



City of 
DeKalb
opportunity • innovation

**Fiscal Year 2024
Budget**





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Introduction



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PRINCIPAL OFFICIALS

Mayor

Cohen Barnes

City Council

Alderman Carolyn Zasada, Ward One

Alderman Barbara Larson, Ward Two

Alderman Tracy Smith, Ward Three

Alderman Gregory Perkins, Ward Four

Alderman Scott McAdams, Ward Five

Alderman Mike Verbic, Ward Six

Alderman John Walker, Ward Seven

Executive Assistant

Ruth Scott

City Manager

Bill Nicklas

Executive Team

Susan Hauman, Director of Financial Services

David Byrd, Police Chief

Mike Thomas, Fire Chief

Bryan Faivre, Director of Utilities & Transportation

Andy Raih, Director of Streets & Facilities

Michelle Anderson, Human Resource Director

Jeremy Alexander, IT Director

Dan Olson, Planning Director

Bob Redel, Director of the Crime-Free Bureau

Dawn Harper, Chief Building Official

Zac Gill, City Engineer

John Donahue/Matt Rose, City Attorneys



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Section One

Transmittal Letter



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DATE: November 20, 2023

TO: Honorable Mayor Cohen Barnes
DeKalb City Council

FROM: Bill Nicklas, City Manager

RE: Letter of Transmittal: Fiscal Year 2024 Budget

The Annual Budget for Fiscal Year 2024 extends from January 1, 2024, through December 31, 2024. This budget document compiles the numerical and narrative budgets for each governmental, proprietary, and fiduciary fund in one volume for easy reading and reference. In the creation of this budget document, Director of Financial Services Susan Hauman and Senior Accountant Meagan Challand were particularly helpful.

I. OVERVIEW

The City's fiscal year budget is the outcome of a very transparent process that encompasses about five months. It begins only a month after the presentation and approval of the previous fiscal year's audit in late June and continues through the adoption of the annual budget in early December. The first threshold is a presentation of very provisional General Fund revenue and spending projections before a joint meeting of the City Council and the Finance Advisory Committee (FAC) in mid-August. At this annual August meeting, the City Manager and Finance staff share projections regarding the City's General Fund revenues that are largely speculative because a large portion of the general revenues are tied to state-shared revenues (e.g., the 1% state sales tax, local use tax, and state income tax) or local revenues collected by the state and later remitted to the City (e.g., home rule tax) with a typical 2-3 month lag. In truth, our City officials are looking at key income categories that reflect consumer spending in April and May of the current fiscal year and using those early numbers to predict revenues and expenditures at a forward point about 8 months ahead.

For City staffers there is a further difficulty in 2023: the pricing of commodities and contractual services have been complicated by economic uncertainty for three of the past four years, and in the second and third quarters of 2023 even the most seasoned prognosticators were puzzled about Federal Reserve policies and continuing strong labor and equity markets. In this environment, the City staff have looked hard at "interior" trends in locally generated revenues, and resisted the temptation to predict when uncertainty will ease. Year-on-year estimates and

focused budget sessions with City department heads have contributed significantly to the forecasting in the pages that follow.

II. GENERAL FUND

A. GENERAL FUND REVENUES

The City's General Fund is particularly worthy of attention as it supports the operating departments whose services our local residents and businesses encounter most often in any given year. In FY2024, as in recent years, the City's general operations are funded by certain major revenue sources, which comprise about \$35.219 million, or 70% of the total General Fund revenues. The following table highlights those revenues:

Major General Fund Revenues--2024							
	FY2021	FY2022	FY2023	FY2023	FY2024	FY2024	% of Total
	Actual	Actual	Amended	Projected	Proposed	Amt. Change*	FY24 Rev.
Type							
Property Taxes							
Fire Pension	3,520,454	3,672,401	3,869,713	3,869,713	4,415,632	545,919	8.82%
Police Pension	2,912,595	3,083,738	3,249,417	3,249,417	3,707,827	458,410	7.40%
Total	6,433,049	6,756,139	7,119,130	7,119,130	8,123,459	1,004,329	16.22%
Sales & Use Taxes							
State Sales Tax	6,205,962	6,626,891	6,017,000	6,752,802	6,881,105	128,303	13.74%
Home Rule Sales tax	7,675,584	8,592,479	7,282,000	8,729,959	8,869,638	139,679	17.71%
Gross Receipts Taxes							
Munic. Utility Tax	2,528,658	2,463,148	2,535,000	2,535,000	2,636,400	101,400	5.26%
Intergovernmental							
Federal--ARPA	1,511,017	1,997,435	1,837,285	1,837,285	1,019,023	(818,262)	2.03%
SAFER		851,566	908,602	908,602	961,089	52,487	1.92%
State Income Tax	5,787,319	6,565,145	6,285,240	6,446,400	6,728,430	282,030	13.44%
Total Major Revenues	30,141,589	33,852,803	31,984,257	34,329,178	35,219,144	889,967	70.33%
Other Rev Sources					14,858,901		29.67%
Total Gen Fund Rev.					50,078,045		100.00%

*Change From FY2023 Projected to FY2024 Proposed

- a) **Police and Fire Property Tax Levies.** In the last regular Legislative session, the Illinois Legislature agreed to establish a working group to consider bringing the assets of the Police and Fire downstate public safety pension funds to a 90% funding level by 2050 instead of 2040. This proposed re-amortization will have no impact on the City's 2023 levies for the two funds. The City of DeKalb will meet 100% of its pension obligations, as defined by the City's actuarial consultant, but the annual 2023 levy will not cover the entirety of that obligation. The remainder will be paid from other General Fund revenues as indicated in the table below:

Fiscal Year		Actuarial Required Contribution	City's Adopted Tax Levy	Shortfall \$	Shortfall %
2022	Fire Pension	\$4,415,632	\$3,720,878	\$694,754	15.73%
	Police Pension	\$3,707,827	\$3,124,439	\$583,388	15.73%
	Total	\$8,123,459	\$6,845,317	\$1,278,142	15.73%
	<i>increase over PY</i>	<i>2.87%</i>	<i>4.95%</i>		
2023	Fire Pension	\$4,933,015	\$3,869,713	\$1,063,302	21.55%
	Police Pension	\$3,901,382	\$3,249,417	\$651,965	16.71%
	Total	\$8,834,397	\$7,119,130	\$1,715,267	19.42%
	<i>increase over PY</i>	<i>8.75%</i>	<i>4.00%</i>		
2024	Fire Pension	\$5,343,974	\$4,415,632	\$928,342	17.37%
	Police Pension	\$4,130,481	\$3,707,827	\$422,654	10.23%
	Total	\$9,474,455	\$8,123,459	\$1,350,996	13.80%
	<i>increase over PY</i>	<i>7.25%</i>	<i>14.11%</i>		

In short, the City still has a substantial long-term structural problem in its unfunded state pension obligations. As of January 1, 2023, the total unfunded liabilities for the Fire and Police pension funds were \$55,991,016 and \$42,513,249, respectively. Otherwise put, the Fire Pension Fund as of January 1, 2023, was 41% funded and the Police Pension Fund was 53.6% funded.

The ultimate resolution of the downstate pension crisis is possibly 3-5 years away and will require the State Legislature's shift to an "open amortization" model. In the near term, the City has been able to find some relief owing to the extraordinary EAV increases attending the continuing industrial development south of I-88. The evidence is found in the difference between the required pension contributions established each year by the City's actuary and the actual City debt levies (the yellow-highlighted "shortfall" in the table above). In FY2024, for the first time in many years, a smaller "shortfall" can be achieved. This is the singular result of being able to levy for a higher proportion of the entire City obligation (\$8,123,459 or 85.7% in 2024 vs 80.6% in 2023) while reducing the City's tax rate.

Through the annual, in-depth levy discussion in October and November each year, the estimated City EAV for the current year is refined with the close cooperation of the DeKalb County Supervisor of Assessments and takes into account the equalization factors recommended by the DeKalb Township and Afton Township Assessors. The City's emphasis on local property tax reduction has most recently been spearheaded by Mayor Barnes. The City has provided leadership since 2018

when the Council realized the community was at an economic crossroad: if unaddressed the property tax burden on local businesses, homeowners, and renters alike would put DeKalb in a non-competitive economic position. In the spring of 2022, when the most recent City financial plan was prepared, DeKalb's aggregate tax rate was nearly 20% higher than the aggregate rates of the City's nearest geographical competitors, which averaged about \$9.0009 per \$100 EAV. The City's aggregate tax rate in 2019 was \$11.73467 per \$100 EAV. In 2020, the aggregate rate was 11.49927. The 2021 and 2022 aggregate rates are portrayed in the following table, as well as achievable aggregate rate goals shown for 2023 through 2025:

Taxing Body	2021 Rate	2022 Rate	% Diff.	2023	2024	2025
	Actual	Actual		-5.00%	-4.00%	-3.00%
County (blended)	1.03149	0.96761	-6.19%	0.91923	0.88246	0.85599
Forest Preserve (blended)	0.07355	0.06915	-5.98%	0.06569	0.06306	0.06117
DeKalb Township	0.14864	0.14107	-5.09%	0.13402	0.12866	0.12480
DeKalb Road & Bridge	0.17298	0.17052	-1.42%	0.16199	0.15551	0.15085
City of DeKalb	0.00000	0.00000	0.00%	0.00000	0.00000	0.00000
DeKalb Pension Funds	0.98612	0.89599	-9.14%	0.85119	0.81714	0.79263
DeKalb Library	0.38546	0.37454	-2.83%	0.35581	0.34158	0.33133
DeKalb Park District (blended)	0.69631	0.67796	-2.64%	0.64406	0.61830	0.59975
School District 428 (blended)	6.80841	6.09342	-10.50%	5.78875	5.55720	5.39048
Kishwaukee College	0.64100	0.60874	-5.03%	0.57830	0.55517	0.53852
KWRD	0.11998	0.10937	-8.84%	0.10390	0.09975	0.09675
Aggregate Rate:	11.06394	10.10837	-8.64%	9.60295	9.21883	8.94227

The achievement of such a rate reduction is leveraged by the very significant EAV growth along the Gurler Road corridor between S. Route 23 and Peace Road. **The City's estimated EAV in 2023 is \$998,000,000 largely owing to the extraordinary EAV growth from Meta (DeKalb Data Center), Ferrara Candy Company, Wehrli Custom Fabrication, and Amazon. The following table tracks the City's EAV growth over ten years:**

Year	Rate-Setting EAV: City	City Levy	City Rate
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	610,333,062	6,522,507	1.06868
2021	694,171,673	6,845,317	0.98612
2022	794,561,930	7,119,130	0.89599
2023*	998,000,000	8,123,459	0.81397

*Estimated

The estimated impact of the City's proposed levy of \$8,123,458 on a theoretical householder with a home carrying a present market value of approximately \$375,000, including a DeKalb Township multiplication factor ("multiplier") of 1.0953, is illustrated in the table below:

City of DeKalb							
Year	Base EAV	Equalization Factor	New EAV	Homestead	Final EAV	DeKalb Rate	DeKalb Tax
2019	\$97,906	1.0351	\$101,343	-\$6,000	\$95,343	1.1549	\$1,101.11
2020	\$101,343	1.0409	\$105,488	-\$6,000	\$99,488	1.06868	\$1,063.21
2021	\$105,488	1.0162	\$107,197	-\$6,000	\$101,197	0.98612	\$997.92
2022	\$107,197	1.0662	\$114,293	-\$6,000	\$108,293	0.89599	\$970.30
2023	\$114,293	1.0953	\$125,185	-\$6,000	\$119,185	0.81397	\$970.13

- b) **State Sales Tax and Home Rule Sales Tax.** As the recent FY2022 Audit reported, Sales and Use tax revenues were significantly understated in the FY2022 Budget, which led to a corresponding rise in the City's fund balance at the end of FY2022. The understatement was an outcome of an abundance of caution during the budget preparation in the fall of 2021. Overall General Fund revenue and other financing sources in FY2022 exceeded the amended budgeted amount by \$2,939,912 (6.7%). Additionally, overall FY2022 General Fund expenditures and other financing uses came in under the amended FY2022 budget by \$545,498 (or 1.3%). The net increase in fund balance was \$5,691,610 after all year-end adjustments and transfers were made.

For the proposed FY2024 Budget, year-on-year and month-on-month reviews comparing FY2023 and FY2022 actual numbers were conducted over recent months with Susan Hauman, Director of Financial Services. FY2024 state sales tax revenue is expected to increase by \$128,303 or 1.9% over projected year-end FY2023 revenue, and home rule sales tax revenue is expected to increase by \$136,679 or 1.6% over projected year-end FY2023 taxes.

- c) **Municipal Utility Tax.** This category includes electric (ComEd) and gas (Nicor) tax receipts. The tax is based on kilowatt hours (electric) and therms (gas). The estimated 2024 revenues were based on the monthly averages for the past 5 years. This estimate should be conservative: the recently energized Meta spaces should generate a notable increase in electric usage even with the 50% discount that was part of the Meta incentive package.
- d) **American Rescue Plan Act (ARPA) grant revenue** continues to offset the cost of re-hiring previously frozen positions in the General Fund. ARPA monies have also been spent through the ARPA Fund (Fund 110) for the Hunter Hillcrest purchase, tenant relocation and demolition, lead service line replacement at scattered sites in DeKalb, and AGN street re-surfacing. Within the General Fund, twenty-one (21) fire, police, and public works employees' salaries and benefits are being funded by this grant. The ARPA funding will be exhausted at the end of FY2024.
- e) **State income tax** is allocated on a per capita basis by the State of Illinois. The population used since 2022 is 40,290. The Illinois Municipal League's per capita estimate of \$167.00 was used to formulate the 2024 projected amount. Current data suggests flat growth in individual incomes, but the Illinois Legislature has approved about a 5% increase in municipal distributions from the Local Government Distributive Fund, which was effective August 1, 2023. This will increase the LGDF distribution rate from 6.16% to 6.47% of the LGDF. The City of DeKalb and the other 1,295 municipalities in Illinois are united in seeking the restoration of the 10% rate that prevailed for decades until the housing crisis of 2008.

B. GENERAL FUND EXPENDITURES--OVERVIEW

The FY2024 General Fund Budget features a major fiscal initiative: the building and staffing of a fourth Fire station. As the City staff wrestled with broader regional and national economic trends in the second quarter of 2023, the City Manager challenged the three largest departments with first-response duties – Fire, Police, and Public Works – to engage in longer-term planning for both staffing and facility needs. These three departments comprise 76% (\$33,457,912/\$43,789,570) of the general operating costs within the approved FY2023 City Budget. Although useful in any fiscal year planning, this exercise was also partially driven by the City’s dramatic economic development in the past three years and the likelihood of greater demands for public service as the economic and social impacts of these developments unfold.

For several reasons, the preliminary outcome of this planning initiative focused upon the DeKalb Fire Department. First, of the three first responder departments, Fire has the greatest deficiencies in facilities in terms of accessibility, equity, and geographical coverage. Second, although the staffing upgrade of 2021-2022 funded by a \$2.7 million federal (SAFER) grant through the Federal Emergency Management Agency (FEMA) helped the City meet federal requirements for shift strength on engines and ambulances and reduce annual overtime, it could not of itself influence response times from the existing stations. The National Fire protection Agency (NFPA) defines response time as the “time that begins when units are enroute to the emergency incident and ends when units arrive at the scene.” This does not include the time for the alarm, dispatch, and turnout prior to rolling an engine or ambulance. The NFPA gold standard for response times is 4 minutes. There is no silver standard, based on decades of technical study establishing life-saving parameters in both EMS and fireground incidents.

