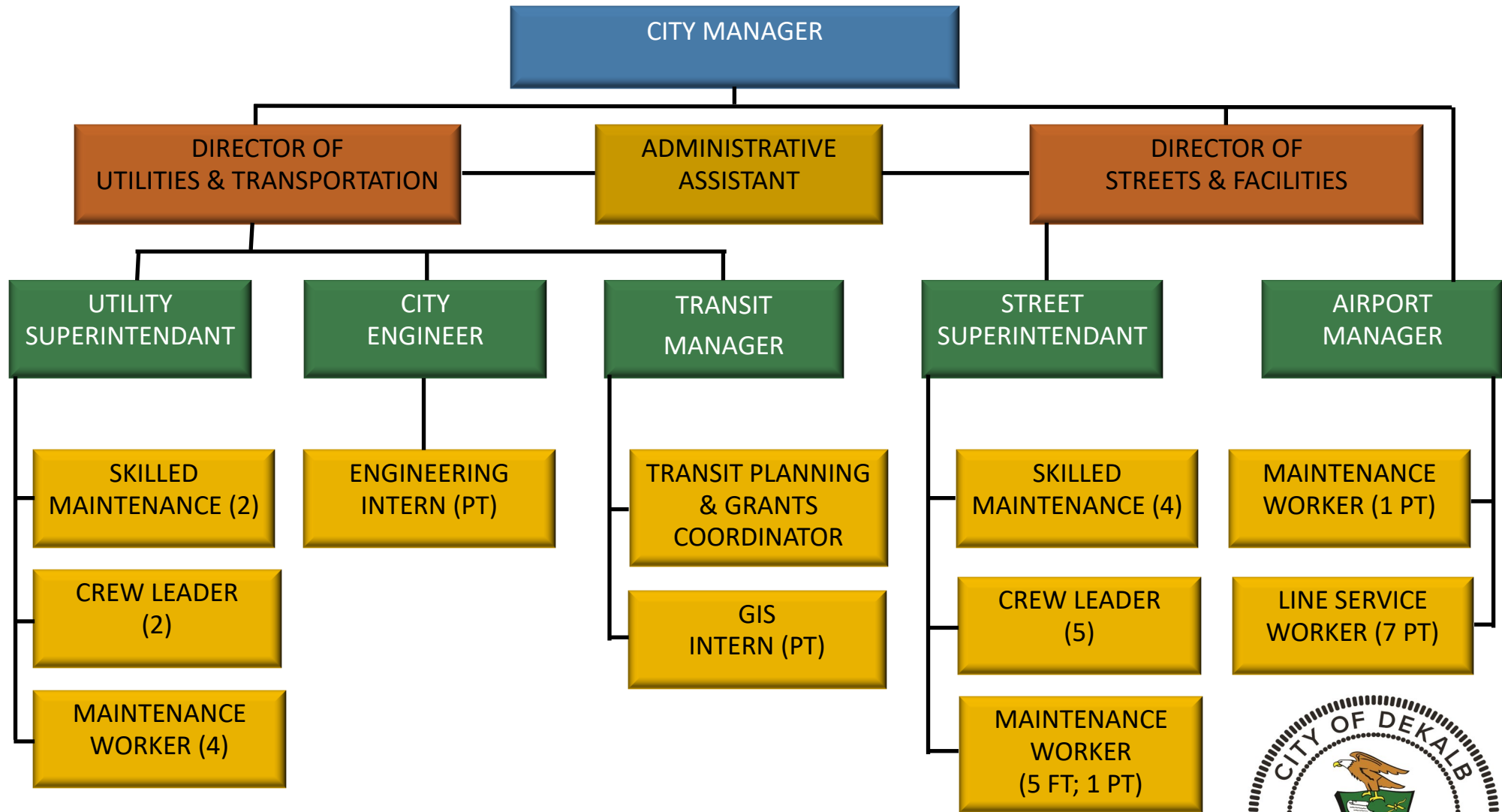
CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 25-28 - FIRE DEPARTMENT - OPERATIONS						
PERSONNEL						
100-25-28-41100	WAGES - FULL-TIME	4,831,292	4,901,225	4,897,747	4,750,468	4,893,988
100-25-28-41300	WAGES - OVERTIME	426,142	680,837	445,575	988,841	625,000
100-25-28-41400	LONGEVITY PAY	45,507	46,358	48,355	45,880	44,346
100-25-28-41500	CLOTHING ALLOWANCE	42,600	40,533	40,800	51,288	40,800
100-25-28-41600	WELLNESS BONUS	2,850	2,550	3,000	1,800	3,000
100-25-28-41650	EDUCATION BONUS	5,750	5,125	5,125	0	0
100-25-28-42100	EMPLOYER PORTION FICA	72,238	77,263	78,890	77,116	80,901
100-25-28-42300	EMPLOYER CONTRIB/PENSION	3,281,031	3,318,946	3,810,521	3,810,521	3,404,905
100-25-28-42500	EMPLOYEE HEALTH INSURANCE	991,548	1,008,376	1,016,079	849,594	1,068,483
100-25-28-42600	WORKER'S COMPENSATION	269,855	269,855	269,855	209,888	164,504
EXPENDITURES - PERSONNEL		9,968,813	10,351,068	10,615,947	10,785,396	10,325,927
COMMODITIES						
100-25-28-51300	SUPPLIES/PARTS-BUILDINGS	5,113	8,200	8,200	8,200	8,200
100-25-28-51700	SUPPLIES/PARTS-VEHICLES	22,575	20,913	30,000	30,000	20,000
100-25-28-52000	OFFICE SUPPLIES	0	0	0	0	0
100-25-28-52500	JANITORIAL SUPPLIES	5,319	6,697	5,800	4,600	4,000
100-25-28-52800	FIREFIGHTING SUPPLIES & EQUIPMENT	34,433	34,196	29,000	5,750	10,700
100-25-28-52900	AMBULANCE SUPPLIES & EQUIPMENT	43,014	29,634	34,300	42,900	34,300
100-25-28-53300	SMALL TOOLS & EQUIPMENT	279	1,018	2,000	2,800	2,000
100-25-28-54000	UNIFORMS/PROTECTIVE CLOTHING	50	1,311	6,100	4,500	4,000
EXPENDITURES - COMMODITIES		110,783	101,969	115,400	98,750	83,200
CONTRACTUAL SERVICES						
100-25-28-61300	MAINTENANCE-BUILDINGS	19,234	18,432	30,000	20,000	20,000
100-25-28-61500	MAINTENANCE-EQUIPMENT	1,100	15,236	6,000	14,000	14,000
100-25-28-61700	MAINTENANCE-VEHICLES	76,436	62,601	68,795	68,795	68,795
100-25-28-62099	PRINTED MATERIALS	579	1,238	0	0	0
100-25-28-62600	MEDICAL SERVICES	10,040	18,722	24,700	24,700	24,700
100-25-28-63800	CONTRACTED SERVICES	440	0	0	0	0
100-25-28-64000	UTILITIES	4,355	4,105	2,200	2,200	2,200
100-25-28-65200	MARKETING ADS & PUBLIC INFO	4,165	2,670	3,310	200	0
100-25-28-66100	DUES & SUBSCRIPTIONS	3,525	1,620	4,245	3,000	3,245
100-25-28-66200	TRAINING/TRAVEL	22,590	24,117	38,900	15,000	25,000
100-25-28-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		142,464	148,741	178,150	147,895	157,940
EQUIPMENT						
100-25-28-86200	OFFICE FURNITURE & EQUIPMENT	0	0	0	0	0
100-25-28-86300	TELEPHONE & RADIO EQUIPMENT	4,794	2,615	5,500	3,500	3,500
100-25-28-87000	VEHICLES	0	0	0	0	0
EXPENDITURES - EQUIPMENT		4,794	2,615	5,500	3,500	3,500
EXPENDITURES - 25-28 - FIRE DEPARTMENT - OPERATIONS		10,226,854	10,604,393	10,914,997	11,035,541	10,570,567



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PUBLIC WORKS DEPARTMENT ORGANIZATIONAL CHART



Public Works Department

Department Introduction

The Public Works Department is responsible for planning, operating, maintaining and replacing public infrastructure and equipment necessary to maintain a safe, healthy and attractive community. The department operates under the direction of two department directors, the Director of Streets & Facilities and the Director of Utilities & Transportation, under the general supervision of the City Manager. The Public Works Department maintains three operating divisions: Airport, Engineering & Transportation, and Operations (Utilities, Street & Support Services). The department has an administrative assistant that handles all clerical duties within the three operating divisions. The Public Works Department is somewhat unique in that it is funded through the General Fund, as well as several Enterprise and Special Revenue Funds.

The Public Works Department performs a broad range of activities in support of the City's mission to "deliver high quality municipal services to those who live, work, learn in or visit our community".

The below chart depicts the recent staffing history for the Public Works department including Airport, Engineering and Transportation, and Operations Divisions.

Staffing Level	FY2019	FY2020	FY2021
FT	34	33	31
PT	18	18	11
FTE	43	42	36.5

Street Division

The Street Division consists of 12 full time employees and serves as the third tier of emergency response within the City of DeKalb. The Division also employs 4 seasonal employees from June through August to assist in mowing operations, weeding, and downtown maintenance. This division is the most diverse in the Public Works Department. The division is responsible for operating the snow removal program consisting of snow removal and ice control of all city streets, parking lots, and alleys. The division plows 329.4 lane miles of streets within the city, in addition to parking lot and alley snow removal. The Street Division also plows all Central Business District sidewalks and arterial sidewalks when two or more inches of snow occurs. For comparison purposes, the Sycamore Street Division plows 90 lane miles of streets with a full-time staff of 13 employees. The Street Division operates an onsite sign shop for the fabrication, installation and repair of all city-owned street name and traffic signs. The traffic signal system is monitored and repaired within the Street Division, along with maintenance and repair of intersections owned by other entities. These other entities are billed on a quarterly time and material basis. Pavement markings, Street repairs, street sweeping, storm sewer maintenance and repair, forestry operations, ROW maintenance, City-owned property maintenance and the annual leaf collection program are all core functions of the Street Division. The Kishwaukee River maintenance, erosion control, and flood prevention

efforts also fall within the purview of the Street Division. In addition to core responsibilities the department also serves as the traffic control liaison for special events, parades, and festivals.

Staffing Level	FY2019	FY2020	FY2021
FT	14	14	12
PT	4	4	4
Total	18	18	16



Support Services Division

The Support Services Division consists of 3 full-time employees, two of which are full time fleet mechanic technicians and 1 facilities worker. This division is responsible for the maintenance, upkeep and repair of the fleet, equipment, and municipal-owned buildings. The Support Services Division services more than 250 vehicles and specialty equipment spread over numerous city departments including the Street Division, Utilities Division, Police Department, Code Compliance, and Airport. Daily duties include preventative maintenance, diagnostics, repairs, specialty equipment maintenance/repairs, inspection scheduling and biannual safety lane testing. The Support Services Division also assists in new vehicle specifications, capital planning, and parts orders and inventory. With an aging fleet, the mechanic technicians have had to shift from an ideal preventative maintenance approach in fleet management to a

repair-oriented approach in order to keep the City's fleet on the road. The Support Services Division also maintains 22 municipal-owned buildings. Maintenance includes preventative attention to HVAC, plumbing, and grounds. Regular repairs to the buildings, contractual oversight, inventory and capital planning also fall within the purview of the Support Services Division. Support Service employees also assist in all other aspects of public works including snow plowing, forestry, leaf collection and other duties as required.

Staffing Level	FY2019	FY2020	FY2021
FT	2	2	3
PT			
Total	2	2	3



		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
PUBLIC WORKS						
PERSONNEL						
41100	WAGES - FULL-TIME	1,286,071	1,090,428	1,062,415	1,166,771	1,130,045
41200	WAGES - PART-TIME	27,310	31,689	46,798	30,885	18,648
41300	WAGES - OVERTIME	196,817	180,578	185,000	154,260	150,000
41400	LONGEVITY PAY	25,940	23,979	24,906	21,852	18,979
41500	CLOTHING ALLOWANCE	8,444	7,507	6,721	6,229	6,481
41550	CAR ALLOWANCE	1,905	476	0	0	0
42100	EMPLOYER PORTION FICA	109,962	93,239	102,503	96,646	101,298
42200	EMPLOYER PORTION IMRF	220,209	157,017	193,186	187,348	189,820
42500	EMPLOYEE HEALTH INSURANCE	366,506	320,547	279,325	255,667	315,538
42600	WORKER'S COMPENSATION	66,016	66,016	66,016	49,928	40,243
PERSONNEL		2,309,180	1,971,476	1,966,870	1,969,586	1,971,052
COMMODITIES						
51300	SUPPLIES/PARTS-BUILDINGS	10,134	18,660	18,000	15,000	15,500
51410	SUPPLIES/PARTS-STREETS	22,891	39,021	37,000	37,000	0
51430	SUPPLIES/PARTS-STORM SEWERS	8,342	12,992	23,500	20,000	23,000
51500	SUPPLIES/PARTS-EQUIPMENT	0	0	3,000	2,500	3,000
51700	SUPPLIES/PARTS-VEHICLES	61,800	73,360	91,500	79,000	91,000
51997	STREETLIGHTS, PARTS	17,357	12,857	15,000	12,000	15,000
51998	TRAFFIC & STREET SIGNS	26,030	27,022	30,000	22,500	0
51999	SUPPLIES/PARTS-TRAFFIC SIGNALS	15,382	17,504	34,000	30,000	0
52000	OFFICE SUPPLIES	899	841	750	579	750
52500	JANITORIAL SUPPLIES	10,532	5,584	10,500	10,000	10,500
53100	ICE/SNOW CONTROL SUPPLIES	118,341	195,206	121,500	121,000	1,500
53300	SMALL TOOLS & EQUIPMENT	7,326	5,841	9,000	8,750	8,000
54000	UNIFORMS/PROTECTIVE CLOTHING	0	36	500	250	500
55000	FUEL, OIL, & LUBRICANTS	161,606	116,851	135,150	105,750	137,650
COMMODITIES		460,640	525,775	529,400	464,329	306,400
CONTRACTUAL SERVICES						
61100	MAINTENANCE-GROUNDS	21,853	15,763	27,500	23,000	27,500
61300	MAINTENANCE-BUILDINGS	33,111	55,223	46,900	31,900	42,900
61400	MAINTENANCE-INFRASTRUCTURE	14,775	26,211	27,340	27,340	27,340
61420	MAINTENANCE-STREETS	2,765	0	10,500	10,000	10,500
61430	MAINTENANCE-STORM SEWERS	3,600	990	10,000	9,917	10,000
61450	MAINTENANCE-SIDEWALKS	1,825	4,335	0	0	0
61500	MAINTENANCE-EQUIPMENT	7,713	7,275	9,950	5,500	9,950
61599	WARNING SIRENS	6,480	6,480	6,600	6,720	6,800
61700	MAINTENANCE-VEHICLES	28,069	66,152	56,000	55,500	56,000
62099	PRINTED MATERIALS	643	199	1,000	250	250
62300	ARCHITECT/ENGINEERING SERVICES	103,131	122,523	131,200	1,000	0
63100	FORESTRY SERVICES	12,329	58,275	90,000	60,000	76,000
63200	MOSQUITO ABATEMENT SERVICES	5,196	0	0	0	0
63400	SNOW REMOVAL SERVICES	48,088	19,388	80,000	80,000	80,000
63600	WEATHER SERVICES	3,120	6,598	3,200	3,250	3,200
63800	CONTRACTED SERVICES	109,388	81,683	104,050	86,000	98,050
64000	UTILITIES	19,614	18,853	16,500	16,500	16,500
64100	ELECTRIC SERVICES	73,214	30,158	80,000	80,000	80,000
64500	TELEPHONE SERVICES	10,407	9,032	10,000	10,300	8,100
65100	FREIGHT & POSTAGE	352	52	100	0	100
65200	MARKETING ADS & PUBLIC INFO	103	105	250	250	250
65300	LEGAL EXPENSES & NOTICES	68	0	0	0	0

GL NUMBER	DESCRIPTION	2018	2019	2020	2020	2021
		ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
65400	TAXES, LICENSES, & FEES	4,038	23,541	12,000	8,650	12,000
65500	RENTAL-BLDG & EQUIP	672	736	1,400	1,400	1,400
66100	DUES & SUBSCRIPTIONS	745	752	250	1,045	250
66200	TRAINING/TRAVEL	1,255	794	6,950	2,500	6,950
69700	SPECIAL PROJECTS	11,683	22,896	10,000	5,000	10,000
CONTRACTUAL SERVICES		524,237	578,014	741,690	526,022	584,040
EQUIPMENT						
86000	EQUIPMENT	12,279	10,486	10,500	10,500	7,500
EQUIPMENT		12,279	10,486	10,500	10,500	7,500
TOTAL EXPENDITURES		3,306,336	3,085,751	3,248,460	2,970,437	2,868,992

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 30-31 - PUBLIC WORKS - ADMINISTRATION						
PERSONNEL						
100-30-31-41100	WAGES - FULL-TIME	95,984	93,360	177,969	190,589	175,092
100-30-31-41200	WAGES - PART-TIME	0	0	13,487	730	0
100-30-31-41300	WAGES - OVERTIME	0	0	0	10	0
100-30-31-41400	LONGEVITY PAY	0	0	0	0	0
100-30-31-41550	CAR ALLOWANCE	1,905	476	0	0	0
100-30-31-42100	EMPLOYER PORTION FICA	6,995	6,629	14,647	13,739	13,395
100-30-31-42200	EMPLOYER PORTION IMRF	14,010	11,437	26,500	28,380	25,458
100-30-31-42500	EMPLOYEE HEALTH INSURANCE	15,409	22,231	38,618	30,034	38,602
100-30-31-42600	WORKER'S COMPENSATION	2,040	2,040	2,040	172	1,244
EXPENDITURES - PERSONNEL		136,343	136,173	273,261	263,654	253,791
COMMODITIES						
100-30-31-52000	OFFICE SUPPLIES	406	20	250	129	200
100-30-31-54000	UNIFORMS/PROTECTIVE CLOTHING	0	0	0	0	0
100-30-31-59999	COMMODITIES	0	0	0	0	0
EXPENDITURES - COMMODITIES		406	20	250	129	200
CONTRACTUAL SERVICES						
100-30-31-61500	MAINTENANCE-EQUIPMENT	0	0	0	0	0
100-30-31-62099	PRINTED MATERIALS	128	0	750	0	0
100-30-31-62300	ARCHITECT/ENGINEERING SERVICES	0	0	131,200	0	0
100-30-31-63800	CONTRACTED SERVICES	552	0	0	0	0
100-30-31-64500	TELEPHONE SERVICES	10,407	9,032	10,000	10,000	7,500
100-30-31-65100	FREIGHT & POSTAGE	0	52	100	0	100
100-30-31-65200	MARKETING ADS & PUBLIC INFO	0	0	0	0	0
100-30-31-65300	LEGAL EXPENSES & NOTICES	68	0	0	0	0
100-30-31-66100	DUES & SUBSCRIPTIONS	0	502	0	0	0
100-30-31-66200	TRAINING/TRAVEL	0	226	500	0	500
100-30-31-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		11,155	9,812	142,550	10,000	8,100
EQUIPMENT						
100-30-31-86200	OFFICE FURNITURE & EQUIPMENT	0	0	0	0	0
100-30-31-86300	TELEPHONE & RADIO EQUIPMENT	0	0	0	0	0
EXPENDITURES - EQUIPMENT		0	0	0	0	0
EXPENDITURES - 30-31 - PUBLIC WORKS - ADMINISTRATION		147,904	146,005	416,061	273,783	262,091

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 30-32 - PUBLIC WORKS - SUPPORT SERVICES						
PERSONNEL						
100-30-32-41100	WAGES - FULL-TIME	129,563	88,155	121,426	108,807	123,721
100-30-32-41300	WAGES - OVERTIME	16,079	12,503	20,000	14,250	20,000
100-30-32-41400	LONGEVITY PAY	1,470	1,338	1,404	1,425	1,476
100-30-32-41500	CLOTHING ALLOWANCE	1,212	725	1,080	0	1,080
100-30-32-42100	EMPLOYER PORTION FICA	10,696	7,211	11,009	8,813	11,190
100-30-32-42200	EMPLOYER PORTION IMRF	21,470	12,361	21,428	18,535	21,269
100-30-32-42500	EMPLOYEE HEALTH INSURANCE	52,867	34,439	41,728	32,452	39,663
100-30-32-42600	WORKER'S COMPENSATION	0	4,574	4,574	3,556	2,788
EXPENDITURES - PERSONNEL		233,357	161,306	222,649	187,838	221,187
COMMODITIES						
100-30-32-51300	SUPPLIES/PARTS-BUILDINGS	6,998	11,623	15,000	12,000	12,500
100-30-32-51700	SUPPLIES/PARTS-VEHICLES	61	342	3,500	1,000	3,000
100-30-32-52500	JANITORIAL SUPPLIES	9,737	5,197	9,000	8,500	9,000
100-30-32-53100	ICE/SNOW CONTROL SUPPLIES	436	1,166	1,500	1,000	1,500
100-30-32-53300	SMALL TOOLS & EQUIPMENT	918	562	2,000	1,750	1,000
100-30-32-54000	UNIFORMS/PROTECTIVE CLOTHING	0	0	500	250	500
100-30-32-55000	FUEL, OIL, & LUBRICANTS	2,412	1,677	2,150	1,250	2,150
EXPENDITURES - COMMODITIES		20,562	20,567	33,650	25,750	29,650
CONTRACTUAL SERVICES						
100-30-32-61100	MAINTENANCE-GROUNDS	9,761	4,622	12,500	8,000	12,500
100-30-32-61300	MAINTENANCE-BUILDINGS	30,598	35,108	37,000	22,000	33,000
100-30-32-61500	MAINTENANCE-EQUIPMENT	3,975	1,373	4,000	2,000	4,000
100-30-32-61599	WARNING SIRENS	6,480	6,480	6,600	6,720	6,800
100-30-32-61700	MAINTENANCE-VEHICLES	0	0	1,000	500	1,000
100-30-32-63800	CONTRACTED SERVICES	78,836	81,538	98,050	80,000	98,050
100-30-32-64000	UTILITIES	19,614	18,853	16,500	16,500	16,500
100-30-32-64100	ELECTRIC SERVICES	73,214	30,158	80,000	80,000	80,000
100-30-32-65400	TAXES, LICENSES, & FEES	3,728	23,321	11,000	8,000	11,000
100-30-32-66100	DUES & SUBSCRIPTIONS	0	0	0	0	0
100-30-32-66200	TRAINING/TRAVEL	475	0	1,250	500	1,250
EXPENDITURES - CONTRACTUAL SERVICES		226,681	201,453	267,900	224,220	264,100
EQUIPMENT						
100-30-32-86000	EQUIPMENT	0	0	0	0	0
EXPENDITURES - EQUIPMENT		0	0	0	0	0
EXPENDITURES - 30-32 - PUBLIC WORKS - SUPPORT SERVICES		480,600	383,326	524,199	437,808	514,937

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 30-33 - PUBLIC WORKS - STREET DIVISION						
PERSONNEL						
100-30-33-41100	WAGES - FULL-TIME	1,060,524	908,913	763,020	867,375	759,753
100-30-33-41200	WAGES - PART-TIME	21,414	22,934	33,311	30,155	10,548
100-30-33-41300	WAGES - OVERTIME	180,738	168,075	165,000	140,000	130,000
100-30-33-41400	LONGEVITY PAY	24,470	22,641	23,502	20,427	17,503
100-30-33-41500	CLOTHING ALLOWANCE	7,232	6,782	5,641	6,229	5,401
100-30-33-42100	EMPLOYER PORTION FICA	91,820	78,729	76,847	74,094	70,625
100-30-33-42200	EMPLOYER PORTION IMRF	184,729	133,219	145,258	140,433	132,700
100-30-33-42500	EMPLOYEE HEALTH INSURANCE	284,831	263,877	198,979	193,181	230,499
100-30-33-42600	WORKER'S COMPENSATION	59,402	59,402	59,402	46,200	36,211
EXPENDITURES - PERSONNEL		1,915,160	1,664,572	1,470,960	1,518,094	1,393,240
COMMODITIES						
100-30-33-51300	SUPPLIES/PARTS-BUILDINGS	3,136	7,037	3,000	3,000	3,000
100-30-33-51410	SUPPLIES/PARTS-STREETS	22,891	39,021	37,000	37,000	0
100-30-33-51430	SUPPLIES/PARTS-STORM SEWERS	8,342	12,992	23,500	20,000	23,000
100-30-33-51500	SUPPLIES/PARTS-EQUIPMENT	0	0	3,000	2,500	3,000
100-30-33-51700	SUPPLIES/PARTS-VEHICLES	60,731	72,151	88,000	78,000	88,000
100-30-33-51997	STREETLIGHTS, PARTS	17,357	12,857	15,000	12,000	15,000
100-30-33-51998	TRAFFIC & STREET SIGNS	26,030	27,022	30,000	22,500	0
100-30-33-51999	SUPPLIES/PARTS-TRAFFIC SIGNALS	15,382	17,504	34,000	30,000	0
100-30-33-52000	OFFICE SUPPLIES	222	355	500	400	500
100-30-33-52500	JANITORIAL SUPPLIES	795	387	1,500	1,500	1,500
100-30-33-53100	ICE/SNOW CONTROL SUPPLIES	117,905	194,040	120,000	120,000	0
100-30-33-53300	SMALL TOOLS & EQUIPMENT	6,408	5,279	7,000	7,000	7,000
100-30-33-54000	UNIFORMS/PROTECTIVE CLOTHING	0	36	0	0	0
100-30-33-55000	FUEL, OIL, & LUBRICANTS	158,408	112,392	133,000	100,000	130,000
EXPENDITURES - COMMODITIES		437,607	501,073	495,500	433,900	271,000
CONTRACTUAL SERVICES						
100-30-33-61100	MAINTENANCE-GROUNDS	12,092	11,141	15,000	15,000	15,000
100-30-33-61300	MAINTENANCE-BUILDINGS	2,513	20,115	9,900	9,900	9,900
100-30-33-61400	MAINTENANCE-INFRASTRUCTURE	14,775	26,211	27,340	27,340	27,340
100-30-33-61420	MAINTENANCE-STREETS	2,765	0	10,500	10,000	10,500
100-30-33-61430	MAINTENANCE-STORM SEWERS	3,600	990	10,000	9,917	10,000
100-30-33-61450	MAINTENANCE-SIDEWALKS	1,825	4,335	0	0	0
100-30-33-61500	MAINTENANCE-EQUIPMENT	2,637	5,818	5,950	3,500	5,950
100-30-33-61700	MAINTENANCE-VEHICLES	27,418	66,152	55,000	55,000	55,000
100-30-33-62099	PRINTED MATERIALS	447	199	250	250	250
100-30-33-63100	FORESTRY SERVICES	12,329	58,275	90,000	60,000	76,000
100-30-33-63200	MOSQUITO ABATEMENT SERVICES	5,196	0	0	0	0
100-30-33-63400	SNOW REMOVAL SERVICES	48,088	19,388	80,000	80,000	80,000
100-30-33-63600	WEATHER SERVICES	3,120	6,598	3,200	3,250	3,200
100-30-33-63800	CONTRACTED SERVICES	30,000	145	6,000	6,000	0
100-30-33-64100	ELECTRIC SERVICES	0	0	0	0	0
100-30-33-64300	REFUSE REMOVAL SERVICES	0	0	0	0	0
100-30-33-65100	FREIGHT & POSTAGE	0	0	0	0	0
100-30-33-65200	MARKETING ADS & PUBLIC INFO	103	105	250	250	250
100-30-33-65400	TAXES, LICENSES, & FEES	310	220	1,000	650	1,000
100-30-33-65500	RENTAL-BLDG & EQUIP	672	736	1,400	1,400	1,400
100-30-33-66100	DUES & SUBSCRIPTIONS	415	250	250	1,045	250
100-30-33-66200	TRAINING/TRAVEL	780	568	5,200	2,000	5,200
100-30-33-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
100-30-33-69700	SPECIAL PROJECTS	11,683	22,896	10,000	5,000	10,000
EXPENDITURES - CONTRACTUAL SERVICES		180,768	244,142	331,240	290,502	311,240
EQUIPMENT						
100-30-33-86000	EQUIPMENT	12,279	10,486	10,500	10,500	7,500
EXPENDITURES - EQUIPMENT		12,279	10,486	10,500	10,500	7,500
EXPENDITURES - 30-33 - PUBLIC WORKS - STREET DIVISION		2,545,814	2,420,273	2,308,200	2,252,996	1,982,980

CITY OF DEKALB

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 REQUESTED BUDGET
Dept 30-35 - PUBLIC WORKS - ENGINEERING						
PERSONNEL						
100-30-35-41100	WAGES - FULL-TIME	0	0	0	0	71,479
100-30-35-41200	WAGES - PART-TIME	5,896	8,755	0	0	8,100
100-30-35-41300	WAGES - OVERTIME	0	0	0	0	0
100-30-35-41400	LONGEVITY PAY	0	0	0	0	0
100-30-35-41500	CLOTHING ALLOWANCE	0	0	0	0	0
100-30-35-42100	EMPLOYER PORTION FICA	451	670	0	0	6,088
100-30-35-42200	EMPLOYER PORTION IMRF	0	0	0	0	10,393
100-30-35-42500	EMPLOYEE HEALTH INSURANCE	13,399	0	0	0	6,774
100-30-35-42600	WORKER'S COMPENSATION	4,574	0	0	0	0
EXPENDITURES - PERSONNEL		24,320	9,425	0	0	102,834
COMMODITIES						
100-30-35-51000	BOARDS & COMMISSIONS	0	0	0	0	0
100-30-35-51500	SUPPLIES/PARTS-EQUIPMENT	0	0	0	0	0
100-30-35-51600	SUPPLIES/PARTS-TECHNOLOGY	0	0	0	0	0
100-30-35-51700	SUPPLIES/PARTS-VEHICLES	1,008	867	0	0	0
100-30-35-52000	OFFICE SUPPLIES	271	466	0	50	50
100-30-35-53300	SMALL TOOLS & EQUIPMENT	0	0	0	0	0
100-30-35-54000	UNIFORMS/PROTECTIVE CLOTHING	0	0	0	0	0
100-30-35-55000	FUEL, OIL, & LUBRICANTS	786	2,782	0	4,500	5,500
100-30-35-59999	COMMODITIES	0	0	0	0	0
EXPENDITURES - COMMODITIES		2,065	4,115	0	4,550	5,550
CONTRACTUAL SERVICES						
100-30-35-61500	MAINTENANCE-EQUIPMENT	1,101	84	0	0	0
100-30-35-61700	MAINTENANCE-VEHICLES	651	0	0	0	0
100-30-35-62099	PRINTED MATERIALS	68	0	0	0	0
100-30-35-62300	ARCHITECT/ENGINEERING SERVICES	103,131	122,523	0	1,000	0
100-30-35-62400	TECHNOLOGY SERVICES	0	0	0	0	0
100-30-35-63300	NUISANCE ABATEMENT SERVICES	0	0	0	0	0
100-30-35-63800	CONTRACTED SERVICES	0	0	0	0	0
100-30-35-64500	TELEPHONE SERVICES	0	0	0	300	600
100-30-35-65100	FREIGHT & POSTAGE	352	0	0	0	0
100-30-35-65200	MARKETING ADS & PUBLIC INFO	0	0	0	0	0
100-30-35-65300	LEGAL EXPENSES & NOTICES	0	0	0	0	0
100-30-35-65500	RENTAL-BLDG & EQUIP	0	0	0	0	0
100-30-35-66100	DUES & SUBSCRIPTIONS	330	0	0	0	0
100-30-35-66200	TRAINING/TRAVEL	0	0	0	0	0
100-30-35-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		105,633	122,607	0	1,300	600
EQUIPMENT						
100-30-35-86000	EQUIPMENT	0	0	0	0	0
100-30-35-86100	TECHNOLOGY EQUIPMENT	0	0	0	0	0
100-30-35-86300	TELEPHONE & RADIO EQUIPMENT	0	0	0	0	0
EXPENDITURES - EQUIPMENT		0	0	0	0	0
EXPENDITURES - 30-35 - PUBLIC WORKS - ENGINEERING		132,018	136,147	0	5,850	108,984

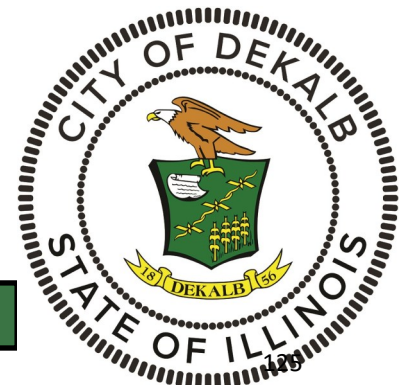
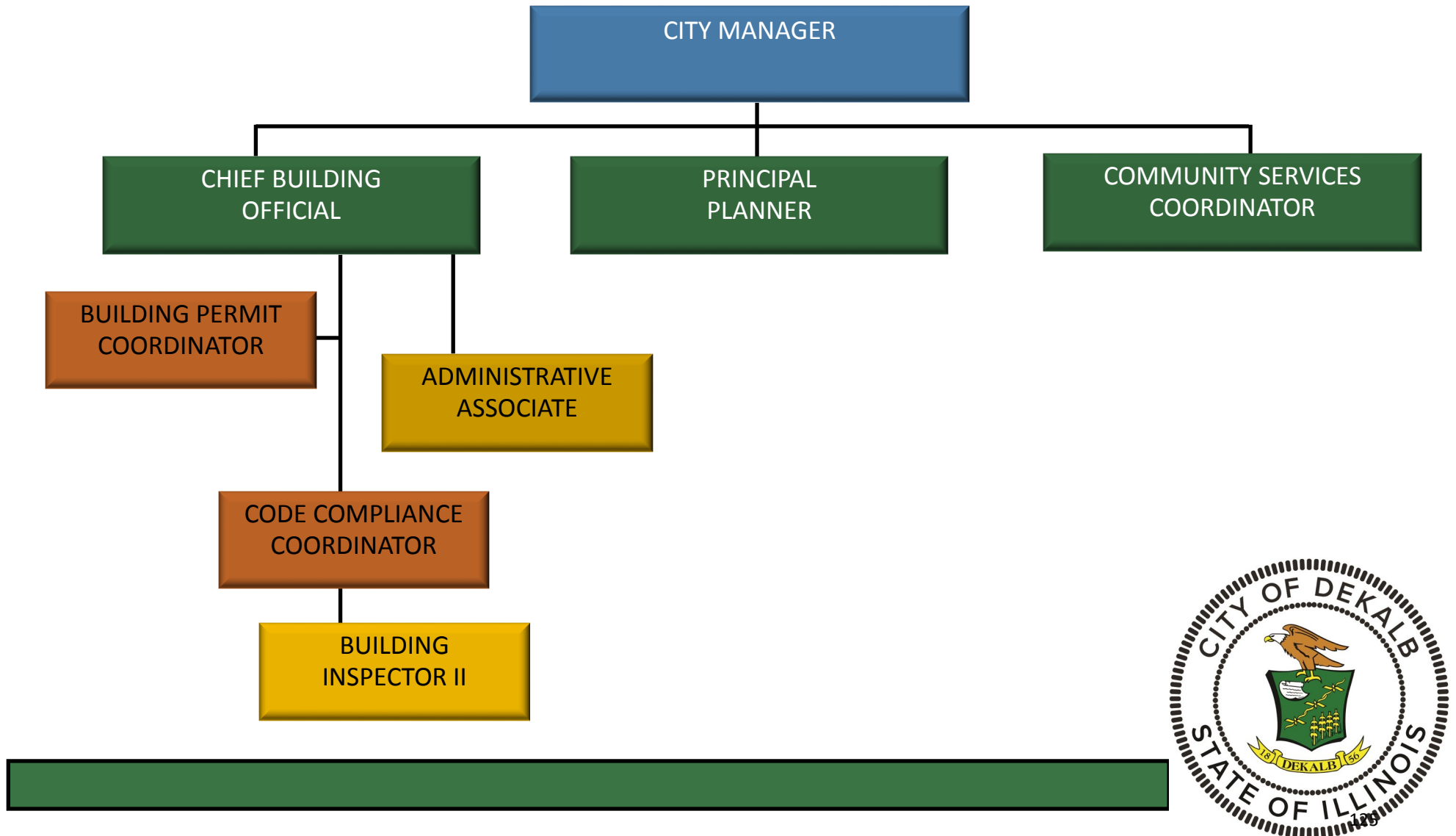


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COMMUNITY DEVELOPMENT ORGANIZATIONAL CHART



Community Development Department

Department Introduction

The Community Development Department is responsible for the Planning, Economic Development, Community Development Block Grant (CDBG), Zoning Review and Entitlement, Construction Permitting, and Code Enforcement functions within the City government. The Department promotes responsible development and the sound maintenance of properties in the City, supporting the success of local business and promoting the community to new businesses and residents. Programming includes long range planning, the attraction and retention of quality businesses, efficient development review processes, and the enforcement of locally-adopted building and property maintenance codes. The Department's mission is to be responsive to local residents and their development concerns and needs, and to maintain a positive business climate that brings confidence to investors, resulting in an expanding, diversified and balanced tax base, thereby lessening the tax burden on individual property owners.