On July 24, the City Manager presented a detailed report to the City Council on the Fire Department’s current “coverage” with the existing three Fire stations. This report was also shared with the FAC on August 21. The conclusions were as follows:

1. The southwest quadrant of the City comprising much of the Seventh Ward and large areas within the Fourth, Fifth and Sixth Wards including the new industrial developments south of I-88 routinely experience an average response time of approximately six minutes under the most favorable weather and traffic conditions.
2. Fire and EMS responses to the southwest quadrant are entirely provided by Fire personnel housed at Station 1 (N. Seventh Street), Station 2 (S. Seventh Street) and Station 3 (W. Dresser Road). Station 3 on DeKalb’s northwest side often covers the southwest City quadrant either with first-arriving or second-arriving units because of the relatively faster path of travel due south on Annie Glidden Road versus cross-town across two-lane streets with multiple intersections.
3. The response times from all stations also rise as a result of simultaneous calls, which are growing. Of the Department’s 7,437 calls of all types in 2022 (including rural Fire District calls), 2,744 (37%) “overlapped” with other calls requiring recall alerts to fill empty stations and to beef up staff responses already in progress. In 2018 simultaneous calls constituted 2,145 out of 6,082 total calls (35%).

4. A fourth station was identified by the Council as the most viable solution to the serious challenge of rising response times, particularly in the southwest quadrant of the City. It should be noted that a future fourth station was envisioned as a possibility in the 1990s when the City accepted a one-acre parcel dedication near the corner of W. Taylor Street and S. Annie Glidden Road as the Schnuck's subdivision was approved.
5. The capital and staffing costs associated with a fourth station are affordable at this time. With respect to capital costs, debt service on the City's outstanding General Obligation Bonds (Series 2010C, 2012A, 2013 B, 2019 and 2020) is currently paid out of the General Fund (as opposed to a debt service levy) but in four years the annual payments will decline by about as much as any new debt service on a 15-year bond for construction of a fourth station. The debt service on the \$4,210,000 General Obligation Bonds approved in September 2023 and issued in October 2023 with an underlying Moody's rating of "A1" will bring interest payments beginning in 2024 and principal repayments beginning in 2025. All of the City's previous G.O. debt commitments will be retired in 2030 and debt service for the fourth station will continue at a level no greater than the current debt service of about \$1.865 million.

With respect to staffing costs associated with a fourth station, the City's GEMT (Ground Emergency Medical Transportation) Fund or Fund 130 can carry a significant share of the associated staffing and pension costs. GEMT funds constitute an annual federal reimbursement to fill the "gap" between what the City might receive in Medicaid funds for ambulance transports and the actual cost of the ambulance service.

More information on the proposed debt service is displayed in the chart below.

Fiscal Yr.	GF Debt	15 Year Term				Diff vs. 2023
		Principal	Interest	Total D/S	Aggregate D/S	
2023					\$1,862,841	*
2024	\$1,862,841	\$0	\$135,656	\$135,656	\$1,998,497	\$135,656
2025	\$1,861,121	\$195,000	\$205,625	\$400,625	\$2,261,746	\$398,905
2026	\$1,863,782	\$205,000	\$195,625	\$400,625	\$2,264,407	\$401,566
2027	\$1,865,256	\$215,000	\$185,125	\$400,125	\$2,265,381	\$402,540
2028	\$1,458,244	\$225,000	\$174,125	\$399,125	\$1,857,369	(\$5,472)
Total	\$8,911,244	\$840,000	\$896,156	\$1,736,156	\$10,647,400	
						Avg: \$266,639
						FY24-FY27
*Includes Series 2010C, 2012A, 2013B, 2019, and 2020 Bonds						
n.b.: City share of Library debt is paid from an interfund transfer						

6. The Council agreed with the staff recommendation not to reach into the substantial General Fund surplus to fund the fourth station "out of pocket." The City is currently earning 5% interest on its cash deposited in Illinois Funds managed by the Illinois State Treasurer. The average City balances are actually building the City's reserves. In addition, the true interest cost of the new bonds is about 4.61%.

The following table makes a global, multi-year, General Fund projection based on available data and local fiscal trends, and assumes an FY2024 commitment to build and staff a fourth fire station:

	FY22 Actual	FY23 Projected	FY24 Requested	FY25 Projected	FY26 Projected	FY27 Projected
Starting Fund Balance	\$ 19,625,868	\$ 25,317,478	\$ 30,172,780	\$ 33,462,579	\$ 34,086,149	\$ 34,599,752
Revenues by Category						
Property Taxes	\$ 6,756,139	\$ 7,119,130	\$ 8,123,459	\$ 8,959,817	\$ 9,855,799	\$ 10,751,781
Sales & Use Taxes	\$ 19,635,533	\$ 20,126,421	\$ 20,629,582	\$ 21,224,075	\$ 21,754,677	\$ 22,298,544
Gross Receipts Taxes	\$ 3,304,467	\$ 3,321,426	\$ 3,454,283	\$ 3,592,454	\$ 3,727,553	\$ 3,867,883
Intergovernmental						
CARES Act	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ARPA Grant	\$ 1,997,435	\$ 1,837,285	\$ 1,019,023	\$ -	\$ -	\$ -
SAFER Grant	\$ 771,938	\$ 908,602	\$ 961,089	\$ -	\$ -	\$ -
All Other (Inc. Income Tax)	\$ 8,056,908	\$ 7,897,019	\$ 8,096,144	\$ 8,379,930	\$ 8,698,117	\$ 9,034,234
Licenses & Permits	\$ 1,044,722	\$ 1,050,406	\$ 1,060,866	\$ 1,071,528	\$ 1,082,404	\$ 1,093,497
Service Charges	\$ 3,911,785	\$ 4,303,274	\$ 4,376,905	\$ 4,451,900	\$ 4,528,286	\$ 4,606,089
Fines	\$ 448,960	\$ 487,250	\$ 496,420	\$ 498,413	\$ 502,232	\$ 506,126
Other Income	\$ 568,659	\$ 966,199	\$ 801,387	\$ 966,760	\$ 970,861	\$ 975,011
Transfers In	\$ 582,980	\$ 553,947	\$ 1,058,887	\$ 1,313,889	\$ 1,569,017	\$ 1,574,272
Total Revenues	\$ 47,079,526	\$ 48,570,959	\$ 50,078,045	\$ 50,458,767	\$ 52,688,945	\$ 54,707,438
Expenditures by Category						
Personnel	\$ 32,608,690	\$ 35,984,197	\$ 38,387,026	\$ 41,127,811	\$ 43,376,265	\$ 45,785,280
Commodities	\$ 964,864	\$ 994,881	\$ 1,126,510	\$ 1,103,140	\$ 1,104,312	\$ 1,126,399
Contractual Services	\$ 4,514,631	\$ 4,044,685	\$ 4,413,753	\$ 4,313,506	\$ 4,398,954	\$ 4,486,111
Equipment	\$ 102,698	\$ 159,454	\$ 191,050	\$ 154,871	\$ 157,968	\$ 161,128
Debt Service *	\$ 516,754	\$ 469,599	\$ 471,409	\$ 470,748	\$ 470,060	\$ 469,088
Transfers Out #	\$ 2,680,280	\$ 2,062,841	\$ 2,198,497	\$ 2,665,121	\$ 2,667,782	\$ 2,668,256
Total Expenditures	\$ 41,387,916	\$ 43,715,657	\$ 46,788,245	\$ 49,835,197	\$ 52,175,342	\$ 54,696,262
Net Change	\$ 5,691,610	\$ 4,855,302	\$ 3,289,800	\$ 623,570	\$ 513,603	\$ 11,176
Prior Period Adjustment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 25,317,478	\$ 30,172,780	\$ 33,462,579	\$ 34,086,149	\$ 34,599,752	\$ 34,610,928
vs. Reserve Policy 25%	61.17%	69.02%	71.52%	68.40%	66.31%	63.28%
* payment on Library bonds; previously reported under transfers						
# includes annual transfer to Debt Service Fund						

C. GENERAL FUND EXPENDITURE ASSUMPTIONS—OVERALL STAFFING

1. Personnel. With the Council's commitment to the fourth Fire station, the proposed FY2024 General Fund Budget includes 12 new full-time hires:

- a) Nine new firefighter/paramedics to be hired after July 1, 2024, to staff a fourth fire station. To staff a fourth fire station while meeting NFPA staffing standards, a minimum of four firefighter/paramedics and an officer would typically be required on any given shift day, which

would mean an additional fifteen (15) firefighters. A transitional alternative to fiscally “grow into” the NFPA standard would involve a “jump company” with a shift strength of three, requiring an overall increase of nine (9) new firefighter hires upfront, raising the daily Department minimum staffing to 19. A “jump company” would be equipped with a front-line ambulance and engine as are the other City stations. However, with any alarm to the fourth station, a calculated judgment must be made about whether the call requires an engine or an ambulance. Once that choice is made, the smaller engine company of three will clear the station with either the ambulance or engine and leave the station empty of the number of firefighter/paramedics needed to address a follow-on or simultaneous call in that particular fire district. This is currently the case for Stations 2 and 3 which roll an ambulance and engine, but they have more hands on the apparatus to address unexpected circumstances that may arise at an emergency incident as first responding company.

Such a transitional arrangement is negotiable with IAFF Local 1236 because it impacts essential working conditions. Local 1236 has been consulted in this matter and is willing to proceed with the “jump company” concept in the good faith that the duration of the transition to a five-member complement will be resolved when the Fire contract is re-opened prior to its expiration in 2024. **The GEMT fund (Fund 130) will show a major commitment to the ongoing staffing costs associated with the new fire station.**

The comparative funding shares for the staffing costs associated with the fourth fire station are shown in the chart below:

Fourth Fire Station Staffing — General Fund Cost					
	2024*	2025**	2026**	2027**	2028**
Personnel	\$657,500	\$1,347,875	\$1,381,572	\$1,416,111	\$1,451,514
Debt Service	\$106,625	\$403,375	\$403,375	\$402,875	\$406,750
Less GEMT	\$500,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000
Total GF	\$264,125	\$1,001,250	\$784,947	\$818,986	\$858,264

*One-Half Year **2.5% COLA

- b) Four new Police officers to bring the total number of sworn officers to 73 from the authorized level of 70 sworn officers in 2023 (67 Patrol Officers and Sergeants; 6 Command Staff).
- c) One new Public Works mechanic was hired in 2023 to specialize in the repair and maintenance of Fire vehicles in particular, in order to reduce the rising third-party expenses to keep the department’s ambulances and engines road-worthy.

The table that follows depicts the General Fund Staffing Plan in FY2024 and four previous years:

	2020		2021		2022		2023		2024	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Manager’s Office	5	1	5	1	5	1	5	0	5	0
Human Resources	2	1	1	2	2	2	3	1	3	1
Finance Department	5	2	5	0	6	0	6	0	6	0
Information Technology	3	1	3	1	3	1	3	1	3	1

Police Department	80	16	81	19	84	10	92	9	95	8
Fire Department	57	0	54	1	62	1	64	0	73	0
Public Works Department	33	18	31	11	35	17	36	18	37	18
Community Development	7	1	7	0	8	0	7	0	7	0
Total	192	40	187	35	205	32	216	29	229	28
FTE	212		204.5		221		229		243	

D. GENERAL FUND DEBT SERVICE

To fund the construction of Fire Station #4, the City issued a 15-year, \$4.265 million general obligation bond in October 2023 with interest payments beginning in 2024 and principal repayment beginning in 2025. The City's aggregate General Fund-supported debt service is approximately equivalent to the present annual G.O. debt service level from 2028 onward (~\$1,865,000).

		Debt Service for Series 2023 Bond (15-year term)					
Fiscal	General Fund	Principal	Assumed	Assumed	Assumed	Total Debt	Aggregate
Year	Debt Service*		Rate	Yield	Interest	Service	Debt Service
		1-Jan			1/1 & 7/1		
2024	\$1,862,841				\$135,656	\$135,656	\$1,998,497
2025	\$1,861,121	\$195,000	5.00%	4.14%	\$205,625	\$400,625	\$2,261,746
2026	\$1,863,782	\$205,000	5.00%	4.09%	\$195,625	\$400,625	\$2,264,407
2027	\$1,865,256	\$215,000	5.00%	4.05%	\$185,125	\$400,125	\$2,265,381
2028	\$1,458,244	\$225,000	5.00%	4.00%	\$174,125	\$399,125	\$1,857,369
2029	\$1,457,211	\$235,000	5.00%	4.01%	\$162,625	\$397,625	\$1,854,836
2030	\$1,458,000	\$245,000	5.00%	4.07%	\$150,625	\$395,625	\$1,853,625
2031		\$260,000	5.00%	4.12%	\$138,000	\$398,000	\$398,000
2032		\$275,000	5.00%	4.16%	\$124,625	\$399,625	\$399,625
2033		\$290,000	5.00%	4.21%	\$110,500	\$400,500	\$400,500
2034		\$300,000	5.00%	4.35%	\$95,750	\$395,750	\$395,750
2035		\$320,000	5.00%	4.35%	\$80,250	\$400,250	\$400,250
2036		\$335,000	5.00%	4.59%	\$63,875	\$398,875	\$398,875
2037		\$350,000	5.00%	4.59%	\$46,750	\$396,750	\$396,750
2038		\$370,000	5.00%	4.75%	\$28,750	\$398,750	\$398,750
2039		\$390,000	5.00%	4.75%	\$9,750	\$399,750	\$399,750
Total	\$13,678,374	\$4,210,000			\$1,907,656	\$6,117,656	\$19,796,030

*Includes Series 2010C, 2012A, 2019, and 2020.

III. WATER FUND

The City Budget features five enterprise funds:

- The Water Operations Fund
- The Water Construction Fund
- The Water Capital Fund

- The Airport Fund
- The Refuse and Recycling Fund

This summary will focus upon the City-operated water utility and its impact on every residence and business in the City.

A. Water Operations Fund

The Water Operations Fund (Fund 600) provides for the supply, treatment, storage, and distribution of the City's potable water system, which provides approximately 1.1 billion gallons of water annually to DeKalb residents. The City's Public Water System is a modern, state-of-the-art water supply and serves a population of over 40,000 permanent residents plus non-resident students at Northern Illinois University. Water provided to the residents of DeKalb comes from six deep wells drawing water from deep sandstone aquifers, and three shallow wells that draw water 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.

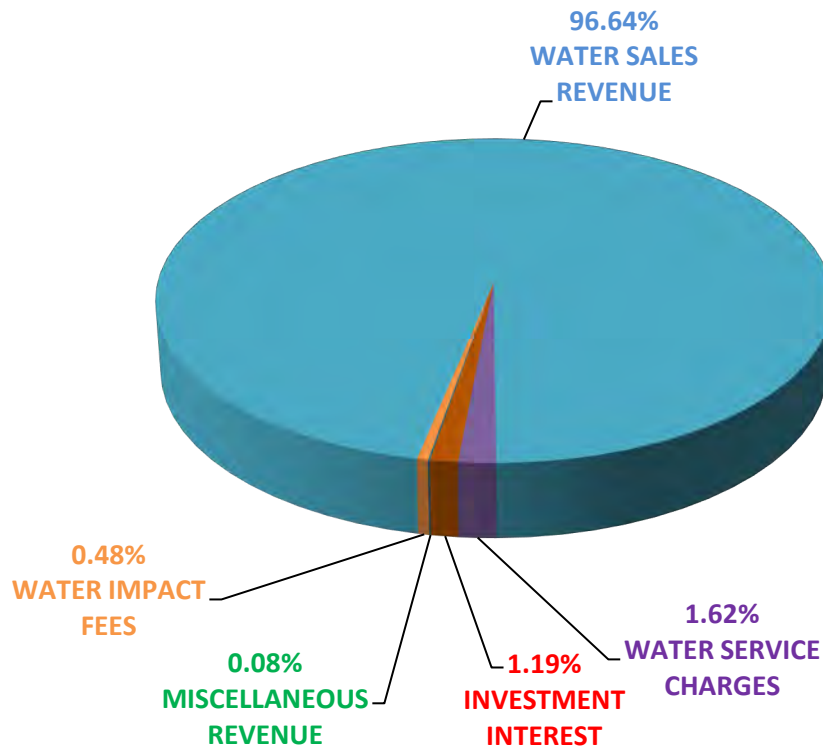
Before leaving the treatment plant, groundwater is treated with chlorine and phosphate to ensure the safety of the water supply within our distribution system. In addition, fluoride is added to the water to promote the development of strong teeth.