The Department's offices are often the first point of contact for new and existing businesses, developers, and contractors. To assist these interested parties, the Department makes a significant effort to remain informed about local resources. The Department is also responsible for long-range and short-range planning, zoning, applicable municipal code revisions, building permit and inspection services, building code enforcement, economic development, Community Development Block Grant (CDBG) program administration, and many special neighborhood-related improvement projects.

The Department also coordinates with other City departments and governmental entities to review and approve development projects to ensure high quality developments are delivered in a responsible and timely manner.

Staffing Level	FY2019	FY2020	FY2021
FT	8	7	7
PT	6	1	0**
FTE*	11	7.5	7

*Does not include part-time contractual plumbing inspection, as needed.

**Funded but unfilled NIU Intern position.

FY2020 Accomplishments

Facebook Data Center: On June 30, 2020 it was announced that Facebook will be constructing a 970,000 sq. ft. data center with an option to expand on 505 acres of property generally located east of Rt. 23 and south of Gurler Road within the I-88 Corridor. The data center project is a transformative industrial development that will impact generations of DeKalb County residents. The facility will be Facebook's 16th data center worldwide. The City staff, the DeKalb County Economic Development Corporation, and state officials worked together to make the project possible. Facebook expects to add approximately 1,000

construction jobs during the buildout over the next two years and 100 permanent jobs when the first phase is fully operational. In addition to jobs, Facebook DeKalb will be 100% powered by renewable energy and will be LEED Gold certified upon completion.



Ferrara Candy Company: Well in advance of their official announcement on January 31, 2020, construction started in the summer of 2019 on a 1,222,400 square foot food distribution center for the Ferrara Candy Company along the north side of Gurler Road, south of I-88. In the spring of 2020 work started on a 466,560 square foot packing center next to the distribution facility. The project will eventually employ 1,000 people. The distribution facility will be occupied by early 2021 and the packing center will be open by the spring of 2021.



Egyptian Theatre: In March 2019, the City Council approved final plans and a development incentive agreement for the Egyptian Theatre to allow for a proposed expansion and upgrades to the 90-year old facility. Work on the project finished in 2020 and includes an expansion on the south end of the building to accommodate an air conditioning system and expanded restroom and concession facilities. The total project cost was \$5.5 million with \$2.5 million in TIF assistance.



Agora Tower: In the summer of 2020 construction started on a four-story mixed-use development at the northeast corner of E. Locust Street and N. Fourth Street. The project will feature 94 one-bedroom and two-bedroom apartment units and approximately 12,000 sq. ft. of commercial space on the ground floor. The project is scheduled to be completed in 2021. The total project cost is about \$13.8 million with \$3 million in TIF assistance provided by the City.



Lovell's Discount Tire: Lovell's Discount Tire at 424 E. Lincoln Highway completed work in 2020 that included parking lot resurfacing, IDOT-approved streetscape improvements, new landscaping, screening of the trash dumpster, and the addition of a new ground sign. The facility also expanded their tire service to include additional vehicle repair services. TIF assistance was provided to the owner for a portion of the work in the right-of-way along E. Lincoln Highway and IL Rt. 23.

Home2 Suites Hotel: The four-story Home2 Suites Hotel opened in the fall of 2020 along South Annie Glidden Road at Knolls Avenue South. The hotel features 90 rooms and provides the community with a mid-to-higher tier extended stay option that includes a conference room and indoor pool.



Isaac Executive Suites: Approved in June 2020, Isaac Executive Suites will be a four-story building that will contain 59 executive suites and ground-level commercial space with a banquet/conference room and exercise room. The mixed-use building will be located on a 2.5-acre site at the southwest corner of Sycamore Road and Oakland Drive. All the units will be one-bedroom and fully furnished with leases ranging from four to seven months. The suites will serve people that are in the area for a period longer than a hotel stay but do not want to sign a one-year lease agreement. Completion of the project is anticipated in the spring of 2021.



Raising Cane's Chicken Fingers Restaurant: In July 2020 construction started on a new Raising Cane's Chicken Fingers Restaurant along Sycamore Road, just north of Barber Greene Road. Raising Cane's is a national fast-food restaurant chain specializing in chicken fingers that is based out of Baton Rouge, Louisiana. The company has about 450 restaurants in 27 states.



DeKalb First United Methodist Church: The DeKalb First United Methodist Church received annexation and zoning approval in July 2020 to allow for the construction of a new church along the west side of N. Annie Glidden Road, across from the DeKalb County Health Facility Campus. The location of the church in the area will be in line with many of the goals of the Annie Glidden North Revitalization Plan. Construction is anticipated to start in 2021 or 2022.



El Jimador Mexican Grill: El Jimador Mexican Grill opened in September 2020 at 260 E. Lincoln Highway in the former O'Leary's Restaurant building. Remodeling work included interior and exterior renovations, new flooring, and additional seating. In addition, the outdoor seating area along S. Third St. was maintained. The total project cost was \$689,100 with \$124,100 in TIF assistance awarded.



DeKalb County Rehab and Nursing Center: An expansion to the DeKalb County Rehab and Nursing Center along the N. Annie Glidden Road corridor began in 2019 and will be completed in 2020. The \$15 million expansion project will include a 15,400 square foot addition at the east end of the existing administration building. The expansion project will also provide 18 new private rooms, which will supplement 13 existing renovated rooms. In addition, a new 6,100 square foot multipurpose activity center located in the center court of the existing facility will provide more flexible activity, dining, and seasonal event space.

Former Eduardo's Mexican Restaurant Building: Renovations began in the summer of 2020 at the former Eduardo's Restaurant Building at 206 E. Lincoln Highway. Extensive remodeling on the second floor occurred to create four luxury apartment units. The City Council approved \$216,800 in TIF funding for a project that totaled \$542,000 in estimated construction cost. There is also space on the ground floor for commercial uses.

Updated Sign Regulations: In March 2020 the City Council approved several amendments to the sign regulations in the Unified Development Ordinance. The changes were intended to make the sign regulations easier to understand, promote economic development, yet still ensure public safety and aesthetic standards.

Building Permit Activity: Despite the effects of COVID-19 the amount of building activity in the City has remained strong. With many residents working from home, more people are improving their properties this year ahead of last year. The number of permits issued has increased 2% from January 2020 – August 2020 compared to the same time period in 2019. The largest increase in permits has been for decks, driveways, roofs and fences. The largest percentage increase is for solar installations at 370% and swimming pools are up 100%.

Building & Code Compliance Division Reorganization: The reorganization of the Division in 2019 has resulted in the re-evaluation of numerous processes. Although initial job descriptions have changed, the staff works closely together to accomplish the daily requirements of the City. By updating web access to permit applications and providing personal attention during the pre-planning steps the permit and inspection process has been streamlined. By collaborating with other departments including Police, Fire, Administration and Legal the code compliance processes has become more efficient. These efforts have resulted in long term benefits to visitors, residents, and property owners.

Rooming House Ordinance Modifications: In March 2020 the City Council approved amendments to the Rooming House regulations that adjusted the inspection and licensing period to start in the spring and be completed before the student move-in period in the fall. The new process was widely accepted by

landlords who were able to complete needed repairs and updates during the summer months prior to students and residents moving in.

University Village Collaborative: The Collaborative is a partnership of local social service providers who have made a commitment to provide on-site services at University Village, the largest HUD-funded apartment complex in the City. Partners include Community Coordinated Childcare (4-C), Adventure Works, DeKalb County Community Gardens, University of Illinois Extension Service, Kishwaukee College, Illinois WorkNet, Family Service Agency, the DeKalb County Health Department, DeKalb Township, Northern Illinois University, and the Regional Office of Education. This year, the COVID-19 pandemic had a major impact on the on-site services component of this project; however, the agencies continued to support residents by providing services remotely. In addition, the DeKalb County Community Gardens increased the number of food distributions to the property.

Abandoned Residential Property Municipal Relief Program: The City received a \$55,000 grant from the Illinois Housing Development Authority to address the need to remove abandoned and condemned residential properties that are a safety hazard and blight to the City. The Community Services Coordinator worked with the Public Works Department to document all demolition-related expenses and was able to capture the full grant amount as compensation for past demolition costs.

Annie Glidden North Revitalization: The City continued to seek resources to support the recommendations of the Annie Glidden North (AGN) Revitalization Plan to stabilize the northwest side of the community. During 2020, the City allocated over \$250,000 of Community Development Block Grant funds to demolish the condemned multi-unit residential structure located at 912 Edgebrook Drive. The building has been a long-term eyesore and safety hazard. Removal of the structure will create a green space in a densely populated neighborhood and will create an opportunity for a future development use not yet determined.

The demolition of the former Campus Cinemas Building at the northwest corner of Blackhawk Road and Hillcrest Drive finally began as a result of a court settlement in late October, 2020. The property will transfer to the City and the demolition of the structure will pave the way for future redevelopment in the neighborhood.

The City is also moving forward with the installation of additional street lighting and free broadband access in the AGN area, which will contribute to neighborhood revitalization. Additional lighting in underlit areas will increase resident safety and the security of adjacent properties. Access to free broadband service will support the education of neighborhood children who are attending school remotely as a result of the COVID-19 pandemic and will allow adults to access work-at-home employment, job training, remote learning, and job seeking opportunities. The goal is to complete both projects by the end of 2020.

Housing Rehabilitation: The Community Development Block Grant (CDBG) program funds improvements to single family housing that is owned and occupied by low-income residents. During 2020, five projects were completed. A variety of repairs were made including the replacement of a ruptured water line, a new furnace and water heater, two sewer lateral replacements, and two roof replacements.

Community Services: During FY 2020, the City conducted public outreach and received approval for the 2020 -2024 Five Year Consolidated Plan for CDBG. This plan was amended to incorporate additional CDBG funding the City received to prevent, prepare for, and respond to COVID-19. The additional COVID-19 funding was used to support three current Public Service grantees in their efforts to safely provide services to the residents of DeKalb. In addition, a new program for rent/mortgage/utility payment assistance was

created in partnership with Family Service Agency to prevent an increase in homelessness and ensure residents impacted by COVID-19 maintain an affordable place to live.

Census Outreach: The City worked diligently during the year to educate the public and encourage residents to complete the 2020 Census. The City created a Complete Count Committee and worked with community partners to conduct outreach to those populations that traditionally do not respond to the U.S. Census. The arrival of the COVID-19 pandemic changed the planned opportunities for outreach, but the partners persisted and created new methods to perform outreach to the target populations.

FY2021 Initiatives

Economic Development: Continue aggressive economic development efforts to promote properties within the community for new development or redevelopment. Update the 2005 Comprehensive Land Use Plan.

Manufacturing/Warehouse/Distribution/High Tech Facilities: Promote the development of large-scale manufacturing, distribution, and high-tech facilities that are transformative. which will bring in career jobs and broaden and diversify the property tax base.

Downtown Redevelopment: Encourage continued development and redevelopment in the downtown area by focusing on projects that are compatible with various Downtown Plans and will provide a sustainable environment for existing and future businesses.

TIF Funding: Focus on TIF #3 for future private redevelopment projects. Award TIF funding for projects that meet the City Council's established protocols and criteria.

Annie Glidden North Revitalization: Continue to identify resources that support the recommendations of the Annie Glidden North Revitalization Plan to stabilize the northwest side of the community. Complete the demolition of the former Campus Cinemas at Blackhawk Road and Hillcrest Dr. and the structure at 912 Edgebrook Drive.

Opportunity Zone: Collaborate with local partners and outside investors to attract investments in the City's newly designated Opportunity Zones.

Update Parking Regulations: Review and update the parking regulations in the Unified Development Ordinance to make the standards easier to understand, more business friendly, and match the actual demand required for each use with an emphasis on preserving green space.

Community Services: Conduct public outreach and approve the 2020 -2024 Five Year Consolidated Plan for CDBG in the spring of 2021 and submit to HUD.

Building Permit Fee Review: Review the current permit fee structure and make adjustments based upon comparable communities while encouraging new building activity.

Building & Code Compliance Training: Increase the training for Division staff to stay current with new building codes and practices from the State of Illinois and the International Code Council.

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 40-41 - COMMUNITY DEV. - ADMINISTRATION						
PERSONNEL						
100-40-41-41100	WAGES - FULL-TIME	344,328	230,574	231,399	181,100	187,844
100-40-41-41200	WAGES - PART-TIME	43,112	27,526	13,487	0	0
100-40-41-41300	WAGES - OVERTIME	10	0	0	0	0
100-40-41-41400	LONGEVITY PAY	0	0	0	0	0
100-40-41-41500	CLOTHING ALLOWANCE	0	0	0	0	0
100-40-41-41550	CAR ALLOWANCE	3,809	791	0	0	0
100-40-41-42100	EMPLOYER PORTION FICA	29,111	19,314	18,734	14,000	14,370
100-40-41-42200	EMPLOYER PORTION IMRF	52,255	28,423	34,455	26,286	27,313
100-40-41-42500	EMPLOYEE HEALTH INSURANCE	50,397	43,086	31,906	24,817	20,266
100-40-41-42600	WORKER'S COMPENSATION	1,911	1,911	1,911	1,484	1,165
EXPENDITURES - PERSONNEL		524,933	351,625	331,892	247,687	250,958
COMMODITIES						
100-40-41-51000	BOARDS & COMMISSIONS	2,875	2,591	5,750	2,033	3,000
100-40-41-52000	OFFICE SUPPLIES	1,593	462	500	15	300
100-40-41-55000	FUEL, OIL, & LUBRICANTS	0	0	0	0	0
EXPENDITURES - COMMODITIES		4,468	3,053	6,250	2,048	3,300
CONTRACTUAL SERVICES						
100-40-41-40026	WARNING SIRENS	0	0	0	0	0
100-40-41-61500	MAINTENANCE-EQUIPMENT	313	0	0	0	0
100-40-41-61700	MAINTENANCE-VEHICLES	0	0	0	0	0
100-40-41-62099	PRINTED MATERIALS	142	4,020	3,500	0	0
100-40-41-62700	HUMAN & SOCIAL SERVICES	144,500	144,500	150,000	150,000	150,000
100-40-41-63000	SPECIAL EVENT SERVICES	0	0	10,000	0	0
100-40-41-63300	NUISANCE ABATEMENT SERVICES	4,550	0	0	0	0
100-40-41-63700	DEVELOPMENTAL SERVICES	127,500	110,000	115,000	115,000	109,248
100-40-41-63750	DEMOLITION SERVICES	13,239	0	0	0	0
100-40-41-63800	CONTRACTED SERVICES	198,680	1,551	500	350	350
100-40-41-64500	TELEPHONE SERVICES	5,970	2,592	700	527	665
100-40-41-65100	FREIGHT & POSTAGE	0	50	150	0	142
100-40-41-65200	MARKETING ADS & PUBLIC INFO	9,208	8,645	5,000	166	2,000
100-40-41-65300	LEGAL EXPENSES & NOTICES	2,363	3,048	1,000	1,750	950
100-40-41-66100	DUES & SUBSCRIPTIONS	2,804	1,535	1,000	820	820
100-40-41-66200	TRAINING/TRAVEL	2,656	1,175	1,635	750	750
100-40-41-66400	EDUCATION TUITION REIMBURSEMENT	0	0	0	0	0
EXPENDITURES - CONTRACTUAL SERVICES		511,925	277,116	288,485	269,363	264,925
EQUIPMENT						
100-40-41-86200	OFFICE FURNITURE & EQUIPMENT	0	0	0	0	0
EXPENDITURES - EQUIPMENT		0	0	0	0	0
EXPENDITURES - 40-41 - COMMUNITY DEV. - ADMINISTRATION		1,041,326	631,794	626,627	519,098	519,183

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 40-43 - COMMUNITY DEV. - BUILDING & CODE ENFORCE						
PERSONNEL						
100-40-43-41100	WAGES - FULL-TIME	265,232	284,891	295,680	323,890	340,496
100-40-43-41200	WAGES - PART-TIME	91,627	63,122	0	0	0
100-40-43-41300	WAGES - OVERTIME	2,216	5,075	6,500	2,553	6,500
100-40-43-41500	CLOTHING ALLOWANCE	162	577	600	0	600
100-40-43-42100	EMPLOYER PORTION FICA	26,203	25,710	23,162	22,934	26,591
100-40-43-42200	EMPLOYER PORTION IMRF	43,226	37,437	45,084	49,286	50,540
100-40-43-42500	EMPLOYEE HEALTH INSURANCE	74,714	76,791	69,640	54,161	98,547
100-40-43-42600	WORKER'S COMPENSATION	1,274	1,274	1,274	989	777
EXPENDITURES - PERSONNEL		504,654	494,877	441,940	453,813	524,051
COMMODITIES						
100-40-43-51000	BOARDS & COMMISSIONS	0	0	0	0	0
100-40-43-51700	SUPPLIES/PARTS-VEHICLES	0	1,131	0	0	0
100-40-43-52000	OFFICE SUPPLIES	703	236	500	226	250
100-40-43-53300	SMALL TOOLS & EQUIPMENT	1,040	79	500	0	250
100-40-43-54000	UNIFORMS/PROTECTIVE CLOTHING	4,169	0	1,500	0	100
100-40-43-55000	FUEL, OIL, & LUBRICANTS	882	1,184	1,000	566	500
EXPENDITURES - COMMODITIES		6,794	2,630	3,500	792	1,100
CONTRACTUAL SERVICES						
100-40-43-61500	MAINTENANCE-EQUIPMENT	0	0	250	0	200
100-40-43-61700	MAINTENANCE-VEHICLES	0	159	1,000	674	750
100-40-43-62099	PRINTED MATERIALS	1,139	1,237	500	0	200
100-40-43-62300	ARCHITECT/ENGINEERING SERVICES	0	0	0	0	0
100-40-43-63300	NUISANCE ABATEMENT SERVICES	0	60	15,000	1,460	11,000
100-40-43-63800	CONTRACTED SERVICES	0	64,042	42,000	30,229	35,000
100-40-43-64500	TELEPHONE SERVICES	0	2,681	3,000	3,026	3,720
100-40-43-65100	FREIGHT & POSTAGE	4,000	4,000	250	0	238
100-40-43-65200	MARKETING ADS & PUBLIC INFO	18	0	0	0	0
100-40-43-65300	LEGAL EXPENSES & NOTICES	0	0	100	0	0
100-40-43-66100	DUES & SUBSCRIPTIONS	244	901	1,150	0	0
100-40-43-66200	TRAINING/TRAVEL	1,816	594	2,000	80	650
EXPENDITURES - CONTRACTUAL SERVICES		7,217	73,674	65,250	35,469	51,758
EQUIPMENT						
100-40-43-86200	OFFICE FURNITURE & EQUIPMENT	190	7	0	0	0
EXPENDITURES - EQUIPMENT		190	7	0	0	0
EXPENDITURES - 40-43 - COMMUNITY DEV. - BUILDING & CODI		518,855	571,188	510,690	490,074	576,909

General Fund Support

Department Introduction

The General Fund Support budget does not describe an operating function and principally includes annual expenditures common to several or all operating departments, such as health insurance, tax-sharing agreements, surety bond payments, and Transfers Out from the General Fund to other City funds.

CITY OF DEKALB

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 55-00 - GENERAL FUND SUPPORT						
PERSONNEL						
100-55-00-42500	EMPLOYEE HEALTH INSURANCE	862,915	916,465	965,650	965,000	1,049,876
	EXPENDITURES - PERSONNEL	862,915	916,465	965,650	965,000	1,049,876
CONTRACTUAL SERVICES						
100-55-00-65200	MARKETING, ADS & PUBLIC INFO	0	0	0	52000	0
100-55-00-68750	TAX SHARING AGREEMENTS	1,781,787	1,835,699	1,750,000	1,550,000	1,550,000
100-55-00-69200	SURETY BONDS	70,000	70,000	70,000	62,112	62,150
	EXPENDITURES - CONTRACTUAL SERVICES	1,851,787	1,905,699	1,820,000	1,664,112	1,612,150
TRANSFERS OUT						
100-55-00-91200	TRANSFER TO TRANSPORTATION FUND	0	0	0	0	0
100-55-00-91300	TRANSFER TO DEBT SERVICE FUND	1,801,827	1,801,827	1,662,007	1,662,007	0
100-55-00-91400	TRANSFER TO CAPITAL PROJECTS FUND	0	36,756	0	62,112	0
100-55-00-91410	TRANSFER TO FLEET FUND	0	0	0	0	0
100-55-00-91420	TRANSFER TO CAPITAL EQUIPMENT FUN	0	75,000	1,700	1,136	0
100-55-00-91650	TRANSFER TO AIRPORT FUND	610,000	0	51,000	0	0
100-55-00-91710	TRANSFER TO HEALTH INSURANCE FUNE	250,000	0	0	0	0
100-55-00-91830	TRANSFER TO POLICE PENSION FUND	0	0	0	0	628,287
100-55-00-91850	TRANSFER TO FIRE PENSION FUND	0	0	0	0	746,368
100-55-00-91900	TRANSFER TO LIBRARY FUND	0	0	0	0	484,650
	EXPENDITURES - TRANSFERS OUT	2,661,827	1,913,583	1,714,707	1,725,255	1,859,305
EXPENDITURES - 55-00 - GENERAL FUND SUPPORT		5,376,529	4,735,747	4,500,357	4,354,367	4,521,331

CITY OF DEKALB

GL NUMBER	DESCRIPTION	2018	2019	2020	2020	2021
		ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
REVENUES - FUND 100		36,017,347	38,703,129	38,767,257	34,815,077	36,239,761
EXPENDITURES - FUND 100		37,688,289	36,192,442	36,984,483	35,396,728	35,553,522
NET - FUND 100		(1,670,942)	2,510,687	1,782,774	(581,651)	686,239
BEGINNING FUND BALANCE		9,073,799	7,402,857	10,524,704	10,524,704	9,943,053
PRIOR PERIOD FUND BALANCE ADJUSTMENTS			611,160			
ENDING FUND BALANCE		7,402,857	10,524,704	12,307,478	9,943,053	10,629,292

Section Five

Special Revenue Funds

- Transportation Fund
- Motor Fuel Tax Fund
- Heritage Ridge SSA #3
- Knolls at Prairie Creek Subdivision SSA #4
- Greek Row SSA #6
- Heartland Fields SSA #14
- Greenbrier SSA #28
- Market Square Area SSA #29
- Hunter Ridgebrook SSA #30
- Central Area Tax Increment Financing District #1
- Central Business Tax Increment Financing District #3
- Community Development Block Grant Fund
- Housing Rehabilitation Fund
- Foreign Fire Insurance Fund

Transportation Fund

FUND 200

The Transportation Fund includes the revenues and expenditures associated with the provision of transportation planning and public transit services within the DeKalb Urbanized Area (UZA). The City of DeKalb serves as the grant recipient for federal and state funds for transit services in the DeKalb UZA.

Transit oversees the management and operations of public transit in the DeKalb UZA. The City of DeKalb is the fiscal agent for State and Federal grant funding which supports transit services including the fixed route and paratransit bus services. The State of Illinois provides funding for 65% of all transit operational funding up to a contractual limit. The Federal Transit Administration (FTA) provides approximately \$1 million a year for transit capital projects and additional operating assistance funding. Northern Illinois University, per an Intergovernmental Agreement (IGA) with the City, provides 40% of the annual cost of the fixed route system.

The Transportation budget is based on the State Fiscal Year (SFY) that runs from July 1 to June 30. With the City operating within a calendar year, the annual transportation budget does not correspond with the City budget. As transportation grant funding allocations are only known until June 30, 2021, this budget is developed on the assumption that Illinois and federal fiscal year 2021 grant funding will be equal to SFY2022 funding.

TRANSIT DIVISION

When the DeKalb-Sycamore area was designated as an urban center in the 2000 U.S. Census, the area became eligible to receive Federal Section 5307 transit grant funds, which are administered through the Federal Transit Administration (FTA), and Downstate Operating Assistance Program (DOAP) of the Illinois Department of Transportation (IDOT). Using state and federal funding sources, the City contracts with Transdev Services Inc. (Transdev) to provide public transportation within the DeKalb Urbanized Area (UZA).

The Transit Budget has several existing grants for which funding is available and Transit staff shall submit grant proposals to the FTA to fund several more projects in SFY2021. The DeKalb region is provided an apportionment of grant funds for transit capital projects and operating assistance annually. These funds are approved in the Federal Transportation Funding Program, which is currently known as the Fixing America's Surface Transportation (FAST) Act. Within the program, specific funds are set aside to provide transit funds to urbanized areas with a population over 50,000 people.

The DOAP grant reimburses the City for up to 65% of the cost for public transit operations. The remaining 35% of the funding must come from other grant sources and local match contributions. The City's SFY2021 DOAP grant is \$6,154,536 with a required local match of \$3,313,981. The City's SFY2022 DOAP is expected to remain unchanged with an available allotment of \$6,154,536 and a required local match of \$3,313,981. This budget reflects one-half of the SFY2021 DOAP grant (1/1/21 – 6/30/2021) and one-half of the SFY2022 DOAP grant (7/1/21 – 12/31/21).

Currently, local match funding comes from FTA funds as operating assistance, and Northern Illinois University (NIU) funds. The table below identifies the funding sources for the public transit budget.

Public Transit Funding Sources

Funding Source	SFY21 Allocation	% of Budget
State of Illinois DOAP Grant (1/1/21 – 12/31/21)	\$6,154,536.00	59%
Local Match Fund: NIU Contribution	\$2,064,674.41	20%
FTA 5307 Operating Assistance Funds	\$1,400,000.00	13%
FTA 5307 Capital Grant	\$600,000.00	6%
State of Illinois Capital Grant	\$150,000.00	1%
Fares from Fixed Route Service	\$50,000.00	<1%
Fares from Paratransit Service	\$50,000.00	<1%
Miscellaneous Revenue	\$38,000.00	<1%
Investment Interest	\$1,500.00	<1%
Totals	\$10,508,710.41	100%

The City receives annual FTA 5307 grant funding to fund public transit capital purchases and operating assistance. The City is annually allocated approximately \$1,000,000, which varies from year to year based on a formula allocation for public transit funding provided in the annual US Federal Budget. These funds can be accumulated over a three-year period. In SFY2021 (July 1, 2020 to June 30, 2021) staff looks to use up to \$2,000,000 in FTA 5307 grant funds. The table below identifies proposed projects using FTA funds.

SFY21 FTA 5307 Grant Projects

Project	Grant Allocation
New Public Transit Facility – Preliminary Engineering	\$600,000.00
Marketing Firm	\$17,500.00
Bus Shelter Signage Displays	\$15,000.00
On Call Transit Planning Consultant	\$3,500.00
Operating Assistance	\$1,364,000.00
Total	\$2,000,000.00

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Dept 30-37 - TRANSPORTATION - TRANSIT						
ESTIMATED REVENUES						
200-30-37-33100	FEDERAL GRANTS	1,208,592	2,069,513	2,635,000	1,450,000	2,000,000
200-30-37-33200	STATE GRANTS	2,386,479	6,216,725	5,997,222	4,250,000	6,304,536
200-30-37-33300	LOCAL GRANTS	0	11,000	0	0	0
200-30-37-37100	INVESTMENT INTEREST	0	(4,993)	1,500	1,500	1,500
200-30-37-38100	MISCELLANEOUS REVENUE	605	59,313	2,160,000	2,115,000	2,202,674
200-30-37-38600	SALES OF SURPLUS PROPERTY	0	46,604	0	0	0
TOTAL ESTIMATED REVENUES		3,595,676	8,398,162	10,793,722	7,816,500	10,508,710
EXPENDITURES						
200-30-37-41100	WAGES - FULL-TIME	66,536	153,475	168,430	168,430	166,963
200-30-37-41200	WAGES - PART-TIME	48,311	12,813	8,100	8,060	8,100
200-30-37-41300	WAGES - OVERTIME	583	18	0	0	0
200-30-37-42100	EMPLOYER PORTION FICA	8,595	11,929	13,504	13,504	13,392
200-30-37-42200	EMPLOYER PORTION IMRF	9,700	18,624	25,079	25,079	24,276
200-30-37-42500	EMPLOYEE HEALTH INSURANCE	11,757	31,810	43,947	43,947	48,652
200-30-37-42600	WORKER'S COMPENSATION	372	916	931	931	372
200-30-37-51600	SUPPLIES/PARTS-TECHNOLOGY	787	285	0	0	4,000
200-30-37-51700	SUPPLIES/PARTS-VEHICLES	0	49	0	0	0
200-30-37-52000	OFFICE SUPPLIES	80	732	500	8,000	1,580
200-30-37-55000	FUEL, OIL, & LUBRICANTS	137	7,465	500	21,870	500
200-30-37-61500	MAINTENANCE-EQUIPMENT	0	1,886	200	100	200
200-30-37-61700	MAINTENANCE-VEHICLES	0	2,597	500	2,506	1,427
200-30-37-61800	MAINTENANCE-SOFTWARE	0	0	8,780	8,400	8,780
200-30-37-62099	PRINTED MATERIALS	3,684	4,826	15,000	7,000	15,000
200-30-37-62100	FINANCIAL SERVICES	0	0	2,460	2,460	3,500
200-30-37-62200	LEGAL SERVICES	0	0	0	0	9,000
200-30-37-63800	CONTRACTED SERVICES	3,019,336	7,711,025	9,192,752	7,062,107	8,472,113
200-30-37-64500	TELEPHONE SERVICES	184	546	876	876	853
200-30-37-65100	FREIGHT & POSTAGE	77	68	100	30	100
200-30-37-65200	MARKETING ADS & PUBLIC INFO	510	5,591	2,000	11,863	2,038
200-30-37-65300	LEGAL EXPENSES & NOTICES	7,440	10,681	9,000	9,000	9,000
200-30-37-66100	DUES & SUBSCRIPTIONS	0	4,400	10,000	8,000	10,000
200-30-37-66200	TRAINING/TRAVEL	2,007	4,916	8,874	500	10,629
200-30-37-66300	TRAVEL EXPENSES	198	284	0	0	0
200-30-37-82000	BUILDINGS & IMPROVEMENTS	0	0	0	2,760	1,100,000
200-30-37-86000	EQUIPMENT	69,530	172,581	0	30,000	0
200-30-37-86100	TECHNOLOGY EQUIPMENT	6,522	27,863	250,000	8,000	100,000
200-30-37-86200	OFFICE FURNITURE & EQUIPMENT	500	180	0	0	0
200-30-37-87000	VEHICLES	274,305	294,144	35,000	27,222	38,000
200-30-37-91100	TRANSFER TO GENERAL FUND	0	19,444	25,000	25,000	25,819
TOTAL EXPENDITURES		3,531,151	8,499,148	9,821,533	7,495,645	10,074,294
NET OF REVENUES/EXPENDITURES - 30-37 - TRANSPORTATION		64,525	(100,986)	972,189	320,855	434,416
ESTIMATED REVENUES - FUND 200					7,816,500	10,508,710
EXPENDITURES - FUND 200					7,495,645	10,074,294
NET OF REVENUES/EXPENDITURES - FUND 200					320,855	434,416
BEGINNING FUND BALANCE					2,416,704	2,737,559
ENDING FUND BALANCE					2,737,559	3,171,975

Motor Fuel Tax Fund

FUND 210

The City receives a per capita allocation of Illinois Motor Fuel Tax (MFT) revenues on a monthly basis from a State tax on gasoline purchases. These funds can only be used for certain costs related to street maintenance and improvement projects, as set forth by the State of Illinois. The annual MFT allotment to the City in FY2021 is projected to be approximately \$1.4 million. Additionally, a new component of Fund 210 has been introduced by the State: a recent REBUILD Illinois Capital Bill involved a bond issuance that could aid municipal governments with Legislative member support. The bond revenue allocation is tabulated using the same per capita formula as the State MFT and results in \$960,000 annually to the City of DeKalb for FY2020, FY2021, and FY2022. However, the REBUILD funds are more restrictive with respect to their use. For instance, simple resurfacing does not qualify, although DeKalb has several qualifying projects. The annual MFT and REBUILD Bond allotments will be used for the design and construction of various capital projects, as detailed in the table below.