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 also maintain system pressures for fire protection.

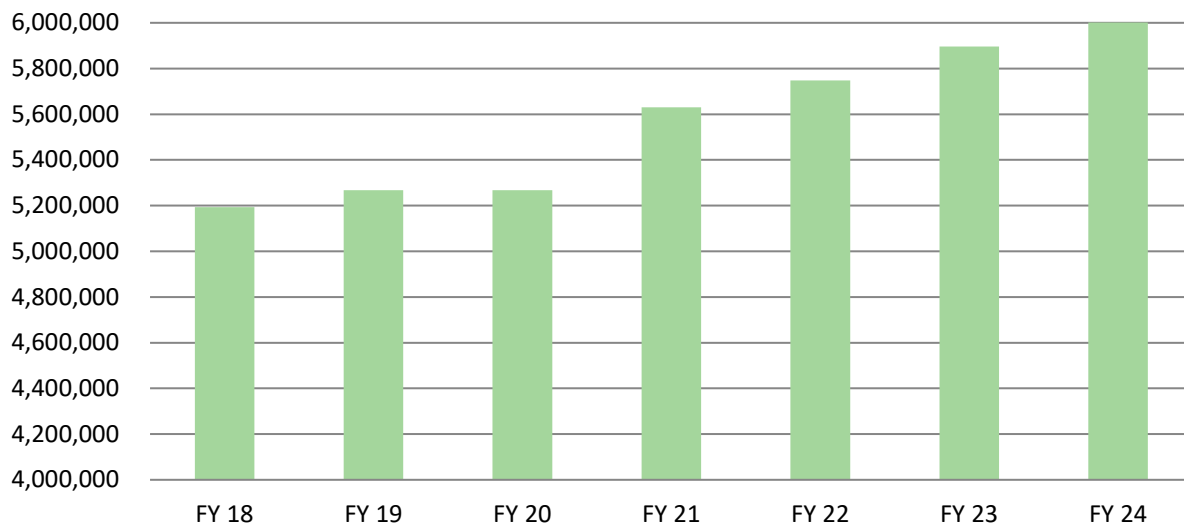
The Utility staff maintain over 181 miles of water main making up the City's water distribution system. Included in this system is over 2,500 hydrants, 3,000 valves, and 11,000 service lines and water metered accounts. Ensuring all these assets are adequately maintained is critical to a safe, uninterrupted water supply to our community and the ability to always provide fire protection.

The primary source of funding for the Water Operations Fund is water sales, accounting for over 96% of the total revenue. The Water Department experienced an increase in water sales of 2.0% in 2023 over the prior year. This is the third year in a row that water sales have increased. Prior to this, water sales decreased an average of 1.46% annually over the past 10 years. Water use is expected to stabilize or moderately increase over the next few years because of new development to the area. This includes the new Ferrara, Meta, Amazon, and Kraft/Heinz facilities as well as additional water demands expected as a result of DeKalb Plaza, Isaac Suites, Home2 Suites, Agora Towers, and Johann Suites among others.

WATER FUND REVENUE SUMMARY



WATER REVENUES



B. Water Construction Fund

The Water Construction Fund (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 FY2023, no monies were expended from this fund. The Water Construction Fund is expected to end the FY2023 budget year with a fund balance of \$1,029,676. In FY2024, purchase of a new emergency diesel generator has been budgeted at cost of \$600,000 for the West Lincoln Highway Water Treatment Plant, to service both the water treatment plant and Well No.10. The generator will increase emergency pumping capacity by over 3 million gallons per day (MGD), bringing the total emergency capacity from 6.7 MGD to over 9.7 MGD.

C. Water Capital Fund

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

To provide a funding source to finance the capital improvements, the 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 into the Water Capital Fund (Fund 620). The remaining 1.5% would be directed into the Water Operations Fund (Fund 600). It should be noted that the 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. Subsequent rate increases since 2020 have been tied to the CPI and follow the same guidelines noted above with two-thirds of the revenue directed to Fund 620 and one third to Fund 600. In 2021, the CPI was 2.5% and in 2022, the CPI was 7.2%. However, in light of the severe impact of rapidly rising inflation in the first two fiscal quarters of 2022, the Council elected to increase the 2022 rate by only 3.5%. Likewise, in 2023, the CPI was 5.4%, and Council again elected to increase the 2023 rate by only 3.5%.

Fiscal Year	Annual Water Rate Increase	Water Operations Fund 600 Annual Revenue 33% of Rate Increase	Water Capital Fund 620 Annual Revenue 67% of Rate Increase	Total Annual Revenue Generated from Rate Increase
2016.5	2.20%	\$19,782	\$39,563	\$59,345
2017	4.50%	\$80,156	\$160,313	\$240,470
2018	4.50%	\$153,982	\$307,964	\$461,946
2019	4.50%	\$228,001	\$456,001	\$684,002
2020	4.50%	\$301,255	\$602,510	\$903,765
2021	2.50%	\$367,592	\$735,183	\$1,102,775
2022	3.50%	\$413,204	\$866,509	\$1,279,713
2023*	3.50%	\$432,605	\$977,687	\$1,410,292
Total		\$1,996,577	\$4,145,730	\$6,142,307

In the table above, from FY 2016.5 – 2022 the amounts are based on actual totals from the financial statements. The 2023 totals are projected based on anticipated 2023 operating results.

Major accomplishments during FY2023 include:

- Installation of over 290 feet of water main replacement across the river at the North First Street bridge.
- Well No. 16 and 17 maintenance and repair.
- Over 20 lead service line replacements.
- Purchase of a new utility vehicle for water distribution repairs and maintenance.

Since the creation of the Water Capital Fund in 2016, over 10 million dollars of water capital improvements have been completed. Some of the projects include the following:

Projects 2016 - 2023	Total Costs 2016 - 2023
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., Joanne Ln. (phase II), N. 13th and N. 14th Street, N. First St. at bridge 	\$5,502,851
Well Maintenance	\$791,605
North and South Water Tower Painting	\$2,016,811
Vehicles and Equipment (Backhoe, Loader, Tandem Dump Truck, Utility Vehicles)	\$1,088,019
Sewer Repair (218 & 226 E. Lincoln Hwy)	\$80,000
Water Meter Software Update	\$25,000
Lead Service Line Replacement	\$650,000
Water Meters	\$515,000
BS&A Utility Billing Software	\$314,000
TOTAL	\$10,983,286

Over \$2.1 million of water capital improvements are included in the FY2024 Budget:

Tentative FY2024 Projects	Estimated Costs
Water Main Lining – Walmart Parking Lot (1,600 feet)	\$576,000
Routine Meter Replacements and New Water Meter Purchases	\$80,000
Well No. 7 – Maintenance and Inspection	\$170,000
SCADA Upgrade (includes Water Model Update of \$154,800)	\$505,000
New Vactor Truck Purchase	\$650,000
Replace W-6 Vehicle – pickup truck	\$60,000
Lead Service Line Replacements	\$50,000
Resurface Asphalt at Dresser Rd. WTP and North Water Tower	\$70,000
TOTAL	\$2,161,000

IV. OTHER CAPITAL FUNDS

The revenue and spending projections for the City's street and fleet replacement programs that were presented to the Council and Finance Advisory Committee in mid-August, 2023 have not substantially changed. The narrative summaries that follow speak to the numerical budget spreadsheets in this budget document.

A. 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 FY2024 is projected to be flat at \$1,700,000. According to the Illinois Municipal League, gas prices lingering around \$3.85 per gallon across Illinois have not depressed the number of gallons pumped, which is the basis for the MFT calculation.

Several years ago, the REBUILD Illinois capital bill issued bonds and local municipalities have received allocations from that bond revenue. DeKalb received REBUILD support for its bridge replacement work at Lucinda Avenue and N. First Street and will expend the balance of those funds in the first half of FY2024.

About \$618,000 of the FY2024 state MFT allocation will be used to defray the City's electrical charges for streetlights (\$333,000) and road salt purchases (\$285,000) which have levelled since the annualized inflation rate peaked in June of 2022. At that time, the yearly inflation rate was about 9.1%; it is currently about 6%. An additional allocation for street supplies and commodities (\$133,000) can be considered part of the annual street maintenance work.

FY2023 was the State MFT-designated year for annual street maintenance which is alternated with the City's Capital Projects Fund (Fund 400). The relatively higher balance in Fund 210 will support the largest portion of the street maintenance program again in 2024, including about \$1,650,000 in street-related projects and engineering costs. Fund 400 can contribute \$650,000 for street and alley resurfacing and related engineering costs.

Overall, the street maintenance budget in 2024 will match the ambitious work completed in 2023. Among the scattered street sections scheduled for re-surfacing or repair in 2024 are the road surface under the Annie Glidden Road railroad trestle, Fairview Drive, the Heritage Ridge streets, Sunnymead Trail, Fox Hollow, and Garden Road. The actual scope of the street maintenance program is always subject to bid prices and budget parameters.

B. Capital Projects Fund (Fund 400). The local motor fuel tax rate of 9.5 cents per gallon is split between road expenditures (7 cents), airport expenditures (1.5 cents), and vehicle replacement (1 cent). Proceeds from the local tax on motor fuel can be used for any public capital improvement. In FY2024 a total of \$935,000 is projected in local motor fuel tax revenue. The year-end FY2022 local fuel tax revenue was \$930,053.

Aside from the funds allocated for street and alley maintenance and engineering in FY2024 (\$650,000), the fund will also support the purchase of IT equipment such as PC replacements, network infrastructure upgrades, and public safety cameras (\$65,000), miscellaneous building improvements (\$20,000), the non-TIF architectural improvement program started in 2023 (\$70,000), and the annual Barb City Manor allocation (\$50,000).

C. Capital Equipment Replacement Fund (Fund 420). The City's GEMT Fund has supported Fire department vehicle and equipment needs for several years and will continue to do so. The Police and Public Works departments rely upon the one cent per gallon local fuel tax which will raise an estimated \$120,000 in 2024. Another source of annual revenue in Fund 420 consists of lease payments from telecommunication companies with antennae on the City's water towers ("Rental Income") and sales of surplus property (such as old vehicles put out of service or land sales). In FY2023, payments from the DeKalb County E-911 board totaling several hundred thousand dollars were shifted under new auditing rules to the General Fund because of their personnel content, reducing the recurrent funding sources. A new dedicated funding source – cannabis tax payments – has not yet been realized but is expected to begin accruing in FY2024.

In FY2024, the following vehicle expenses are planned:

- Police: \$260,000 (4 squad replacements)
- Public Works: \$401,840
 - Used 2017 Mack Single Axle Dump with Wing Plow from DeKalb Township (\$150,000)
 - Utility Tractor (\$75,000)
 - Two F250 4x4 Pickups with plow packages (\$126,210)
 - One F250 4x4 Pickup without Plow (\$50,630)
- Building: \$42,500 (inspection vehicle)
- Crime-Free: \$42,500 sedan

D. Central Business District Tax Increment Finance Fund (Fund 262). Since the Central Area TIF (TIF #1) expired on December 31, 2021, TIF #3 has constituted the City's TIF program. The geographical area is very modest: extending approximately two blocks either side of Lincoln Highway from the NIU lagoon eastward to Seventh Street. The annual TIF income is about \$520,000 instead of the approximately \$7 million under TIF #1. Nevertheless, by combining the residual balance in TIF #1 upon its closure with accruing revenue in TIF #3, the City was able to accomplish the IL Rt. 38 reconfiguration last year and incentivized the redevelopment of the former City Hall site on S. Fourth Street (City Hall Suites). Additionally, TIF #3 has financed a number of "architectural improvement" projects in the downtown area over the past few years.

The proposed FY2024 TIF #3 budget will pay out a "surplus distribution" to the other local taxing bodies representing 30% of the property taxes received according to the intergovernmental agreement that was fully executed in January 2021. The proposed budget also funds \$100,000 in "AIP" (Architectural Improvement Program) projects as in FY2023 and potentially another \$92,697 in private property rehab work at 151 N. Fourth Street (262-00-00-69199). Line item 262-00-00-83900 sets aside \$290,000 for expenditures related to other potential downtown redevelopment.

V. CITY-WIDE FUND BALANCES

FUND BALANCE SUMMARY							
FUND	FUND NAME	FUND BALANCE	2024	2024	FUND BALANCE	%	Note
		PROJECTED	BUDGETED	BUDGETED	PROJECTED		
		12/31/2023	REVENUES	EXPENSES	12/31/2024	CHANGE	
100	General	\$30,172,780	\$50,078,045	\$46,788,245	\$33,462,579	10.90%	
110	American Rescue Plan Act	\$56,543	\$0	\$56,543	\$0	-100.00%	1
130	GEMT	\$1,536,126	\$1,806,250	\$2,830,000	\$512,376	-66.64%	2
200	Transportation	\$3,008,838	\$23,320,737	\$23,313,155	\$3,016,420	0.25%	
210	Motor Fuel Tax	\$1,784,877	\$1,765,000	\$2,951,000	\$598,877	-66.45%	3
223	SSA #3 (Heritage Ridge)	\$1,952	\$1,000	\$1,400	\$1,552	-20.49%	4
224	SSA #4 (Knolls)	\$10,505	\$5,500	\$5,500	\$10,505	0.00%	
226	SSA #6 (Greek Row)	\$21,421	\$12,000	\$10,500	\$22,921	7.00%	
229	Market Square SSA #29	\$28,276	\$50,000	\$50,000	\$28,276	0.00%	
230	Hunter Ridgebrook SSA #30	\$70,779	\$50,000	\$50,000	\$70,779	0.00%	
234	SSA #14 (Heartland Fields)	\$12,170	\$2,000	\$1,500	\$12,670	4.11%	
260	TIF District #1	\$0	\$0	\$0	\$0	0.00%	
262	TIF District #3	\$930,911	\$577,000	\$662,859	\$845,053	-9.22%	
280	CDBG	\$0	\$454,770	\$454,770	\$0	0.00%	
285	Housing Rehab	\$70,734	\$0	\$25,000	\$45,734	-35.34%	5
290	Foreign Fire Insurance Tax	\$67,635	\$79,206	\$79,000	\$67,841	0.31%	
300	Debt Service	\$195,687	\$1,998,497	\$2,001,147	\$193,037	-1.35%	
400	Capital Projects	\$648,993	\$950,000	\$1,136,300	\$462,693	-28.71%	6
420	Capital Equipment Rep.	\$407,774	\$1,045,240	\$1,081,130	\$371,884	-8.80%	
600	Water Operations	\$28,903,111	\$6,313,938	\$6,824,047	\$28,393,002	-1.76%	
610	Water New Construction	\$1,016,595	\$85,000	\$600,000	\$501,595	-50.66%	7
620	Water Capital	\$5,160,361	\$3,238,114	\$2,161,000	\$6,237,475	20.87%	
650	Airport	\$31,252,462	\$2,436,862	\$2,576,073	\$31,113,251	-0.45%	
680	Refuse & Recycling	-\$61,298	\$2,624,796	\$2,562,095	\$1,403	0.05%	
700	Worker's Comp / Liability	\$1,145,502	\$1,381,998	\$1,485,000	\$1,042,500	-8.99%	8
710	Health Insurance	\$793,392	\$7,449,734	\$7,441,234	\$801,892	1.07%	
830	Police Pension	\$43,810,103	\$5,243,936	\$4,817,417	\$44,236,622	0.97%	
850	Fire Pension	\$38,204,793	\$6,260,178	\$4,974,250	\$39,490,721	3.37%	
		\$189,251,022	\$117,229,801	\$114,939,165	\$191,541,658		
900	DeKalb Library	\$19,566,431	\$3,525,036	\$3,525,036	\$19,566,431		
		\$208,817,453	\$120,754,837	\$118,464,201	\$211,108,089		

Fund Balance Changes Greater than 10%:

- **Note 1:** In FY2024, the ARPA Fund will be drawn down and closed.
- **Note 2:** The GEMT Fund absorbed several large fire engine replacements in 2023. The balance will grow even as the Fund supports the FY2024 Fire Station #4 architectural costs and staffing costs in future years (see Fund 130 projection).

- **Note 3:** The Motor Fuel Tax Fund carried a larger than average reserve in anticipation of two bridge projects that began in 2023.
- **Note 4:** SSA #3 was created to cover maintenance costs related to four cul-de-sac islands within Heritage Ridge. Contractual services have increased resulting in a drawdown of the fund balance.
- **Note 5:** The City received \$17,333 from the federal Strong Communities Grant program to assist the rehabilitation or demolition of vacant homes.
- **Note 6:** This balance was purposely drawn down in 2023 to support more aggressive annual street maintenance work.
- **Note 7:** In FY2024, the balance is purposely drawn down to finance the purchase of a new emergency diesel generator with an estimated cost of \$600,000 for the West Lincoln Highway Water Treatment Plant, to service both the water treatment plant and Well No. 10.
- **Note 8:** The fund balance will be drawn down to achieve the \$1.0 million fund balance target per the reserve policy.

VI. CONCLUSION

The preparation of the annual City Budget involves many authors. The City Manager is especially grateful to Susan Hauman, Director of Financial Services, for her detailed data collection, analysis, and projections. In this work, she was very faithfully assisted by Senior Accountant, Meagan Challand. Human Resource Director Michelle Anderson was particularly helpful in her guidance on personnel matters and cost projections for essential City benefits. Executive Assistant Ruth Scott was remarkable as always for her responsive and unselfish service. All City department heads and directors are commended for their numerical forecasting and narratives. As in any fiscal year, the overall City staff assistance has been indispensable. It is our shared hope that the 2024 City Budget will be a reliable guide to the City's services in 2024.

Section Two

The Community We Serve



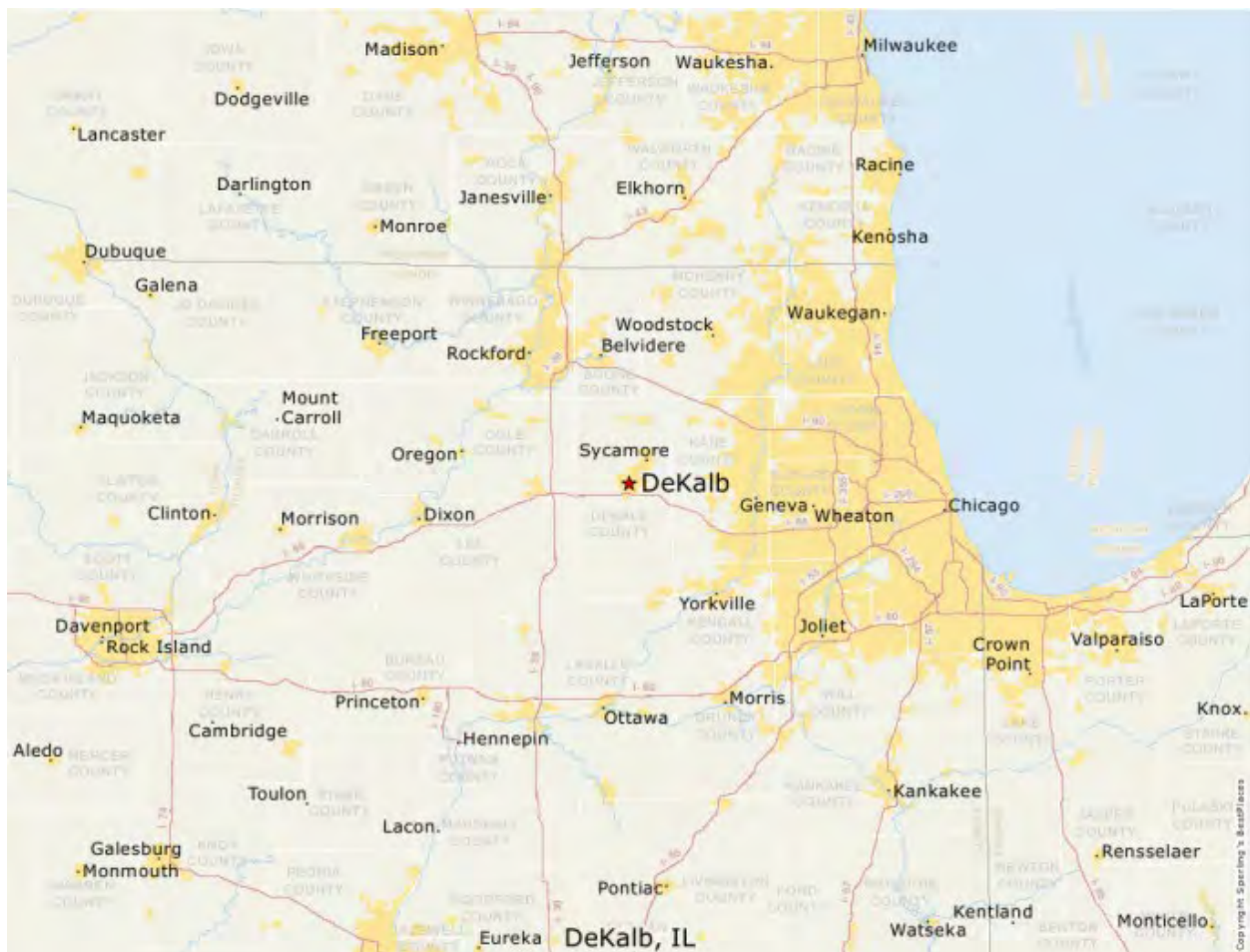
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The Community We Serve

Overview

The City of DeKalb is an urban community with a vital commercial and industrial base situated in a rural setting. It is located approximately 60 miles west of downtown Chicago. The City's current land area is 16 square miles, all of which is located within DeKalb County. Neighboring communities include Sycamore, Malta, and Cortland.

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 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 two full interchange connections with I-88. The DeKalb Taylor Municipal Airport accommodates private aircraft from one-seater planes to large corporate aircraft.



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



DeKalb is home to Northern Illinois University, which hosts 15,504 students as of Fall 2023 and employs 2,900 faculty and staff. NIU's operations, capital projects and visitor spending generate over \$400 million in local economic impact. The marriage of community and university provides DeKalb with a solid foundation as a regional hub with major retailing and employment opportunities.



The DeKalb Community Unit School District No. 428 serves the City of DeKalb with seven elementary schools, two middle schools, and one high school. Kishwaukee Community College, the DeKalb Public Library (a discretely presented component unit), and the DeKalb Park District all serve the DeKalb community and provide expanding opportunities for its residents.



Council-Manager Form of Government

The City of DeKalb's municipal government operates under the Council-Manager form of 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 Council-Manager form establishes a representative system where all policy is concentrated in the elected City Council and the Council hires a professionally trained manager to oversee the delivery of public services. Under the Council-Manager form of government, those duties not specifically reserved by the elected body pass to the City Manager and his or her 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 status 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 and 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 that pertain to finance are the ability to issue bonds without referendum, an exemption from property tax caps under the Property Tax Extension Law Limit (PTELL), and the ability to establish taxes and fees with local public approval and without state legislative action.

Population

DeKalb was incorporated in 1856 and designated a City in 1877. At the first decennial census after that designation, the population of DeKalb was 1,598 (1880). Since the beginning of the twentieth century, the City's population has generally increased at each decennial census except in 1920 and 2020, as shown in the table below:

Census Year	Population	Change	% Change
1900	5,904	NA	NA
1910	8,102	2,198	37.23%
1920	7,871	(231)	-2.85%
1930	8,536	665	8.45%
1940	9,146	610	7.15%
1950	11,567	2,421	26.47%
1960	18,408	6,841	59.14%
1970	32,949	14,541	78.99%
1980	33,157	208	0.63%
1990	35,076	1,919	5.79%
2000	39,018	3,942	11.24%
2010	44,095	5,077	13.01%
2020	40,290	(3,805)	-8.63%

Demographics & Housing

In addition to raw population counts, the U.S. Census Bureau typically publishes demographic and housing data as part of its **"American Community Survey (ACS)."** Based on ACS data and information shared by the DeKalb County Housing Authority, the following demographical information has been derived:

	DeKalb	DeKalb County
Population	40,290	100,420
Growth	-8.63%	-4.51%
Population by Age		
Less than 10 Years	9.7%	12.1%

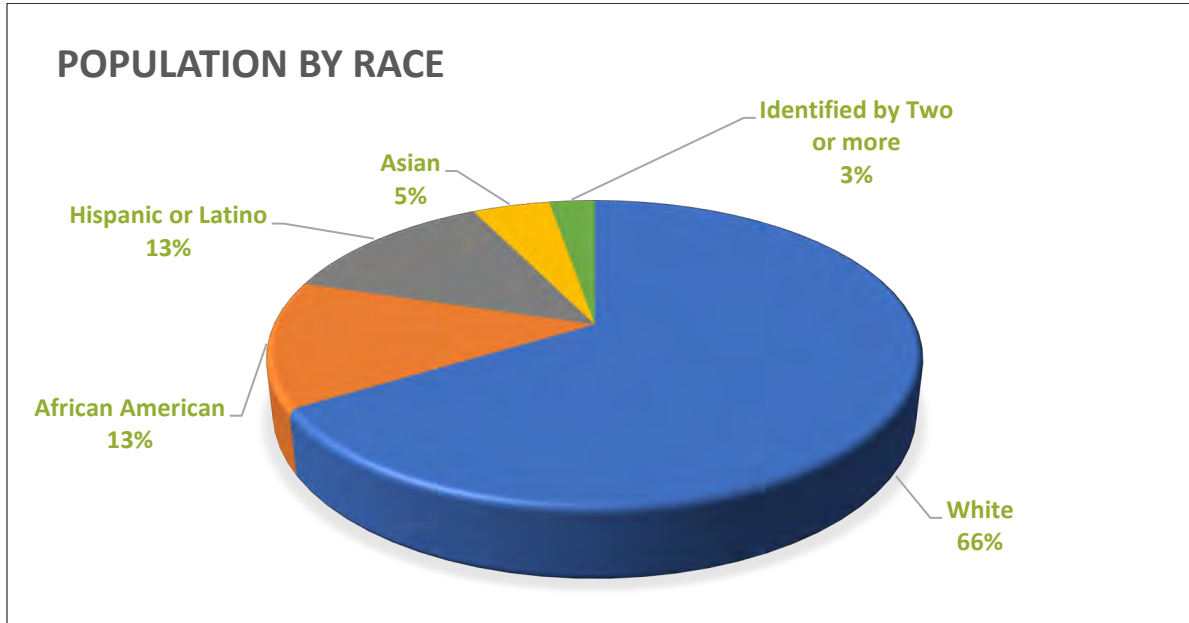
10-19 Years	15.3%	15.0%
20-34 Years	39.7%	28.6%
35-54 Years	17.5%	22.7%
55-64 Years	8.7%	10.4%
65 Years and Older	9.1%	11.2%
	100%	100.0%
Median Age	25	31
Educational Attainment		
High School Diploma or Higher	92.4%	92.4%
Bachelor's Degree or Higher	38.9%	31.4%
Household Incomes		
Median Household Income	\$45,020	\$61,086
Housing		
Owner-Occupied Units	6,200	21,746
Renter Occupied Units	9,299	16,406
Median Value, Owner-Occupied	\$157,900	\$173,100
Median Gross Rent	\$903	\$924
Household Income by Age		
Under 25 years	\$19,864	\$24,963
25-44 Years	\$44,083	\$65,834
45-64 Years	\$83,468	\$86,188
65 Years and over	\$46,625	\$51,360
Rent Expense as Percentage of Income		
Less than 15%	11.7%	12.9%
15% to 25%	20.4%	24.3%
25% to 35%	20.0%	20.9%
35% or more	47.9%	41.9%
	100.0%	100.0%
Context for Affordability		
Median Household Income	\$44,222	\$61,086
80% MHI*	\$35,378	\$48,869
30% of 80%--Rent/Month**	\$884	\$1,722
30% of 80% Home Purchase**	\$106,133	\$146,606
Rate of Persons in Poverty	28.5%	

*Affordability in this context assumes a household earning 80% of the median household income can still rent or own without being cost-burdened in terms of non-housing demands on income (e.g., education, health, etc.).

**What a household earning 80% of the median household income can afford using 30% of their income for housing costs.

Race & Ethnicity

DeKalb is a diverse, welcoming community. While 66% of the population identifies as White, 13% identify as Black or African American, 13% identify as Hispanic or Latino, and 5% identify as Asian.



Economic Factors

1. Assessed Valuations and Property Tax Relief

Property tax is the most stable source of general revenue for local taxing bodies. What is levied is typically applied and generally distributed, assuming property owners pay their obligations. Over the past decade, what DeKalb taxpayers have contributed to their local taxing bodies has, in the aggregate, exceeded what taxpayers in other northern Illinois cities have paid per \$100 of EAV by a significant amount. In 2019, the City's aggregate rate was \$11.73467 per \$100 EAV. In 2020 the aggregate rate was \$11.49927 per \$100 EAV. At that time, DeKalb's aggregate property tax rate was 20% higher than that of the City's nearest geographical competitors (e.g., Geneva, St. Charles, Batavia, North Aurora, South Elgin, and East Dundee) whose aggregate rates were on average about \$9.00 per \$100 EAV.

The 2021 aggregate rate in DeKalb was reduced to \$11.06394 per \$100 EAV owing in large part to the termination of the City's TIF #1 and recapture of those TIF gains, as well as a substantial increase in local equalized assessed valuation tied to the Ferrara industrial development on the Gurler Road corridor. In 2022 (for taxes payable in 2023), the aggregate rate declined from \$11.06394 per \$100 EAV to \$10.10837 per \$100 EAV. The table below shows the rising community wealth that has been achieved owing to the extraordinary EAV growth from Meta (DeKalb Data Center), Ferrara Candy Company, Wehrli Custom Fabrication, and Amazon. The commitment of Kraft-Heinz in the late spring of 2023 promises continuing growth along the Gurler Road corridor.

Year	Rate-Setting EAV: City	City Levy	City Rate
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	610,333,062	6,522,507	1.06868
2021	694,171,673	6,845,317	0.98612
2022	794,561,930	7,119,130	0.89599
2023*	998,000,000	8,123,459	0.81397

*Estimated

In late November 2022, DeKalb Mayor Cohen Barnes invited all local taxing bodies to join him in a summit consisting of the chief elected and administrative officers from each taxing body to jointly define targeted aggregate tax rates that would reduce the community's aggregate rate to less than \$9.00 per \$100 EAV in 2-3 tax years. The first summit was convened on March 9, 2023, and a follow-on summit meeting was convened on August 17. At the August meeting, it was agreed that a third summit meeting would be convened once all the local taxing bodies had approved their annual levies, keeping in mind the possibility that four industrial companies

(Meta, Ferrara, Wehrli and Amazon) will contribute an estimated \$150 million in new EAV in 2023, not including the impact of the DeKalb Township equalization factor of 9.53% on all types of properties. Although only the DeKalb Library and Park District have EAVs similar to the City of DeKalb, since DeKalb's 2023 EAV is tentatively pegged at \$998,000,000 it is clear that all local taxing bodies will have an opportunity to levy more actual dollars and still assure a solid decline in their tax rate.