Tentative FY21 Projects	Estimated Costs
Twombly Road Reconstruction – Phase II	\$560,000
Peace Road Corridor Study Completion	\$125,000
Peace Road/Fairview Intersection & Overlay	\$750,000
First/Lucinda Bridge Phase I & II Engineering	\$325,000
Afton Road Construction	\$750,000
Annual Street Maintenance (MFT, 1 st St & Taylor St)	\$1,325,000
Total	\$3,835,000

State law permits the City to dedicate a portion of its annual MFT allocation for certain electricity costs and road salt purchases. The City defrays the electrical costs associated with our streetlights and lighting equipment provided by ComEd. Like many other Illinois communities, we also purchase road salt for snow and ice removal with Motor Fuel Tax funds, and in FY2021 will supplement the Street Department supply needs, such as components for traffic signals and signs.

Twombly Road, which connects several housing developments and rural areas to Annie Glidden Road, is in significant disrepair. A multi-jurisdictional project, led DeKalb County and DeKalb Township with financial contributions from the City, will reconstruct the segment immediately west of Annie Glidden Road, with the addition of sidewalk on the north side of Twombly Road from Annie Glidden Road to Rosenow Way. The project will be split between the underground utility and drainage improvements completed in FY2020 and the proposed final surface reconstruction and walkway extensions set for the FY2021 budget.

The Peace Road Corridor Study, which was initiated in FY2020, will give the City and the DeKalb-Sycamore Area Transportation Study (DSATS) a cost projection and plan for when and how to enhance this infrastructure asset. The limits of the study will be Gurler Road to the south and the Union Pacific Railroad overpass to the north.

The Peace Road Corridor Study dovetails with FY2021 intersection improvements at Fairview Drive and the widening of Peace Road between I-88 and Fairview Drive. Phase II engineering and construction for these improvements is expected to be initiated in FY2021.

Phase I and Phase II engineering related to the reconstruction of both the N. First Street Bridge and Lucinda Avenue Bridge over the Kishwaukee River was initiated in FY2020 and will continue through FY2021. Reconstruction of these bridges, combined into a single infrastructure project, using REBUILD Illinois Bond revenue is scheduled for FY2022 with the engineering and design phases taking up to 18 months.

FY2021 also is a State MFT designated year for annual street maintenance. The City's Street maintenance funding alternates each year between State MFT (Fund 210) and Local MFT (Fund 400) monies. The principal 2021 targeted street maintenance projects are First Street from Augusta to Taylor Street, and Taylor Street from S. 1st to the bridge just east of Annie Gliden Road.

Additionally, the REBUILD Illinois Bond revenue allocations, which pass through Fund 210, will be used to construct the new Afton Road, which re-connects Gurler and Keslinger for rural traffic along the east boundary of the Facebook campus.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 210 - MOTOR FUEL TAX FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
210-00-00-33200	STATE GRANTS	0	0	0	967,250	967,250
210-00-00-33550	MOTOR FUEL TAX ALLOTMENT	1,187,198	1,454,409	2,644,745	1,375,000	1,375,000
210-00-00-37100	INVESTMENT INTEREST	64,266	69,131	65,000	35,000	50,000
210-00-00-38200	REFUNDS / REIMBURSEMENTS	71,236	0	0	0	0
TOTAL ESTIMATED REVENUES		1,322,700	1,523,540	2,709,745	2,377,250	2,392,250
EXPENDITURES						
210-00-00-51410	SUPPLIES/PARTS-STREETS	0	0	0	0	100,000
210-00-00-53100	ICE/SNOW CONTROL SUPPLIES	99,999	99,944	125,000	125,000	250,000
210-00-00-61450	MAINTENANCE-SIDEWALKS	9,011	0	0	0	0
210-00-00-62300	ARCHITECT/ENGINEERING SERVICES	108,854	61,984	1,045,000	960,000	725,000
210-00-00-63650	LAND ACQUISITION SERVICES	15,295	3,199	0	0	0
210-00-00-64100	ELECTRIC SERVICES	349,838	286,079	400,000	400,000	400,000
210-00-00-81000	LAND ACQUISITION	13,000	0	250,000	250,000	0
210-00-00-83000	STREET IMPROVEMENTS	0	0	375,000	300,000	1,910,000
210-00-00-83050	STREET MAINTENANCE	982,416	706,123	450,000	0	1,200,000
210-00-00-83900	OTHER CAPITAL IMPROVEMENTS	452,620	174,912	0	0	0
TOTAL EXPENDITURES		2,031,033	1,332,241	2,645,000	2,035,000	4,585,000
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		(708,333)	191,299	64,745	342,250	(2,192,750)
ESTIMATED REVENUES - FUND 210					2,377,250	2,392,250
EXPENDITURES - FUND 210					2,035,000	4,585,000
NET OF REVENUES/EXPENDITURES - FUND 210					342,250	(2,192,750)
BEGINNING FUND BALANCE					3,000,334	3,342,584
ENDING FUND BALANCE					3,342,584	1,149,834

Special Service Area Funds

The City administers seven operational Special Services Areas designated to pay the costs of various public maintenance and utility items. They are:

Heritage Ridge Subdivision Special Service Area #3 (Fund 223) was created in 1990 for the residential subdivision located at the southeast corner of Fairview Drive and First Street. It pays the costs of retention pond mowing and the maintenance of cul-de-sac islands including, but not limited to, decorative washed stone and island plant materials. It also provides for a stylized street lighting system and entrance sign.

Knolls at Prairie Creek Subdivision SSA #4 (Fund 224) was created in 1994 for the residential subdivision on the west side of Annie Glidden Road between Lincoln Highway and Taylor Street. It pays the costs of maintaining cul-de-sac islands including, but not limited to, mulch, river stone and weed control. It also pays the additional costs of maintaining various public areas and provides for a stylized street lighting system and entrance sign.

Greek Row Special Service Area #6 (Fund 226) was created in 2004 to finance the electrical costs of streetlighting placed upon private properties that benefit the neighborhood.

Heartland Fields Special Service Area #14 (Fund 234) was created to fund the maintenance, repair, regular care, renewal and replacement of the Common Facilities including the mowing and fertilizing of grass, pruning and trimming of trees and bushes, removal and replacement of diseased or dead landscape materials, the repair and replacement of monument signs, storm water detention basins, storm sewers and related areas and appurtenances, culverts, drains, ditches and tiles, landscape buffers and related areas and appurtenances in the Special Service Area. It also funds a mosquito abatement program in the Special Service Area, as well as the provision of snow removal services on public sidewalks along Lot 101 of the Heartland Fields Subdivision (or in such other areas as the City shall determine, within the Area) all in accordance with the final engineering plan and final plat of subdivision for the Area. The municipal services are unique and are in addition to the improvements provided or maintained by the City generally.

924 Greenbrier Special Service Area #28 (Fund 248) was created in 2019 for the purpose of repaying a loan from the City's Water Fund to the owner of 924 Greenbrier Road in the amount of \$37,425 for installation of a fire sprinkler system. The City offered loans to property owners operating Greek housing to ensure compliance with State law. The Greek Housing Fire Safety Act, 110 ILCS 130/1, requires "Greek housing structures" constructed after January 1, 2011 to have an automatic sprinkler system installed at the time of construction. In addition, the Act requires Greek housing structures built before January 1, 2011 to be retrofitted with a sprinkler system before January 1, 2019. This loan is scheduled to be repaid to the Water Fund over a five-year period through property taxes levied on the Special Service Area.

Market Square Special Service Area #29 (Fund 229) was created on April 27, 2020 (Ordinance 2020-030) to road maintenance on the circulating system of private drives (excluding parking areas) in the Market Square Shopping Center.

Hunter Ridgebrook Special Service Area #30 (Fund 230) was created on November 23, 2020. The proposed special service area grows out of a settlement agreement between the City of DeKalb and Hunter Properties for numerous disorderly house citations at the Hunter Ridgebrook Properties. One of the provisions of that settlement agreement was their willingness to accept (or not object to) a special service area (SSA) for the Ridgebrook Properties at the corner of Normal Road and Ridge Drive. The purpose of the SSA is to provide for the public safety and security improvements long desired by residents of the housing complex. The SSA will also provide for the construction and maintenance of the proposed park at 912 Edgebrook, once the building is razed.

The 2019 EAV for Hunter Ridgebrook Properties was \$2,120,952. The maximum SSA levy in any given year can be 5% of the total EAV. The initial levy for the SSA is \$100,000 which is just within the 5% threshold. Once levied and received, the tax proceeds can be used to offset the cost of Police services, cameras, lighting, and other security measures.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 223 - SPECIAL SERVICE AREA #3						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
223-00-00-30200	PROPERTY TAX - SSA	1,000	1,000	1,000	951	1,000
223-00-00-37100	INVESTMENT INTEREST	1	4	10	1	0
TOTAL ESTIMATED REVENUES		1,001	1,004	1,010	952	1,000
EXPENDITURES						
223-00-00-61100	MAINTENANCE-GROUNDS	315	525	1,000	475	525
223-00-00-91100	TRANSFER TO GENERAL FUND	500	500	500	500	500
TOTAL EXPENDITURES		815	1,025	1,500	975	1,025
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		186	(21)	(490)	(23)	(25)
ESTIMATED REVENUES - FUND 223					952	1,000
EXPENDITURES - FUND 223					975	1,025
NET OF REVENUES/EXPENDITURES - FUND 223					(23)	(25)
BEGINNING FUND BALANCE					3,133	3,110
ENDING FUND BALANCE					3,110	3,085

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 224 - SPECIAL SERVICE AREA #4						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
224-00-00-30200	PROPERTY TAX - SSA	5,489	5,482	5,500	5,343	5,500
224-00-00-37100	INVESTMENT INTEREST	5	8	10	1	0
TOTAL ESTIMATED REVENUES		5,494	5,490	5,510	5,344	5,500
EXPENDITURES						
224-00-00-61100	MAINTENANCE-GROUNDS	2,619	3,050	4,000	3,500	4,500
224-00-00-91100	TRANSFER TO GENERAL FUND	500	500	500	500	500
TOTAL EXPENDITURES		3,119	3,550	4,500	4,000	5,000
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		2,375	1,940	1,010	1,344	500
ESTIMATED REVENUES - FUND 224					5,344	5,500
EXPENDITURES - FUND 224					4,000	5,000
NET OF REVENUES/EXPENDITURES - FUND 224					1,344	500
BEGINNING FUND BALANCE					4,029	5,373
ENDING FUND BALANCE					5,373	5,873

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 226 - SPECIAL SERVICE AREA #6						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
226-00-00-30200	PROPERTY TAX - SSA	15,671	16,400	16,400	15,204	15,500
226-00-00-37100	INVESTMENT INTEREST	13	15	10	3	
TOTAL ESTIMATED REVENUES		15,684	16,415	16,410	15,207	15,500
EXPENDITURES						
226-00-00-64100	ELECTRIC SERVICES	10,236	6,176	15,900	15,000	15,000
226-00-00-91100	TRANSFER TO GENERAL FUND	500	500	500	500	500
TOTAL EXPENDITURES		10,736	6,676	16,400	15,500	15,500
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		4,948	9,739	10	(293)	0
ESTIMATED REVENUES - FUND 226					15,207	15,500
EXPENDITURES - FUND 226					15,500	15,500
NET OF REVENUES/EXPENDITURES - FUND 226					(293)	0
BEGINNING FUND BALANCE					9,754	9,461
ENDING FUND BALANCE					9,461	9,461

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 234 - SPECIAL SERVICE AREA #14						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
234-00-00-30200	PROPERTY TAX - SSA	2,500	2,493	2,500	2,364	2,500
234-00-00-37100	INVESTMENT INTEREST	2	8	10	2	0
TOTAL ESTIMATED REVENUES		2,502	2,501	2,510	2,366	2,500
EXPENDITURES						
234-00-00-61100	MAINTENANCE-GROUNDS	600	600	2,500	2,000	2,500
234-00-00-91100	TRANSFER TO GENERAL FUND	500	500	500	0	0
TOTAL EXPENDITURES		1,100	1,100	3,000	2,000	2,500
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		1,402	1,401	(490)	366	0
ESTIMATED REVENUES - FUND 234		2,502	2,501	2,510	2,366	2,500
EXPENDITURES - FUND 234		1,100	1,100	3,000	2,000	2,500
NET OF REVENUES/EXPENDITURES - FUND 234		1,402	1,401	(490)	366	0
BEGINNING FUND BALANCE		4,144	5,546	6,947	6,947	7,313
ENDING FUND BALANCE		5,546	6,947	6,457	7,313	7,313

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 248 - SPECIAL SERVICE AREA #28						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
248-00-00-30200	PROPERTY TAX - SSA	0	0	8,704	8,704	8,704
248-00-00-37100	INVESTMENT INTEREST	0	0	10	0	0
TOTAL ESTIMATED REVENUES		0	0	8,714	8,704	8,704
EXPENDITURES						
248-00-00-91600	TRANSFER TO WATER FUND	0	0	8,704	8,704	8,704
TOTAL EXPENDITURES		0	0	8,704	8,704	8,704
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		0	0	10	0	0
ESTIMATED REVENUES - FUND 248					8,704	8,704
EXPENDITURES - FUND 248					8,704	8,704
NET OF REVENUES/EXPENDITURES - FUND 248					0	0
BEGINNING FUND BALANCE					0	0
ENDING FUND BALANCE					0	0

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 229 - MARKET SQUARE AREA #29						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
229-00-00-30200	PROPERTY TAX - SSA					175,000
TOTAL ESTIMATED REVENUES						175,000
EXPENDITURES						
229-00-00-61420	MAINTENANCE-STREETS					172,000
229-00-00-91100	TRANSFER TO GENERAL FUND					500
TOTAL EXPENDITURES						172,500
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL						2,500
ESTIMATED REVENUES - FUND 229						175,000
EXPENDITURES - FUND 229						172,500
NET OF REVENUES/EXPENDITURES - FUND 229						2,500
BEGINNING FUND BALANCE						0
ENDING FUND BALANCE						2,500

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 230 - HUNTER RIDGEBROOK SSA #30						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
230-00-00-30200	PROPERTY TAX - SSA					100,000
TOTAL ESTIMATED REVENUES						100,000
EXPENDITURES						
230-00-00-91100	TRANSFER TO GENERAL FUND					97,500
TOTAL EXPENDITURES						97,500
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL						2,500
ESTIMATED REVENUES - FUND 230						100,000
EXPENDITURES - FUND 230						97,500
NET OF REVENUES/EXPENDITURES - FUND 230						2,500
BEGINNING FUND BALANCE						0
ENDING FUND BALANCE						2,500

Central Area Tax Increment Finance (#1) Fund

FUND 260

The Central Area TIF District was established in 1986 to support new development and redevelopment throughout a large section of the City that included the downtown, Pleasant Street neighborhood, and Sycamore Road, and later expanded to include the Ellwood Historic Neighborhood.

In 2008, the City worked with the various local taxing districts with overlapping jurisdictions to approve an intergovernmental agreement that declared one-half of the annual TIF revenues as surplus in exchange for supporting a 12-year extension of the Central Area TIF District. Due to the Central Area TIF District being established as a sales tax and property tax TIF district, the TIF Act requires that a proportional share of any surplus declaration be paid back to the Illinois Department of Revenue and the City of DeKalb as repayment for prior sales tax receipts. The proportional share of the surplus is based on a ratio of the total sales tax receipts collected over the life of the district, compared to property tax receipts collected over the life of the district.

During FY17, the City began discussing a TIF Phase-Out Plan and developing strategies for investing the remaining funds prior to the expiration of TIF #1 and TIF #2. It became apparent during those conversations that the available funding would not be sufficient in achieving the City's goals for downtown revitalization, as identified in the City's 2025 Strategic Plan. As a result, the City began investigating the feasibility of removing a portion of the Central Area TIF District and placing it into a new Central Business District TIF. In FY2019, the City approved the creation of the Central Business District TIF (TIF #3). Several redevelopment projects that were initiated in the Central Area TIF are now a part of TIF #3. Where applicable and in accordance with the TIF Act, funds for those projects were transferred from Fund 260 to the newly created Fund 262 (TIF #3) in FY2020.

In Joint Review Board meetings in January and February of 2019, the participating taxing bodies discussed whether the City would surplus some portion of the annual incremental revenues from TIF #3 as it had in TIF #2. Because TIF #3 comprised about one-seventh of the parcels in TIF #1 (300 vs 2,000 parcels), there was agreement that such a surplus arrangement would seriously limit the City's ability to support private redevelopment projects or issue debt. An alternative proposal was introduced in the special February 1 JRB meeting involving the early termination of TIF #1, which would deliver a "surplus" to the other taxing bodies that was roughly comparable to 16 years of a 50/50 revenue-sharing agreement for TIF #3. On June 10, the City Council unanimously approved a resolution (Resolution 2019-094) which closed TIF #1 at the end of FY2021 instead of FY2022.

On May 27, 2020, a copy of the completed Ernst & Young forensic audit was posted on the County website by States Attorney Rick Amato and then forwarded to the City.

Members of the JRB subsequently had the opportunity to consider the import of the report and its findings. Michael Stavridis of Ernst & Young reviewed the principal findings of the audit via ZOOM at the June 26 JRB meeting. The key findings of his team were as follows:

- In the period 2009-2018 the City of DeKalb used an excessive amount of TIF funds to defray the administrative costs assigned to the City's operating budget. The auditors found \$7,895,027 was transferred from the City's TIF #1 and TIF #2 funds, combined, in this period. The TIF Act states that after July 1, 1999, annual administrative costs "shall not include general overhead or administrative costs of the municipality that would still have been incurred by the municipality if the municipality had not designated a redevelopment project area or approved a redevelopment plan" (see pages 10-12).
- From 2011 through 2018, the City's surplus distributions to other taxing bodies according to the terms of the 2007 intergovernmental agreement (IGA) exceeded the 50% threshold for incremental property taxes by \$1,948,436 (see pages 13-14).
- For most of the test period (2009-2018), the City had no clearly articulated guidelines for the range of documents required for payouts or for permanent records of project transactions (see pages 17-20 for a general discussion, and pages 21-28 for specific project reviews).
- The City "should consider obtaining advice" as to whether the guidance it has received from the Illinois Department of Revenue and a former city attorney regarding surplus distributions of sales tax incremental revenue is accurate.

Since January 1, 2019, the City and its JRB partners have taken many steps to correct past errors or omissions. Among those steps are the following:

- ✓ On January 16, 2019, the City Manager established an internal administrative policy limiting any TIF reimbursement to work that would not have been performed but for the existence of the TIF program. Further, any reimbursement had to be based on timesheets kept by the several professional staff (e.g. city manager, assistant city manager, principal planner) directly involved with TIF redevelopment projects, plans, and records.
- ✓ On February 11, 2019, the Council approved a new Chapter 37 of the Municipal Code adopting Tax Increment Financing Regulations for the City of DeKalb;
- ✓ The City convened three special JRB meetings on January 25, February 1 and February 15, 2019 to wrestle with how the JRB can sustain a broad and inclusive conversation about DeKalb's TIF program. Among the conclusions drawn from these extraordinary meetings was a commitment to hold JRB meetings on a quarterly basis rather than an annual basis. In addition, it was decided to include representatives of all local taxing bodies in future quarterly JRB discussions, while respecting the fact that not all participants had statutory voting authority. Finally, while it was clear that the JRB members were not interested in weighing the merits of projects receiving TIF funds or the extent to which they would generate ROI, the JRB was interested in receiving quarterly updates on TIF projects under consideration by the Council or already underway.
- ✓ Quarterly meetings followed through 2019 and up to the present. By unanimous direction of the JRB, the City adopted TIF #3, closed TIF #2, and worked out a unique, early termination of TIF #1. Each JRB meeting now features all the quarterly financials of the City's TIF #1 and TIF #3 districts, as well as running totals of administrative transfers and supporting timesheets. The quarterly JRB meetings invite public participation and include City staff reports on TIF projects in progress.

- ✓ Most recently, on May 26, 2020, the Council sharpened its criteria for determining the scope of TIF assistance to private developers by requiring each private property rehab project to amortize its obligation from enhanced property tax revenue within the term of the project's applicable mortgage and promissory note. Upon the expiration of the term, any outstanding balance not offset by incremental revenues over the term of the note shall immediately become due and payable.

At the quarterly June 26 JRB meeting meeting and at the special JRB meeting of July 31, 2020, the JRB supported a working group consisting of representatives from the CUSD #428, DeKalb County, and the City of DeKalb to collectively prepare a draft intergovernmental agreement (IGA) for review at the regular JRB meeting of October 30. This IGA was to address a variety of JRB concerns including:

- Final property tax surplus distributions from TIF #1, which will make final payments in 2021 based on increment relating to tax year 2020;
- Property tax surplus distributions from TIF #3 to local taxing bodies in relation to the amount of TIF transfers from TIF #1 and TIF #2 to the City's general fund for administrative expenses in the period 2009-2018.
- Sales tax surplus distributions for the remaining life of TIF #1.
- The transparency of TIF administration with respect to project decisions, project management, and annual TIF expenditures in general.

A draft IGA was presented at the quarterly October 30, 2020 JRB meeting that addressed all of these concerns and, generally speaking, represented a consensus of the members of the working group. The key provisions are as follows:

- a) The TIF #1 surplus payment equal to 50 percent (50%) of the annual TIF property tax increment for TIF #1 will continue annually in 2020 and 2021. TIF #1 will terminate on December 31, 2021.
- b) A TIF #3 surplus will be declared. Beginning in 2022, the annual amount shall be equivalent to the sum of thirty percent (30%) of the annual total property tax increment received in TIF #3 as determined by the County Collector. Beginning in 2026 and continuing each year until the last tax increment is collected in 2043, the annual surplus shall be equivalent to the sum of fifty percent (50%) of the annual total property tax increment.
- c) For 2020 and 2021, the City shall distribute the contested municipal portion of the annual sales tax surplus from TIF #1 to the respective taxing bodies in the same proportion as the most recent distribution by the County Collector.
- d) The JRB will meet no less than quarterly. The JRB may meet less frequently at the discretion of the JRB but no less frequently than that which is required by the Illinois TIF Act.
- e) For each quarterly meeting, the City shall provide the JRB with TIF financials to date and review the status of any TIF commitments to redevelopment project costs. The City Attorney shall certify that these financials and the project accounting are accurate, and that all project expenditures qualify for use as redevelopment funds under the TIF Act. The project reports shall reference applicable TIF Act passage(s) that provide qualifying reference for the expenditure of project funds.
- f) The City will hereafter waive any statutory allowance for the reimbursement of administrative costs from TIF funds.

- g) The City will reimburse the School District for its costs in the negotiation and drafting of the IGA.
- h) Release. Attorneys for the City and the School District worked out language addressing the release of claims relating to the past usage of TIF funds as identified in the Ernst & Young evaluation of the DeKalb TIFs from 2009 through 2018. The parties agreed that the Illinois Department of Revenue, the Illinois Attorney General, and the DeKalb County State's Attorney are not parties to the proposed IGA and are not bound by its terms. The JRB also agreed that parties to the IGA cannot release the City from responsibility for claims that were not known or which could not have been reasonably known due to fraud, deceit, wrongful concealment, or willful and wanton conduct. However, the JRB supported the release of claims with respect to the use, expenditure and transfer of funds identified in the Ernst & Young forensic audit during the period 2009-2018, in consideration of the agreed terms with respect to surplus distributions, described above. The final draft of the IGA should be circulated for consideration and approval at the board meetings of the respective taxing bodies in November and December 2020.

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 260 - TIF FUND #1 (CENTRAL AREA)						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
260-00-00-30300	PROPERTY TAX - TIF	7,085,132	7,031,778	7,280,074	7,050,000	7,050,000
260-00-00-37100	INVESTMENT INTEREST	228,088	163,231	100,000	75,000	50,000
260-00-00-37500	GAIN/LOSS ON INVESTMENTS	30,663	143,465	0	0	0
260-00-00-38200	REFUNDS / REIMBURSEMENTS	2,359	43,387	0	0	0
260-00-00-39261	TRANSFER FROM TIF #2 FUND	3,392,076	0	0	0	0
TOTAL ESTIMATED REVENUES		10,738,318	7,381,861	7,380,074	7,125,000	7,100,000
EXPENDITURES						
260-00-00-62100	FINANCIAL SERVICES	9,850	85,043	10,247	10,527	10,000
260-00-00-62300	ARCHITECT/ENGINEERING SERVICES	9,123	19,735	10,000	0	0
260-00-00-63650	LAND ACQUISITION SERVICES	600	0	0	0	0
260-00-00-63700	DEVELOPMENTAL SERVICES	8,710	0	0	0	0
260-00-00-63750	DEMOLITION SERVICES	15,958	0	0	0	0
260-00-00-63800	CONTRACTED SERVICES	49,777	5,592	0	0	0
260-00-00-65100	FREIGHT & POSTAGE	248	0	100	0	0
260-00-00-65300	LEGAL EXPENSES & NOTICES	12,716	3,263	5,000	20,000	0
260-00-00-66200	TRAINING/TRAVEL	1,484	0	0	0	0
260-00-00-68600	TIF SURPLUS DISTRIBUTION	0	3,515,888	3,640,037	3,525,000	3,525,000
260-00-00-69199	PRIV PROP REHAB / REDEVELOP	2,142,147	3,380,053	50,000	73,605	0
260-00-00-82000	BUILDINGS & IMPROVEMENTS	0	0	0	70,000	300,000
260-00-00-83050	STREET MAINTENANCE	449,037	0	0	0	0
260-00-00-83900	OTHER CAPITAL IMPROVEMENTS	3,235,972	5,000	1,000,000	350,000	470,000
260-00-00-91100	TRANSFER TO GENERAL FUND	100,000	46,666	15,000	5,000	0
260-00-00-91262	TRANSFER TO TIF #3 FUND	0	0	4,275,000	4,275,000	2,450,000
260-00-00-91375	TRANSFER TO TIF DEBT SERVICE FUND	1,193,200	1,192,400	1,195,000	1,195,000	1,190,800
TOTAL EXPENDITURES		7,228,822	8,253,640	10,200,384	9,509,132	7,965,800
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		3,509,496	(871,779)	(2,820,310)	(2,384,132)	(865,800)
ESTIMATED REVENUES - FUND 260					7,125,000	7,100,000
EXPENDITURES - FUND 260					9,509,132	7,965,800
NET OF REVENUES/EXPENDITURES - FUND 260					(2,384,132)	(865,800)
BEGINNING FUND BALANCE					3,178,750	869,620
ENDING FUND BALANCE					869,620	3,820

Tax Increment Finance (#2) Fund

FUND 261

The City established TIF #2 in 1995 to fund infrastructure improvements and support residential redevelopment and rehabilitation in the neighborhoods south of the downtown core that runs east-west along East Lincoln Highway. In recent years, TIF #2 has successfully supported the continued operation of Barb City Manor. This City-owned building is leased to Barb City Manor, Inc. for the operation of a low- to moderate-income senior living facility. Funds from TIF #2 have supported capital improvements to the building infrastructure, including replacement of aging roofs and emergency fire escapes.

Over its 23-year life, TIF #2 failed to produce any significant redevelopment projects and thus carried a significant fund balance. The TIF Act does allow for municipalities to “port” funding between TIF districts, so long as they are contiguous to each other and the use of transferred funds has a benefit to the TIF district from which funds are ported. In FY2018, the City transferred \$3,542,756 to the Central Area TIF (TIF #1) to fund several redevelopment projects in the Central Business District. The remaining excess fund balance in the amount of \$5,658,295 was distributed to the taxing districts within TIF #2 at the end of FY2018.

On October 14, 2019, the City Council approved Ordinance 2019-068 which officially terminated TIF #2 as of December 31, 2019. After all FY2019 obligations were paid, the remaining fund balance was paid out as surplus to the taxing districts within TIF #2 in late February, 2020.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 261 - TIF FUND #2						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
261-00-00-30300	PROPERTY TAX - TIF	1,476,057	1,564,865	0	0	0
261-00-00-37100	INVESTMENT INTEREST	2,043	22,023	0	0	0
TOTAL ESTIMATED REVENUES		1,478,100	1,586,888	0	0	0
EXPENDITURES						
261-00-00-62100	FINANCIAL SERVICES	676	75,689	0	0	0
261-00-00-65100	LEGAL EXPENSES & NOTICES	0	55	0	0	0
261-00-00-68600	TIF SURPLUS DISTRIBUTION	5,658,295	1,915,083	0	0	0
261-00-00-69199	PRIV PROP REHAB / REDEVELOP	30,444	249,149	0	0	0
261-00-00-81000	LAND ACQUISITION	5,142	0	0	0	0
261-00-00-82000	BUILDINGS & IMPROVEMENTS	27,400	0	0	0	0
261-00-00-83000	STREET IMPROVEMENTS	211,585	0	0	0	0
261-00-00-83050	STREET MAINTENANCE	37,999	0	0	0	0
261-00-00-91100	TRANSFER TO GENERAL FUND	60,000	0	0	0	0
261-00-00-91260	TRANSFER TO TIF #1 FUND	3,392,076	0	0	0	0
TOTAL EXPENDITURES		9,423,617	2,239,976	0	0	0
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		(7,945,517)	(653,088)	0	0	0
ESTIMATED REVENUES - FUND 261					0	0
EXPENDITURES - FUND 261					0	0
NET OF REVENUES/EXPENDITURES - FUND 261					0	0
BEGINNING FUND BALANCE					0	0
ENDING FUND BALANCE					0	0

Central Business Tax Increment Finance (#3) Fund

FUND 262

On February 11, 2019, the City Council approved Ordinance 2018-70 Adopting Tax Increment Financing for the DeKalb Central Business District TIF (TIF #3). The primary purpose was to promote continuing commercial and residential rehabilitation and redevelopment in the central business district. In recent years, TIF #1 has supported several significant redevelopment projects in the central business district. With TIF #1 scheduled to end in 2021, the City established TIF #3 to continue the momentum of redevelopment. A number of properties that previously existed within TIF #1, including several currently undergoing redevelopment, now lie within the boundaries of TIF #3.

The TIF Act does allow for municipalities to “port” funding between TIF districts, so long as they are contiguous to each other and the use of transferred funds has a benefit to the TIF district from which funds are ported. The FY2020 Budget included the transfer of funds from TIF #1 to TIF #3 in the amount of \$4.28 million. These funds supported ongoing redevelopment projects that were within TIF #1 when approved but are now within the boundaries of TIF #3, as well as other anticipated projects which are allowable under the TIF Act. The FY2021 Budget ports \$2,450,000 from TIF #1 to TIF #3 to sustain a number of projects approved by the Council in 2020. A brief description of the principal TIF #3 projects is offered below:

206 E. Lincoln Highway (redevelopment). On February 24, 2020 the City Council approved a TIF-funding agreement that provided a forgivable loan of \$216,800 to the Balli family for extensive remodeling on the second floor of 206 E. Lincoln Highway to construct four apartments: one single-bedroom apartment and three two-bedroom apartments. The loan represented 40% of the estimated remodeling cost of \$542,000 and was limited to the reimbursement of costs that were TIF-eligible. The term of the loan was 10 years. If, upon the expiration of the Agreement the TIF incentive is not completely repaid in terms of incremental tax revenue, the remaining balance will become a debt due and owing to the City requiring repayment within 120 days of the owners’ receipt of written notice from the City. This structure of support is similar to that of the Cornerstone, Plaza DeKalb, and Agora Tower projects. By the end of October, 2020 the second floor rehab work had proceeded beyond the dry wall stage, with the exterior work complete.

260 E. Lincoln Highway (redevelopment). On April 13, 2020 the Council approved a TIF-funding agreement with Gullie, LLC for the rehabilitation of the former O’Leary’s Restaurant in downtown DeKalb in the amount of \$124,100. The term of the incentive and promissory note is 20 years. Over that period, 100% of the TIF property tax increment generated from the property will serve as a credit toward the forgiveness of the \$124,100 TIF incentive. The rehab work was completed during the third week of September and the restaurant was open for indoor seating on September 26, 2020. The Governor’s executive order of October 2 led to the closing of the newly-remodeled indoor restaurant space for diners on October 3, 2020.