The table below illustrates the trend in actual property tax dollars paid to the City alone by a household living in a home with a market value of approximately \$300,000 in recent years:

Year	Base EAV	Twp Multiplier	New EAV	Homestead	Final EAV	DeKalb Rate	DeKalb Tax
2019	\$97,906	1.0351	\$101,343	-\$6,000	\$95,343	1.1549	\$1,101.11
2020	\$101,343	1.0409	\$105,488	-\$6,000	\$99,488	1.06868	\$1,063.21
2021	\$105,488	1.0162	\$107,197	-\$6,000	\$101,197	0.98612	\$997.92
2022	\$107,197	1.0662	\$114,293	-\$6,000	\$108,293	0.89599	\$970.30

Representatives at the recent Mayoral summit meetings were urged to pursue 2023 rates (impacting 2024 tax payments) to yield a sub-9% aggregate rate within three levy seasons. The following table illustrates that scenario:

Taxing Body	2021 Rate	2022 Rate	% Diff.	2023	2024	2025
	Actual	Actual		-5.00%	-4.00%	-3.00%
County (blended)	1.03149	0.96761	-6.19%	0.91923	0.88246	0.85599
Forest Preserve (blended)	0.07355	0.06915	-5.98%	0.06569	0.06306	0.06117
DeKalb Township	0.14864	0.14107	-5.09%	0.13402	0.12866	0.12480
DeKalb Road & Bridge	0.17298	0.17052	-1.42%	0.16199	0.15551	0.15085
City of DeKalb	0.00000	0.00000	0.00%	0.00000	0.00000	0.00000
DeKalb Pension Funds	0.98612	0.89599	-9.14%	0.85119	0.81714	0.79263
DeKalb Library	0.38546	0.37454	-2.83%	0.35581	0.34158	0.33133
DeKalb Park District (blended)	0.69631	0.67796	-2.64%	0.64406	0.61830	0.59975
School District 428 (blended)	6.80841	6.09342	-10.50%	5.78875	5.55720	5.39048
Kishwaukee College	0.64100	0.60874	-5.03%	0.57830	0.55517	0.53852
KWRD	0.11998	0.10937	-8.84%	0.10390	0.09975	0.09675
Aggregate Rate:	11.06394	10.10837	-8.64%	9.60295	9.21883	8.94227

2. State Pensions and the Annual City Property Tax Levy

In approaching its annual levy, the City Council has had to contend with the downstate pension crisis as well as its annual operating needs in recent decades. **The Downstate Fire and Police Pensions** are part of a unique, closed amortization system. Under the Illinois Pension Code, the

Illinois Department of Insurance annually defines actuarial required contributions, which include a “normal” cost (based on mortality tables, investment returns, beneficiary longevity, etc.) plus an amount sufficient to steadily bring the total assets of a pension fund up to 90% of the total actuarial liabilities of the fund by the end of the 2040 fiscal year, even though the fund will obviously be needed indefinitely into the future. As the arbitrary 90% funding date of 2040 approaches, the annual funding obligation increases independent of normal cost calculations. The downstate pension funding method is akin to paying the minimum amount of one’s credit card (i.e., an increasing interest cost plus the dollars one can afford). In this system, a municipality absorbing routine payroll increases resulting from cost-of-living adjustments or staffing increases is hard-pressed to keep pace with the ever-increasing annual dollar impact to reach the 90% threshold at the arbitrary due date.

For DeKalb’s Police officers, the City will contribute a fixed dollar amount of \$4,130,481 in 2024. This is based on the demographics of 65 active officers and an uneven investment performance over the past year. On a percentage of salary basis, the City’s contribution works out to 67% of the total wage and salary costs for active sworn officers (including Commanders who contribute to the Police Pension Fund). For DeKalb’s Firefighters, the City will contribute a fixed dollar amount of \$5,343,974 in 2024. This is based on demographics of 58 active Firefighters and an uneven investment performance over the past year. On a percentage of salary basis, the City’s contribution equates to 94.4% of the total wage and salary costs of active firefighters (including Fire management who contribute to the Fire Pension Fund).

The City’s contributions to the Fire Pension and Police Pension Funds continue to rise each year based on the results of the annual actuarial valuation. The chart below shows the recent experience:

Fiscal Year		Actuarial Required Contribution	City's Adopted Tax Levy	Shortfall \$	Shortfall %
2022	Fire Pension	\$4,415,632	\$3,720,878	\$694,754	15.73%
	Police Pension	\$3,707,827	\$3,124,439	\$583,388	15.73%
	Total	\$8,123,459	\$6,845,317	\$1,278,142	15.73%
	<i>increase over PY</i>	<i>2.87%</i>	<i>4.95%</i>		
2023	Fire Pension	\$4,933,015	\$3,869,713	\$1,063,302	21.55%
	Police Pension	\$3,901,382	\$3,249,417	\$651,965	16.71%
	Total	\$8,834,397	\$7,119,130	\$1,715,267	19.42%
	<i>increase over PY</i>	<i>8.75%</i>	<i>4.00%</i>		
2024	Fire Pension	\$5,343,974	\$4,415,632	\$928,342	17.37%
	Police Pension	\$4,130,481	\$3,707,827	\$422,654	10.23%
	Total	\$9,474,455	\$8,123,459	\$1,350,996	13.80%
	<i>increase over PY</i>	<i>7.25%</i>	<i>14.11%</i>		

The total annual state Fire and Police pension obligation has exceeded the totality of the City's annual property tax levy for decades. As depicted in the chart above, the total 2024 obligation is \$9,474,455.

3. The City's 2023 Levy

The ultimate resolution of the downstate pension crisis is possibly three to five years away and will require the State Legislature's shift to an "open amortization" model like that employed by the Illinois Municipal Retirement Fund (IMRF). In the near term, the City has been able to find some relief owing to the extraordinary EAV increases attending the continuing industrial development south of I-88. The evidence is found in the difference between the required pension contributions established each year by the City's actuary and the actual City debt levies (the yellow-highlighted "shortfall" in the previous table, above). In FY2024, for the first time in many years, a smaller "shortfall" can be achieved. This is the singular result of being able to levy for a higher proportion of the entire City obligation (\$8,123,459 or 85.7% in 2024 vs 80.6% in 2023) while reducing the City's tax rate. Nevertheless, **the fact is that every property tax dollar raised by the City government in 2023 (payable in 2024) will go toward the payment of unfunded Police and Fire pension obligations, and an additional \$1,350,996 from other General Fund revenues (e.g., sales and use taxes) will be needed to meet the 2024 pension obligations. No City property tax revenues will be available for other general operating needs.**

The **2023 City levy is \$8,123,458.** The impact on a theoretical householder with a home carrying a present market value of approximately \$375,000, including a DeKalb Township equalization factor ("multiplier") of 1.0953, is illustrated in the table below:

City of DeKalb							
Year	Base EAV	Equalization Factor	New EAV	Homestead	Final EAV	DeKalb Rate	DeKalb Tax
2019	\$97,906	1.0351	\$101,343	-\$6,000	\$95,343	1.1549	\$1,101.11
2020	\$101,343	1.0409	\$105,488	-\$6,000	\$99,488	1.06868	\$1,063.21
2021	\$105,488	1.0162	\$107,197	-\$6,000	\$101,197	0.98612	\$997.92
2022	\$107,197	1.0662	\$114,293	-\$6,000	\$108,293	0.89599	\$970.30
2023	\$114,293	1.0953	\$125,185	-\$6,000	\$119,185	0.81397	\$970.13

*The DeKalb tax rate is estimated. The final 2023 DeKalb EAV will not be published until early April 2024.

4. Employment

The City's principal employers have been stable, and due to new development are projected to increase over the next several years as the Meta data center campus develops and as Kraft Heinz and other properties within the ChicagoWest Business Center build out. The top employers are shown below:

	2022			2023		
	EAV	Rank	% Total EAV	EAV	Rank	% Total EAV
Taxpayer						
Meta	\$46,300,586	1	5.83%			
Ferrara	\$31,491,805	2	3.96%			
3M	\$29,327,165	3	3.69%	\$11,357,544	1	2.34%
Target	\$12,992,995	4	1.64%	\$11,061,281	2	2.28%
Oak Crest	\$8,012,388	5	1.01%	\$5,423,203	7	1.12%
Goodyear	\$7,956,450	6	1.00%	\$6,847,508	4	1.41%
Nestle	\$7,497,861	7	0.94%	\$6,622,065	5	1.36%
Panduit	\$7,162,765	8	0.90%	\$7,321,367	3	1.51%
University Village	\$6,029,180	9	0.76%			
Amazon	\$4,677,124	10	0.59%			
Total	\$161,448,319		20.32%	\$48,632,968		10.02%

Strategic Goals and Long-Range Planning

The “DeKalb 2025 Strategic Plan,” adopted in February 2016, attempted to set direction for City policy, budgeting, and program development for a 10-year period. A **mission statement** was created to:

Deliver high quality municipal services to those who live, work, learn in, or visit our community.

Core values identified in the plan, which remain in place today, included:

- **Integrity:** The state of being honest, fair, and ethical in every situation, even if it’s unpopular.
- **Professionalism:** Serving with the highest level of respect, skill, and judgment in each situation.
- **Excellence:** The expectation of engaging in outstanding levels of performance.
- **Service:** Providing City services at the highest level for the advancement of the community.
- **Collaboration:** Working together to benefit from the resources, knowledge, wisdom and understanding of others.
- **Accountability:** Taking responsibility for our decisions and actions while doing everything possible to achieve the desired results.

Since the plan’s inception, the Community has changed dramatically. An ever-changing fiscal climate, including the COVID-19 pandemic in 2020 and 2021 and the inflationary spiral owing to supply side deficiencies and slow central bank countermeasures in 2022 and 2023, has forced the City to change course in many areas since the planning even five years ago. Twice-annual joint meetings between the City Council and Finance Advisory Committee (FAC) have identified priorities for individual fiscal years. A longer-term financial planning process gave rise to the City’s Financial Plan for 2022-2024, in collaboration with the FAC. Additionally, dramatic industrial investment which has increased the City’s EAV by over \$400 million since 2019 (from \$585,726,839 in 2019 to an estimated \$1,039,000,000 in 2023) prompted a Comprehensive Land-Use Plan Update in 2022 and additional textual changes to the City’s Unified Development Ordinance.

The fruit of the City’s financial prudence and planning was a bond rating upgrade by Moody’s in September 2023 as the City issued general obligation bonds to fund the construction of a fourth fire station. The history behind the upgrade is instructive. In the 1990s, the City’s rating was Aa2. For a Police station building bond in 2012 the rating was Aa3. The rating then dropped to A1 in 2017 when Moody’s did a periodic rating review. In 2018 Moody’s gave the City a “negative outlook” which requires a rating review within about 2 years. In 2020, the City issued a public offering to “scoop” the entire 2020 G.O. Bond debt service in the face of the Covid crisis and

spread it over 2028, 2029, and 2030. This involved a rating review and Moody's downgraded the City from A1 to A2, primarily because the City was struggling with the state pension "ramp" without the reserves we now have, or the certain EAV increases that have since materialized. The rating upgrade assured better pricing for the Fire Station #4 bonds, but it also sent an important message to business prospects and state agencies: DeKalb is fiscally strong.

General Fund Long-Range Financial Plan

The City's rising pension obligations and their drain on financial resources was a key item discussed in the City's 2022-2024 Financial Plan. In order to maintain pace with increasing annual contributions, and maintain existing City services, several assumptions for future revenue and expenditures within the General Fund were made:

Revenue Assumptions

- Owing to DeKalb's extraordinary EAV gains from recent industrial development, the City property tax levy can increase by 4.95% or more in tax years 2023 and 2024 while assuring a lower tax rate and lower actual tax dollars demanded of city taxpayers.
- Sales and use taxes can grow at an average annual pace of about 2.75%, exclusive of known new developments. This category includes sales tax, home rule sales tax, local use tax, hotel/motel tax, and restaurant/bar tax.
- Intergovernmental revenues would also grow at 2.75%, exclusive of short-term grant revenue such as ARPA and SAFER grants.

Expenditure Assumptions

- Cost of living increases for staff within the City's union contracts and non-bargaining unit were projected to increase 2.5% annually, but the inflationary spiral of the past 18 months has pushed those increases higher.
- Staffing levels of the Fire Department will increase to a minimum shift of 16 to meet the requirements of the IAFF Local 1236 collective bargaining agreement in 2024. A further increase in the minimum shift staffing level will be necessary in the period 2024-2027 to gradually staff the new Fire Station 4. An additional 9 firefighters will be hired in the fourth quarter of 2024 to provide minimum staffing for the new Station 4.
- Staffing levels in the Police Department are expected to rise from an authorized level of 70 sworn officers by the end of 2023 to 73 sworn officers by the end of 2024.
- Personnel costs are assumed to rise from 78.79% of the overall 2022 General Fund budget to 82.66% of the 2024 General Fund budget.
- Non-personnel costs are expected to rise between 2.6%-2.7% per year.
- Police and fire pension contributions will be funded at 100% of the actuary's annual recommendation.

Water and Capital Funds Long-Range Financial Plans

Beyond the General Fund, the City's Water Fund (major fund) as well as capital-intensive funds (Capital Projects, Capital Equipment Replacement, and Motor Fuel Tax) were reviewed in 2023, giving rise to the following assumptions:

Revenue Assumptions

- The City will continue to increase water rates annually in accordance with the consumer price index, subject to City Council approval.
- The City will continue to allocate 1/3 of any rate increase to the Water Operations Fund (600), and 2/3 to the Water Capital Fund (620).
- An additional \$600,000 per year of capital funding for the next 5 years will be needed to close the present funding shortfall, and an additional \$215,000 per year will be needed for fleet replacement. The anticipated opening of 2 cannabis dispensaries by January 1, 2024, will aid in this effort by providing an estimated \$200,000-\$450,000 per dispensary, annually.
- Grant opportunities will continue to be sought, including monies available under the Infrastructure Investment and Jobs Act (IIJA) of 2022.

Expenditure Assumptions

- Debt service on the City's existing IEPA loans will continue at annual amounts of \$60,370 through 2032 and then \$41,845 through 2039.
- Lead service lines have been a target of Water Department activity over the past 2 years, using funds provided through the American Recovery Plan Act. Approximately 160 known lead service lines remain, and the City will work with the Illinois Environmental Protection Agency to fund their replacement in the years ahead.
- The City will continue to fund major water improvements at an average of about \$2.0 million annually. In October 2023 the City Council authorized an engineering services contract in the amount of \$154,800 for a comprehensive and strategic upgrading of the current Water Model and Master Plan. The plan will provide a roadmap that identifies needed improvements to the existing water system including well capacity, treatment capacity, and elevated storage to address expanding industrial demand in particular.
- The City will continue to fund the City's annual street maintenance program at an average of \$2.5 million annually.

The City recognizes that we operate in a fluid environment and must continually revisit and refine our financial plans. Another "condition index" of the City's paved roads will be conducted in 2024 to strengthen the predictive basis of the capital models described in this section for future public policy considerations.