421 Grove Street (redevelopment). On June 22, the Council approved a TIF development agreement with Swedberg & Associates as well as a related re-zoning to transform the former Sawyer Auto property to a commercial office with indoor contractor storage. In terms of the impact of the private property rehabilitation, the calculation was as follows:

Full market value (last sale: 2008):	\$580,000.00
Pre-rehab EAV (Parcels A & B*):	\$151,864.00
Pre-rehab property taxes (@11.735/\$100 EAV):	\$ 17,821.00
Estimated market value after rehab:	\$660,000.00
Post-rehab EAV (1/3 market value):	\$220,000.00
Taxes Owing After Rehab (@\$11.735/\$100 EAV):	\$ 25,817.00
Projected additional tax increment over 20 yrs:	\$159,920.00
(\$25,817-\$17,821 x 20 = \$159,920)	
* 2019 EAV:	
Parcel A: 0823302024	\$129,661.00
Parcel B: 0823302013	\$ 22,203.00
Total:	\$151,864.00

Other factors in the consideration of the TIF request were the increase in full-time jobs (14, including 8 in the field and 6 in the office), and the intangible impact of a new business and the commercial and residential construction services it promised.

The pace of work on this project was adversely impacted by COVID-related cancellations of a number of institutional projects that were expected to provide the general contractor with some of the private equity needed. Some improvements in the property's paving and landscaping were completed and interior remodeling is underway.

200 S. Fourth Street (redevelopment). On May 28, 2019, after authorizing the move of city hall from 200 S. Fourth Street to 164 E. Lincoln highway, the Council authorized the City Manager to take steps to market the property at 200 S. Fourth Street (Resolution 2019-082) at the appropriate time.

On June 24, 2020 the City Manager released a Request for Proposals for the redevelopment of this full city block, and three proposals were received by the deadline of July 20, 2020.

In their Committee of the Whole meeting on August 10, the City Council considered the three, uniquely different redevelopment proposals. The RFP asked for both a conceptual redevelopment proposal (Part A) and a financial proposal (Part B).

All bidders were also alerted to the fact that the financial proposal would not be the only factor in the evaluation leading to the selection of the top candidate. How the proposed project design would blend into the mixed neighborhood at Fourth and Grove was another important factor. Nevertheless, the fact that the site has been off the tax rolls since the mid-1960s and the current EAV is \$0.00 meant that any private ownership and redevelopment would generate considerable new incremental property tax.

The three proposals received by the July 20 deadline are summarized in the table below:

REDEVELOPMENT PROPOSALS, 200 S. FOURTH STREET					
Developer	Purchase Offer	TIF Request	Market Value Upon Full Buildout	EAV Upon Full Buildout	Tax Increment per Year After Full Buildout
Irving Construction	\$9,000	\$1,611,674	\$2,993,760	\$997,920	\$118,353
James C. Mason Development	\$400,000	\$636,000	\$1,700,000	\$566,667	\$67,207
Pappas Development	\$600,000	\$750,000	\$5,311,974	\$1,770,658	\$210,000

After extended public consideration at Council meetings on August 10 and September 14, the Council voted 8-0 on September 14 to support the proposal submitted by Pappas Development. The Pappas proposal is further summarized below:

Pappas Development	
Total Estimated Project Cost (incl. demo and site work)	\$7,000,000
Total Number of Residences (rental)	78
Square footage of each rental unit	600
Construction Cost per Square Foot	\$125
Full Market Value per Residence	\$68,102
Total Market Value Upon Full Build-out	\$5,311,974
Total EAV Upon Full Build-out	\$1,770,658
Prop Tax per year for 78 units on full build-out (x .1186)	\$210,000
Property Tax increment for 20 years assuming 0% increase in increment per year	\$4,200,000

Any substantial redevelopment of the site at 200 S. Fourth required a rezoning and preliminary plan. The City's Planning & Zoning Commission considered both on October 5 but were split on the architectural rendering submitted by the developer. Following the P&Z meeting, the developer met with neighbors who had expressed concerns and a revised set of renderings was prepared for consideration by the Council at their last meeting in October. At that meeting on October 26, 2020, the Council approved the rezoning as well as a purchase agreement and TIF development agreement with Pappas Development.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 262 - TIF FUND #3						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
262-00-00-30300	PROPERTY TAX - TIF	0	0	546,476	546,476	450,000
262-00-00-37100	INVESTMENT INTEREST	0	0	250	250	250
262-00-00-39260	TRANSFER FROM TIF #1 FUND	0	0	4,275,000	4,275,000	2,450,000
TOTAL ESTIMATED REVENUES		0	0	4,821,726	4,821,726	2,900,250
EXPENDITURES						
262-00-00-62100	FINANCIAL SERVICES	0	0	1,500	1,500	1,500
262-00-00-62300	ARCHITECT/ENGINEERING SERVICES	0	0	10,000	10,000	0
262-00-00-65100	FREIGHT & POSTAGE	0	0	250	0	0
262-00-00-65300	LEGAL EXPENSES & NOTICES	0	0	5,000	5,250	6,150
262-00-00-69199	PRIV PROP REHAB / REDEVELOP	0	500,000	3,778,250	3,778,250	1,845,000
262-00-00-81000	LAND ACQUISITION	0	0	5,000	5,000	0
262-00-00-83900	OTHER CAPITAL IMPROVEMENTS	0	0	500,000	350,000	1,165,000
262-00-00-91100	TRANSFER TO GENERAL FUND	0	0	15,000	5,000	0
TOTAL EXPENDITURES		0	500,000	4,315,000	4,155,000	3,018,000
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		0	(500,000)	506,726	666,726	(117,750)
ESTIMATED REVENUES - FUND 262					4,821,726	2,900,250
EXPENDITURES - FUND 262					4,155,000	3,018,000
NET OF REVENUES/EXPENDITURES - FUND 262					666,726	(117,750)
BEGINNING FUND BALANCE					0	666,726
ENDING FUND BALANCE					666,726	548,976

Community Development Block Grant Fund

Fund 280

In 1993, the U. S. Census Bureau notified the City that DeKalb County was considered to be part of the Chicago primary metropolitan statistical area (PMSA). The PMSA designation enabled DeKalb, as the largest municipality within the County, to be considered by the U.S. Department of Housing and Urban Development (HUD) as an entitlement community and eligible to receive direct funding through the Community Development Block Grant (CDBG) program on an annual basis. Funding is subject to annual federal appropriation and can only be used for CDBG eligible activities. The CDBG program year runs from April 1 through and March 31.

On February 10, 2020 the Council approved the CDBG Five Year Consolidated Plan 2020-2024 and the One-Year Action Plan for program Year 27 (April 1, 2020 through March 31, 2021). The 2020 Action Plan program areas were as follows:

- **Owner Occupied Residential Rehabilitation:** Provides forgivable loans of \$5,000 or less to low-to-moderate-income homeowners to make exterior and interior repairs. Also provides repayable loans for larger projects for up to an additional \$10,000 (or \$15,000 in total project costs.) Includes funding for project delivery expenses specifically related to the program.
- **Public Services:** Funding to provide direct services to target populations. HUD allows a maximum of 15% of the annual grant allocation to fund public service agencies. A Request for Proposal (RFP) process is completed each year to determine the agencies that will be funded, and the funding levels awarded. The identified agencies and proposed projects are forwarded to City Council for consideration and approval each year.
- **Public Facilities/Improvements:** Funding to assist in large scale infrastructure improvements in low-to-moderate-income residential areas of the City (e.g. Twombly Road sidewalks).
- **Demolition:** Funding to remove condemned, abandoned buildings to increase neighborhood safety and support improved property values (e.g. 912 Edgebrook).
- **Administration:** HUD allows a maximum of 20% of the grant allocation to be used for Administration. Funds are used to support the salary of the Community Services Coordinator and general grant administration costs.

The new grant dollars for 2020 and the carry-over or unspent dollars from the previous year are shown in the following table:

Activities	2019 Carry-Over	2020 Allocation	Total
2018 Public Facilities/Improvements - Fiber Optic Broadband Access	\$ 210,000	N/A	\$ 210,000
2019 Public Facilities/Improvements - Street Lighting	\$ 225,444	N/A	\$ 225,444
2020 Public Facilities/Improvements - Sidewalks	N/A	\$ 110,000	\$ 110,000
2020 Public Services	N/A	\$ 60,000	\$ 60,000
2020 Housing Rehabilitation	\$ 180,000	\$ 0	\$ 180,000
2020 Demolition	N/A	\$ 150,000	\$ 150,000
2020 Administration	\$ 0	\$ 80,000	\$ 80,000
TOTAL	\$ 615,444	\$ 400,000	\$ 1,015,444

Additional CDBG-CV funds (about \$272,000) were received and added to the funding allocated for the solar street lighting and WIFI project in the AGN neighborhood and the demolition of 912 Edgebrook.

It is estimated that CDBG grant fund revenue and carry-over funds have totaled \$1,185,650 for budget purposes for 2020. Actual grant amounts are announced upon congressional approval of the Federal budget and allocation of funds by HUD. In recent years, delays in this process resulted in late grant notifications. The FY2021 allocation is expected to be \$400,000 unless further federal COVID-19 allocations are made.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 280 - CDBG FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
280-00-00-33100	FEDERAL GRANTS	156,672	594,811	600,000	1,185,650	400,000
TOTAL ESTIMATED REVENUES		156,672	594,811	600,000	1,185,650	400,000
EXPENDITURES						
280-00-00-52000	OFFICE SUPPLIES	57	68	150	0	100
280-00-00-61450	MAINTENANCE-SIDEWALKS	0	39,680	0	0	0
280-00-00-62099	PRINTED MATERIALS	0	0	500	0	0
280-00-00-62100	FINANCIAL SERVICES	676	689	703	703	703
280-00-00-62700	HUMAN & SOCIAL SERVICES	61,008	65,835	60,000	314,000	60,000
280-00-00-63700	DEVELOPMENTAL SERVICES	12,777	21,503	233,522	94,507	81,822
280-00-00-63750	DEMOLITION SERVICES	0	625	17,500	250,000	60,000
280-00-00-63800	CONTRACTED SERVICES	0	0	5,000	5,000	5,000
280-00-00-65100	FREIGHT & POSTAGE	85	163	250	0	0
280-00-00-65300	LEGAL EXPENSES & NOTICES	1,310	1,284	1,500	1,403	1,500
280-00-00-66100	DUES & SUBSCRIPTIONS	25	25	75	75	75
280-00-00-66200	TRAINING/TRAVEL	23	593	800	800	800
280-00-00-83000	STREET IMPROVEMENTS	24,725	375,032	0	0	0
280-00-00-83900	OTHER CAPITAL IMPROVEMENTS	0	0	200,000	0	110,000
280-00-00-91100	TRANSFER TO GENERAL FUND	55,986	89,314	80,000	83,462	80,000
TOTAL EXPENDITURES		156,672	594,811	600,000	749,950	400,000
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL						
		0	0	0	435,700	0
ESTIMATED REVENUES - FUND 280					1,185,650	400,000
EXPENDITURES - FUND 280					749,950	400,000
NET OF REVENUES/EXPENDITURES - FUND 280					435,700	0
BEGINNING FUND BALANCE					0	435,700
ENDING FUND BALANCE					435,700	435,700

Housing Rehabilitation Fund

FUND 285

Beginning in the late 1970s and continuing through 1983, the City received Community Development Assistance Program (CDAP) and various other federal and state grants that were used for housing rehabilitation activities. A fund was established as the pass-through account for the grant and as the repository of loan repayments and recaptured funds that were restricted for reuse for similar programs.

In 1993, the City became an entitlement community through the Federal Community Development Block Grant program. At that time, a new fund (CDBG Fund) was set up to manage the annual grant allocation and the prior fund was maintained as the revolving loan fund for CDBG. In addition to CDBG, the City periodically receives other grants and this fund is used as the pass-through for those as well. The use or reuse of dollars in this fund carries substantial restrictions and cannot be co-mingled with other City, State or Federal revenues.

Funds are budgeted to assist very low (50% AMI) and extremely low (30% AMI) income residents with home repair costs that exceed the \$5,000 CDBG Program limit when the homeowner has no personal resources to cover the overage and the overage amount is not excessive. Use of this fund is subject to review and approval of the City Manager prior to the commitment of funds. Funds are also available for the emergency demolition of residential structures and minor expenses related to this activity. Because these funds were originally CDBG funds, the City must exercise caution to ensure that any use of these monies meets all HUD guidelines and requirements for use of their funds.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 285 - HOUSING REHAB FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
285-00-00-37100	INVESTMENT INTEREST	274	337	250	250	250
285-00-00-38200	REFUNDS / REIMBURSEMENTS	1,410	921	0	0	0
TOTAL ESTIMATED REVENUES		1,684	1,258	250	250	250
EXPENDITURES						
285-00-00-62100	FINANCIAL SERVICES	338	345	352	346	352
285-00-00-63700	DEVELOPMENTAL SERVICES	0	175	50,000	0	65,736
285-00-00-91100	TRANSFER TO GENERAL FUND	0	2,380	0	0	0
TOTAL EXPENDITURES		338	2,900	50,352	346	66,088
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		1,346	(1,642)	(50,102)	(96)	(65,838)
ESTIMATED REVENUES - FUND 285					250	250
EXPENDITURES - FUND 285					346	66,088
NET OF REVENUES/EXPENDITURES - FUND 285					(96)	(65,838)
BEGINNING FUND BALANCE					65,934	65,838
ENDING FUND BALANCE					65,838	0

Foreign Fire Insurance Fund

FUND 290

The Foreign Fire Insurance Tax Fund was created in 1992 by the City Council in compliance with applicable state statutory provisions. A two-percent tax is imposed on the gross receipts of the fire insurance premiums provided by insurance companies not located within Illinois, and for property located in the City. These taxes, along with similar taxes imposed by most Illinois municipalities, are collected by the state and distributed to municipalities on a per capita basis. By ordinance, the Foreign Fire Insurance Tax Board members are elected by the Fire Department from among its members. This Board is empowered to expend Foreign Fire Insurance Tax proceeds for the “maintenance, benefit, and use of the Fire Department.” This Board cannot expend tax proceeds for projects not given budget approval by the City Council. The City Council cannot authorize the expenditures of tax proceeds for projects not approved by the Board. Consequently, the system requires the City Council and the Board to mutually agree on the expenditures.

Expenditures from this fund are used for the betterment of the Fire department. Typically, they have included station improvements, station repairs, furniture for stations, personal protection equipment and physical fitness equipment.

Projects planned for FY2021 include:

- Preservation of historical department memorabilia;
- Replacement of worn chairs, mattresses and other station furniture;
- Replacement of old kitchen utensils and appliances;
- Assistance to the Department for PPE purchases;
- Assistance for the annual Fund audit;
- Replacement of dated audio-visual electronics.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 290 - FOREIGN FIRE INSURANCE TAX						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
290-00-00-31950	MISCELLANEOUS TAXES	54,758	58,669	55,000	55,000	58,669
290-00-00-38100	MISCELLANEOUS REVENUE	0	425	0	0	0
TOTAL ESTIMATED REVENUES		54,758	59,094	55,000	55,000	58,669
EXPENDITURES						
290-00-00-51300	SUPPLIES/PARTS-BUILDINGS	10,337	11,056	9,000	9,000	9,000
290-00-00-51500	SUPPLIES/PARTS-EQUIPMENT	0	0	3,000	3,000	3,000
290-00-00-52800	FIREFIGHTING SUPPLIES & EQUIPMENT	11,635	13,677	0	0	0
290-00-00-53300	SMALL TOOLS & EQUIPMENT	6,814	2,181	3,000	3,000	3,000
290-00-00-54000	UNIFORMS/PROTECTIVE CLOTHING	0	7,876	450	450	450
290-00-00-61300	MAINTENANCE-BUILDINGS	435	1,854	0	0	0
290-00-00-65200	MARKETING ADS & PUBLIC INFO	200	4,892	0	500	500
290-00-00-66100	DUES & SUBSCRIPTIONS	1,842	1,825	2,732	2,832	2,832
290-00-00-83900	OTHER CAPITAL IMPROVEMENTS	1,019	0	0	0	0
290-00-00-86000	EQUIPMENT	0	2,409	36,500	39,887	39,887
290-00-00-86100	TECHNOLOGY EQUIPMENT	924	0	0	0	0
290-00-00-86200	OFFICE FURNITURE & EQUIPMENT	14,537	12,687	0	0	0
TOTAL EXPENDITURES		47,743	58,457	54,682	58,669	58,669
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		7,015	637	318	(3,669)	0
ESTIMATED REVENUES - FUND 290					55,000	58,669
EXPENDITURES - FUND 290					58,669	58,669
NET OF REVENUES/EXPENDITURES - FUND 290					(3,669)	0
BEGINNING FUND BALANCE					62,919	59,250
ENDING FUND BALANCE					59,250	59,250



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Section Six

Debt Service Funds

- General Fund Debt Service
- TIF Fund Debt Service

Debt Service Funds

General Fund Debt Service Fund 300

General Obligation Refunding Bonds of 2010C: In December 2010, the City issued \$5,415,000 of General Obligation Refunding Bonds to refinance prior debt at a lower interest cost. The original obligations were issued to finance storm sewer construction, road reconstruction, park land, and initial costs for a police station. The debt service is based on a 13-year amortization schedule with interest ranging from 1.90% to 5.90%. Semi-annual interest payments are due July 1st and January 1st while annual principal payments are due each January 1st.

General Obligation Bonds of 2012A: In October 2012, the City issued \$9,905,000 of G.O. Refunding Bonds for the purpose of constructing a new Police Station. The debt service is based on a 17-year amortization schedule with interest ranging from 2.00% to 2.50%. Semi-annual interest payments are due July 1st and January 1st while annual principal payments are due each January 1st.

General Obligation Bonds of 2013B: In June 2013, the City issued \$2,380,000 of G.O. Bonds for the purpose of completing construction on the new Police Station. The debt service is based on a 9-year amortization schedule with interest ranging from 0.80% to 3.00%. Semi-annual interest payments are due July 1st and January 1st while annual principal payments are due each January 1st.

General Obligation Refunding Bonds of 2019: As of December 31, 2018, an outstanding principal balance of \$3,905,000 existed for the 2010B G.O. Refunding Bond with interest ranging from 4.25% to 4.75%. In October 2019, the City issued \$3,925,000 of G.O. Refunding Bonds to refinance the 2010B bonds at a lower interest cost. The original obligations were issued to finance a public works facility expansion, a new traffic signal, and various road projects. The debt service is based on an 8-year amortization schedule with an interest rate of 1.82%. Semi-annual interest payments will be due July 1st and January 1st while annual principal payments are due each January 1st, beginning in 2021.

General Obligation Taxable Series 2020: At the August 17, 2020 meeting of the City Council and the Finance Advisory Committee, the extraordinary impact of the COVID-19 crisis on City finances was described in considerable detail. The estimated \$4.5 million drop in general operating revenues, offset in part by an expected infusion of federal Cares Act funding by the end of the calendar year, had posed very substantial challenges. Maintaining the services expected of the Fire, Police and Public Works departments under such reduced revenues was perhaps the singular challenge. It is also important to note that the fall in general operating revenues meant a fall in the City's General Fund reserve balance, which had been re-built in 2019 after several years of resting below the policy level of 25% of the annual General Fund expenses.

To balance the projected 2021 General Fund Budget without further exhaustion of the City's General Fund reserves, the City Manager proposed an investigation of bond refunding options that might reduce or eliminate the roughly \$1.8 million in general obligation debt to be paid from the General Fund in 2021.

After consultation with Baird Public Finance, the nation's number one municipal underwriter, and Katten Muchin Rosenman, LLP, a renowned Chicago-based bond counsel, it was learned that an opportunity for a one-time savings

of \$1,795,554 in principal and interest payments in FY2021 could be achieved which would reduce the General Fund expenditures by an equal amount. The re-structuring of the City's January 1, 2021 and July 1, 2021 principal and interest payments was, in effect, a "scoop and toss." Debt payments on the pertinent bonds from each of the outstanding City general obligations would be moved from Fiscal Year 2021 to Fiscal Years 2028, 2029, and 2030. This process would extend the bond terms but at a lower annual debt service level at the end of the terms. The overall increase in debt service over the next 10 years would increase; however, by deferring the debt payments from FY2021 to a future date when the full EAV of the Ferrara and Facebook projects should have been realized, the City would be in a better position than the current COVID-19 environment to make those payments.

On September 28, 2020, the Council approved Ordinance 2020-063 which authorized Baird Public Finance to proceed to engage Moody's Investors Service for a rating review and to proceed to go to market with the refunding bond issuance. Moody's reviewed the City's finances on October 21 and on October 22 issued a rating decision. Moody's removed the "negative outlook" that had been assigned in September 2018 in consideration of the City's strong fiscal progress and economic development over the past two years, but lowered the City's overall rating from A1 to A2 primarily in consideration of the state's pension crisis and its hold on the City's annual property tax revenue.

As a result of the refunding of the City's general obligation bond portfolio, the City's General Fund debt service going forward is shown in the table below:

General Fund Supported Debt			
Fiscal Year	Principal	Interest	Aggregate
2020	\$1,751,532		\$1,751,532
2021	\$0	\$0	\$0
2022	\$1,807,181	\$46,110	\$1,853,291
2023	\$1,805,809	\$46,110	\$1,851,919
2024	\$1,816,731	\$46,110	\$1,862,841
2025	\$1,815,011	\$46,110	\$1,861,121
2026	\$1,817,672	\$46,110	\$1,863,782
2027	\$1,819,146	\$46,110	\$1,865,256
2028	\$992,021	\$466,223	\$1,458,244
2029	\$887,356	\$569,855	\$1,457,211
2030	\$511,313	\$946,688	\$1,458,001
	\$15,023,772	\$2,259,426	\$17,283,198

Without the refunding, the total General Fund obligated debt was \$16,819,326. Including the wrap-around debt structure described above, the City will aggressively amortize 86.5% of its general obligation debt in 10 years.

TIF Fund #1 Debt Service –Fund 375

TIF #1 will be terminated on December 31, 2021. The last debt service payment on the TIF refunding bonds of 2010 will be paid in FY2021. The total principal and interest to be paid in FY2021 is \$1,190,800.

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 300 - DEBT SERVICE FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
300-00-00-31400	HOTEL/MOTEL TAX	45,210	46,195	49,000	49,000	49,000
300-00-00-35300	PARKING FINES	44,473	41,505	45,000	45,000	45,000
300-00-00-38800	DEBT ISSUE PROCEEDS	0	3,925,000	0	0	0
300-00-00-39100	TRANSFER FROM GENERAL FUND	1,801,827	1,801,827	1,662,007	1,662,007	0
TOTAL ESTIMATED REVENUES		1,891,510	5,814,527	1,756,007	1,756,007	94,000
EXPENDITURES						
300-00-00-62100	FINANCIAL SERVICES	1,900	1,465	1,900	1,900	1,900
300-00-00-75000	DEBT SERVICE - PRINCIPAL	1,295,000	1,335,000	1,380,000	1,380,000	0
300-00-00-76000	DEBT SERVICE - INTEREST	591,926	548,929	371,532	371,532	0
300-00-00-79800	PAYMENT TO ESCROW AGENT	0	3,978,905	0	0	0
300-00-00-79850	BOND ISSUANCE COSTS	0	34,000	0	0	0
TOTAL EXPENDITURES		1,888,826	5,898,299	1,753,432	1,753,432	1,900
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		2,684	(83,772)	2,575	2,575	92,100
ESTIMATED REVENUES - FUND 300					1,756,007	94,000
EXPENDITURES - FUND 300					1,753,432	1,900
NET OF REVENUES/EXPENDITURES - FUND 300					2,575	92,100
BEGINNING FUND BALANCE					(89,845)	(87,270)
ENDING FUND BALANCE					(87,270)	4,830

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 375 - DEBT SERVICE - TIFS						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
375-00-00-39260	TRANSFER FROM TIF #1 FUND	1,193,200	1,192,400	1,195,000	1,195,000	1,190,800
TOTAL ESTIMATED REVENUES		1,193,200	1,192,400	1,195,000	1,195,000	1,190,800
EXPENDITURES						
375-00-00-75000	DEBT SERVICE - PRINCIPAL	1,020,000	1,060,000	1,105,000	1,105,000	1,145,000
375-00-00-76000	DEBT SERVICE - INTEREST	173,200	132,400	90,000	90,000	45,800
TOTAL EXPENDITURES		1,193,200	1,192,400	1,195,000	1,195,000	1,190,800
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		0	0	0	0	0
ESTIMATED REVENUES - FUND 375					1,195,000	1,190,800
EXPENDITURES - FUND 375					1,195,000	1,190,800
NET OF REVENUES/EXPENDITURES - FUND 375					0	0
BEGINNING FUND BALANCE					0	0
ENDING FUND BALANCE					0	0



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Section 7

Capital Project Funds

- Capital Projects Fund – Fund 400
- Capital Equipment Replacement Fund – Fund 420

Capital Projects Fund

FUND 400

For FY2021, the local fuel tax rate of 5.5 cents per gallon is split between road (4 cents) and airport expenditures (1.5 cents). This fund primarily is primarily associated with annual street maintenance, but also funds public building improvements, alley repairs, and other capital costs. Proceeds from the local tax on motor fuel can be used for any public capital improvements. Additionally, for FY2021, two separate State grants are anticipated to help advance local projects. One is an EDP grant from the IL Department of Transportation for approximately \$1,500,000 for the upgrade of the intersection at Gurler Road at IL-23. The other is potentially up to \$1,400,000 from DCEO, as designated to our community by State Representatives Demmer and Keicher for use in advancing local infrastructure needs.

The City owns and maintains about 130 centerline miles of roads, of which 74.8% (97.3 miles) are residential streets. Coupled with the State MFT (Fund 210) in an alternating funding cycle, the annual street maintenance was advanced in FY2020 from the Capital Projects Fund, paying for resurfacing on Seventh Street (Lincoln Highway to Sycamore Road), Normal Road (Hillcrest to Hyacinth), and Macom Drive from Peace Road through the primary truck access for 3M and Target.

The Proposed FY2021 Budget makes no direct contribution to annual Street Maintenance, as that is allocated from Fund 210, but will again be targeting such work in FY2022 with a more impactful fund balance. However, as the fund will act as the pass-through for several State grants, there are several additional projects assigned to the Capital Projects Fund.

Tentative project expenditures for FY2021 include the following:

Tentative FY2020 Projects	Estimated Costs
Auxiliary Street Maintenance Program (Grant funded)	\$1,000,000
IL-23/Gurler Intersection Upgrade (Grant pass-through)	\$1,600,000
Dresser Road Path Extension (Grant funded)	\$400,000
Total	\$3,000,000

Additional Street Maintenance work will ultimately depend upon the disbursement of the state grant funding noted above. If received as anticipated, the state funding would support street maintenance in The Knolls subdivision, Thirteenth and Fourteenth Streets, Tilton Park, and Greenwood Acres.

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 400 - Capital Projects Funds						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
400-00-00-31600	HOME RULE MOTOR FUEL TAX	640,879	714,856	1,216,250	800,000	800,000
400-00-00-33200	STATE GRANTS	0	0	0	0	2,940,000
400-00-00-38100	MISCELLANEOUS REVENUE	0	0	0	0	250,000
400-00-00-38200	REFUNDS / REIMBURSEMENTS	1,736	0	0	60,000	60,000
400-00-00-38600	SALES OF SURPLUS PROPERTY	0	136,632	700,000	685,000	130,000
400-00-00-39100	TRANSFER FROM GENERAL FUND	0	36,756	0	0	0
TOTAL ESTIMATED REVENUES		642,615	888,244	1,916,250	1,545,000	4,180,000
EXPENDITURES						
400-00-00-51600	SUPPLIES/PARTS-TECHNOLOGY	0	0	0	20,000	47,000
400-00-00-61300	MAINTENANCE-BUILDINGS	14,682	0	50,000	25,000	50,000
400-00-00-62300	ARCHITECT/ENGINEERING SERVICES	0	122,423	125,000	125,000	200,000
400-00-00-81000	LAND ACQUISITION	1,565	0	375,000	410,000	0
400-00-00-82000	BUILDINGS & IMPROVEMENTS	0	0	180,000	179,290	20,000
400-00-00-83000	STREET IMPROVEMENTS	0	0	0	0	2,265,000
400-00-00-83050	STREET MAINTENANCE	301,586	685,749	1,100,000	820,000	580,000
400-00-00-83100	ALLEY IMPROVEMENTS	0	0	100,000	75,000	25,000
400-00-00-83200	STORM SEWER IMPROVEMENTS	0	0	0	0	100,000
400-00-00-83900	OTHER CAPITAL IMPROVEMENTS	0	0	0	20,000	20,000
400-00-00-86100	TECHNOLOGY EQUIPMENT	0	0	272,500	264,000	317,000
400-00-00-91420	TRANSFER TO CAPITAL EQUIPMENT FUND	60,000	0	0	0	0
TOTAL EXPENDITURES		377,833	808,172	2,202,500	1,938,290	3,624,000
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		264,782	80,072	(286,250)	(393,290)	556,000
ESTIMATED REVENUES - FUND 400					1,545,000	4,180,000
EXPENDITURES - FUND 400					1,938,290	3,624,000
NET OF REVENUES/EXPENDITURES - FUND 400					(393,290)	556,000
BEGINNING FUND BALANCE					524,062	130,772
ENDING FUND BALANCE					130,772	686,772

Capital Equipment Replacement Fund

Fund 420

The Capital Equipment Replacement Fund accounts for the acquisition costs for any new purchase or replacement of major equipment and vehicles for the City. The Fleet Replacement Fund (Fund 410) was closed in FY2017, combined with the Equipment Fund (Fund 420) in the FY2018 budget, and renamed the Capital Equipment Replacement Fund.

In November 2019 the City Council dedicated one cent of its 4-cent increase in the local fuel tax to fleet maintenance and thereby added about \$175,000 to the annual revenues for such purposes. Other recurring fund sources include lease payments from telecommunication companies with antennae on our water towers (Rental Income"); E911 Board payments ("Reimbursements"); and a DeKalb County emergency services payment ("Miscellaneous Revenue").

In August 2019, the Council and FAC wrestled with the widening gap between the City's aging fleets and the funds available to replace them. In mid-2019, the City's fleet of Fire, Police, Public Works and other vehicles totaled 170 units with an average age that had grown from 5.7 years in 2006 to 12 years in 2018. At that time, the annual fleet maintenance costs had risen to about \$300,000 per year and the replacement value of the combined City vehicles was about \$12 million, with about one-half of the City's vehicles beyond their useful life. The replacement cost of the 80 or so vehicles in the worst condition was about \$4.3 million. As a result of the Joint Council/FAC discussion, the City staff were directed to investigate leasing options that might accelerate vehicle replacements for a few years until a sustainable level of annual lease obligations could be established.

On May 26, 2020 the City Council reviewed and approved a staff proposal to enter an open-ended equity lease program with Enterprise Fleet Management that included 13 vehicles—10 of which were funded by Fund 420 and 3 were funded by the Water Capital Fund (Fund 620). All vehicles were priced on a five-year lease term, with the option of rolling any remaining equity into the lease of a follow-on vehicle. The total not-to-exceed leasing cost for the 13 vehicles over the full five-year term is \$665,000. The total first year lease cost for the 13 vehicles is \$186,893 (including down payments) as compared with the cash purchase price of \$597,287 for a cashflow benefit of \$410,394. The Fund 420 share of the annual lease costs is \$161,114 which will not be paid until 2021 because of COVID-related delays in vehicle delivery.

On June 8, the City Council approved another, more specialized master lease for two unique vehicles: a 2019 Ford Type III ambulance and a 2021 International 5-yard tandem dump truck. Enterprise focuses its program on smaller vehicles, so after reviewing the market the staff recommended and the Council approved a contract with Tax-Exempt Leasing Corporation for a financed amount of \$296,710 for the two vehicles at an interest rate of 2.6%. The outright purchase had been budgeted at \$300,000 but the annual finance payment of \$63,475 frees up additional monies for ongoing vehicle replacement.