Section Three

Budget Overview



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DeKalb's Budget Process and Calendar

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. The Finance Advisory Committee (FAC) is one of 16 boards and committees of the City, which consists of seven members of the public and serves to provide the City Council with well-reasoned, financially sound recommendations and to work with the Council to analyze the City's financial policies and, long-term financial stability, options for greater efficiencies and possible revenue and expenditure modifications. Additionally, the public has the opportunity to influence the City's budget preparation in a variety of other ways including attendance at other committee meetings and listening sessions, attendance at Councilman ward meetings, public comments at City Council meetings and public hearings and direct communication with City staff.

According to the Government Finance Officers Association, the key characteristics of the budget process are:

- Incorporates a long-term perspective;
- Establishes linkages to broad organizational goals;
- Focuses budget decisions on results and outcomes;
- Involves and promotes effective communication with stakeholders; and
- Provides incentives to government management and employees.

In DeKalb, these principles guide the process of budget development. Long range plans such as the City's 2022 – 2024 Financial Plan are updated every few years with regular input and modification by City staff before final presentation to the Council and FAC.

Consistent with the City's Budget Policy, the preparation of the annual City budget begins after June 30, once the audit for the prior fiscal year is complete. In preparing this budget, as in recent years, priorities for the coming year are discussed at a joint meeting of the Council and FAC in August. Preliminary revenue estimates are presented to frame the discussion.

Based on general fiscal direction from the Council and FAC, the City Manager and Director of Financial Services review major operational changes, personnel, and capital needs, and discuss operational challenges and requests with each of the City's department heads. Current fiscal year projections and proposed budgets are prepared by each department and reviewed and refined over subsequent meetings between the City Manager, Finance, and department heads. Unjustified items or requests are removed from the budget during this process. Concurrently, other budget documents such as goals, objectives and accomplishments are updated by staff.

Once revenue and expenditure estimates are finalized, an additional joint meeting between the City Council and FAC is held in mid-October to discuss and develop the property tax levy. The detailed draft budget is then presented for joint Council and FAC review in mid-November. If

necessary, further revisions are made and the recommended budget is offered for comment at a public hearing with subsequent adoption by the Mayor and City Council in December.

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, and from time-to-time budget amendments may be adopted to remain flexible to the changing environment.

Budget Calendar		
Date	Responsible Party	Action
August 21, 2023	City Council, Finance Advisory Committee & Staff	Strategic Goal Setting and Budget Planning Workshop
August - October	City Manager, Finance & Department Heads	Budget meetings held to review/determine needs; departments enter their projections and proposed budgets; budgets are refined, and projections are updated
October 16, 2023	Finance Advisory Committee & Staff	Consideration of Property Tax Levy & Budget Planning Workshop #2
October 23, 2023	City Council	Consideration of Property Tax Levy
November 13, 2023	City Council & residents of the City of DeKalb	Public Hearing on Property Tax Levy
November 13, 2023	City Council	Truth in Taxation Hearing on 2023 Property Tax Levy First Reading – 2023 Property Tax Levy First Reading – 2023 Abated Taxes
November 15, 2023	Staff	Public Release of FY2024 Proposed Budget
November 20, 2023	City Council & Finance Advisory Committee	FY 2024 Proposed Budget Review
November 27, 2023	City Council	Public Hearing on Proposed FY 2024 Budget Second Reading – 2023 Property Tax Levy Second Reading— 2023 Abated Taxes First Reading – FY2024 Budget
December 11, 2023	City Council	Second Reading – FY2024 Budget
Last Tuesday in December	Staff	Last Day to File FY2024 Annual Budget & 2023 Property Tax Levy with the County
January 1, 2024	Fiscal Year 2024 Begins	
Ongoing	City Council & Staff	Review budget vs. actual reports and recommend budget amendments as necessary

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/expenses. The various funds are grouped by type in the financial statements. Within each fund type exists one or more funds.

The City has 28 budgeted funds (excluding the Library) that consist of three types of funds: Governmental Funds, Proprietary Funds, and Fiduciary Funds.

Governmental Funds are used to account for most of the City's general activities using a current financial resources measurement focus and the modified accrual basis of accounting. Governmental funds are divided into four categories:

- *The General Fund* (1) is the City's primary operating fund. It is used to account for all financial resources of the government that are not required to be accounted for in another fund.
- *Special Revenue Funds* (15) are used to account for the collection and disbursement of committed, restricted, or assigned monies.
- *Debt Service Funds* (1) are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.
- *Capital Project Funds* (2) 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 capital fleet and equipment.

Proprietary Funds are utilized for those services for which the City charges customers a fee and use an economic resources measurement focus and the accrual basis of accounting. There are two types of proprietary funds: enterprise and internal service.

- *Enterprise Funds* (5) are used to account for operations that are financed and operated in a manner like a private business enterprise. Enterprise fund services are primarily provided to customers external to the City organization and include the water utility division, refuse collection and the airport. The intent of the City in using this type of fund is to recover the costs (including depreciation) of providing goods or services on a continuing basis primarily through user charges.
- *Internal Service Funds* (2) 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. Internal service funds provide services and charge fees to customers within the City organization for health/dental insurance and for worker's compensation and general liability insurance.

Fiduciary Funds are used to account for assets held by the City on behalf of outside parties in a trustee capacity.

- *Pension Trust Funds* (2) are used to account for assets that the City holds in a fiduciary capacity for the Firefighter's Pension and Police Pension and are fiduciary component units of the City. Pension Trust Funds are accounted for in the same manner as Proprietary funds and use an economic resources measurement focus and the accrual basis of accounting.

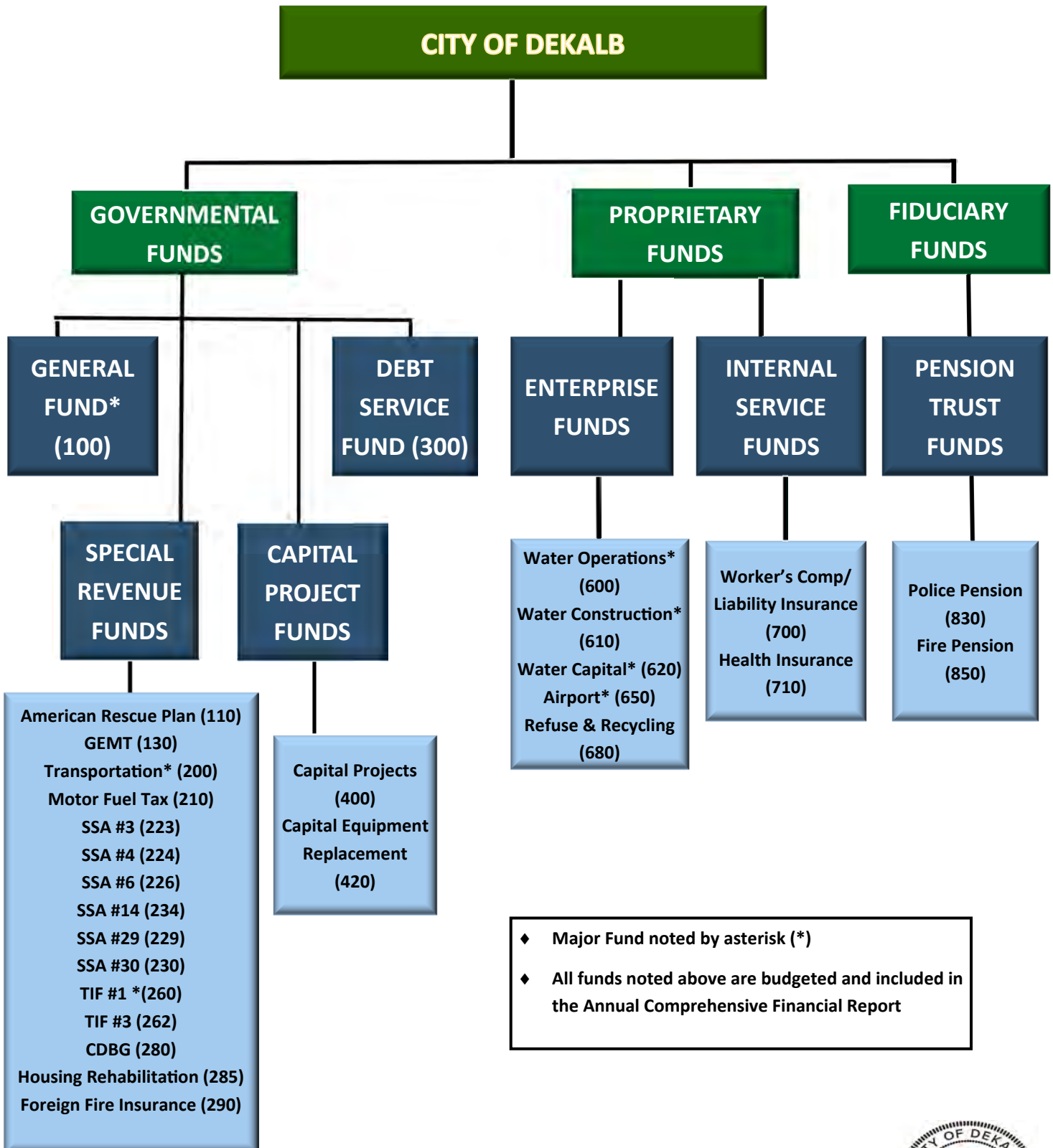
In addition to the funds, the City determines if any entities are component units of the City, which are legally separate organizations for which the elected officials of the primary government are financially accountable. Financial accountability is defined as 1) appointment of a voting majority of the component unit's board and either the ability to impose will by the primary government or the possibility that the component unit will provide a financial benefit to or impose a financial burden on the primary government, or 2) fiscal dependency on the primary government. Based on these criteria, the DeKalb Public Library is included in the financial statements of the City as a *discretely presented component unit*.

Basis for Budgeting

For budgeting purposes within the Governmental Fund types, the City uses the same method as for accounting under Generally Accepted Accounting Principles (GAAP): the modified accrual basis of accounting. Under this method, revenues are recognized when they become measurable and available, and expenditures are recognized when the related liability has been incurred. The Proprietary and Fiduciary Fund types are budgeted utilizing the accrual basis of accounting, the same method used for accounting purposes: revenues are recorded when earned, and expenses are recorded when a liability is incurred. The following exceptions apply:

- Capital purchases are recorded as an asset on a GAAP basis but budgeted as expenses;
- Depreciation is recorded as an expense on a GAAP basis but not budgeted as expense;
- Debt principal payments are recorded as reductions of liabilities on a GAAP basis but budgeted as expenses; and
- The issuance of debt is recorded as an increase to liabilities on a GAAP basis but budgeted as revenue.

FUND STRUCTURE





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CITY OF DEKALB
MATRIX OF FUNDS AND DEPARTMENTS

FUND	DEPARTMENT											DESCRIPTION
	Elected Officials	Municipal Band	City Manager	Human Resources	Finance	Information Technology	Police	Fire	Public Works	Transit	Community Development	
General												Primary operating fund.
Transportation												Provision of transportation and planning services to the DeKalb metropolitan area.
Motor Fuel Tax												Use of the City's share of state gasoline taxes for City street maintenance and operations as required by law.
SSA #3 - Heritage Ridge												Maintenance of various public areas: street islands, detention basins, street lighting and entrance sign.
SSA #4 - Knolls Subdivision												Maintenance of various public areas: stylized street lighting and entrance.
SSA #6 - Greek Row												Provision of street lighting placed upon private property in the neighborhood.
SSA #29 - Market Square Area												Repair, replacement, repaving, reconstruction, and maintenance of the common area private streets and roadways, stormwater sewer and sanitary facilities serving the properties.
SSA #30 - Hunter Ridgebrook												Construction, installation and maintenance of public safety improvements, lighting, landscaping, snow and trash removal, building and land improvements.
SSA #14 - Heartland Fields												Maintenance of the common facilities, mosquito abatement and snow removal.
Central Area Tax Increment Financing #1												Property tax increment and capital improvements in TIF #1.
Central Business Tax Increment Financing #3												Property tax increment and capital improvements in TIF #3.
Community Development Block Grant												Accounts for the funds received from HUD through CDBG used on eligible projects within the City.
Housing Rehabilitation												Accounts for funds received from CDAP and acts as a pass-through for certain funds in the CDBG fund.
Foreign Fire Insurance Tax												Accounts for the funds received for the maintenance, benefit, and use of the Fire Department.
General Fund Debt Service												Payments on long term debt principal and interest.
Capital Projects												Accounts for the cost of major capital projects such as street maintenance and facility construction.
Capital Equipment Replacement												Capital equipment replacement fund for general City equipment and fleet replacement.
Water												Accounts for the provision of water services to customers within the City.
Water Construction												Accounts for the expenses of new water main construction related to impact fee revenue.
Water Capital												Accounts for the capital portion of the Water Fund related to maintenance of existing assets.
Airport												Accounts for the provision of aviation services to customers of the DeKalb Taylor Municipal Airport.
Refuse & Recycling												Accounts for the provision of refuse disposal and recycling services to customers of the City.
Workers Compensation / Property & Liability Insurance												Accounts for workers compensation costs and property & liability insurance premiums and charges to other funds/departments.
Health Insurance												Accounts for health insurance premiums for employees, retirees and the DeKalb Public Library and charges to other funds/departments/entities.
Police Pension												Accounts for the accumulation of resources to be used for the retirement payments to sworn police officers.
Fire Pension												Accounts for the accumulation of resources to be used for the retirement payments to firefighters.
DeKalb Public Library												Accounts for the City's financial responsibility to the DeKalb Public Library.

Dark green shading indicates the department devotes substantial time to the fund's operations.



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Financial Policies

The City has adopted several policies that help guide the budgeting process and financial operations of the City:

- 01-01 Budget Policy
- 01-02 Fund Balance Policy
- 01-03 Capital Equipment Replacement Fund Policy
- 01-04 Revenue and Expenditure Policy
- 01-05 Accounting, Auditing and Financial Reporting Policy
- 01-06 Capital Asset Policy
- 01-07 Debt Management Policy
- 01-08 Investment Policy

The full text of each policy can be found in the Appendix.

Budget Policy

An annual budget must be submitted to the City Council that is within the City's ability to pay. The annual budget should finance current operating expenditures, excluding major capital expenditures, with current revenues. A "balanced budget" must be adopted, i.e., 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. **All of the City's funds in 2024 report a balanced budget.**

Budgetary controls are maintained to ensure compliance with legal provisions embodied 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.

Fund Balance Policy

The fund balance policy defines the categories of fund balance as non-spendable, restricted, committed, assigned, and unassigned. Only the City Council can take action to commit fund balance to specific purposes; either the City Council or City Manager may assign fund balance for specific purposes. The fund balance policy also outlines the reserve balances ideally maintained in each fund type: the General Fund's unassigned fund balance shall be maintained at 25% of annual expenditures; Special Revenue Funds should maintain fund balance to cover current expenditures and next year's expenditures enough to avoid a cash deficit position; TIF Funds (a type of Special Revenue Fund) should maintain a balance to support the future planned capital improvements; and Capital Projects Funds should maintain a minimum dollar amount necessary to meet the planned improvements identified in the multi-year capital replacement schedule.

Within enterprise funds, "net assets" is the terminology used in place of fund balance to describe the net financial resources. The Water Operating Fund should maintain unrestricted net assets equal to 25% of annual budgeted operating expenses; amounts above that will be transferred to the Water Capital Fund. The Airport Fund should maintain unrestricted net assets of 25% of annual budgeted operating expenses plus the budgeted capital improvements for the current fiscal year.

The Health Insurance Fund should maintain unrestricted net assets of one month of premiums. The Worker's Compensation Fund should maintain unrestricted net assets of \$1.0 million. Except for the Airport Fund, all other funds comply with the fund balance policy for the 2024 budget.