After consultation with Sikich, the City’s auditor, it will be assumed that the capital sources of the lease payments officially make the new leases “**capital leases**,” which means that for the term of the leases the outstanding balances will be included in the calculation of the City’s overall debt, as shown in the table below:

	Government Activities		Business Activities				
Year	GO Bonds	Capital Leases	GO Bonds*	IEPA Loans	Capital leases	Total	Per Capita**
2017	\$22,235,654	\$166,665	\$1,370,000	\$1,849,536	\$0	\$25,621,855	\$582
2018	\$19,872,398	\$149,998	\$1,030,000	\$1,389,155	\$0	\$22,441,551	\$510
2019	\$17,467,275	\$133,331	\$685,000	\$1,600,094	\$0	\$19,885,700	\$452
2020	\$14,850,000	\$385,403	\$345,000	\$1,086,577	\$502,485	\$17,169,465	\$390
2021	\$12,245,000	\$926,895	\$0	\$802,845	\$401,912	\$14,376,652	\$327
2022	\$10,650,000	\$697,889	\$0	\$757,840	\$300,385	\$12,406,114	\$282

*Water and Airport Funds

**Population: 44,030

		2018	2019	2020	2020	2021
				AMENDED	PROJECTED	PROPOSED
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	BUDGET	ACTIVITY	BUDGET
Fund 420 - CAPITAL EQUIP REPLACEMENT FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
420-00-00-31600	HOME RULE MOTOR FUEL TAX	0	0	173,750	175,000	175,000
420-00-00-34900	RENTAL INCOME	209,716	217,155	155,000	220,000	220,000
420-00-00-37100	INVESTMENT INTEREST	0	489	500	350	500
420-00-00-38100	MISCELLANEOUS REVENUE	40,000	40,000	40,000	40,000	40,000
420-00-00-38200	REFUNDS & REIMBURSEMENTS	194,260	166,714	172,500	205,000	210,000
420-00-00-38400	DONATIONS / CONTRIBUTIONS	60,000	0	20,000	0	0
420-00-00-38600	SALES OF SURPLUS PROPERTY	13,423	15,840	0	7,424	0
420-00-00-39100	TRANSFER FROM GENERAL FUND	0	75,000	1,700	1,700	0
TOTAL ESTIMATED REVENUES		517,399	515,198	563,450	649,474	645,500
EXPENDITURES						
420-00-00-40002	LEASE PURCHASE CONTRACTS	0	0	0	0	205,144
420-00-00-61300	MAINTENANCE-BUILDINGS	0	1,406	0	0	0
420-00-00-61500	MAINTENANCE-EQUIPMENT	50,225	0	0	0	0
420-00-00-61700	MAINTENANCE-VEHICLES	0	0	0	20,000	20,000
420-00-00-77000	LOAN PRINCIPAL	16,667	16,667	16,667	16,667	16,667
420-00-00-86000	EQUIPMENT	0	0	21,700	25,000	20,000
420-00-00-86100	TECHNOLOGY EQUIPMENT	231,268	84,929	0	0	104,000
420-00-00-86300	TELEPHONE & RADIO EQUIPMENT	185,456	0	0	0	0
420-00-00-87000	VEHICLES	103,566	53,624	1,145,000	55,000	141,500
420-00-00-91100	TRANSFER TO GENERAL FUND	0	0	500,000	500,000	0
TOTAL EXPENDITURES		587,182	156,626	1,683,367	616,667	507,311
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		-69,783	358,572	-1,119,917	32,807	138,189
ESTIMATED REVENUES - FUND 420					649,474	645,500
EXPENDITURES - FUND 420					616,667	507,311
NET OF REVENUES/EXPENDITURES - FUND 420					32,807	138,189
BEGINNING FUND BALANCE					697,372	730,179
ENDING FUND BALANCE					730,179	868,368



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Section Eight

Enterprise Funds

- Water Operations Fund
- Water Construction Fund
- Water Capital Fund
- Airport Fund
- Refuse & Recycling Fund

Water Operations Fund

FUND 600

The Water fund provides for the supply, treatment, storage, and distribution of the City's potable water system, which annually provides approximately 1.1 billion gallons of water to DeKalb residents and businesses. The City's Public Water System is a modern, state-of-the-art water supply and serves a population of over 44,000 residents including Northern Illinois University. The water provided to the residents of DeKalb comes from six deep wells which pump from deep sandstone aquifers, and three shallow wells that pump from sand and gravel aquifers. Groundwater is treated at one of five ion-exchange/iron removal water treatment plants. The treatment process produces a high quality water supply by reducing the amount of hardness and iron in the water.

Before leaving the treatment plant, the groundwater is treated with chlorine and phosphate to ensure the safety of the water supply within our distribution system. In addition, fluoride is added to the water to promote the development of strong teeth.

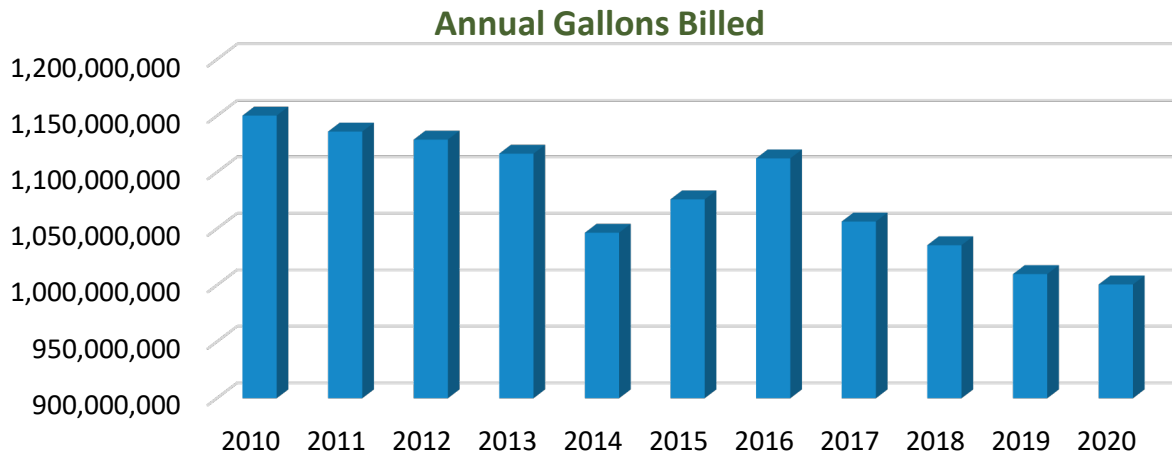
After treatment, the water enters the distribution system for use or is stored in one of the City's four elevated water towers. The four towers have the ability to store a total of 5.75 million gallons. The elevated towers provide storage and maintain system pressures for fire protection.

Utility staff maintain over 180 miles of water main making up the City's water distribution system. The system also includes over 2,500 hydrants, 3,000 valves and 11,000 service lines and metered accounts. Ensuring all of these assets are adequately maintained is critical to a safe, uninterrupted water supply to our community and the ability to provide fire protection at all times.

Utility Staffing Level	FY2019	FY2020	FY2021
FT	10	8	9
PT Seasonal	1	1	1
FTE	11	9	10

The primary source of funding for the Water Operations Fund (Fund 600) and Water Capital Fund (Fund 620) is water sales, accounting for over 95% of the total revenue to these two funds. Overall, the Water Department continues to see a decline in water demands. Water sales have decreased an average of 1.41% annually over the past 10 years. The decrease can be attributed to multiple factors that influence water use including low-flow water fixtures, decreased NIU enrollment, loss of large industrial users and flat residential growth in the community. The Covid-19 pandemic also negatively impacted water use in 2020 primarily due a further decrease in overall in-resident NIU enrollment as many students elected to take classes remotely. Water use is expected to stabilize or moderately increase over the next few fiscal years as a result of new development in the Chicago West Business Park and the downtown core. This includes the new Ferrara and Facebook facilities on the Gurler Road corridor as well as additional water demands expected as a result of Cornerstone, Plaza DeKalb, Isaac Suites, Home2 Suites, Agora Towers, Raising Cane Restaurant and Johann Suites to among others.

The chart provided below depicts the number of gallons billed to DeKalb residents annually over the past ten years. *(Note: 2020 water sales are projected based on sales-to-date)*



Debt Service: The City pays bond debt service and loan payments through the Water Fund.

General Obligation Refunding Bonds of 2014: In November 2014, the City issued \$1,676,575 of G.O. Refunding Bonds for the purpose of refinancing the City's 2004 bonds in order to reduce interest costs. The debt service is based on a 6-year amortization schedule with interest at 1.544%. Semi-annual interest payments are due July 1 and January 1 while annual principal payments are due each January 1st. The outstanding principal balance as of December 31, 2020 is \$276,000.

Illinois Environmental Protection Agency Loan #L17-1337: In January 2002, the City began payment on a \$3,901,248 loan for radium abatement. The debt service is based on a 20-year amortization schedule with interest at 2.535%. Semi-annual principal and interest payments are due July 1 and January 1. The outstanding principal balance as of December 31, 2020 is \$131,571.

Illinois Environmental Protection Agency Loan #L17-1614: In May 2002, the City began payment on a second radium abatement loan of \$3,221,586. The debt service is based on a 20-year amortization schedule with interest at 2.535%. Semi-annual principal and interest payments are due November 30 and May 30. The outstanding principal balance as of December 31, 2020 is \$108,036.

Illinois Environmental Protection Agency Loan #L17-4045: From 2012 through 2014, the City received \$271,891 in loan proceeds for the replacement of water main on Hollister Drive. The debt service is based on a 20-year amortization schedule with interest at 2.295%. Semi-annual principal and interest payments are due April 26th and October 26th. The outstanding principal balance as of December 31, 2020 is \$193,349.

Illinois Environmental Protection Agency Loan #L17-5473: In 2019, the City received \$693,150 in loan proceeds for the replacement of approximately 4,100 feet of water main and services on Joanne Lane, Golfview Place, and Ilehamwood Drive. The debt service is based on a 20-year amortization schedule with

interest at 1.84%. Semi-annual principal and interest payments are due June 30 and December 30. The outstanding principal balance as of December 31, 2020 is \$653,620.

Table 1: Debt Service Schedule – Annual Payments for General Obligation Debt - Business Activities - Water Fund Principal and Interest

Fiscal Year	Principal	Interest	Total
2021	276,000	2,131	278,131
Total	276,000	2,131	278,131

Table 2: Debt Service Schedule for All Water Fund Debt Including IEPA Loans

	IEPA Loan #L17-1337		IEPA Loan #L17-1614		IEPA Loan #L17-4045		IEPA Loan #L17-5473		GO Bond Series 2014		
Fiscal Year	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2021	131,571	1,668	108,036	1,369	14,168	4,357	29,956	11,889	276,000	2,131	581,145
2022					14,495	4,030	30,510	11,336			60,370
2023					14,830	3,695	31,074	10,772			60,370
2024					15,172	3,353	31,648	10,197			60,370
2025					15,522	3,002	32,233	9,612			60,370
2026					15,880	2,644	32,829	9,017			60,370
2027					16,247	2,278	33,436	8,410			60,370
2028					16,622	1,903	34,054	7,792			60,370
2029					17,005	1,519	34,683	7,162			60,370
2030					17,398	1,126	35,324	6,521			60,370
2031					17,800	725	35,977	5,868			60,370
2032					18,211	314	36,642	5,203			60,370
2033							37,320	4,526			41,845
2034							38,009	3,836			41,845
2035							38,712	3,133			41,845
2036							39,428	2,418			41,845
2037							40,156	1,689			41,845
2038							40,899	947			41,845
2039							20,732	191			20,923
Total	131,571	1,668	108,036	1,369	193,349	28,945	653,620	120,519	276,000	2,131	1,517,208

		2018	2019	2020	2020	2021
				AMENDED	PROJECTED	PROPOSED
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	BUDGET	ACTIVITY	BUDGET
Fund 600 - WATER FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
600-00-00-32900	OTHER PERMITS	1,600	100	1,500	0	0
600-00-00-34800	WATER SALES REVENUE	5,192,729	5,267,074	5,319,600	5,126,952	5,319,600
600-00-00-34850	WATER SERVICE CHARGES	161,198	183,566	171,000	56,800	171,000
600-00-00-34880	WATER IMPACT FEES	17,195	22,821	30,000	45,000	30,000
600-00-00-37100	INVESTMENT INTEREST	0	2,657	2,000	1,164	2,000
600-00-00-38100	MISCELLANEOUS REVENUE	11,302	11,707	12,000	12,800	12,000
600-00-00-38200	REFUNDS / REIMBURSEMENTS	59	627	0	470	0
600-00-00-38600	SALES OF SURPLUS PROPERTY	9,350	0	2,000	0	2,000
600-00-00-39248	TRANSFER FROM SSA #28 FUND	0	0	8,704	0	0
600-00-00-39620	TRANSFER FROM WATER CAPITAL FUND	1,046,545	899,126	0	0	0
TOTAL ESTIMATED REVENUES		6,439,978	6,387,678	5,546,804	5,243,186	5,536,600
EXPENDITURES						
600-00-00-41100	WAGES - FULL-TIME	1,317,698	1,306,900	1,112,298	1,230,267	1,215,253
600-00-00-41200	WAGES - PART-TIME	62,069	57,076	64,301	45,085	45,000
600-00-00-41300	WAGES - OVERTIME	165,567	171,047	165,000	134,898	140,000
600-00-00-41400	LONGEVITY PAY	22,718	22,416	22,233	19,800	16,192
600-00-00-41500	CLOTHING ALLOWANCE	6,489	6,974	6,181	6,949	5,821
600-00-00-41550	CAR ALLOWANCE	3,455	1,239	480	340	325
600-00-00-42100	EMPLOYER PORTION FICA	113,200	110,654	105,916	104,717	110,000
600-00-00-42200	EMPLOYER PORTION IMRF	227,356	183,817	205,341	208,050	196,000
600-00-00-42500	EMPLOYEE HEALTH INSURANCE	522,572	508,679	446,500	500,472	569,073
600-00-00-42600	WORKER'S COMPENSATION	234,050	234,050	123,050	123,048	123,050
600-00-00-48150	CHANGE IN COMP ABS-WATER	(95,863)	(15,642)	0	0	0
600-00-00-48250	IMRF NPO - WATER	143,270	51,620	0	0	0
600-00-00-48350	NET OPEB-WATER	(788)	10,787	0	0	0
600-00-00-51300	SUPPLIES/PARTS-BUILDINGS	9,757	12,470	22,500	12,500	20,000
600-00-00-51410	SUPPLIES/PARTS-STREETS	61,304	65,910	60,000	58,850	65,000
600-00-00-51500	SUPPLIES/PARTS-EQUIPMENT	19,059	20,956	22,000	27,200	27,000
600-00-00-51600	SUPPLIES/PARTS-TECHNOLOGY	0	1,163	1,000	300	500
600-00-00-51700	SUPPLIES/PARTS-VEHICLES	8,772	8,205	16,000	14,330	25,000
600-00-00-51996	POTABLE WATER SYSTEM PARTS	53,985	75,729	65,000	57,100	65,000
600-00-00-52000	OFFICE SUPPLIES	470	803	500	900	500
600-00-00-52500	JANITORIAL SUPPLIES	945	1,767	1,800	1,300	1,300
600-00-00-53100	ICE/SNOW CONTROL SUPPLIES	15	0	500	300	300
600-00-00-53200	WATER SYSTEM CHEMICALS	225,892	234,130	250,000	245,000	250,000
600-00-00-53300	SMALL TOOLS & EQUIPMENT	8,022	8,053	12,200	14,000	15,000
600-00-00-54000	UNIFORMS/PROTECTIVE CLOTHING	716	1,735	2,500	1,500	1,700
600-00-00-55000	FUEL, OIL, & LUBRICANTS	23,294	26,595	24,500	24,500	24,500
600-00-00-59999	COMMODITIES	161	2	500	500	500
600-00-00-61100	MAINTENANCE-GROUNDS	1,207	1,507	1,500	1,569	1,700
600-00-00-61300	MAINTENANCE-BUILDINGS	8,404	44,820	10,000	10,000	20,000
600-00-00-61400	MAINTENANCE-INFRASTRUCTURE	17,305	43,510	100,000	49,500	50,000
600-00-00-61500	MAINTENANCE-EQUIPMENT	6,924	4,155	5,000	2,000	5,000
600-00-00-61700	MAINTENANCE-VEHICLES	1,733	5,618	6,000	15,000	10,000
600-00-00-61800	MAINTENANCE-SOFTWARE	0	0	26,691	10,000	20,000
600-00-00-62099	PRINTED MATERIALS	2,536	2,401	1,500	1,200	1,500
600-00-00-62100	FINANCIAL SERVICES	53,843	15,055	22,000	10,000	10,000
600-00-00-62200	LEGAL SERVICES	0	0	37,000	30,000	35,000
600-00-00-62300	ARCHITECT/ENGINEERING SERVICES	219,417	115,249	77,500	35,000	300,000
600-00-00-62400	TECHNOLOGY SERVICES	11,564	25,615	0	0	0
600-00-00-62500	LAB TESTING SERVICES	11,639	3,044	5,000	10,000	10,000
600-00-00-63800	CONTRACTED SERVICES	26,034	16,821	32,200	32,200	32,200
600-00-00-64000	UTILITIES	113,206	130,574	135,000	135,000	135,000
600-00-00-64100	ELECTRIC SERVICES	162,939	174,361	170,000	170,000	175,000
600-00-00-64200	NATURAL GAS SERVICES	21,574	16,161	25,000	20,000	20,000
600-00-00-64300	REFUSE REMOVAL SERVICES	8,805	8,325	9,500	9,975	9,975

GL NUMBER	DESCRIPTION	2018	2019	2020	2020	2021
		ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
600-00-00-64500	TELEPHONE SERVICES	8,471	8,718	9,000	8,000	8,000
600-00-00-65100	FREIGHT & POSTAGE	37,172	37,094	42,500	41,200	42,500
600-00-00-65200	MARKETING ADS & PUBLIC INFO	0	0	1,500	600	1,000
600-00-00-65300	LEGAL EXPENSES & NOTICES	52,959	35,801	0	0	0
600-00-00-65400	TAXES, LICENSES, & FEES	50	198	200	100	200
600-00-00-65500	RENTAL-BLDG & EQUIP	4,520	2,247	1,000	1,000	1,000
600-00-00-66100	DUES & SUBSCRIPTIONS	2,358	2,409	3,350	2,656	3,000
600-00-00-66200	TRAINING/TRAVEL	590	2,783	3,000	650	3,000
600-00-00-69200	SURETY BONDS	30,000	30,000	30,000	30,000	30,000
600-00-00-69800	UTILITY REBATE PROGRAM	1,910	2,442	3,000	2,000	3,000
600-00-00-72500	DEPRECIATION-WATER	1,105,571	1,139,017	0	1,159,000	1,179,000
600-00-00-75000	DEBT SERVICE - PRINCIPAL	0	0	273,875	273,875	276,000
600-00-00-76000	DEBT SERVICE - INTEREST	12,709	8,443	6,376	6,376	2,131
600-00-00-77000	LOAN PRINCIPAL	0	0	514,092	514,092	283,731
600-00-00-78000	LOAN INTEREST	39,963	34,901	32,142	32,142	19,283
600-00-00-79999	AMORTIZATION COSTS	0	10,917	0	10,917	10,917
600-00-00-85500	WATER SYSTEM IMPROVEMENTS	71,366	141,873	0	0	0
600-00-00-85510	WATER SPRINKLER IMPROVEMENTS	0	37,425	0	0	0
600-00-00-91100	TRANSFER TO GENERAL FUND	310,400	321,800	311,000	311,000	311,000
600-00-00-91620	TRANSFER TO WATER CAPITAL FUND	1,050,000	500,000	1,450,000	1,450,000	1,711,200
TOTAL EXPENDITURES		6,529,354	6,030,419	6,075,226	7,216,958	7,637,351
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		(89,376)	357,259	(528,422)	(1,973,772)	(2,100,751)
ESTIMATED REVENUES - FUND 600					5,243,186	5,536,600
EXPENDITURES - FUND 600					7,216,958	7,637,351
NET OF REVENUES/EXPENDITURES - FUND 600					(1,973,772)	(2,100,751)
BEGINNING FUND BALANCE					26,317,428	24,343,656
ENDING FUND BALANCE					24,343,656	22,242,905

Water Construction Fund

Fund 610

The Water Construction Fund 610 receives impact fee revenue from new construction activity. Expenditures are restricted to the construction of new water infrastructure (water mains, wells, water tower and water treatment plants). In FY2020, \$500,000 was used to fund a portion of the new 16" water main extension along Crego Road, Gurler Road, and Route 23 to provide water for the Ferrara and Facebook developments in the ChicagoWest Business Center. Including this expenditure, the Water Construction Fund is expected to end the FY2020 budget year with a fund balance of \$736,038. For FY2021, there are no budgeted expenditures anticipated from this fund.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 610 - WATER NEW CONSTRUCTION FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
610-00-00-34880	WATER IMPACT FEES	5,472	4,757	10,000	85,500	50,000
610-00-00-37100	INVESTMENT INTEREST	394	1,068	0	1,000	1,000
TOTAL ESTIMATED REVENUES		5,866	5,825	10,000	86,500	51,000
EXPENDITURES						
610-00-00-85000	WATER MAINS	0	0	500,000	500,000	0
TOTAL EXPENDITURES		0	0	500,000	500,000	0
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		5,866	5,825	(490,000)	(413,500)	51,000
ESTIMATED REVENUES - FUND 610					86,500	51,000
EXPENDITURES - FUND 610					500,000	0
NET OF REVENUES/EXPENDITURES - FUND 610					(413,500)	51,000
BEGINNING FUND BALANCE					1,151,279	737,779
ENDING FUND BALANCE					737,779	788,779

Water Capital Fund

Fund 620

The capital portion of the Water Fund that relates to the maintenance of existing water assets was split into its own fund in FY2016.5. The City Council supported the creation of the Water Capital Fund as a way to track and finance water-related expenses pertaining to fleet and equipment and capital projects on existing water infrastructure such as water mains, wells, treatment plants and water towers.

To provide a funding source to finance the capital improvements, Council approved a water rate increase of 4.5% each year over a five year period (2016-2020) with the stipulation that 2/3 of each year's rate increase (or 3% of the 4.5% annual increase), would be directed to the Water Capital Fund (Fund 620). The remaining 1.5% would be directed to the Water Operations Fund (Fund 600). It should be noted that the first rate increase in 2016 was only 2.2% and not 4.5%, so only 1.47% of this rate increase was directed into the Water Capital Fund.

The table below details the revenue that has been generated each year into the Water Capital Fund since the creation of this fund:

Council Directive: Two-thirds of revenue generated as a result of water rate increases between 2016-2020 are to be directed into the Water Capital Fund 620.

			Water Operations Fund 600		Water Capital Fund 620	
Year	Total Annual Water Rate Increase	Total Cumulative Revenue Generated from Water Rate Increase	1/3 of Rate Increase Directed to Water Operations Fund 600	Revenue Generated to Water Operations Fund 600	2/3 of Rate Increase Directed to Water Capital Fund 620	Revenue Generated to Water Capital Fund 620
2016	2.20%	\$58,085	0.73%	\$24,619	1.47%	\$33,466
2017	4.50%	\$240,670	1.50%	\$80,357	3%	\$160,313
2018	4.50%	\$461,946	1.50%	\$153,982	3%	\$307,964
2019	4.50%	\$684,000	1.50%	\$227,999	3%	\$456,001
2020	4.50%	\$897,956	1.50%	\$296,325	3%	\$601,631

Since the creation of the Water Capital Fund in 2016, over \$5 million has been spent on water capital improvements. Some of the projects include the following:

Projects 2016 - 2020	Total Costs 2016 - 2020
Water main replacement <ul style="list-style-type: none"> Kishwaukee Ln, Lewis & Vienna, South Sixth St., Maplewood Ave, South Eleventh St., Sunset Place, Joanne Ln, Ilehamwood, Golfview, Oak Dr. 	\$2,500,000
Well Maintenance	\$526,000
North Water Tower Painting	\$565,700
Vehicles and Equipment (Backhoe, Loader, Tandem Dump Truck, Utility Vehicles)	\$740,000
Sewer Repair (218 & 226 E. Lincoln Hwy.)	\$80,000
Water Meter Software Update	\$25,000
Water Meters	\$300,000
BS&A Utility Billing Software	\$314,000
TOTAL	\$5,050,700

The Water Capital Fund has budgeted \$2.4 million of water capital improvements for the FY2021 Budget that include:

Tentative FY2021 Projects	Estimated Costs
Routine Meter Replacements and New Water Meter Purchases	\$80,000
Well 14 - Maintenance	\$165,000
South Water Tower Painting	\$850,000
Water Main Replacement and Lining – Joanne Ln, Charles St., Dresser Rd., Walmart	\$1,100,000
Utility Vehicle	\$200,000
Hydraulic Hammer – Mini Excavator	\$15,000
Locator	\$8,000
TOTAL	\$2,418,000

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 620 - WATER CAPITAL FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
620-00-00-34800	WATER SALES REVENUE	307,964	456,001	600,000	600,000	600,000
620-00-00-37100	INVESTMENT INTEREST	0	1,139	1,200	1,000	1,200
620-00-00-39600	TRANSFER FROM WATER FUND	1,050,000	500,000	1,450,000	1,450,000	2,492,290
TOTAL ESTIMATED REVENUES		1,357,964	957,140	2,051,200	2,051,000	3,093,490
EXPENDITURES						
620-00-00-40002	LEASE PURCHASE CONTRACTS	0	0	0	0	82,269
620-00-00-85000	WATER MAINS	(1)	693,150	0	0	1,100,000
620-00-00-85100	WATER METERS	74,468	53,050	50,000	50,000	80,000
620-00-00-85500	WATER SYSTEM IMPROVEMENTS	0	80,000	980,000	131,162	1,015,000
620-00-00-86000	EQUIPMENT	0	0	215,000	13,600	63,638
620-00-00-86100	TECHNOLOGY EQUIPMENT	3,557	69,607	25,000	15,282	10,000
620-00-00-87000	VEHICLES	0	57,500	330,000	0	200,000
620-00-00-91600	TRANSFER TO THE WATER FUND	1,046,545	899,126	0	0	0
TOTAL EXPENDITURES		1,124,569	1,852,433	1,600,000	210,044	2,550,907
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		233,395	(895,293)	451,200	1,840,956	542,583
ESTIMATED REVENUES - FUND 620					2,051,000	3,093,490
EXPENDITURES - FUND 620					210,044	2,550,907
NET OF REVENUES/EXPENDITURES - FUND 620					1,840,956	542,583
BEGINNING FUND BALANCE					339,481	2,180,437
ENDING FUND BALANCE					2,180,437	2,723,020

Airport Fund

FUND 650

The Airport fund is charged with the management of the DeKalb Airport (DKB) and the DeKalb Flight Center which provides aviation fueling and ground handling services for all based aircraft as well as transient aircraft. DKB is open 24-hours-a-day through all types of weather and has a 7,025-foot crosswind runway and a 4,200-foot east-west runway, with a full Instrument Landing System (ILS), four Global Positioning System (GPS) approaches, and a Level 3 Automated Weather Observation System (AWOS-3). The Airport boasts more than 30,000 annual operations, more than 70 based aircraft, and four Specialized Aviation Service Operators (SASO) who provide aircraft flight training and maintenance services. The Airport is designed to support all general aviation including corporate, charter, cargo, and private aircraft arriving in and departing the region.

The airport management consists of one full time Airport Manager, one part-time Airport Maintenance Technician, one Seasonal Airport Maintenance Technician and six Part-Time Aircraft Line Service Technicians. Seasonal mowing and snow-removal operations are managed by the Public Works Streets Department and augmented by Airport staff.

Debt Service: The City pays bond debt service through the Airport Fund.

General Obligation Refunding Bonds of 2014: In November 2014, the City issued \$416,650 of G.O. Refunding Bonds for the purpose of refinancing the City's 2004 bonds in order to reduce interest costs. The debt service is based on a 6-year amortization schedule with interest at 1.544%. Semi-annual interest payments are due July 1st and January 1st while annual principal payments are due each January 1st. The outstanding principal balance as of December 31, 2020, is \$132,250 (see table below).

Table 1: Debt Service Schedule – Annual Payments for General Obligation Debt - Business Activities - Airport Fund Principal and Interest

Airport Fund			
Fiscal Year	Principal	Interest	Total
2020	\$ 66,125	\$1,561	\$ 67,686
2021	\$ 66,125	\$1,561	\$ 67,686
Total	\$132,250	\$3,122	\$135,372

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 650 - AIRPORT FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
650-00-00-31100	STATE SALES TAX	4,726	4,036	3,750	3,500	4,000
650-00-00-31200	HOME RULE SALES TAX	8,138	7,431	6,500	3,442	5,500
650-00-00-31600	HOME RULE MOTOR FUEL TAX	284,299	268,072	260,000	196,727	210,000
650-00-00-33150	FEDERAL PASS-THROUGH GRANTS	101,193	34,323	36,550	0	36,000
650-00-00-33200	STATE GRANTS	5,190	1,907	0	0	1,500
650-00-00-34500	FUEL SALES	501,144	462,361	500,000	450,666	425,000
650-00-00-34900	RENTAL INCOME	306,468	337,417	368,260	368,000	390,000
650-00-00-34950	AIRPORT OPERATIONS	30,385	17,135	27,000	32,500	30,000
650-00-00-37100	INVESTMENT INTEREST	345	637	500	285	100
650-00-00-38100	MISCELLANEOUS REVENUE	27,139	1,782	0	2,500	500
650-00-00-38200	REFUNDS / REIMBURSEMENTS	12,666	24,068	13,550	146	5,000
650-00-00-38600	SALES OF SURPLUS PROPERTY	910	0	0	0	0
650-00-00-38700	CONTRIBUTED CAPITAL	372,546	0	0	0	0
650-00-00-39100	TRANSFER FROM GENERAL FUND	610,000	0	51,000	0	0
TOTAL ESTIMATED REVENUES		2,265,149	1,159,169	1,267,110	1,057,766	1,107,600
EXPENDITURES						
650-00-00-41100	WAGES - FULL-TIME	137,392	131,975	134,015	153,000	113,245
650-00-00-41200	WAGES - PART-TIME	112,843	128,302	150,936	133,531	111,353
650-00-00-41300	WAGES - OVERTIME	0	293	400	199	0
650-00-00-41550	CAR ALLOWANCE	381	95	0	0	0
650-00-00-42100	EMPLOYER PORTION FICA	18,303	19,123	21,830	19,500	17,182
650-00-00-42200	EMPLOYER PORTION IMRF	20,060	16,379	20,456	22,000	16,466
650-00-00-42500	EMPLOYEE HEALTH INSURANCE	31,141	31,050	33,436	29,107	32,981
650-00-00-42600	WORKER'S COMPENSATION	14,303	14,303	14,303	12,454	14,303
650-00-00-48160	CHANGE IN COMP ABS-AIRPORT	328	1,060	0	0	0
650-00-00-48260	IMRF NPO - AIRPORT	(12,248)	4,265	0	0	0
650-00-00-48360	NET OPEB-AIRPORT	(24)	331	0	0	0
650-00-00-51100	SUPPLIES/PARTS-GROUNDS	0	743	2,500	94	1,000
650-00-00-51300	SUPPLIES/PARTS-BUILDINGS	5,193	11,040	12,450	7,500	10,000
650-00-00-51500	SUPPLIES/PARTS-EQUIPMENT	0	0	1,800	1,449	1,000
650-00-00-51600	SUPPLIES/PARTS-TECHNOLOGY	0	479	1,000	0	500
650-00-00-51700	SUPPLIES/PARTS-VEHICLES	1,755	11,588	4,000	18,746	18,000
650-00-00-52000	OFFICE SUPPLIES	153	9	100	154	150
650-00-00-52500	JANITORIAL SUPPLIES	0	0	500	0	750
650-00-00-53000	OPERATING SUPPLIES	285	0	350	0	750
650-00-00-53100	ICE/SNOW CONTROL SUPPLIES	15,197	21,084	33,500	28,533	28,000
650-00-00-53300	SMALL TOOLS & EQUIPMENT	0	1,286	7,050	558	2,000
650-00-00-54000	UNIFORMS/PROTECTIVE CLOTHING	0	279	0	246	100
650-00-00-55000	FUEL, OIL, & LUBRICANTS	13,949	19,405	22,500	7,946	10,000
650-00-00-55100	AIRPORT FUEL (FOR RESALE)	423,849	364,954	375,000	295,000	300,000
650-00-00-61100	MAINTENANCE-GROUNDS	10,668	6,140	6,500	2,539	2,000
650-00-00-61300	MAINTENANCE-BUILDINGS	15,166	24,640	25,000	17,513	7,500
650-00-00-61500	MAINTENANCE-EQUIPMENT	34,944	28,628	43,200	7,188	16,000
650-00-00-61700	MAINTENANCE-VEHICLES	3,670	8,313	4,500	3,303	5,000
650-00-00-61800	MAINTENANCE-SOFTWARE	0	0	0	0	1,000
650-00-00-61999	MAINTENANCE-AIRPORT	0	528	500	0	500
650-00-00-62099	PRINTED MATERIALS	473	301	250	139	100
650-00-00-62100	FINANCIAL SERVICES	14,423	15,316	12,609	15,658	10,500
650-00-00-62300	ARCHITECT/ENGINEERING SERVICES	19,659	21,450	17,735	6,418	11,000
650-00-00-63800	CONTRACTED SERVICES	15,311	36,756	100,800	83,948	50,000
650-00-00-64000	UTILITIES	10,923	11,588	10,500	8,336	7,700
650-00-00-64100	ELECTRIC SERVICES	43,814	36,222	40,000	30,082	30,000
650-00-00-64500	TELEPHONE SERVICES	10,997	13,212	12,500	11,218	11,000
650-00-00-65100	FREIGHT & POSTAGE	47	10	150	0	100
650-00-00-65200	MARKETING ADS & PUBLIC INFO	11,734	14,781	13,350	7,303	6,000
650-00-00-65300	LEGAL EXPENSES & NOTICES	0	0	1,000	0	0

GL NUMBER	DESCRIPTION	2018	2019	2020	2020	2021
		ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
650-00-00-65400	TAXES, LICENSES, & FEES	63,221	57,277	48,000	53,666	55,000
650-00-00-66100	DUES & SUBSCRIPTIONS	2,514	2,033	2,700	2,200	2,700
650-00-00-66200	TRAINING/TRAVEL	4,410	4,726	4,975	60	500
650-00-00-66300	TRAVEL EXPENSES	25	0	0	0	0
650-00-00-69200	SURETY BONDS	38,578	39,199	43,600	35,733	43,600
650-00-00-72600	DEPRECIATION-AIRPORT	385,907	385,908	0	0	0
650-00-00-75000	DEBT SERVICE - PRINCIPAL	0	0	66,125	66,125	66,125
650-00-00-76000	DEBT SERVICE - INTEREST	3,151	2,075	1,576	1,561	1,561
650-00-00-83900	OTHER CAPITAL IMPROVEMENTS	(440)	0	36,550	0	5,000
650-00-00-86000	EQUIPMENT	1,319	6,546	19,500	19,500	19,500
650-00-00-86200	OFFICE FURNITURE & EQUIPMENT	1,143	150	0	0	5,000
650-00-00-86300	TELEPHONE & RADIO EQUIPMENT	893	755	0	0	0
650-00-00-86301	LEASED EQUIPMENT	5,590	4,690	0	0	0
TOTAL EXPENDITURES		1,481,000	1,499,287	1,347,746	1,102,507	1,035,166
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		784,149	(340,118)	(80,636)	(44,741)	72,434
ESTIMATED REVENUES - FUND 650					1,057,766	1,107,600
EXPENDITURES - FUND 650					1,102,507	1,035,166
NET OF REVENUES/EXPENDITURES - FUND 650					(44,741)	72,434
BEGINNING FUND BALANCE					30,513,952	30,469,211
ENDING FUND BALANCE					30,469,211	30,541,645

Refuse and Recycling Fund

FUND 680

The Refuse & Recycling Fund provides for the efficient collection, processing, and disposal of refuse, landscape waste, and recyclables for DeKalb residents. In September 2018, the City entered a new 5-year agreement with Lakeshore Recycling Systems, Inc. (LRS) to provide these services. Refuse charges are collected through the City's Utility Bill on behalf of LRS.