Capital Equipment Replacement Fund Policy

The Capital Equipment Replacement Fund (CERF) was established to set aside funds for the annual replacement of existing vehicles and equipment and to avoid significant fluctuations in the operating budget year over year. Water tower rental income and a portion of home rule motor fuel tax (currently \$.01 of the \$0.095/gallon charged, or approximately 10.5%) is dedicated to funding the CERF. Transfers from the General Fund may also be used when revenues are insufficient. Equipment purchased out of this fund is limited to capital items with a cost greater than \$10,000 and a useful life in excess of one year. When surplus capital equipment is sold, the proceeds shall be deposited into this fund.

Revenue and Expenditure Policy

The City shall strive to maintain a diversified and stable revenue base to reduce the impacts of fluctuations in any one revenue source. Property tax rates shall be kept as low as possible, and levies will be established in the following order of priority: Police and Fire Pension, IMRF Pension, FICA, general obligation bond principal and interest, General Fund operations, and additional personnel. User charges and tap-on fees shall be sufficient to finance all operations and debt of the Water Fund. If revenues fall below estimates, the City Manager may impose spending limits.

The City shall consistently budget the minimum level of expenditures to provide for the public well-being and safety of residents and businesses of the community. Additionally, expenditures will be within the confines of generated revenue. Fund balance 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

Annually, an audit is conducted on the City's financial statements by a qualified, independent public accounting firm and filed within six months of the fiscal year end. The City follows generally accepted accounting principles (GAAP) and prepares an Annual Comprehensive Financial Report (ACFR) which is submitted to the Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program.

Monthly, the City prepares account reconciliations on significant accounts that are overseen by the Finance Director. Year-end adjustments must be prepared by the Finance Department staff within 90 days after year end are reviewed by the Finance Director. The Finance Director reviews the full audited financial statements and footnotes for accuracy and completeness.

Capital Asset Policy

"Capital expenditures" are items with a cost of \$25,000 or more and a useful life of more than one year. These assets, including contributed assets, are capitalized, and depreciated in the City's financial statements. Repair and maintenance costs are expensed. The City categorizes its capital assets into the following: land, building and building improvements, equipment, vehicles, infrastructure (streets, traffic signals), and water distribution system.

Proprietary Fund capital assets such as the water system and airport improvements are capitalized directly in the related funds. General capital assets are reported in the City's entity-wide financial statements.

Assets purchased with federal funds typically have specific tracking requirements and are notated as such in the financial records. Physical inventories of all capital assets should be performed biennially.

Debt Management Policy

The City's debt management policy provides a functional tool for debt management and capital planning. Long-term debt shall be issued only to fund capital improvements that cannot be financed with current revenues; it shall not be used to fund operations. The ultimate goals established by the City's debt policy are as follows:

- Maintain a minimum Aa3 (Moody's) credit rating;
- Avoid financial decisions that will negatively impact current or future credit ratings;
- Maintain a General Fund balance of 25% of total annual expenditures;
- Consider market timing;
- Determine the optimal maturity schedule of the debt;
- Consider the impact of debt issuance on overlapping governments;
- Assess financial alternatives to debt issuance;
- Minimize debt interest costs.

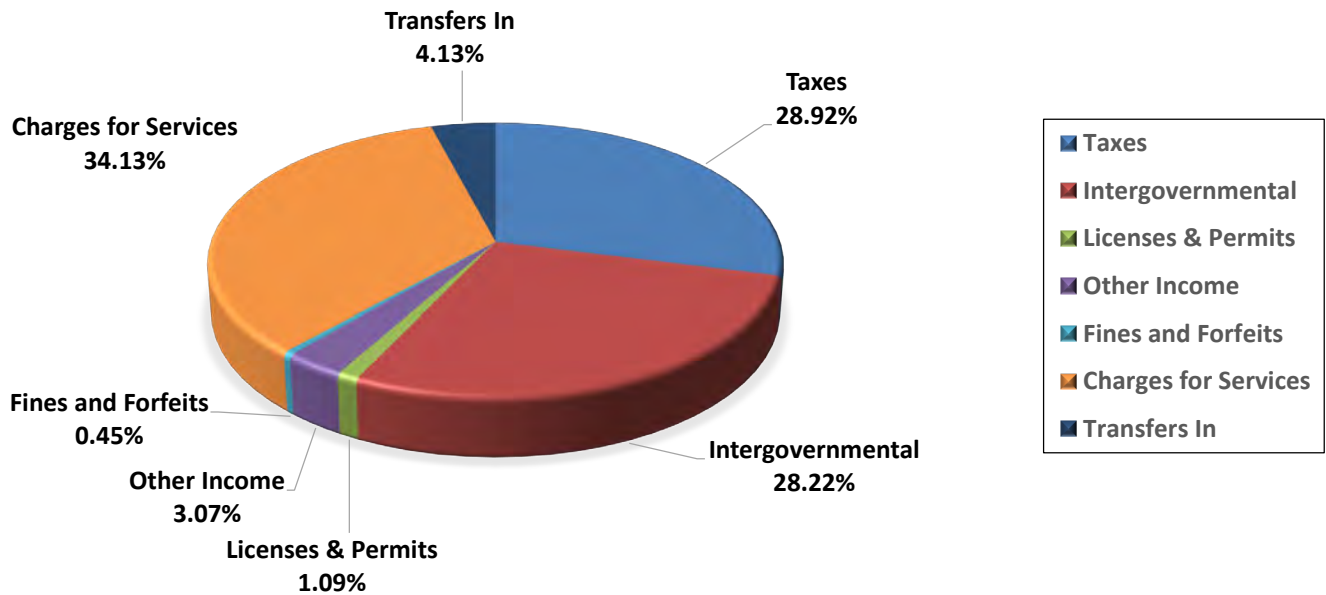
In addition to these goals, the debt policy addresses the authority and purpose of the debt issuance, the terms by which short versus long term debt may be issued, when capital leases may be utilized, recognition of the Capital Improvement Program (CIP), structure of debt issues, credit enhancements, use of local institutions, legal constraints, and other limitation on the issuance of debt, credit implications and parameters for overall administration of the debt.

Investment Policy

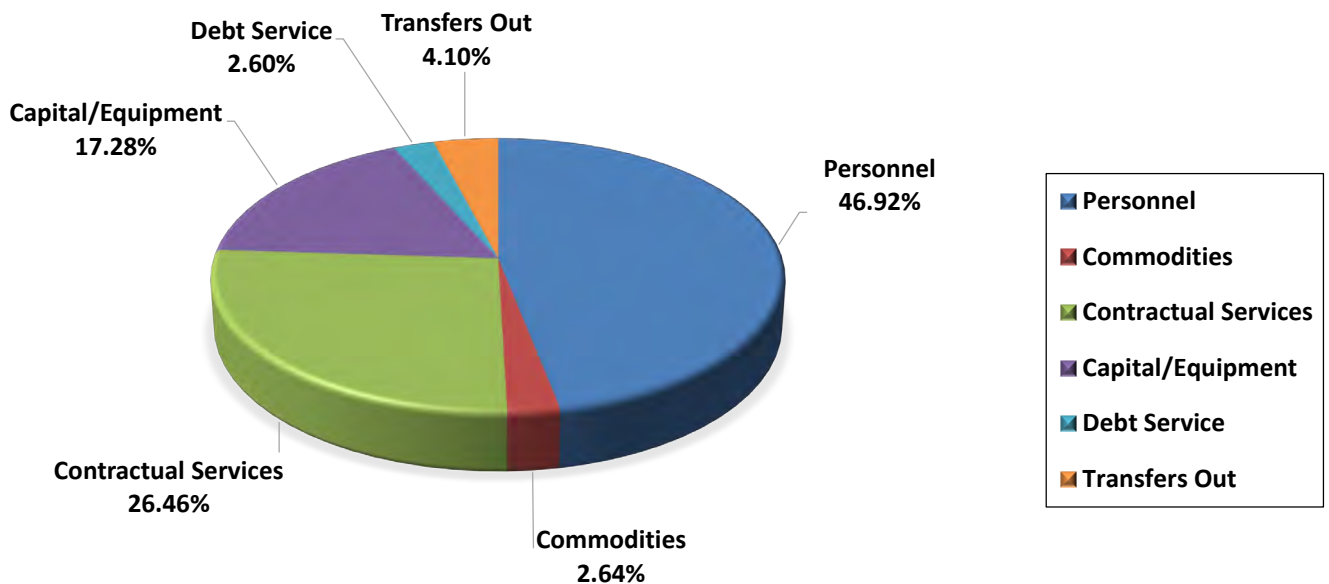
The City's policy is to invest public funds in a manner that will conform to state statute, maximize security, meet daily cash flow demands, and attempt to obtain a market rate of return. Investment earnings shall be maximized by consolidation unless prohibited by restricted funds. The primary objectives are safety of principal, liquidity, and yield.

In addition, the policy addresses the standards of care to be observed, including prudence, ethics, and delegation of authority. Safekeeping and custody, authorized institutions, and internal controls over investing are delegated to the Finance Director. The policy also details the allowable investments and related collateralization requirements (110% of uninsured cash deposits), along with diversification, maximum maturities, monthly required reporting to the City Council and performance standards to be followed.

2024 Revenues by Category: All Funds



2024 Expenditures by Category: All Funds



Section Four

General Fund Detail

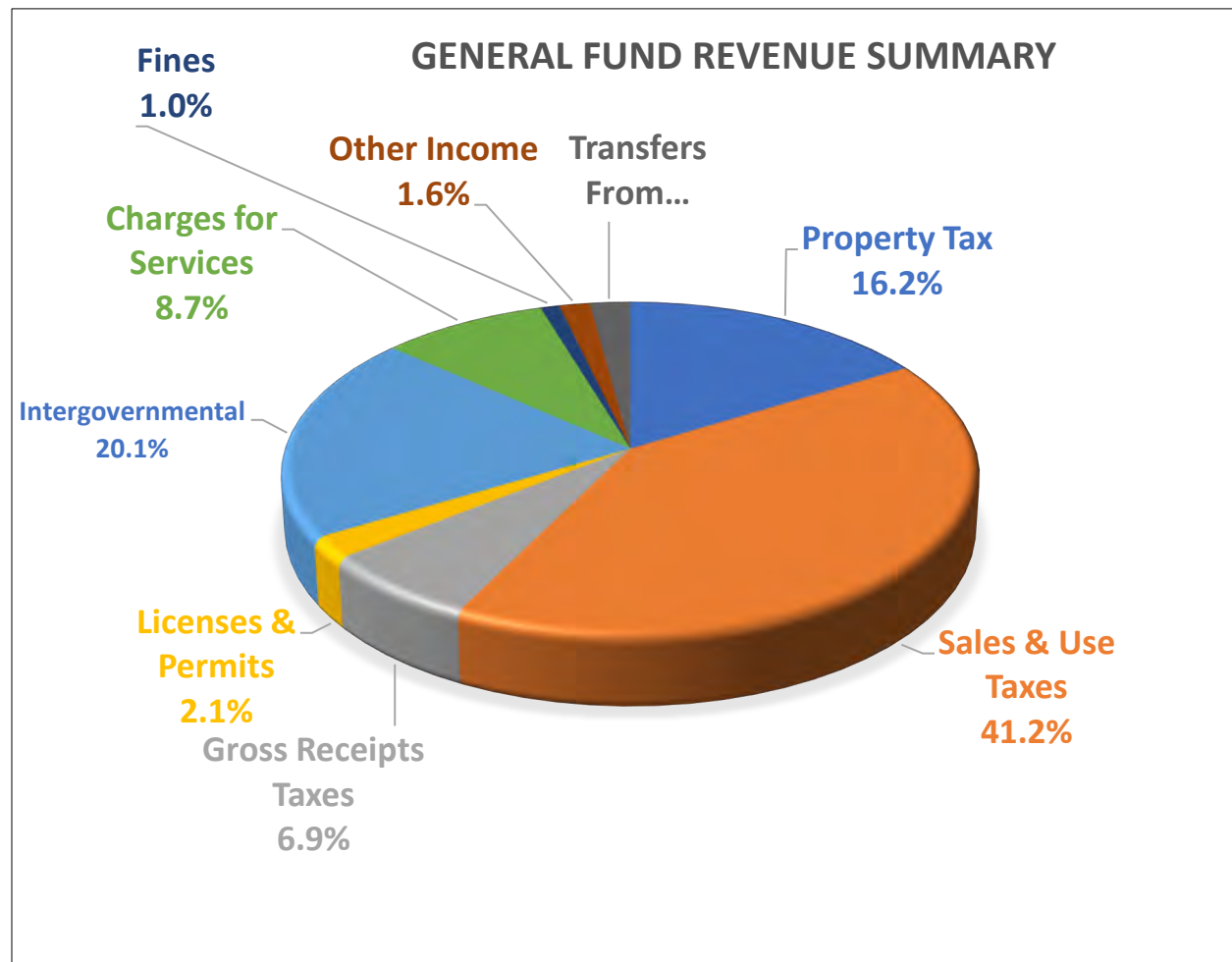
- General Fund Revenues
- General Fund Expenditures
- Legislative
- City Administration
 - City Manager's Office
 - Human Resources
 - Finance
 - Information Technology
- Police Department
- Fire Department
- Public Works Department
- Community Development Department
- General Fund Support



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General Fund Revenues

General Fund revenues are derived from numerous sources that can be placed into one of nine categories, as depicted in the chart below. The FY202 Budget includes \$50,078,045 in General Fund revenues and transfers in.

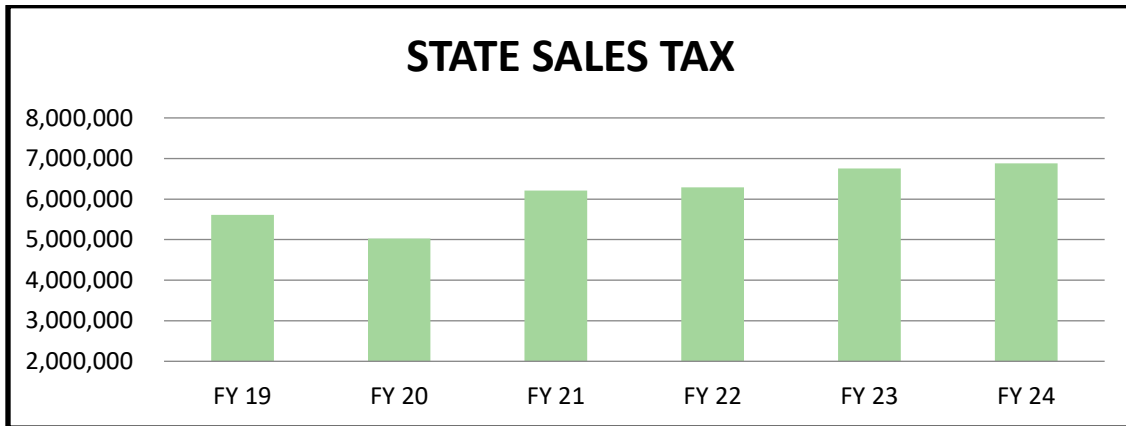


Sales & Use Taxes

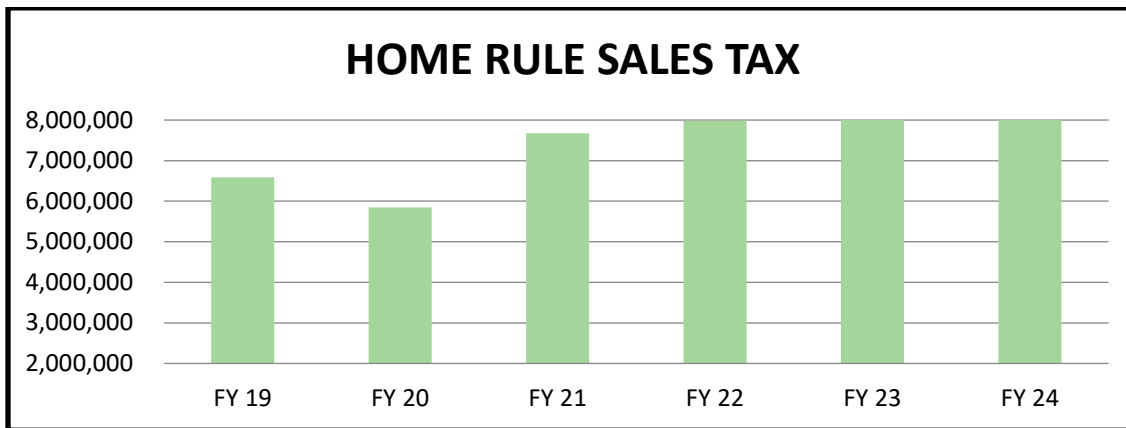
\$20,629,582 (41.19%)

- **State Sales Taxes.** Sales and use taxes comprise the largest category of General Fund revenues. As the recent FY2022 Audit reported, Sales and Use tax revenues were significantly understated in the FY2022 Budget, which led to a corresponding rise in the City's fund balance at the end of FY2022. The understatement was an outcome of an abundance of caution during the budget preparation in the fall of 2021. Overall General Fund revenue and other financing sources in FY2022 exceeded the amended budgeted amount by \$2,939,912 (6.7%). Additionally, overall FY2022 General Fund expenditures and other financing uses came in under the amended FY2022 budget by \$545,498 (or 1.3%). The net increase in fund balance was \$5,691,610 after all year-end adjustments and transfers were made.