DeKalb residents receive curbside collection services for an unlimited volume of refuse, recyclables, and landscape waste. As part of the agreement, LRS provides one 95-gallon refuse cart and one 65-gallon recycling cart at no additional charge. Residents may request a second 95-gallon refuse cart at no charge. Landscape waste collection is offered between April 1 and November 30 each year.

In 2019, the City staff worked with downtown business owners and LRS to set up a simplified process of billing refuse charges through the City's Utility Billing system for Central Business District (CBD) properties. The new billing system has been well received by both CBD business owners and LRS.

The contract with LRS includes curbside electronic waste pick-up on the first pick-up day of the month. This is a new service for DeKalb residents. Another new service offered to residents is household hazardous waste collection. This service is offered three times per year as scheduled with the City.

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 680 - REFUSE & RECYCLING FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
680-00-00-34600	REFUSE & RECYCLING FEES	2,058,770	1,871,079	2,059,916	1,970,000	2,055,000
680-00-00-37100	INVESTMENT INTEREST	0	393	0	100	100
680-00-00-38100	MISCELLANEOUS REVENUE	0	89	0	165	200
TOTAL ESTIMATED REVENUES		2,058,770	1,871,561	2,059,916	1,970,265	2,055,300
EXPENDITURES						
680-00-00-51500	SUPPLIES/PARTS-EQUIPMENT	0	730	0	0	0
680-00-00-64300	REFUSE REMOVAL SERVICES	1,961,778	1,743,634	1,904,913	1,765,000	1,745,000
680-00-00-65200	MARKETING ADS & PUBLIC INFO	631	74	0	0	0
680-00-00-91100	TRANSFER TO GENERAL FUND	124,000	124,000	360,000	360,000	360,000
TOTAL EXPENDITURES		2,086,409	1,868,438	2,264,913	2,125,000	2,105,000
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		(27,639)	3,123	(204,997)	(154,735)	(49,700)
ESTIMATED REVENUES - FUND 680					1,970,265	2,055,300
EXPENDITURES - FUND 680					2,125,000	2,105,000
NET OF REVENUES/EXPENDITURES - FUND 680					(154,735)	(49,700)
BEGINNING FUND BALANCE					207,208	52,473
ENDING FUND BALANCE					52,473	2,773

Section Nine

Internal Service Funds

- Workers Compensation and Liability Insurance Fund
- Health Insurance Fund

Internal Service Funds

Workers' Compensation & Liability – Fund 700

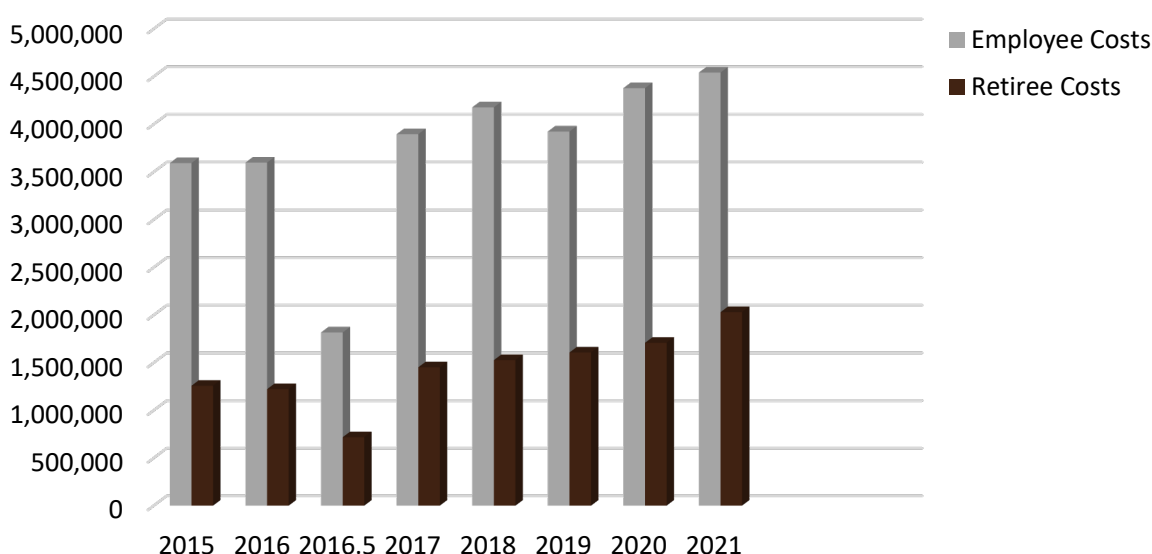
This fund pays for all medical treatment, disability payments, and settlement costs associated with claims filed by employees who are injured on the job. In FY1994 the City became self-insured for workers compensation claims. For FY1994, through FY2012, the City had no excess or “umbrella” insurance coverage provided by private carriers. Since May 1, 2012, the City has had a self-insured retention policy through Safety National Casualty Corporation for excess coverage. These claims are administered and monitored by the City Manager’s Office and Human Resources Department.

This fund also pays for costs incurred as a result of accidents involving City property or employees, or in settlement of lawsuits brought against the City. Again, since May 2012, the City has had a self-insured retention policy for excess coverage. This coverage includes property, inland marine, general liability, automobile liability and auto physical damage, law enforcement liability, public official’s liability, and employment practices liability.

Health Insurance – Fund 710

The City of DeKalb maintained its own self-funded insurance system from FY1993 through FY2008 for employee health insurance. On January 1, 2008, the City joined the Intergovernmental Personnel Benefits Cooperative (IPBC), which is a pooled arrangement with other Illinois communities for providing health insurance. This allowed the City to budget for known monthly payments to the IPBC, rather than funding for payment of all health claims as a fully self-insured entity. The chart below shows health insurance costs for current and retired City employees from fiscal years 2012 through 2020 (fiscal years prior to 2012 were reported as total fund expenditures and not separated by line item).

Health Insurance Costs



The City offers comprehensive medical and dental coverage to its employees, their dependents, and retirees. All active employees pay 20% of the health insurance premium for single, single +1 or family coverage.

Property Liability – Fund 720

This fund was closed in FY2017 and combined with the Workers' Compensation Fund (Fund 700) starting with the FY2018 budget.

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 700 - WORKER'S COMP/ LIABILITY INSURANCE FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
700-00-00-37100	INVESTMENT INTEREST	6,442	4,185	1,500	657	1,000
700-00-00-38200	REFUNDS / REIMBURSEMENTS	0	32,835	0	0	0
700-00-00-38300	PROPERTY DAMAGE COMPENSATION	60,940	44,766	35,000	53,885	55,000
700-00-00-38500	EMPLOYER CONTRIBUTIONS	881,659	881,892	881,659	881,892	681,070
TOTAL ESTIMATED REVENUES		949,041	963,678	918,159	936,434	737,070
EXPENDITURES						
700-00-00-62200	LEGAL SERVICES	0	0	29,600	50,000	40,000
700-00-00-63800	CONTRACTED SERVICES	465,521	456,506	467,263	470,000	470,000
700-00-00-63999	TPA ADMINISTRATION	36,500	36,500	36,500	36,500	36,500
700-00-00-65300	LEGAL EXPENSES & NOTICES	30,708	69,106	5,000	5,000	2,500
700-00-00-69100	CLAIMS: LIAB & PROP INSURANCE	133,860	138,711	110,000	120,000	150,000
700-00-00-69150	CLAIMS: WORK COMP INSURANCE	464,494	63,896	400,000	200,000	200,000
700-00-00-69200	SURETY BONDS	575	150	565	0	0
TOTAL EXPENDITURES		1,131,658	764,869	1,048,928	881,500	899,000
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		(182,617)	198,809	(130,769)	54,934	(161,930)
ESTIMATED REVENUES - FUND 700					936,434	737,070
EXPENDITURES - FUND 700					881,500	899,000
NET OF REVENUES/EXPENDITURES - FUND 700					54,934	(161,930)
BEGINNING FUND BALANCE					1,447,629	1,502,563
ENDING FUND BALANCE					1,502,563	1,340,633

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 710 - HEALTH INSURANCE FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
710-00-00-37100	INVESTMENT INTEREST	180	363	250	125	135
710-00-00-37200	MISCELLANEOUS INCOME	901	0	0	0	0
710-00-00-38500	EMPLOYER CONTRIBUTIONS	4,609,288	4,644,789	4,887,065	4,875,000	4,957,430
710-00-00-38510	EMPLOYEE CONTRIBUTIONS	866,005	862,188	894,956	865,000	827,096
710-00-00-38520	RETIREE CONTRIBUTIONS	488,335	486,497	730,743	718,972	788,179
710-00-00-38530	LIBRARY CONTRIBUTIONS	197,071	223,885	248,050	225,000	297,201
710-00-00-38590	OTHER CONTRIBUTIONS	8,380	13,715	800	5,719	1,500
710-00-00-39100	TRANSFER FROM GENERAL FUND	250,000	0	0	0	0
TOTAL ESTIMATED REVENUES		6,420,160	6,231,437	6,761,864	6,689,816	6,871,541
EXPENDITURES						
710-00-00-41700	DEFERRED COMPENSATION	164,151	161,478	152,980	175,000	150,000
710-00-00-41800	HSA CONTRIBUTIONS	88,375	74,167	80,000	85,000	85,000
710-00-00-41850	INSURANCE OPT-OUT CONTRIBUTION	24,887	22,921	28,000	23,000	27,500
710-00-00-42100	EMPLOYER PORTION FICA	9,297	8,815	12,155	10,500	10,500
710-00-00-42200	EMPLOYER PORTION IMRF	16,086	11,186	12,880	16,500	16,500
710-00-00-42580	EMPLOYEE LIFE INSURANCE	15,234	15,482	16,000	16,500	16,000
710-00-00-62100	FINANCIAL SERVICES	22	20	25	25	25
710-00-00-63998	FLEX ADMINISTRATION	5,418	4,104	4,800	4,000	4,500
710-00-00-67100	EMPLOYEE HEALTH INSURANCE	4,177,633	3,923,959	4,080,732	4,378,883	4,542,273
710-00-00-67200	LIBRARY HEALTH INSURANCE	141,082	143,379	248,050	155,000	175,000
710-00-00-67300	RETIREE HEALTH INSURANCE	1,526,491	1,607,317	1,873,219	1,709,000	2,030,433
710-00-00-67400	PEHP PLAN	33,700	32,100	33,500	33,500	32,500
710-00-00-67500	WELLNESS BENEFIT PAYMENTS	45,994	30,364	60,000	35,000	35,000
TOTAL EXPENDITURES		6,248,370	6,035,292	6,602,341	6,641,908	7,125,231
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		171,790	196,145	159,523	47,908	(253,690)
ESTIMATED REVENUES - FUND 710					6,689,816	6,871,541
EXPENDITURES - FUND 710					6,641,908	7,125,231
NET OF REVENUES/EXPENDITURES - FUND 710					47,908	(253,690)
BEGINNING FUND BALANCE					641,539	689,447
ENDING FUND BALANCE					689,447	435,757



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Section Ten

Fiduciary Funds

- Police and Fire Pension Funds
- DeKalb Public Library Fund

Police and Fire Pension Funds

Police Pension Fund (Fund 830) and Fire Pension Fund (Fund 850)

The Police and Fire Pension Funds account for the financial administration of these two programs, which are governed by Illinois state statute. Revenue sources are primarily property taxes, investment earnings, and withholdings from the payroll checks of active Police and Fire Department personnel. Expenditures pay for retiree pensions, financial management fees, audit costs, and other miscellaneous items.

An established local Board for each fund directs its own affairs and meets quarterly with special meetings as needed. The Boards are each comprised of five members. Two members are appointed by the Mayor, two are elected from the active participants of the pension fund, and one is elected by the fund's beneficiaries. The funds are regulated by the Illinois Department of Financial and Professional Regulation, Division of Insurance. By state law, these pension funds must be 90% funded by the year 2040. Current funding levels as of January 1, 2020 for the Police Pension Fund and the Fire Pension Fund were 48% and 38.9% respectively.

Historically, employer contributions are funded through the City's property tax. However, in recent years, increases in the required contributions have significantly outpaced the City's ability to levy dollars through the property tax process. These contributions are based upon an actuarial study conducted annually by an independent actuary.

The employee contributions are the payroll contributions being made by current employees. The contribution percentage for Police is 9.9% of regular salaries and the contribution percentage for Fire is 9.5% of regular salaries.

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 830 - POLICE PENSION FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
830-00-00-37100	INVESTMENT INTEREST	781,436	697,128	760,000	417,315	1,243,054
830-00-00-37500	GAIN/LOSS ON INVESTMENTS	(2,819,608)	5,993,757	1,370,000	0	1,657,405
830-00-00-38100	MISCELLANEOUS REVENUE	2,792	50		226	0
830-00-00-38500	EMPLOYER CONTRIBUTIONS	2,989,632	3,079,439	3,446,287	3,446,287	3,614,881
830-00-00-38510	EMPLOYEE CONTRIBUTIONS	653,454	579,091	620,927	592,263	623,416
TOTAL ESTIMATED REVENUES		1,607,706	10,349,465	6,197,214	4,456,091	7,138,756
EXPENDITURES						
830-00-00-41950	PENSIONER COMPENSATION	3,341,647	3,527,953	3,860,527	2,881,235	2,967,672
830-00-00-41960	SERVICE CREDIT TRANSFER	0	0	50,000	50,000	50,000
830-00-00-41970	CONTRIBUTION REFUNDS	0	0	50,000	50,000	50,000
830-00-00-62150	INVESTMENT SERVICES	45,065	53,592	48,955	56,608	62,153
830-00-00-62750	INSURANCE SERVICES	10,321	8,992	9,500	9,076	9,348
830-00-00-63800	CONTRACTED SERVICES	0	0	7,146	7,146	7,146
830-00-00-63900	OTHER PROFESSIONAL SERVICES	38,177	25,857	21,812	62,551	64,428
830-00-00-65300	LEGAL EXPENSES & NOTICES	0	10,398	1,864	1,864	2,000
830-00-00-66200	TRAINING/TRAVEL	0	2,280	1,600	1,600	1,600
TOTAL EXPENDITURES		3,435,210	3,629,072	4,051,404	3,120,080	3,214,347
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		(1,827,504)	6,720,393	2,145,810	1,336,011	3,924,409
ESTIMATED REVENUES - FUND 830					4,456,091	7,138,756
EXPENDITURES - FUND 830					3,120,080	3,214,347
NET OF REVENUES/EXPENDITURES - FUND 830					1,336,011	3,924,409
BEGINNING FUND BALANCE					40,099,114	41,435,156
FUND BALANCE ADJUSTMENTS					31	0
ENDING FUND BALANCE					41,435,156	45,359,565

GL NUMBER	DESCRIPTION	2018 ACTIVITY	2019 ACTIVITY	2020 AMENDED BUDGET	2020 PROJECTED ACTIVITY	2021 PROPOSED BUDGET
Fund 850 - FIRE PENSION FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
850-00-00-37100	INVESTMENT INTEREST	1,057,686	919,498	760,000	374,964	1,169,459
850-00-00-37500	GAIN/LOSS ON INVESTMENTS	(1,882,305)	3,433,666	1,370,000	(1,400,000)	1,559,279
850-00-00-37600	UNREALIZED INV GAIN/LOSS	(1,556,915)	0	0	0	0
850-00-00-38100	MISCELLANEOUS REVENUE	11,072	(4,117)	0	5,909	0
850-00-00-38500	EMPLOYER CONTRIBUTIONS	3,466,072	3,503,332	3,951,651	3,951,651	4,282,230
850-00-00-38510	EMPLOYEE CONTRIBUTIONS	496,109	533,079	504,835	394,093	414,192
TOTAL ESTIMATED REVENUES		1,591,719	8,385,458	6,586,486	3,326,617	7,425,160
EXPENDITURES						
850-00-00-41950	PENSIONER COMPENSATION	3,542,390	3,889,742	4,241,255	3,218,677	3,315,238
850-00-00-41970	CONTRIBUTION REFUNDS	0	0	15,000	15,000	15,000
850-00-00-62150	INVESTMENT SERVICES	44,401	46,254	48,071	44,393	58,473
850-00-00-63800	CONTRACTED SERVICES	0	0	6,273	6,273	6,273
850-00-00-63900	OTHER PROFESSIONAL SERVICES	43,134	36,594	32,895	33,073	34,066
850-00-00-65300	LEGAL EXPENSES & NOTICES	0	0	3,021	3,021	3,021
850-00-00-66200	TRAINING/TRAVEL	0	0	3,000	3,000	3,000
850-00-00-66300	TRAVEL EXPENSES	0	2,090	0	0	0
TOTAL EXPENDITURES		3,629,925	3,974,680	4,349,515	3,323,437	3,435,071
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		(2,038,206)	4,410,778	2,236,971	3,180	3,990,089
ESTIMATED REVENUES - FUND 850					3,326,617	7,425,160
EXPENDITURES - FUND 850					3,323,437	3,435,071
NET OF REVENUES/EXPENDITURES - FUND 850					3,180	3,990,089
BEGINNING FUND BALANCE					31,678,449	31,681,529
FUND BALANCE ADJUSTMENTS					(100)	
ENDING FUND BALANCE					31,681,529	35,671,618

DeKalb Public Library

FUND 900

The DeKalb Public Library seeks to enrich, inform, entertain, and inspire the residents of DeKalb.

Since its founding in the 1880s as a reading room, the DeKalb Public Library has served the community with a welcoming environment and a full range of services to meet the informational, educational, and cultural needs of DeKalb residents and visitors. The library is a vital and integral part of the community, providing the public with a fully accessible 21st century facility housed in a beautifully maintained and expanded historic building.

As the primary community center in DeKalb, the library provides an essential place for people to engage in activities that engage their curiosity. Since June of 2020, the DeKalb City Council and the DeKalb Planning & Zoning Commission have been meeting in the Yasunas Room in the lower level of the Library.

The library offers rich resources through its own collections along with reciprocal access to the collections of more than 130 other libraries across Illinois. Digital collections are available on-site and from home, and within the library residents find access to technology, educational and entertaining programming for all ages, trained professional staff, and quiet spaces to read and work.

		2018	2019	2020	2020	2021
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	PROPOSED BUDGET
Fund 900 - DEKALB PUBLIC LIBRARY FUND						
Dept 00-00 - GENERAL						
ESTIMATED REVENUES						
900-00-00-30170	PROPERTY TAX - LIBRARY	2,487,807	1,607,323	2,754,942	2,220,746	2,366,378
900-00-00-33200	STATE GRANTS	89,224	55,038	45,000	59,000	55,040
900-00-00-33300	LOCAL GRANTS	38,544	6,906	0	5,950	2,000
900-00-00-33600	PERSONAL PROPERTY REPLACEMENT TA	33,596	41,768	32,610	32,610	21,700
900-00-00-34985	LIBRARY SALES	3,134	0	0	0	0
900-00-00-34990	LIBRARY NON-RESIDENT DUES	1,169	1,172	800	400	800
900-00-00-34995	LIBRARY PRINTING REVENUE	8,160	0	0	0	0
900-00-00-35890	LIBRARY FINES	42,627	35,966	33,500	9,985	5,000
900-00-00-37100	INVESTMENT INTEREST	5,333	54,188	0	6,482	0
900-00-00-37600	UNREALIZED INV GAIN/LOSS	(15,860)	0	0	2,989	0
900-00-00-38100	MISCELLANEOUS REVENUE	10,495	15,984	10,000	2,384	10,000
900-00-00-38400	DONATIONS / CONTRIBUTIONS	135,375	71,147	5,825	11,383	3,000
900-00-00-38450	ENDOWMENTS	0	(12,540)	0	251,175	2,825
900-00-00-38490	ANNUAL CAMPAIGN REVENUE	0	0	3,000	3,000	3,000
900-00-00-38600	SALES OF SURPLUS PROPERTY	3,134	0	0	0	0
900-00-00-38800	DEBT ISSUE PROCEEDS	0	0	0	489,225	490,075
900-00-00-38850	TIF PROPERTY TAX SURPLUS	81,327	92,388	80,750	84,235	50,600
900-00-00-38900	INTERFUND TRANSFERS	0	0	0	158,000	8,940
900-00-00-39100	TRANSFER FROM GENERAL FUND	0	0	0	0	490,625
TOTAL ESTIMATED REVENUES		2,924,065	1,969,340	2,966,427	3,337,564	3,509,983

EXPENDITURES						
900-00-00-41100	WAGES - FULL-TIME	984,968	733,456	788,365	710,964	894,274
900-00-00-41200	WAGES - PART-TIME	1,205	346,444	403,207	333,590	365,437
900-00-00-41300	WAGES - OVERTIME	0	509	0	0	0
900-00-00-42100	EMPLOYER PORTION FICA	72,520	77,487	90,647	74,118	96,368
900-00-00-42200	EMPLOYER PORTION IMRF	96,983	88,372	117,387	104,877	130,027
900-00-00-42500	EMPLOYEE HEALTH INSURANCE	137,304	157,873	158,112	135,945	160,000
900-00-00-42580	EMPLOYEE LIFE INSURANCE	166	206	231	172	244
900-00-00-42600	WORKER'S COMPENSATION	1,722	0	4,000	0	4,000
900-00-00-42700	UNEMPLOYMENT INSURANCE	2,831	4,965	6,000	4,544	6,000
900-00-00-48190	CHANGE IN COMP ABS-LIBRARY	(3,129)	(3,216)	0	0	0
900-00-00-48290	IMRF NPO-LIBRARY	(145,572)	27,476	0	0	0
900-00-00-48390	NET OPEB-LIBRARY	(297)	4,069	0	0	0
900-00-00-51300	SUPPLIES/PARTS-BUILDINGS	7	8,013	6,000	10,845	8,500
900-00-00-52000	OFFICE SUPPLIES	30,490	14,583	16,500	7,738	15,000
900-00-00-59900	LIBRARY MATERIALS	137,606	150,409	141,700	141,700	141,700
900-00-00-59999	COMMODITIES	1,647	4,754	5,460	1,104	2,000
900-00-00-61100	MAINTENANCE-GROUNDS	3,290	25,373	12,150	11,093	14,300
900-00-00-61300	MAINTENANCE-BUILDINGS	3,717	17,896	19,100	18,914	12,400
900-00-00-61400	MAINTENANCE-INFRASTRUCTURE	0	0	2,500	0	0
900-00-00-61500	MAINTENANCE-EQUIPMENT	1,743	0	0	0	0
900-00-00-61900	MAINTENANCE-BOOKS	16	0	0	0	0
900-00-00-62100	FINANCIAL SERVICES	37,274	20,479	16,000	18,426	18,700
900-00-00-62200	LEGAL SERVICES	9,235	15,296	7,500	8,183	7,500
900-00-00-62400	TECHNOLOGY SERVICES	68,955	14,531	8,642	0	0
900-00-00-63800	CONTRACTED SERVICES	60,146	79,823	85,000	110,121	148,305
900-00-00-63900	OTHER PROFESSIONAL SERVICES	2,347	6,240	4,500	1,211	4,500
900-00-00-63950	LIBRARY PROGRAMS	24,258	18,935	18,654	18,654	18,500
900-00-00-63955	GRANT FUNDED PROGRAMS	1,434	6,431	0	4,852	2,000
900-00-00-63960	DONATIONS/FRIENDS OF THE LIBRARY	16,895	13,889	3,000	4,868	3,000
900-00-00-63965	ENDOWMENTS AND MEMORIALS	0	19,948	2,825	2,265	2,825
900-00-00-63970	LIBRARY ELECTRONIC RESOURCES	62,031	55,610	65,580	69,403	70,330
900-00-00-63975	LIBRARY CONSORTIA SERVICES	28,997	31,051	31,897	32,380	33,400
900-00-00-64100	ELECTRIC SERVICES	1,289	1,261	780	1,213	1,440
900-00-00-64200	NATURAL GAS SERVICES	14,100	10,838	10,200	10,000	13,200
900-00-00-64300	REFUSE REMOVAL SERVICES	5,960	3,196	2,400	1,480	2,160

		2018	2019	2020	2020	2021
				AMENDED	PROJECTED	PROPOSED
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	BUDGET	ACTIVITY	BUDGET
900-00-00-64400	SEWER SERVICES	1,974	5,279	5,200	1,849	6,000
900-00-00-64500	TELEPHONE SERVICES	20,755	15,753	15,466	14,689	15,650
900-00-00-64600	CABLE/INTERNET SERVICES	16,438	8,420	8,420	272	15,340
900-00-00-65100	FREIGHT & POSTAGE	2,076	1,877	5,000	3,729	2,000
900-00-00-65200	MARKETING ADS & PUBLIC INFO	25,028	12,176	13,000	13,000	13,000
900-00-00-66100	DUES & SUBSCRIPTIONS	816	1,595	2,000	1,309	2,000
900-00-00-66200	TRAINING/TRAVEL	2,959	5,804	6,000	947	2,000
900-00-00-66300	TRAVEL EXPENSES	1,375	1,597	1,400	507	1,400
900-00-00-69200	SURETY BONDS	28,926	37,482	28,200	33,002	38,070
900-00-00-69997	COLLECTION AGENCY	1,134	0	0	0	0
900-00-00-72900	DEPRECIATION-LIBRARY	624,230	621,281	0	620,000	0
900-00-00-75000	DEBT SERVICE - PRINCIPAL	0	(618,338)	305,000	305,000	407,813
900-00-00-76000	DEBT SERVICE - INTEREST	277,520	183,287	195,000	195,000	82,812
900-00-00-77000	LOAN PRINCIPAL	22,141	618,337	369,154	369,154	156,036
900-00-00-78000	LOAN INTEREST	0	43,086	0	39,036	8,940
900-00-00-81000	LAND ACQUISITION	0	0	114,400	111,111	0
900-00-00-83900	OTHER CAPITAL IMPROVEMENTS	2,083	0	25,000	0	48,212
900-00-00-86000	EQUIPMENT	2,325	31,411	2,650	41,820	34,600
TOTAL EXPENDITURES		2,689,918	2,925,244	3,124,227	3,589,085	3,009,983
NET OF REVENUES/EXPENDITURES - 00-00 - GENERAL		234,147	(955,904)	(157,800)	(251,521)	500,000
ESTIMATED REVENUES - FUND 900					3,337,564	3,509,983
EXPENDITURES - FUND 900					3,589,085	3,009,983
NET OF REVENUES/EXPENDITURES - FUND 900					(251,521)	500,000
BEGINNING FUND BALANCE					18,503,469	18,251,948
ENDING FUND BALANCE					18,251,948	18,751,948



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Appendix

- Staffing Plan
- Chart of Accounts
- Policies
- Glossary

Staffing Plan

Full-Time Equivalents (FTE)

	2018		2019		2020		2021	
	FT	PT	FT	PT	FT	PT	FT	PT
City Manager's Office	6	2	6	1	5	1	5	1
Human Resources Department	2	3	2	1	2	1	1	2
Finance Department	7	2	6	2	5	2	5	0
Information Technology Department	4	0	4	0	3	1	3	1
Police	80	15	80	14	80	16	81	19
Fire	58	2	57	1	57	0	54	1
Public Works	36	19	34	18	33	18	31	11
Community Development	8	6	8	6	7	1	7	0
Total	201	49	197	43	192	40	187	35
	225.5		218.5		212		204.5	

Chart of Accounts

PERSONNEL & BENEFITS

41100 WAGES FULL-TIME - Salary expense for full-time employees.

41200 WAGES PART-TIME - Salary expense for part-time employees or seasonal help.

41300 WAGES-OVERTIME - Salary expense paid to non-exempt employees at one and one-half times or two times the employee's regular hourly rate for all hours worked in excess of forty hours per week or eight hours per day, as applicable.

41400 LONGEVITY PAY - Salary expense for employees with contract specific negotiated years of continuous/creditable service.

41500 CLOTHING ALLOWANCE - Amount paid for uniforms and personal protective equipment provided for those public service employees required to wear uniforms while performing their jobs.

41550 CAR ALLOWANCE - Amount paid to employees for monthly car allowance.

41600 WELLNESS BONUS - Salary expense for Fire and Police employees that take a limited amount of sick time per calendar year.

41650 EDUCATION BONUS - Salary expense for full-time, non-probationary Fire employees that obtain a level of education beyond that of high school.

41700 DEFERRED COMPENSATION - The employer cost of employee deferred compensations plans.

41950 RETIREE COMPENSATION - For Police and Fire Pension Funds only.

41970 REFUND OF CONTRIBUTIONS - For Police and Fire Pension Funds only.

42100 EMPLOYER PORTION FICA - The employer contribution of FICA and Medicare, which is currently at 7.65% of gross wages.

42200 EMPLOYER PORTION IMRF - The employer contribution of IMRF, which is currently at 12.0% of gross wages for all employees covered under the IMRF program.

42300 EMPLOYER CONTRIB/PENSION - Amount equal to the property taxes collected for the Police/Fire Pension Fund. This amount is determined by an actuarial study conducted on an annual basis.

42500 EMPLOYEE HEALTH INSURANCE - Employer amount paid for employee group medical and dental insurance premiums.

42580 EMPLOYEE LIFE INSURANCE - Amount paid for standard monthly funding for IPBC – Intergovernmental Personnel Benefit Funding for employee life insurance.

42600 WORKERS COMPENSATION - Premium paid to the City's Insurance Company for workers compensation insurance coverage for employees of the City.

42700 UNEMPLOYMENT INSURANCE - Reimbursements to the State of Illinois for unemployment insurance claims filed by former employees.

48250 NET IMRF PENSION OBLIGATION - This is the unfunded liability from IMRF when the City passed in a large rate increase. This grows at 7.50% annually until it is paid off in full.

48300 NET OPEB COST - The net employer and employee cost of other post-employment benefits such as health care related costs for all City employees and retirees.

42999 SECTION 125 PAYMENTS - Amount paid for employee flexible spending account.

COMMODITIES

51000 BOARDS & COMMISSIONS - Amount paid for expenses related to the Police and Fire Commission and the Planning and Zoning Commission.

51100 SUPPLIES/PARTS-GROUNDS - Amount paid for supplies and parts to maintain municipal grounds including items for landscaping, trees planted by City personnel, grass seed, plantings, topsoil, etc.

51300 SUPPLIES/PARTS-BUILDINGS - Amount paid for supplies and parts to maintain municipal building mechanical systems including items for plumbing, electric, HVAC, alarm systems etc.

51410 SUPPLIES/PARTS-STREETS - Amount paid for supplies and parts to maintain streets and alleys.

51430 SUPPLIES/PARTS-STORM SEWERS - Amount paid for supplies and parts to maintain municipal storm water systems.

51500 SUPPLIES/PARTS-EQUIPMENT - Amount paid for supplies and minor equipment for the Engineering and Water lab.

51700 SUPPLIES/PARTS-VEHICLES - Amount paid for supplies and parts to maintain municipal vehicles.

51996 POTABLE WATER SYSTEM PARTS - Amount paid for supplies and parts to maintain municipal potable water systems.

51997 STREETLIGHTS, PARTS - Amount paid for supplies and parts to maintain streetlights.

51998 TRAFFIC & STREET SIGNS - Amount paid for supplies and parts to maintain traffic and street signs.

51999 SUPPLIES/PARTS-TRAFFIC SIGNALS - Amount paid for supplies and parts to maintain traffic signals.

52000 OFFICE SUPPLIES - Amount paid for pens, pencils, markers, post-its, staples, binders, folders, dividers, pads, calendars, cassette tapes, ribbons, paper, ink, etc.

52500 JANITORIAL SUPPLIES - Amount paid for operating supplies such as cleaning supplies (sweeping compound, glass cleaner, etc.), paper towels, toilet tissue, testing and exam supplies, pesticides/herbicides, signs posts, cabinets, small tools, non-personal safety equipment, and other equipment.

52600 PATROL SUPPLIES & EQUIPMENT - Amount paid for supplies and equipment for Police Patrol Officers, including gloves, evidence supplies, trauma bags, testing supplies, etc.

52700 INVESTIGATION SUPPLIES & EQUIPMENT - Amount paid for supplies and equipment for Investigation Officers, including office supplies, car rental, etc.

52800 FIREFIGHTING SUPPLIES & EQUIPMENT - Amount paid for supplies and equipment for Fire personnel, including items for uniform maintenance.

52900 AMBULANCE SUPPLIES & EQUIPMENT - Amount paid for supplies and equipment required to stock an ambulance.

53000 OPERATING SUPPLIES - Amount paid for airport supplies, including safety harnesses, etc.

53099 ACTIVITIES & SUPPLIES - Amount paid for activities such as employee service plaques, employee events, etc.

53100 ICE/SNOW CONTROL SUPPLIES - Amount paid for ice and snow control supplies such as road salt, ice melt, etc.

53200 WATER SYSTEM CHEMICALS - Amount paid for potable water chemicals such as, salt, chlorine, hydrofluosilicic, etc.

53300 SMALL TOOLS & EQUIPMENT - Amount paid for operating supplies such as small tools, non-personal safety equipment, and other equipment costing less than \$1,000.

54000 UNIFORMS/PROTECTIVE CLOTHING - Amount paid for purchase and maintenance of uniforms such as, cleaning, embroidery, safety glasses, etc.

55000 FUEL, OIL, & LUBRICANTS - Amount paid for gasoline and oil used in municipal vehicles.

55100 AIRPORT FUEL (FOR RESALE) - Amount paid for Airport fuel.

58110 DUI FINES EXPENDITURES - Amount paid for supplies related to DUI enforcement, including mouthpieces, manuals, gloves, etc.

58120 ANTI-CRIME EXPENDITURES - Amount paid for anti-crime prevention activities such as Live Healthy, Camp Power, domestic violence database, etc.

58130 CRIME LAB EXPENDITURES - Amount paid for expenses related to the crime lab such as, lab supplies, carbon filters, masks, etc.

58140 POLICE FORFEITURES EXPENDITURE - Amount paid for items related to vehicle seizures, K-9 expenses, vehicle/bicycle repairs, riot helmets, etc.

59900 LIBRARY MATERIALS - Amount paid for materials purchased for the Library.

59999 COMMODITIES - Amount paid for miscellaneous purchases such as Prisoner meals, sympathy arrangements, etc.

CONTRACTUAL

61100 MAINTENANCE-GROUNDS - Amount paid for contracted maintenance of municipal grounds including labor and materials for mowing, landscaping, trimming, fertilization, aeration, planting, spoils disposal, stump removal, etc.

61300 MAINTENANCE-BUILDINGS - Amount paid for contracted maintenance of municipal buildings including labor and materials for plumbing, electrical, HVAC, alarm systems, etc.

61400 MAINTENANCE-INFRASTRUCTURE - Amount paid for contracted maintenance of municipal infrastructure.

61420 MAINTENANCE-ALLEYS - Amount paid for contracted maintenance of municipal streets, paths, wells and storage, meters and hydrants, water lines, right of way areas, etc.

61430 STORM MAINTENANCE-STORM SEWERS - Amount paid for repair and maintenance of storm water systems.

61450 MAINTENANCE-SIDEWALKS - Amount paid for contracted maintenance of sidewalks.

61500 MAINTENANCE-EQUIPMENT - Amount paid for contracted maintenance of municipal equipment including labor and materials for office machines, copiers, radios and electronics, desks, fans, air conditioners, movie cameras, recorders, VCRs, fire extinguishers, first aid kits, hoists, generators, central telephone systems, trailers, non-licensed wheeled equipment, etc.

61599 WARNING SIRENS - Amount paid for warning sirens services.

61700 MAINTENANCE-VEHICLES - Amount paid for contracted maintenance of municipal vehicles including labor and materials for automobiles, trucks, sweepers, salt spreaders, snowplows, permanently installed accessories, etc.

61800 MAINTENANCE-SOFTWARE - Amount paid for maintenance of technology resources such as annual renewal of software licenses and subscriptions.

61900 MAINTENANCE-BOOKS - Amount paid for maintenance related to books at the Library.

61999 AIRPORT - MAINTENANCE - Amount paid for repair and maintenance at the airport.

62099 PRINTED MATERIALS - Amount paid for printing newsletters, letterhead/stationery, envelopes, work order forms, business cards, checks, application forms, program brochures, etc.

62100 FINANCIAL SERVICES - Amount paid for contracted accounting services such as auditing, bookkeeping, attestations, and other related functions.

62200 LEGAL SERVICES - Amount paid for contracted legal advice and services.

62300 ARCHITECT/ENGINEER SERVICES - Amount paid for architect and engineering fees.

62400 TECHNOLOGY SERVICES - Amount paid for technology services including monthly/annual maintenance contracts, copier expenses, consulting fees, etc.

62500 LAB TESTING SERVICES - Amount paid for contracted services for lab testing services.

62600 MEDICAL SERVICES - Amount paid for pre-employment physicals, drug screens, required medical testing for various employees, psychological examinations of applicants as part of the testing process, wellness program expenditures, and payments to health care providers and employee reimbursements made in connection with the City's partially self-funded health insurance plan.

62700 HUMAN & SOCIAL SERVICES - Amount paid for Human Services Fund and Community Development Block Grant Fund.

62900 PERSONNEL RECRUITMENT SERVICES - Amount paid for advertisements such as employee recruitment ads, bid notices, legal notices, and other required notices.

63000 SPECIAL EVENT SERVICES - Amount paid for items related to special events such as cake for employees retiring, Alderman reception, funeral flowers, etc.

63100 FORESTRY SERVICES - Amount paid for expenses related to maintenance of municipal tree inventory including tree and stump removal, Emerald Ash Borer treatment, etc.

63200 MOSQUITO ABATEMENT SERVICES - Amount paid for contracted mosquito abatement services such as spraying.

63300 NUISANCE ABATEMENT SERVICES – Amount paid for contracted nuisance abatement services.

63400 SNOW REMOVAL SERVICES - Amount paid for contracted maintenance of municipal vehicles including labor and materials for automobiles, trucks, sweepers, salt spreaders, snowplows, permanently installed accessories, etc.

63500 TOWING SERVICES - Amount paid for towing services.

63600 WEATHER SERVICES - Amount paid for weather services including monitoring of pavement temperature, live radar, etc.

63650 LAND ACQUISITION SERVICES - Amount paid for fees and services for land acquisition.

63700 DEVELOPMENTAL SERVICES - Amount paid for contracted development services.

63750 DEMOLITION SERVICES - Funds to assist with property demolition.

63800 CONTRACTED SERVICES - Amount paid for contracted services including building inspections, plan review, band director, etc.

63900 OTHER PROFESSIONAL SERVICES - Amount paid for consulting fees and services.

63960 DONATIONS/FRIENDS OF THE LIBRARY - Amount paid for Library gifts and donations.

63965 ENDOWMENTS AND MEMORIALS - Amount paid for Library memorials.

63970 LIBRARY ELECTRONIC RESOURCES - Amount paid for parts and maintenance of the Library database.

63998 FLEX ADMINISTRATION - Amount paid to third party administrator for flexible spending account program.

63999 TPA ADMINISTRATION - Amount paid to third party administrator for workers' compensation program.

64000 UTILITIES - Amount paid for utility services, including gas and electric.

64100 ELECTRIC SERVICES - Amount paid for electricity for streetlights, water system power, municipal buildings, and airport power.

64200 NATURAL GAS SERVICES - Amount paid for natural gas service to municipal buildings.

64300 REFUSE REMOVAL SERVICES - Amount paid for contracted refuse removal services.

64400 SEWER SERVICES – Amount paid for sewer services.

64500 TELEPHONE SERVICES - Amount paid for all telecommunication expenses including, local, long distance, cell phones, etc.

64600 CABLE/INTERNET SERVICES – Amount paid for cable and internet services.

65100 FREIGHT & POSTAGE - Amount paid for freight and postal related services such as stamps, bulk mailings, overnight deliveries, permits, etc.

65200 MARKETING ADS & PUBLIC INFO - Amount paid for marketing advertising and public information including posters, maps, advertisement for bid, etc.

65300 LEGAL EXPENSES & NOTICES - Amount paid for legal expenses and notices including appraisals, motions, public hearing, etc.

65400 TAXES, LICENSES, & FEES - Amount paid for expenses related to taxes, license and fees including property taxes, CDL license renewal, notary renewal, etc.

65500 RENTAL-BLDG & EQUIP - Amount paid for rent or lease of vehicles, equipment, land, and buildings such as portable toilets, tools, etc.

66100 DUES & SUBSCRIPTIONS - Amount paid for membership dues for various professional organizations. Amount paid for books, magazines, periodicals, pamphlets, maps, internet access, weather service, training films and DVDs, etc.

66200 TRAINING/TRAVEL - Amount paid for attendance at professional conferences and meetings by municipal personnel and elected officials, luncheon meetings where presentations are given, and amount paid for training related costs such as registration, fees, tuition, travel expenses, etc. by municipal personnel for professional development.

66300 TRAVEL EXPENSES – Amount paid to municipal employees for travel reimbursement.

66400 EDUCATION TUITION REIMBURSEMENT - Amount paid to municipal employees for successful completion of course work for tuition reimbursement.

67100 EMPLOYEE HEALTH INSURANCE - Amount paid for standard monthly funding for IPBC – Intergovernmental Personnel Benefit Funding for employee health insurance.

67200 LIBRARY HEALTH INSURANCE - The employer cost of employee insurance premiums for Library employees.

67300 RETIREE HEALTH INSURANCE - Amount paid for standard monthly funding for IPBC - Intergovernmental Personnel Benefit Funding for retiree insurance.

67400 PEHP PLAN - The employer cost of post- employment health care benefits offered to Fire department employees.

67500 WELLNESS BENEFIT PAYMENTS - Amounts paid to municipal employees for reimbursement of wellness activities including reimbursement for gym memberships, wellness classes, etc.

68100 ECONOMIC DEVELOPMENT INCENTIVE - Amount paid to encourage redevelopment activities within the city.

68750 TAX SHARING AGREEMENTS - Disbursements to other taxing bodies stemming from various revenue sharing agreements.

69150 CLAIMS: WORK COMP INSURANCE - Amount paid for self-insured workers' compensation claims, general and automotive liability losses.

69200 SURETY BONDS - Amount paid for surety bonds for Mayor, City Manager, Treasurer and Clerk, as well as amounts paid for notary bonds.

69800 UTILITY REBATE PROGRAM - Costs associated with the Utility Rebate Program, a program offered to residents based on certain qualifications offering assistance for local taxes paid for utilities.

69997 COLLECTION AGENCY - Amount paid for collection agency fees for the Library.

69998 PROFESSIONAL CONSULTING (IT) - Amount paid for professional consulting fees and services for the Library.

69999 CONTINGENCIES - Amounts set aside to cover unanticipated expenditures throughout the budget year.

DEBT SERVICE

72500 DEPRECIATION - WATER - Amount charged as an expense for an expired portion of a capital asset.

72600 DEPRECIATION - AIRPORT - Amount charged as an expense for an expired portion of a capital asset.

75000 DEBT SERVIC - PRINCIPAL - Amount paid for principal payment on bonds, debt certificates, and other debt instruments.

76000 DEBT SERVICE - INTEREST - Amount paid for charges on borrowed funds at an agreed upon rate.

77000 LOAN PRINCIPAL - Amount paid for principal payment on loans, debt certificates, and other debt instruments.

78000 LOAN INTEREST - Amount paid for interest payment on bonds, debt certificates, and other debt instruments.

79000 MUN LEASE / PURCHASE DEBT - Amount paid for rent or lease of vehicles, equipment, land, and buildings such as portable toilets, tools, etc.

CAPITAL OUTLAY

81000 LAND ACQUISITION - Amount paid for capital purchases of land.

82000 BUILDINGS & IMPROVEMENTS - Amount paid for remodeling and renovation.

83000 STREET IMPROVEMENTS - Amount paid for capital street construction or reconstruction.

83050 STREET MAINTENANCE - Amount paid for capital street improvements and maintenance.

83100 ALLEY IMPROVEMENTS - Amount paid for capital alley improvements.

83200 STORM SEWER IMPROVEMENTS - Amount paid for capital storm sewer system improvements.

83300 PARKING LOT IMPROVEMENTS - Amount paid for capital parking lot improvements.

83900 OTHER CAPITAL IMPROVEMENTS- Amount paid for capital improvements.

83999 SIGNALS & INTERSECTIONS - Amount paid for capital signal and intersection improvements.

85000 WATER MAINS - Amount paid for capital water main improvements.

85100 WATER METERS - Amount paid for the acquisition of water meters.

85500 WATER SYSTEM IMPROVEMENTS- Amount paid for the improvements to the water systems.

86000 EQUIPMENT - Amount paid for the acquisition of municipal equipment.

86100 TECHNOLOGY EQUIPMENT - Amount paid for the acquisition of technology equipment.

86200 OFFICE FURNITURE & EQUIPMENT - Amount paid for the acquisition of office furniture and equipment.

86300 TELEPHONE & RADIO EQUIPMENT - Amount paid for the acquisition of office furniture and equipment.

87000 VEHICLES - Amount paid for the acquisition of municipal vehicles.

TRANSFERS OUT

91100 TRANSFER TO GENERAL FUND - Amount of permanent transfers to the General Fund.

91200 TRANSFER TO TRANSPORTATION FUND - Amount of permanent transfers to the Transportation Fund.

91201 TRANSFER TO ECONOMIC DEV FUND - Amount of permanent transfers to the Economic Development Fund.

91210 TRANSFER TO MFT FUND - Amount of permanent transfers to the Motor Fuel Tax Fund.

91260 TRANSFER TO TIF #1 - Amount of permanent transfers to the Tax Increment Financing Fund #1.

91262 TRANSFER TO TIF #3 - Amount of permanent transfers to the Tax Increment Financing Fund #3.

91285 TRANSFER TO REHAB FUND - Amount of permanent transfers to the Housing Rehabilitation Fund.

91300 TRANSFER TO DEBT SERVICE FUND - Amount of permanent transfers to the General Fund Debt Service Fund.

91375 TRANSFER TO TIF DEBT SERVICE FUND - Amount of permanent transfers to the TIF Debt Service Fund.

91400 TRANSFER TO CAPITAL PROJECTS FUND - Amount of permanent transfers to the Capital Projects Fund.

91405 TRANSFER TO PUB SFTY BLDNG FUND - Amount of permanent transfers to the Public Safety Building Fund.

91410 TRANSFER TO FLEET FUND - Amount of permanent transfers to the Fleet Replacement Fund.

91420 TRANSFER TO CAPITAL EQUIPMENT FUND - Amount of permanent transfers to the Equipment Fund.

91600 TRANSFER TO WATER FUND - Amount of permanent transfers to the Water Fund.

91620 TRANSFER TO WATER CAPITAL FUND - Amount pf permanent transfer to the Water Capital Fund.

91650 TRANSFER TO AIRPORT FUND - Amount of permanent transfers to the Airport Fund.

91700 TRANSFER TO WORKERS COMP FUND - Amount of permanent transfers to the Workers Compensation Fund.

91710 TRANSFER TO HEALTH INSURANCE FUND - Amount of permanent transfers to the Health Insurance Fund.

91720 TRANSFER TO PROPERTY/LIAB FUND - Amount of permanent transfers to the Liability Insurance Fund.

Budget Policy

Policy Number: 01-01

Date: January 9, 2017

Purpose: The City Manager shall submit an annual budget to the City Council which is within the City's ability to pay. The annual budget should provide for the following:

1. A meeting will be held with the Finance Advisory Committee after June 30 and before joint City Council budget discussions begin to discuss the previous year-end Comprehensive Annual Financial Report, review revenues trends and discuss any new policy recommendations.
2. Management shall prepare a draft of the annual budget for review by the City Council and the Finance Advisory Committee in October/November of each year. The recommended budget should be submitted to the City Council for review and a public hearing in November of each year. The final budget document shall be submitted to the full membership for approval prior to December 31 of each year.
3. The annual budget should effectively communicate meaningful and understandable information to the City residents, City Council, City Staff, and other readers.
4. The annual budget shall be monitored on a monthly basis. Revenue and expenditure budget reports shall be prepared and made available to City management staff for departmental review on a monthly basis. A quarterly budget summary report (Treasurer's Report) shall be presented to the City Council.
5. The annual budget should allow for the implementation of as many of the City Council's goals and objectives from the 2025 strategic plan as financially possible.
6. The annual budget should provide for the adequate funding of all pension plans (IMRF, Police Pension Fund, and Firefighters Pension Fund). An independent actuary should be used to determine the annual City contributions to the Police Pension Fund and the Firefighters Pension Fund and determine if these pension funds are adequately funded.
7. The annual budget should provide funding for the adequate maintenance of municipal equipment, municipal facilities, and infrastructure.

8. The annual budget should set aside-adequate funding (pay-as-you-go funding) for the replacement of major equipment. Annual funding (depreciation funding) for these replacements will eliminate major expenditure jumps in the annual budget when these acquisitions are made.
9. During the budget process, the City will assess the need for contingency funds to be included in the budget to fund unanticipated expenditures that might arise.
10. The annual budget should finance current operating expenditures, excluding major capital expenditures, with current revenues. The use of reserve funds to finance current operating expenditures should be carefully considered and avoided if possible.
11. The City should limit the use of the reserve fund to nonrecurring operating expenditures or capital expenditures, specifically if our anticipated fund balance is below our Fund Balance Reserve Policy of 25%.
12. When the City is required to undertake a budget amendment and/or execute expenditure transfers to ensure that actual expenditures are within approved budgetary limits as authorized by City Council the following procedures will be followed. Administration of these procedures will be the responsibility of the City's Finance Director and the Finance Director will sign off that these procedures have been adhered to for any budget amendments and/or expenditure transfers undertaken by the City. Those procedures are as follows:
 - a. Upon knowledge that a budget amendment and/or expenditure transfer will be required, the City's Finance Director will inform both the Finance Committee and the City Council.
 - b. Documents will be drafted by the Finance Director with the reason for the required budget amendment and/or expenditure transfer, including the specific accounts affected and the dollar amounts of said amendments and/or expenditure transfers.
 - c. Formal City Council review and approval of proposed budget amendments and/or expenditure transfers will be required before any amendments and/or transfers are executed by the Finance Director.

Fund Balance Policy

Policy Number: 01-02

Date: January 9, 2017

Purpose: Fund balance measures the net financial resources available to finance expenditures of future periods. Fund balance reserve policies are established to avoid cash flow interruptions, generate investment income, and reduce the need for borrowing. The fund balance reserves identified within this policy are the minimum balances necessary to accomplish these objectives.

While keeping in mind the uneven nature of the City's cash flows, should the projected ending fiscal year fund balance fall below the desired percentage or amount, the City should create a plan to restore the appropriate levels.

Part II – Governmental Funds

This section only applies to fund balances reported in the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds.

1. Definitions

The five fund balance classifications outlined in GASB Statement 54 follows:

Nonspendable Fund Balance: This classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. This would include items not expected to be converted to cash including inventories and prepaid amounts. It may also include the long-term amount of loans and receivables, as well as property acquired for resale and the corpus (principal) of a permanent fund.

Restricted Fund Balance: This classification should be reported when constraints placed on the use of resources are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.

Committed Fund Balance: This classification reflects specific purposes pursuant to constraints imposed by formal action of the district's highest level of decision-making authority (generally the governing board). Also, such constraints can only be removed or changed by the same form of formal action.

Assigned Fund Balance: This classification reflects amounts that are constrained by the government's intent to be used for specific purposes, but meet neither the restricted nor committed forms of constraint.

Unassigned Fund Balance: This classification is the residual classification for the general fund only. It is also where *negative residual amounts for all other governmental funds* would be reported.

2. Fund Balance Commitments & Assignments

Committed fund balance for a specific use must be taken by formal action of the City Council. Amendments or modifications of the committed fund balance must also be approved by formal action of the City Council. In order to be recognized in the annual Audit Report, commitments of fund balance must be enacted prior to the end of that Report's particular fiscal year.

Assigned Fund Balance is intended for specific purposes not imposed by external parties or City Council's formal action. The City Council authorizes the City Manager and/or his/her designee(s) to assign fund balance. Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance in any particular Fund.

3. Reserves

General Fund: Unassigned fund balance will be maintained at a minimum level equal to 25% of annual expenditures. The City's unassigned General Fund balance will be maintained to provide the municipality with sufficient working capital and a margin of safety to address emergencies without borrowing.

TIF Funds: The City currently has two budgeted TIF Funds (the Central Area TIF and TIF II). These Funds should be self-supporting and should maintain a fund balance equivalent to meet the planned improvements identified in a multi-year capital schedule(s).

Capital Projects Fund: This Fund is used for resources accumulated and used in right of way improvements such as street repair, street reconstruction, and curb and gutter replacement. Costs associated with this Fund must not be State MFT eligible and must cost over \$5,000 and have a useful life of at least three years. The funding source for this Fund will be the local home rule motor fuel tax. The Capital Projects Fund should work toward establishing a fund balance at a minimum dollar amount to meet the planned improvements identified in a multi-year capital replacement schedule(s).

Special Revenue Funds: These Funds are used to account and report the proceeds of specific revenue sources which are restricted or committed toward expenditures for specific purposes other than debt service or capital projects. In general, all these Funds should maintain the least fund balance necessary to cover current fiscal year expenditures, plus an amount to pay for those expenditures of the subsequent fiscal year needed to avoid a cash deficit position.

4. Fund Balance Classification

Fund balance classifications depict the nature of the net resources that are reported in a governmental fund type. An individual governmental fund may include nonspendable

resources and amounts that are restricted, committed, or assigned, or any combination of those classifications. The General Fund may also include an unassigned amount.

5. Prioritization of Fund Balance Use

When an expenditure is incurred for a purpose which can be paid from multiple fund balance classifications, the City will spend the most restricted dollars before less restricted, in the following order:

- Nonspendable (if funds become spendable)
- Restricted
- Committed
- Assigned
- Unassigned

Part III – Enterprise, Internal Service, & Fiduciary Funds

This section applies to Funds outside the scope of GASB 54.

1. Definitions

Restricted Net Assets: The component of net assets restricted by external parties, constitutional restrictions, and enabling legislation.

Net Assets Invested in Capital Assets, Net of Related Debt: A component of net assets calculated by reducing capital assets by accumulated depreciation and the principal portion of related debt.

Unrestricted Net Assets: The portion of net assets that is neither restricted nor invested in capital assets net of related debt.

2. Reserves

Water Operating Fund: The unrestricted net assets of the Water Fund will be maintained at a minimum level equal to 25% of the annual budgeted operational expenses. Net position above 25% will be transferred annually to the Water Capital Fund for use in funding the Water Capital plan.

Water New Construction Fund: This revenue is from impact fees and is restricted for any new water main infrastructure in the City of DeKalb.

Water Capital Projects Fund: This fund will be used to account for all capital revenues and expenditures to Water Capital as approved by City Council in the annual budget. Capital projects include existing water infrastructure for water mains, wells, treatment plants, pumping systems and water towers. Additionally, Water Division equipment and fleet that exceed \$10,000 with a useful life exceeding one year would be accounted for through this fund and be subject to the same annual budget approval by Council.

Airport Fund: The unrestricted net assets of the Airport Fund will be maintained at a minimum level equal to 25% of annual budgeted operational expenses, plus the budgeted capital improvements for the current fiscal year.

Other Specified Funds: The Health Insurance Fund should maintain unrestricted net assets of one month of IPBC premium. Any amount above this threshold may be transferred to the Workers' Compensation Fund or Liability/Property Insurance Fund to be used toward claims, eliminate potential deficits, or maintain net asset policy in these other Funds.

The Workers' Compensation Fund should maintain unrestricted net assets of \$1,000,000 collectively (or 1 year premium for reinsurance plus the average annual retention costs associated with that premium).

The Liability/Property Insurance Fund should maintain unrestricted net assets approximately equivalent to 25% of annual budgeted expenses.

Part IV – Other

1. Cash Deficits

Should any Fund incur a cash deficit by the end of the fiscal year, an interfund loan will be created with a Fund or Fund(s) which have a cash surplus (unless restricted by statute or Fund Balance policy).

2. Reporting

Year to date revenues and expenditures for the General Fund will be issued to the City Council by their second regular meeting of each month. On a quarterly basis, the City Council shall receive an update on the General Fund with a year-end forecast for the fiscal year and also receive a summary of major fund balances.

TIF Funds will be reported in greater detail to Council by the end of March and by the end of September of each year.

The City Council shall receive an update on Workers' Compensation claims through December 31 by the end of March and claims through June 30 by the end of September of each year.

A semi-annual report on economic development incentives will be reported to Council by the end of March and by the end of September of each year.

An update on retiree insurance costs will be reported annually by the end of March of each year.

Capital Equipment Replacement Fund

Policy Number: 01-03

Date: January 9, 2017

Purpose: The City of DeKalb has established the Capital Equipment Replacement Fund (CERF) to encourage departments to set aside funds each year for the eventual replacement of existing equipment and to avoid significant fluctuations in the operating budget from one year to the next. In order to build and maintain sufficient funds on hand to replace items at the end of their useful life, water tower rental income, revenue received from the E911 Board for OSSI payments will be dedicated annually as well as, transfers by each department from the General Fund determined annually through the budget process. The remainder of this policy is intended to provide guidance as to how the CERF will operate.

The Capital Equipment Replacement Fund shall be used only to replace existing equipment owned by the City. The fund shall not be used to purchase equipment not currently owned by the City or as a means to circumvent the process for having new equipment approved by the City Council. Requests for new equipment shall be made as part of the annual operating budget and must be approved by the City Council before acquisition;

Only those items which individually have a replacement cost of more than \$10,000 or groups of similar equipment (e.g. personal computers, bullet proof vests, etc.) which, in the aggregate, exceed \$10,000 with a useful life of more than one year shall be included in the CERF. Departments shall include individual items or groups of items with a value of less than \$10,000 in their annual operating budget.

The cost of items associated with new vehicles such as vehicle markings, light bars, radios and similar equipment shall be included in the replacement cost of the vehicle.

The replacement cost and useful life for each vehicle or technology related equipment will be re-evaluated by the individual departments on an annual basis. This re-evaluation may change the annual amounts that programs contribute for the replacement of each item. The Department Head, in consultation with the City Manager and the Finance Director shall determine when a vehicle or equipment is due for replacement. Final capital asset replacement decisions using CERF monies will be discussed and approved by the City Council as part of the annual budget process.

When CERF equipment is sold, the proceeds of the sale shall be credited to the CERF Fund.

From time to time, departments may be assigned previously used technology related equipment from within their department or another department in the City. The Director of Information Technology, in consultation with the Department Head, shall recommend that such equipment be assigned to a department when it meets the department's needs and when doing so will help avoid the expense of purchasing new equipment. Consideration shall be given to the annual operating cost of maintaining the used equipment when deciding whether or not to continue using it. The City Manager shall have the final say in determining whether or not previously used technology is assigned to a department.

Revenue and Expenditure Policy

Policy Number: 01-04

Date: January 9, 2017

Purpose: Revenues

The City desires to maintain a diversified and stable revenue base to reduce the impacts of fluctuations in any one revenue source. The revenue mix combines elastic and inelastic revenue sources to minimize the effects of an economic downturn. The City also incorporates the following principles related to revenues as it furthers its financial planning and fulfills its fiscal responsibilities:

1. The City prefers to keep its property tax rate as low as possible. The following components shall be followed in priority order each year when establishing the property tax levy:
 - a. Levy for Police, Fire and IMRF pensions per actuarial calculations. If the actuarial reports indicated a higher employer contribution is needed, said increase will need to be added to the City's overall previous year levy request to avoid underfunding problems.
 - b. Levy for FICA.
 - c. Levy for general obligation bond principal and interest less abatements.
 - d. Levy to support General Fund operations including Police, Fire, Public Works, Community Development, Finance, Human Resources, I.T. and Administration. The annual increase for this component should not exceed the rate of inflation.
 - e. Levy to fund additional personnel as determined by the City Council.
2. User charges and tap-on fees will be sufficient to finance all operating and debt service costs for the Water Fund.
3. The City Manager should impose spending limits if, in his/her judgment, revenues will be below original estimates. Staff should review and monitor on

a monthly basis expenditures to assure control of spending within available revenues.

4. Ongoing transfers will be made from the General Fund to the Fleet Replacement fund on an annual basis to help plan for the purchasing of large capital equipment needs.

Expenditures

The City will strive to adhere to the following policies:

1. The City will consistently budget the minimum level of expenditures which will provide for the public well-being and safety of the residents and businesses of the community.
2. Expenditures will be within the confines of generated revenue. Fund balances will not be used to pay for operating expenditures except in the case of emergencies and after careful consideration.

Accounting, Auditing and Financial Reporting Policy

Policy Number: 01-05

Date: January 9, 2017

Purpose: The City shall have an annual audit conducted on its financial records by a qualified, independent public accounting firm. The City should request proposals from qualified independent accounting firms to conduct an annual audit of its financial statements every five to six years by the use of a request for proposal (RFP) process. In accordance with Government Finance Officers Association's (GFOA's) Best Practice Guidelines, the current auditors can be included in the RFP process, however, it is recommended changing the audit team if the same firm came in with the best proposal.

The audit shall be conducted on an annual basis to be completed and filed within six months after the end of each fiscal year.

The City should submit its Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program.

The City's financial statements shall be prepared according to generally-accepted accounting principles (GAAP) as promulgated by the Governmental Accounting Standards Council (GASB).

The City should contract with an independent actuary to determine the City's annual contribution to the Police and Fire Pension Funds.

When the City prepares monthly significant account reconciliations, prepares the year-end adjustments, and prepares the year-end financial statements, the following procedures will be followed. Administration of these procedures will be the responsibility of the City's Finance Director and the Finance Director will sign off that these procedures have been adhered to on a monthly and year-end basis. Those procedures are as follows:

The Finance Department, under approval of the Finance Director, will prepare a listing of all significant accounts of the City that are to be reconciled on a monthly basis. These accounts are to include at a minimum all balance sheet accounts at month-end, all grant related revenue and expense accounts, all restricted use revenue accounts and all other accounts deemed necessary by the Finance Department to be reviewed on a monthly basis. A monthly checklist of these accounts will be prepared and signed off by the Finance Director.

Within 90 days after the close of the fiscal year the Finance Department will be required to submit to the Finance Director all required year-end close adjustments. These adjustments are to be approved and reviewed by the Finance Director and posted to the general ledger prior to the auditors beginning audit fieldwork.

The City's auditors assist in the preparation of the City's financial statements, including the footnote disclosures, in accordance with generally accepted accounting principles. Further, the City will review a complete initial draft and final draft of the financial statements as prepared by the auditors. The City Finance Director will be responsible for a final complete review of the financial statements, including the footnotes disclosures, to ensure that the financial statements are prepared in accordance with generally accepted accounting principles. Any questions or concerns related to the financial statements will be discussed with the City's auditors.

The City's Comprehensive Annual Financial Report and Management Letter will be approved by the City Council and available for distribution no later than six months after the close of the City's fiscal year-end.

Capital Asset Policy

Policy Number: 01-06

Date: January 9, 2017

Purpose: Capital assets purchased or acquired with an original cost of \$25,000 or more are reported at historical cost or estimated historical cost. Contributed assets are reported at fair market value as of the date received. Additions, improvements and other capital outlays that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expensed as incurred.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. General capital assets are long-lived assets of the City as a whole. Infrastructure such as streets, traffic signals and signs are capitalized. In the case of the initial capitalization of general infrastructure assets (i.e., those reported by the governmental activities) the government chose to include all such items regardless of their acquisition date. The valuation basis for general capital assets are historical cost, or where historical cost is not available, estimated historical cost based on replacement costs.

Capital assets in the proprietary funds are capitalized in the fund in which they are utilized. The valuation bases for proprietary fund capital assets are the same as those used for the general capital assets. Donated capital assets are capitalized at estimated fair market value on the date donated.

Depreciation on all assets is computed and recorded using the straight-line method of depreciation over the following estimated useful lives:

Buildings and Building Improvements	40 to 50 Years
Equipment	10 to 20 Years
Vehicles	3 to 20 Years
Infrastructure	25 to 50 Years
Water Distribution System	40 to 65 Years

When capital assets are purchased with the use of federal funds the following procedures will be completed by the City. Administration of these procedures will be the responsibility of the City's Finance Director and the Finance Director will sign off that these procedures have been adhered to for the purchase of every federal funded capital asset. Those procedures are as follows:

Capital assets purchased with federal funds will be tagged with a special notation of "F" in addition to the regular identification number system used by the City.

The description of the capital asset in the City's capital asset records will also include the words "federally funded" before the description of the specific asset acquired.

The source of federal funds must be noted and include a description of who holds title to the assets, along with the asset acquisition date, the asset cost, location of the asset, condition and use/purpose of the asset.

The portion of the asset that is federally funded must also be noted in the City's capital asset records. Upon disposition of any federally acquired assets, the City must note in the capital asset records the disposition date and sale price.

A physical inventory of all assets acquired with federal funds will be performed on a biennial basis. The results of the City's inventory of federally funded capital assets will be reconciled to the City's capital asset records to ensure accuracy. This inventory will be overseen and approved by the City's Finance Director.

Debt Management Policy

Policy Number: 01-07

Date: January 9, 2017

Purpose: The City of DeKalb developed this Debt Management Policy to help ensure the City's credit worthiness and to provide a functional tool for debt management and capital planning.

The City of DeKalb faces continuing capital infrastructure requirements to meet the increasing needs of its citizens. The City limits long-term debt to only those capital improvements that cannot be financed from current revenues. The City of DeKalb will not use long-term debt to fund operating programs.

The costs of the capital requirements will be met through the issuance of various types of debt instruments. Consequently, the City needs to anticipate increases in debt levels based upon historical data. With these increases, the effects of decisions regarding the type of issue, method of sale, and payment structure become ever more critical to the City's financial well-being. To help ensure the City's credit worthiness, an established program of managing the City's debt becomes essential.

To this end, the City Council recognizes this "Debt Management Policy" to be financially prudent and in the City's best economic interest. This policy will provide a functional tool for debt management and capital planning, and enhance the City's reputation for managing its debt in a conservative and prudent manner.

Goals Related to the Issuance of General Obligation and Revenue Bond Debt:

The City shall pursue the following goals below when issuing debt. Though the City may not have achieved all these goals as of yet, these are long term objectives for which we must continue to strive toward.

1. Maintain at least an Aa3 (Moody's) or equivalent credit rating for each general obligation debt issue.
2. Take all practical precautions to avoid any financial decision which will negatively impact current credit ratings on existing or future debt issues.
3. The City should attain a General Fund unassigned balance equal to a minimum of twenty five percent (25%) of total annual expenditures.
4. Consider market timing.

5. Determine the amortization (maturity) schedule which will best fit with the overall debt structure of the City's general obligation debt and related tax levy at the time the new debt is issued. The City may choose to delay principal payments or capitalized interest during project construction. For issuance of revenue bonds, the amortization schedule which will best fit with the overall debt structure of the fund and its related rate structure will be considered. Consideration will be given to coordinating the length of the issue with the lives of assets, whenever practicable, while considering repair and replacement costs of those assets to be incurred in future years as an offset to the useful lives, and the related length of time in the payout structure.
6. Consider the impact of such new debt on overlapping debt and the financing plans of local governments which overlap, or underlie the City.
7. Assess financial alternatives to include new and innovative financing approaches, including whenever feasible, categorical grants, revolving loans or other state/federal aid.
8. Minimize debt interest costs.

Debt Issuance in General:

1. Authority and Purposes of the Issuance of Debt

The laws of the State of Illinois authorize the issuance of debt by the City. The Local Bond Law confers upon municipalities the power and authority to contract debt, borrow money, and issue bonds for public improvement projects as defined therein. Under these provisions, the City may contract debt to pay for the cost of acquiring, constructing, reconstructing, improving, extending, enlarging, and equipping such projects or to refund bonds. The City Charter authorizes the City Council to incur debt by issuing bonds for any lawful municipal purpose as authorized by the State Constitution or its Home Rule Powers.

2. Short-Term Debt (three years or less)

The City may issue short-term debt to finance projects or portions of projects for which the City ultimately intends to issue long-term debt. This will be used to provide interim financing which will eventually be refunded with proceeds of long-term obligations, which may include, but not be limited to, bond anticipation notes or variable rate demand notes. The City will have an estimated timeframe when any short-term debt issue will eventually be converted into long-term debt.

a. Line of Credit

The City may also issue debt instruments to meet cash flow requirements. With the approval of the City Council, the City may establish a tax-exempt line of credit with a financial institution selected through a competitive process. This line should have a limit of \$2,500,000. Draws should be made on the line of credit when the need for financing is needed to meet **operating** expenditures on a temporary basis. Draws made on the line of credit must be requested by the Finance Director and approved by the City Manager and the City Council.

3. Long-Term Debt (more than three years)

The City may issue long-term debt which may include, but not limited to, general obligation bonds, certificates of participation, capital appreciation bonds, special assessment bonds, self-liquidating bonds and double barreled bonds.

Level or declining debt service should be employed unless operational matters dictate otherwise, or except to achieve overall level debt service with existing bonds.

The City shall be mindful of the potential benefits of bank qualification and will strive to limit its annual issuance of debt to \$10 million or less when such estimated benefits are greater than the benefits of exceeding the bank qualification limit. Should subsequent changes in the law raise this limit, then the City policy will be adjusted accordingly.

The cost of issuance of private activity bonds is usually higher than for governmental purpose bonds. Consequently, private activity bonds will be issued only when they will economically benefit the City.

The cost of taxable debt is higher than for tax-exempt debt. However, the issuance of taxable debt is mandated in some circumstances and may allow valuable flexibility in subsequent contracts with users or managers of the improvement constructed with the bond proceeds. In addition, there may be circumstances in which the issuance of taxable debt may be more cost effective than the issuance of tax-exempt debt. Therefore, the City will usually issue obligations tax exempt, but may occasionally issue taxable obligations.

a. Capital Leasing

The City may also enter into long-term leases for public facilities, property, and equipment with a useful life greater than one year that costs less than \$500,000. The City should be limited to issuing a capital lease of no more than \$1,000,000 in a fiscal year.

Whenever a lease is arranged with a private sector entity, a tax-exempt rate should be sought. Whenever a lease is arranged with a government or other tax-exempt entity, the City should strive to obtain an explicitly defined taxable rate so that the lease will not be counted in the City's total annual borrowing subject to arbitrage rebate.

The lease agreement should permit the City to refinance the lease at no more than reasonable cost should the City decide to do so. A lease which can be called at will is preferable to one which can merely be accelerated.

4. Capital Improvement Program

The Capital Improvement Program (CIP), approved by the City Council as part of the annual budget, should determine the City's capital needs. The program should be a five-year plan for the acquisition, development and/or improvement of the City's infrastructure. Projects included in the CIP should be prioritized; and the means for financing each should be identified. If the current resources are insufficient to meet the needs identified in the CIP, the City Council may consider incurring debt to fund the shortfall. The City Council may also consider incurring debt to fund multiple years of the Capital Improvement Program. The CIP should be revised and supplemented each year to maintain and test compliance with the City's Debt Management Policy Financial Policy #01-07.

5. Structure of Debt Issues

The duration of a debt issue should not remain outstanding beyond the asset's useful life. Each new bond issue should be structured to be callable in 10 years. The City should design the financing schedule and repayment of debt so as to take best advantage of market conditions and, as practical, to recapture or maximize its credit capacity for future use, and moderate the impact to the taxpayer. In keeping with the stated goals of this debt management policy, the City should structure each general obligation issue (except refunding and mini-bond issues) to comply with the rapidity of debt repayment provisions in Section III. E-4 following.

6. Credit Enhancements

Credit enhancements are mechanisms which guarantee principal and interest payments. Typically they include bond insurance and/or a line or letter of credit. Usually this will bring a lower interest rate and a higher rating from the rating agencies, thus lowering costs.

The City may enter into agreements with commercial banks or other financial entities for the purpose of acquiring credit enhancements when their use is judged cost effective or otherwise advantageous. Any such agreements shall be approved by the City Council.

7. Inclusion of Local Institutions

Whenever practical and in the best interest of promoting the City of DeKalb, local financial institutions are to be offered the opportunity to bid on debt instruments.

Legal Constraints and Other Limitations on the Issuance of Debt

1. State Law

30 ILCS 305/0.01, et. seq.: the short title is "The Bond Authorization Act."

2. Authority for Debt

The City may, by bond ordinance, incur indebtedness or borrow money, and authorize the issue of negotiable obligations, including refunding bonds, for any capital improvement of property, land acquisition, or any other lawful purpose with approval by the City Council.

3. Debt Limitation

The City of DeKalb is a home rule community. As such, the debt limitations of the bond laws are not applicable because the General Assembly has set no limits for home rule municipalities.

4. Methods of Sale

When feasible and economical, obligations should be issued by competitive rather than negotiated sale. A sale may be negotiated when the issue is predominantly a refunding issue or in other non-routine situations which require more flexibility than a competitive offer allows. Whenever the option exists to offer an issue either for competition or for negotiation, analysis of the options should be performed to aid in the decision-making process. When a sale is not competitively bid, the City will publicly present the reasons and select the underwriter or direct purchaser. If a Financial Advisor is hired to assist the City in bond issuance, the Financial Advisor will not underwrite any debt issues on which it is advising.

The criteria used to select an underwriter in a competitive sale should be the true interest cost. In a negotiated sale, the underwriter may be selected with or without a request for proposals (RFP). The criteria used to select an underwriter in a negotiated sale should include the following:

- Overall experience
- Marketing philosophy
- Capability
- Previous experience as managing a co-managing partner
- Financial statements
- Public Finance team and resources
- Underwriter's discount

When cost/beneficial, the City may privately place its debt. Since no underwriter participates in a private placement, it may result in lower costs of issuance. Private placement is sometimes an option for small issues.

5. Credit Implications

When issuing new debt, the City should strive not to exceed credit industry benchmarks where applicable. Therefore, the following factors should be considered in developing debt issuance plans:

- a. Ratio of Gross Bonded Debt to Full Market Value of Taxable Property
The formula for this computation is Gross Bonded Debt, which is the total outstanding debt, divided by the current Full Market Value of Taxable Property as determined by the Township Assessors. The City should not exceed 2% of Gross Bonded Debt per Full Market Value of Taxable Property.
- b. Gross Bonded Debt Per Capita
The formula for this computation is Gross Bonded Debt divided by the current population as determined by the most recent U.S. Census. The City should not exceed \$1,200 for Gross Bonded Debt per capita.
- c. Ratio of Annual Debt Service to General Fund Expenditures
The formula for this computation is annual debt service expenditures divided by General Fund expenditures (excluding certain interfund transfers). The City should not exceed 10% of General Fund expenditures for annual debt service.
- d. Rapidity of Debt Service Repayment
The City's general obligation bond issues should be so structured whereby the duration of the debt should not exceed 120% of the life of the asset.
- e. Current Fund Balance General Fund Cash Reserve
The City should maintain a General Fund unassigned balance equal to a minimum of twenty five percent (25%) of total annual appropriations, exclusive of interfund transfers. Such calculation, including a projection to

June 30th (of the current fiscal year), should be made on an annual basis by the Finance Director (or designee) during the budget process.

Debt Administration

1. Financial Disclosures

The City shall prepare appropriate disclosures as required by the Securities and Exchange Commission, the federal government, the State of Illinois, rating agencies, underwriters, investors, agencies, taxpayers, and other appropriate entities and persons to ensure compliance with applicable laws and regulations.

2. Review of Financing Proposals

All capital financing proposals that involve a pledge of the City's credit through the sale of securities, execution of loans or lease agreements and/or otherwise directly involve the lending or pledging of the City's credit shall be referred to the Finance Director who shall determine the financial feasibility, and the impact on existing debt of such proposal, and shall make recommendations accordingly to the City Manager.

3. Establishing Financing Priorities

The Finance Director shall administer and coordinate the City's debt issuance program and activities, including timing of issuance, method of sale, structuring the issue, and marketing strategies. The Finance Director along with the City's bond consultants shall meet, as appropriate, with the City Manager and the City Council regarding the status of the current year's program and to make specific recommendations.

4. Credit Rating

The City should endeavor to maintain and/or to improve its credit rating and staff will specifically discuss with the City Council any proposal which might cause that rating to be lowered.

Before a general obligation bond is issued, the City will update its rating from at least one national rating agency. The City Manager, Finance Director, and the City's bond consultants should meet with a rating agency to disclose the City's capital plans, debt issuance program, and other appropriate financial information as required by the rating agency.

5. Refunding Policy

The City should consider refunding outstanding debt when legally permissible and financially advantageous. When refunding for savings purposes, a net present value

debt service savings of at least two percent or greater must be achieved. Depending on the time to maturity and the absolute level of interest rates of the refunding candidate this target may change. For longer maturities the target can be higher, for shorter maturities, lower. For higher interest rates the target may be higher, for lower rates it could be lower. There may be circumstances where the City may refund bonds for restructuring purposes that may not generate any savings.

6. Investment of Borrowed Proceeds

The City acknowledges its ongoing fiduciary responsibilities to actively manage the proceeds of debt issued for public purposes in a manner that is consistent with Illinois statutes that govern the investment of public funds, and consistent with the permitted securities covenants of related bond documents executed by the City. The management of public funds should enable the City to respond to changes in markets or changes in payment or construction schedules so as to (i) optimize returns, (ii) insure liquidity, and (iii) minimize risk. The City will invest bond proceeds in accordance with the City's investment policy and federal arbitrage requirements.

Glossary of Terms:

Ad Valorem Tax - A direct tax based "according to value" of property.

Advanced Refunding Bonds - Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advanced refunding bonds are deposited in escrow with a fiduciary, invested in United States Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date.

Amortization - the process of paying the principal amount of an issue of bonds by periodic payments either directly to bondholders or to a sinking fund for the benefit of bondholders.

Arbitrage - Usually refers to the difference between the interest paid on the tax-exempt securities and the interest earned by investing the proceeds in higher yielding taxable securities. Internal Revenue Service regulations govern arbitrage (reference I.R.S. Reg. 1.103-13 through 1.103-15).

Arbitrage Bonds - Bonds which are deemed by the I.R.S. to violate federal arbitrage regulations. The interest on such bonds becomes taxable and the bondholders must include this interest as part of gross income for federal income tax purposes (I.R.S. Reg. 1.103-13 through 1.103-15).

Assessed Value - An annual determination of the just or fair market value of property for purposes of ad valorem taxation.

Basis Point - 1/100 of one percent.

Bond - Written evidence of the issuer's obligation to repay a specified principal amount on a date certain, together with interest at a stated rate, or according to a formula for determining that rate.

Bond Anticipation Notes (BANS) - Short-term interest bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bond Counsel - An attorney retained by the City to render a legal opinion whether the City is authorized to issue the proposed bonds, has met all legal requirements necessary for issuance, and whether interest on the bonds is, or is not, exempt from federal and state income taxation.

Bonded Debt - The portion of an issuers total indebtedness represented by outstanding bonds.

Direct Debt or Gross Bonded Debt - The sum of the total bonded debt and any unfunded debt of the issuer.

Net Direct Debt or Net Bonded Debt - Direct debt less sinking fund accumulations and all self-supporting debt.

Total Overall Debt - Net direct debt plus the issuer's applicable share of the direct debt of all overlapping jurisdictions.

Net Overall Debt - Net direct debt plus the issuer's applicable share of the net direct debt of all overlapping jurisdictions.

Overlapping Debt - The issuer's proportionate share of the debt of other local governmental units which either overlap or underlie it.

Callable Bond - A bond which permits or requires the issuer to redeem the obligation before the stated maturity date at a specified price, the call price, usually at or above par value.

Capital Appreciation Bonds (CAB) - A long-term security on which the investment return is reinvested at a stated compound rate until maturity. The investor receives a single payment at maturity representing both the principal and investment return.

Certificates of Participation - Documents, in fully registered form, that act like bonds. However, security for the certificates is the government's intent to make annual appropriations during the term of a lease agreement. No pledge of full faith and credit of the government is made. Consequently, the obligation of the government to make basic rental payments does not constitute an indebtedness of the government.

Commercial Paper - Very short-term, unsecured promissory notes issued in either registered or bearer form, and usually backed by a line of credit with a bank.

Coupon Rate - The annual rate of interest payable on a coupon bond (a bearer bond or bond registered as to principal only, carrying coupons evidencing future interest payments), expressed as a percentage of the principal amount.

Debt Limit - The maximum amount of debt which an issuer is permitted to incur under constitutional, statutory or charter provision.

Debt Service - The amount of money necessary to pay interest on an outstanding debt, the serial maturities of principal for serial bonds, and the required contributions to an amortization or sinking fund for term bonds.

Demand Notes (Variable Rate) - A short-term security which is subject to a frequently available put option feature under which the holder may put the security back to the issuer after giving specified notice. Many of these securities are floating or variable rate, with the put option exercisable on dates on which the floating rate changes.

Double Barreled Bonds (Combination Bonds) - A bond which is payable from the revenues of a governmental enterprise and are also backed by the full faith and credit of the governmental unit.

Enterprise Funds - Funds that are financed and operated in a manner similar to private business in that goods and services provided are financed primarily through user charges.

General Obligation Bond - A bond for whose payment the full faith and credit of the issuer has been pledged. More commonly, but not necessarily, general obligation bonds are payable from ad valorem property taxes and other general revenues.

Lease Purchase Agreement (Capital Lease) - A contractual agreement whereby the government borrows funds from a financial institution or a vendor to pay for capital acquisition. The title to the asset(s) normally belongs to the government with the lessor acquiring security interest or appropriate lien therein.

Letter of Credit - A commitment, usually made by a commercial bank, to honor demands for payment of a debt upon compliance with conditions and/or the occurrence of certain events specified under the terms of the commitment.

Level Debt Service - An arrangement of serial maturities in which the amount of principal maturing increases at approximately the same rate as the amount of interest declines.

Long-Term Debt - Long-term debt is defined as any debt incurred whose final maturity is more than three years.

Maturity - The date upon which the principal of a municipal bond becomes due and payable to bondholders.

Mini-bonds - A small denomination bond directly marketed to the public.

Net Interest Cost (NIC) - The traditional method of calculating bids for new issues of municipal securities. The total dollar amount of interest over the life of the bonds is adjusted by the amount of premium or discount bid, and then reduced to an average annual rate. The other method is known as the true interest cost (see "true interest cost").

Offering Circular - Usually a preliminary and final document prepared to describe or disclose to investors and dealers information about an issue of securities expected to be offered in the primary market. As a part of the offering circular, an official statement should be prepared by the City describing the debt and other pertinent financial and demographic data used to market the bonds to potential buyers.

Other Contractual Debt - Purchase contracts and other contractual debt other than bonds and notes. Other contractual debt does not affect annual debt limitation and is not a part of indebtedness within the meaning of any constitution or statutory debt limitation or restriction.

Par Value or Face Amount - In the case of bonds, the amount of principal which must be paid at maturity.

Parity Bonds - Two or more issues of bonds which have the same priority of claim or lien against pledged revenues or the issuer's full faith and credit pledge.

Principal - The face amount or par value of a bond or issue of bonds payable on stated dates of maturity.

Private Activity Bonds - One of two categories of bonds established under the Tax Reform Act of 1986, both of whom are subject to certain tests and State volume caps to preserve tax exemption.

Ratings - Evaluations of the credit quality of notes and bonds, usually made by independent rating services, which generally measure the probability of the timely repayment of principal and interest on municipal bonds.

Refunding Bonds - Bonds issued to retire bonds already outstanding.

Registered Bond - A bond listed with the registrar as to ownership, which cannot be sold or exchanged without a change of registration.

Reserve Fund - A fund which may be used to pay debt service if the sources of the pledged revenues do not generate sufficient funds to satisfy the debt service requirements.

Self-Supporting or Self Liquidating Debt - Debt that is to be repaid from proceeds derived exclusively from the enterprise activity for which the debt was issued.

Short-Term Debt - Short-term debt is defined as any debt incurred whose final maturity is three years or less.

Spread - The income earned by the underwriting syndicate as a result of differences in the price paid to the issuer for a new issue of municipal bonds, and the prices at which the bonds are sold to the investing public, usually expressed in points or fractions thereof.

Tax-Exempt Bonds - For municipal bonds issued by the City tax-exempt means interest on the bonds are not included in gross income for federal income tax purposes; the bonds are not items of tax preference for purposes of the federal, alternative minimum income tax imposed on individuals and corporations; and the bonds are exempt from taxation by the State of Illinois.

Tax Increment Bonds - Bonds secured by the incremental property tax revenues generated from a redevelopment project area.

Term Bonds - Bonds coming due in a single maturity.

True Interest Cost (TIC) - Also known as Canadian Interest Cost. A rate which, when used to discount each amount of debt service payable in a bond issue, will produce a present value precisely equal to the amount of money received by the issuer in exchange for the bonds. The TIC method considers the time value of money while the net interest cost (NIC) method does not.

Yield to Maturity - The rate of return to the investor earned from payments of principal and interest, with interest compounded semiannually and assuming that interest paid is reinvested at the same rate.

Zero Coupon Bond - A bond which pays no interest, but is issued at a deep discount from par, appreciating to its full value at maturity.

Investment Policy

Policy Number: 01-08

Date: January 9, 2017

Purpose:

1.01 Policy

It is the policy of the City of DeKalb to invest public funds in a manner that will conform to state statute, maximize security, meet daily cash flow demands, and attempt to attain a market rate of return.

1.02 Scope

This policy includes all funds governed by the City Council and, except for cash in certain restricted funds, the City of DeKalb will consolidate cash balances to maximize investment earnings. Investment income will be allocated to the various individual funds based on their respective participation. Interest income derived from non-fund specific consolidated bank accounts will be attributed to the General Fund.

1.03 Objectives

The primary objectives of the City of DeKalb's investment activities are, in order of priority:

- A. **Safety of principal** Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio, while mitigating credit and interest rate risks, as defined below:
 1. **Credit Risk**, that is, the risk of loss due to the failure of the security issuer or backer. It may be mitigated by:
 - Limiting investments to the safest types of securities;
 - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisors with which the City will do business; and
 - Diversifying the investment portfolio so that potential losses on individual securities will be minimized.
 2. **Interest Rate Risk**, that is, the risk that the market value of securities in the portfolio will fail due to changes in general interest rates. It may be mitigated by:
 - Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity, and
 - By investing operating funds primarily in shorter-term securities

- B. **Liquidity**, so as to meet all operating requirements that may be reasonably anticipated, the portfolio shall consist largely of securities with active secondary or resale markets (dynamic liquidity).
- C. **Yield**, with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments shall be limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:
 - 1. a declining credit security could be sold early to avoid loss of principal;
 - 2. a security swap would improve the quality, yield, or target duration in the portfolio; or,
 - 3. liquidity needs of the portfolio require that the security be sold.

1.04 Standards of Care

A. Prudence

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers and employees of the City of DeKalb, while acting in good faith in accordance with this investment policy and any written procedures as might be established, shall be relieved of personal liability for an individual security's credit risk or market price changes.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

B. Ethics and Conflicts of Interest

City of DeKalb 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. They shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of their entity.

C. Delegation of Authority

Authority to manage the investment program is granted to the authorized municipal official described in Chapter 54 of the DeKalb Municipal Code. Responsibility for the operation of the investment program is hereby delegated to the Finance Director or his/her designee, who shall carry out established written procedures and internal controls for the operation of the investment program consistent with this investment policy. These procedures shall include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements collateral/depository agreements and banking services

contracts. All investments shall follow the investment plan designed and approved by the Finance Director or his/her designee prior to execution.

No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the DeKalb City Council. The Finance Director, as Chief Financial Officer, shall be accountable for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

1.05 Safekeeping and Custody

All trades where applicable will be executed by Delivery vs. Payment (DVP). This shall ensure that securities are deposited in the eligible financial institution prior to the release of funds. Securities will be held by a third party custodian as evidenced by safekeeping receipts.

1.06 Authorized Financial Dealers and Institutions

A list shall be maintained of financial institutions authorized to provide investment services to the City of DeKalb, as well as a list of approved security broker/dealers (or their respective custodial clearing firm) selected for creditworthiness (minimum capital requirement of \$10,000,000 and at least five years of operation). These may include "primary" dealers or regional dealers that qualify under Securities and Exchange Commission rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the following (as appropriate):

1. audited financial statements
2. proof of National Association of Securities Dealers (NASD) certification
3. proof of state registration
4. completed broker/dealer questionnaire
5. certification of having read the City of DeKalb's investment policy and that all investments will comply with the policy

An annual review of the financial condition and registration of qualified bidders will be conducted by the Finance Director or his/her designee.

1.07 Internal Controls

The Finance Director or his/her designee is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the Finance Director or his/her designee shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

1. Prevention of collusion
2. Separation of transaction authority from accounting and record keeping.
3. Custodial safekeeping (Securities purchased from any bank or dealer including appropriate collateral, as defined by State Law, shall be placed with an independent third party for custodial safekeeping).
4. Avoidance of physical delivery securities.
5. Clear delegation of authority to subordinate staff members.
6. Written confirmation of telephone transactions for investments and wire transfers (may be via fax if on letterhead and the safekeeping institution has a list of authorized signatures).
7. Development of a wire transfer agreement with the lead bank or third party custodian, which shall outline the various controls, security provisions, and delineate responsibilities of each party making and receiving wire transfers.

1.08 Suitable and Authorized Investments

Investment Types

Consistent with the GFOA Recommended Practice on State Statutes Concerning Investment Practices, the following investments will be permitted by this policy and are those defined by state law where applicable:

1. U.S. Government obligations, U.S. Government agency obligations, and U.S. Government instrumentality obligations
2. Repurchase agreements
3. Certificates of deposit
4. Savings and loan association deposits
5. Investment-grade obligations of state, provincial and local governments and public authorities
6. Money market mutual funds regulated by the Securities and Exchange Commission and whose portfolios consist only of domestic securities
7. Statewide investment pools

Use of repurchase agreements should be consistent with GFOA Recommended Practices on Repurchase Agreements (see attached "GFOA Recommended Practices").

Consistent with the GFOA Recommended Practice on Use of Derivatives by State and Local Governments, extreme caution shall be exercised in the use of derivative instruments (see attached "GFOA Recommended Practices").

From time to time, the City may choose to invest in instruments offered by minority and community financial institutions. These financial institutions may not meet all the criteria under this section. All terms and relationships will be fully disclosed and authorized by the City Manager prior to purchase and shall be consistent with state or local law.

1.09 Collateralization

Funds on deposit (checking accounts, certificates of deposit, etc.) in excess of FDIC or SIPC limits, excluding interest, must be secured by some form of collateral, witnessed by a written agreement (see the attached "GFOA Recommended Practices"). Pledged collateral shall be held in safekeeping by the Federal Reserve Bank of Chicago (or other independent third party designated by the Finance Director or his/her designee) in the name of the municipality. In addition, the value of the pledged collateral must be marked to market monthly, or more frequently depending on the volatility of the collateral pledged. Last, the City requires that the amount of collateral pledged equal 110% of the uninsured amount on deposit.

1.10 Diversification

The City of DeKalb shall attempt to diversify its investments appropriate to the nature of the funds, the purpose for the funds, and the amount available to invest. Diversification can be by type of investment, number of institutions invested in, and length of maturity.

1.11 Maximum Maturities

To the extent practicable, the City of DeKalb shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City of DeKalb will not directly invest in securities maturing more than 3-years from the date of purchase.

Reserve funds may be invested in securities exceeding 3-years if the maturity of such investments is made to coincide as nearly as practicable with the expected use of the funds.

Regardless of the foregoing, no funds may be invested in securities maturing in excess of 7-years from the date of purchase unless authorized by the City Council.

1.12 Reporting

The Finance Director or his/her designee shall prepare a monthly investment and bank balance report for City Council that provides:

1. Cash balances held at the end of the month;
2. A listing of individual securities and corresponding maturities held at the end of the reporting period;
3. The percentage of the total portfolio which each type of investment represents;
4. Inception-to-date yields for each individual security;
5. Average weighted inception-to-date yield to maturity of the entire portfolio as compared to applicable benchmarks.

1.13 Performance Standards

This investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should attempt to obtain a comparable rate of return during a market/economic environment of stable interest rates. The portfolio performance should be benchmarked to the return of the 90-day Treasury bill.

1.14 Investment Policy Adoption

The investment policy shall be adopted by the City Council.

1.15 Policy Exemption and Amendment

Exemption

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

Amendment

This policy shall be reviewed on an annual basis. Any changes must be approved by the City Manager and any other appropriate authority, as well as the individual(s) charged with maintaining internal controls.

Glossary of Terms

The Annual Budget Document contains specialized and technical terminology and acronyms that are unique to public finance and budgeting. To assist the reader of the Annual Budget Document in understanding these terms and acronyms, a budget glossary has been included.

Abatement – A complete or partial cancellation of a tax levy imposed by a government.

Accrual - The recognition of revenue when earned or expenses when incurred regardless of when cash is received or disbursed.

Ad Valorem Tax - A direct tax based "according to value" of property.

Advanced Refunding Bonds - Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advanced refunding bonds are deposited in escrow with a fiduciary, invested in United States Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date.

Amortization - The process of paying the principal amount of an issue of bonds by periodic payments either directly to bondholders or to a sinking fund for the benefit of bondholders.

Assessed Value - An annual determination of the just or fair market value of property for purposes of ad valorem taxation.

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 Point - 1/100 of one percent.

Bond - Written evidence of the issuer's obligation to repay a specified principal amount on a date certain, together with interest at a stated rate, or according to a formula for determining that rate.

Bond Counsel - An attorney retained by the City to render a legal opinion whether the City is authorized to issue the proposed bonds, has met all legal requirements necessary for issuance, and whether interest on the bonds is, or is not, exempt from federal and state income taxation.

Bond Rating - An evaluation of credit worthiness performed by an independent rating service.

Bonded Debt - The portion of an issuers total indebtedness represented by outstanding bonds.

Direct Debt or Gross Bonded Debt - The sum of the total bonded debt and any unfunded debt of the issuer.

Net Direct Debt or Net Bonded Debt - Direct debt less sinking fund accumulations and all self-supporting debt.

Total Overall Debt - Net direct debt plus the issuer's applicable share of the direct debt of all overlapping jurisdictions.

Net Overall Debt - Net direct debt plus the issuer's applicable share of the net direct debt of all overlapping jurisdictions.

Overlapping Debt - The issuer's proportionate share of the debt of other local governmental units which either overlap or underlie it.

Budget - Plan of financial operations for the City. Includes estimated income (revenues) and expenses (expenditures) matched with various municipal services.

Budget Calendar – The schedule of key dates or milestones that City departments follow in the preparation, adoption, and administration of the budget.

Budget Document – The official written document prepared by the Finance Department that presents the operating budget to the legislative body. The document includes written summaries, narratives, schedules of revenues, expenditures, and transfers, charts, and graphs to ease the understanding of the effect of the operating budget on the City's financial condition.

CAFR - Comprehensive Annual Financial Report

Callable Bond - A bond which permits or requires the issuer to redeem the obligation before the stated maturity date at a specified price, the call price, usually at or above par value.

Capital Expenditures - An amount spent to acquire or improve a long-term asset such as equipment or buildings. The cost (except for the cost of land) is then charged to depreciation expense over the useful life of the asset.

Capital Improvement Program (CIP) - A plan for future capital expenditures which identifies each capital project, its anticipated start and completion, and the cost per year. The City develops a Five-Year CIP annually as part of the budget development process.

Capitalization Threshold – Dollar value at which a government elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Component Unit – Legally separate organization that must be included in the financial report of the primary government.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures.

Contractual Services - Services provided by external entities.

Debt Service - The amount of money necessary to pay interest on an outstanding debt and the serial maturities of principal for serial bonds.

Debt Service Fund – Governmental fund type used to account for accumulations of resources that are restricted, committed, or assigned to expenditures for principal and interest.

Department - An organizational unit which is functionally unique in delivery of services. A department may contain one or more divisions or programs.

Depreciation - A reduction in the value of an asset with the passage of time, due in particular to wear and tear.

Enterprise Funds - Funds that are financed and operated in a manner similar to private business in that goods and services provided are financed primarily through user charges.

Enterprise Resource Planning (ERP) System – A system designed to deliver an integrated suite of business applications. In FY18 and FY19, the City implemented a new ERP system (BS&A Software).

Expenditures - The cost of goods delivered, or services rendered.

Fiduciary Funds – Funds used to report assets held in trustee or agency capacity for others and which therefore cannot be used to support the government’s own programs.

Fiscal Year (FY) - A twelve-month period for which the annual operating budget and budget ordinance applies. The City of DeKalb’s fiscal year runs from January 1 through December 31.

Five Year Forecast – The City develops Five Year Financial Forecasts for select funds each year to assess the impact of current budgetary decisions over the long-term.

Fund - A self-balancing set of accounts reporting assets, liabilities and residual equity/fund balance segregated for the purpose of carrying on a specific activity or to attain a specific objective in accordance with regulations.

Fund Balance - The accumulated reserves of a particular fund, consisting of the cumulative revenues and other financing sources in excess of the cumulative expenditures and other uses.

General Fund - This is the City's primary operating fund. It is used to account for all revenue and expenditures applicable to general operations of City departments and other agencies, not accounted for in another fund.

General Obligation Bond - A bond for whose payment the full faith and credit of the issuer has been pledged. More commonly, but not necessarily, general obligation bonds are payable from ad valorem property taxes and other general revenues.

Geographic Information Systems (GIS) - A computer information system that integrates, stores, edits, analyzes, shares and displays geographic information to enhance decision making.

Governmental Fund – Fund generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

Grant - A monetary contribution by a government or an organization to financially support a particular function or purpose.

Home-Rule Municipality – A home-rule unit may exercise any power and perform any function pertaining to its government and affairs including but not limited to the power to regulate for the protection of the public health, safety, morals, and welfare; to license; to tax; and to incur debt. The City of DeKalb is a home-rule municipality.

HUD – U.S. Department of Housing and Urban Development.

Impact Fees - Fees assessed to cover the anticipated cost of services and improvements that will be needed as a result of development.

Improvement – Addition made to, or change made in, a capital asset, other than maintenance, to prolong its life or to increase its efficiency or capacity. The cost of the addition or change normally is added to the book value of the asset.

Infrastructure – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, drainage systems, water and sewer systems, dams, and lighting systems.

Interfund transfer – Flows of assets (such as cash or goods) between funds and blended component units of the primary government without equivalent flows of assets in return and without requirement for repayment.

Internal Service Fund - Funds which account for activities supplied by one department to another on a cost-reimbursement basis. The City accounts for fleet, liability insurance and self-insurance activities as internal service funds.

Lease Purchase Agreement (Capital Lease) - A contractual agreement whereby the government borrows funds from a financial institution or a vendor to pay for capital acquisition. The title to the asset(s) normally belongs to the government with the lessor acquiring security interest or appropriate lien therein.

Letter of Credit - A commitment, usually made by a commercial bank, to honor demands for payment of a debt upon compliance with conditions and/or the occurrence of certain events specified under the terms of the commitment.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

Major Fund - Those funds whose revenues, expenditures/expenses assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate for all governmental and enterprise funds in total. The General Fund is always a Major Fund.

Maturity - The date upon which the principal of a municipal bond becomes due and payable to bondholders.

Non-Major Fund - Funds that do not meet the definition of a Major Fund. Non-major funds are reported in total as a separate column on the government-wide financial statements.

OPEB – This is an abbreviation for Other Post Employment Benefits. It is used in reference to the City's health insurance liability associated with providing health insurance benefits to retirees.

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute, it has the full force and effect of the law within the boundaries of the municipality to which it applies.

Par Value or Face Amount - In the case of bonds, the amount of principal which must be paid at maturity.

Personnel Costs - A category of expenditures consisting primarily of the salaries, other wages, and fringe benefits of the employees.

Principal - The face amount or par value of a bond or issue of bonds payable on stated dates of maturity.

Property Tax Levy – The single greatest revenue source of the City and adopted annually by the City Council in December, the property tax levy Ordinance imposes a tax liability on all real estate within the corporate limits. The County establishes the rates required to generate the tax levy established, which is assessed uniformly on all properties' equalized assessed valuation.

Proposed Budget - The spending plan for fiscal year formally submitted by the City Manager to the City Council for consideration.

Refunding Bonds - Bonds issued to retire bonds already outstanding.

Revenue - The financial resources generated from various sources of income, such as taxes and fees, collected by the City for public use.

Special Service Area (SSA) - A contiguous area in which special services are provided in addition to those services provided generally. The cost of the special services is paid from revenues collected through taxes assessed on the property within the special service area.

Tax-Exempt Bonds - For municipal bonds issued by the City tax-exempt means interest on the bonds are not included in gross income for federal income tax purposes; the bonds are not items of tax preference for purposes of the federal, alternative minimum income tax imposed on individuals and corporations; and the bonds are exempt from taxation by the State of Illinois.

Tax Increment Financing (TIF) - A financing method which utilizes future property tax revenues to stimulate new private investment in redevelopment areas. Growth in the value of the property within the TIF district generates “increment” used to make additional investment in the area.

Tax Levy – The total amount to be raised by general property taxes for the purposes specified in the Tax Levy Ordinance.



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