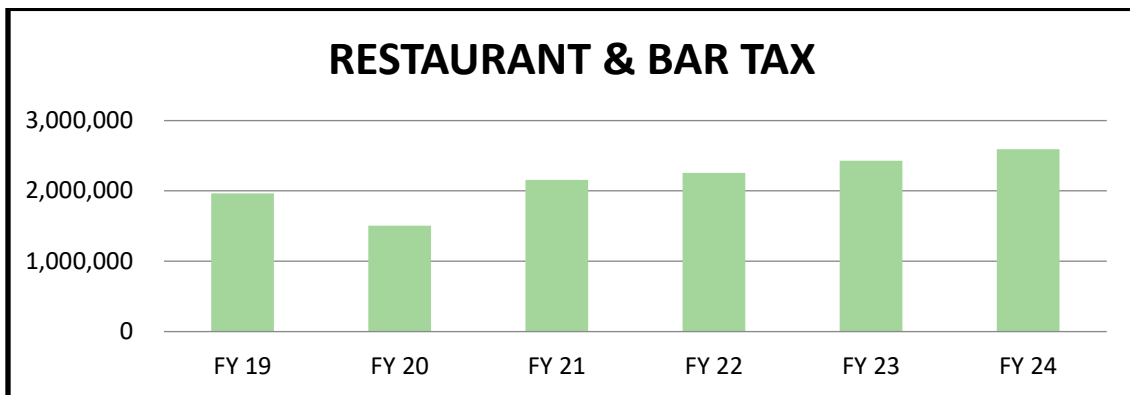
The Illinois Department of Revenue collects a 6.25% tax on the sale of general merchandise and distributes 1% to the municipality where the sale occurred and 0.25% to DeKalb County. FY2024 state sales tax revenue is expected to increase by \$128,303 or 1.9% over projected year-end FY2023 revenue.



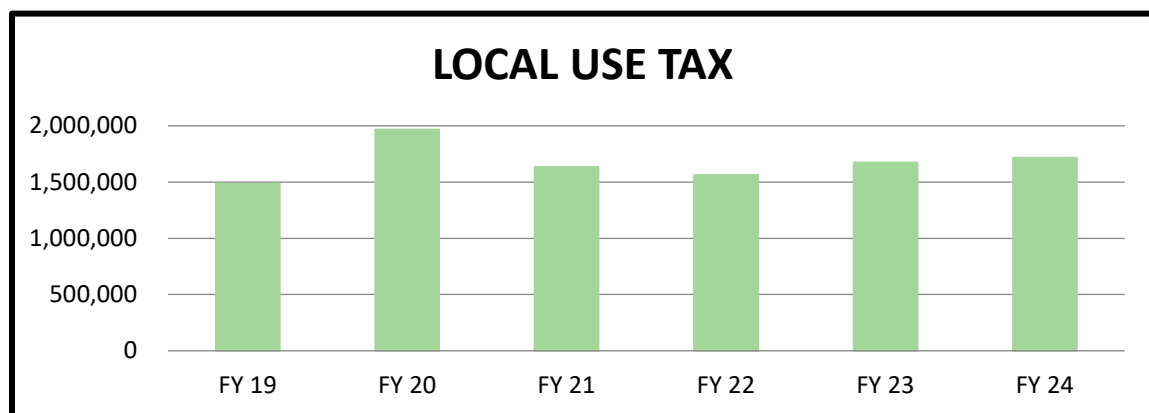
- Home Rule Sales Tax.** The City imposes a 1.75% Home Rule Sales tax on sales of general merchandise. The tax is not collected on the sale of food, drugs, or tangible personal property that is required to be licensed or registered with the State of Illinois. Home rule sales tax revenue is expected to increase by \$136,679 or 1.6% over projected year-end FY2023 taxes.



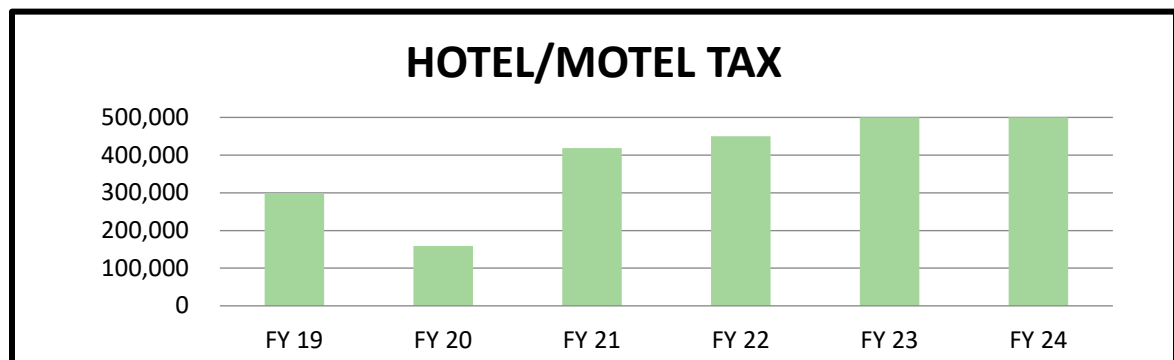
- Restaurant & Bar Tax.** The City collects a 2% tax on prepared food and beverages and packaged liquor sales. This tax is administered at the local level and had been steady at an annual rate of about \$1.9 million in pre-pandemic years. The FY2021 and FY2022 totals rebounded after the deep COVID-related constraints in 2020. Based on an estimate of about \$2.43 million in R&B taxes in FY 2023, the FY2024 projection is \$2,594,350 (+\$166,244 or +6.85% above the projected FY2023 year-end number).



- 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 revenue has been trending up as more consumers purchase their taxable goods through the internet. In FY 2024, the estimated revenue from this source is \$1,715,543 (+\$41,842 or 2.5% above the projected FY 2023 year-end number).



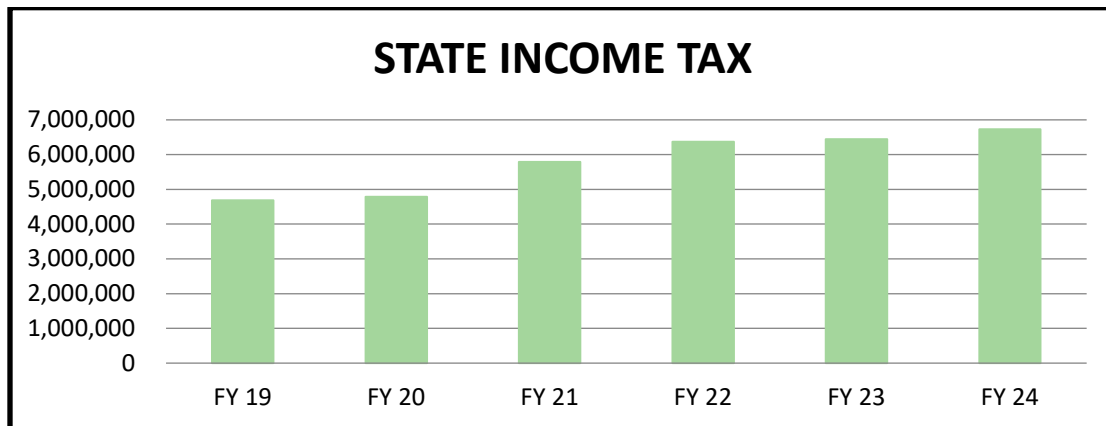
- Hotel/Motel Tax.** The City imposes a 7.5% tax on the use of hotel/motel rooms in the City. The projected FY 2024 revenues are expected to exceed the FY 2023 year-end revenues in this category by \$27,093 or 5%.



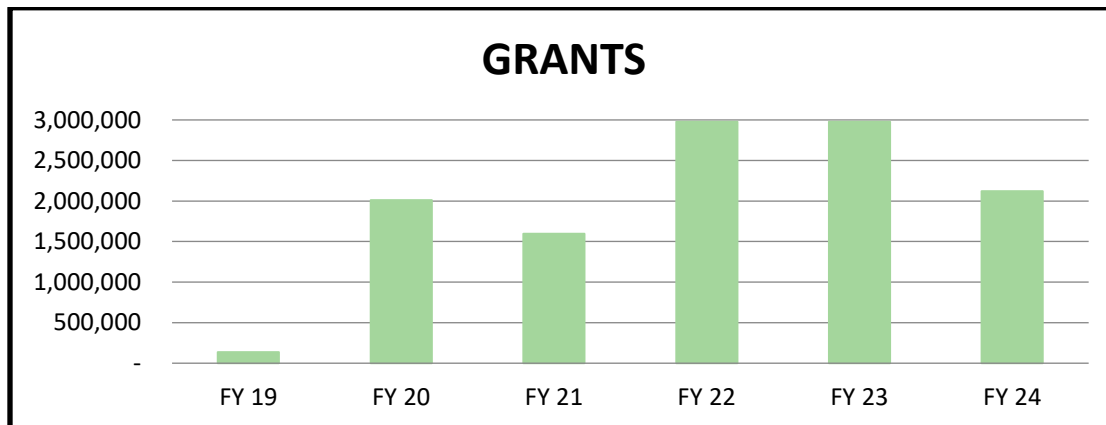
Intergovernmental Revenues

\$10,076,256 (20.12%)

- **State Income Tax.** The second largest category of General Fund revenue is intergovernmental revenues. About 67% of this revenue comes from the City's per capita share of State Income Tax revenue. In FY2024, state income tax revenue is budgeted at \$6,728,430, an increase of \$282,030 (+4.4%) over the estimated FY 2023 year-end revenues.



- **Grants.** Another significant intergovernmental revenue source is grant revenue, constituting \$2,120,112 in FY 2024. Much of the expected grant revenue comes from federal sources. At the end of FY 2024, the remaining ARPA [\$1,019,023] and SAFER [\$961,089] grant monies will be fully expended.



- **Other Intergovernmental revenues include Video Gaming Tax receipts, Personal Property Replacement (PPRT) Tax, Township Road and Bridge Tax, and Cannabis Use Tax.** PPRT taxes are revenues collected by the State of Illinois and paid to local governments to replace money that was lost by local governments when their powers to impose personal property taxes on corporations, partnerships, trusts and other business entities were taken away in the 1970s. Such business entities pay a 2.5 percent tax on their net Illinois income.

Property Taxes
\$8,123,459 (16.22%)

This revenue is derived from a tax levy on real estate within the corporate limits of the City of DeKalb. The City of DeKalb is a home rule community and is not regulated by the Property Tax Extension Limitation Law (PTELL). For over a decade, the entirety of the City's property taxes have been dedicated to the City's state pension obligations, as defined annually by an independent actuary (see pp. 3-5, above). In FY2024, the City will increase its levy by \$1,004,328 (+14%) but should deliver a property tax rate decrease of about 9.15% owing to about \$170,000,000 in new construction in 2023, and an overall corporate EAV increase of \$203,438,070. This extraordinary growth in the community's property wealth is principally owing to the continuing investment of Meta in its DeKalb Data Center and a DeKalb Township equalization number of 9.53% in 2023.

Year	Rate-Setting EAV: City	City Levy	City Rate
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	610,333,062	6,522,507	1.06868
2021	694,171,673	6,845,317	0.98612
2022	794,561,930	7,119,130	0.89599
2023*	998,000,000	8,123,459	0.81397

*Estimated

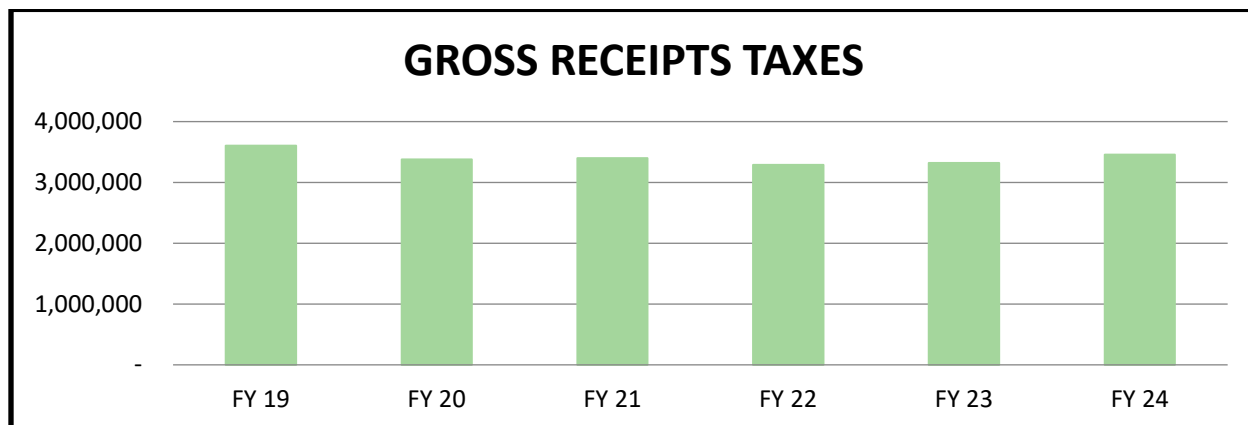
The estimated impact of the City's proposed levy of \$8,123,458 on a theoretical householder with a home carrying a present market value of approximately \$375,000, including a DeKalb Township multiplication factor ("multiplier") of 1.0953, is illustrated in the table below:

City of DeKalb							
Year	Base EAV	Equalization Factor	New EAV	Homestead	Final EAV	DeKalb Rate	DeKalb Tax
2019	\$97,906	1.0351	\$101,343	-\$6,000	\$95,343	1.1549	\$1,101.11
2020	\$101,343	1.0409	\$105,488	-\$6,000	\$99,488	1.06868	\$1,063.21
2021	\$105,488	1.0162	\$107,197	-\$6,000	\$101,197	0.98612	\$997.92
2022	\$107,197	1.0662	\$114,293	-\$6,000	\$108,293	0.89599	\$970.30
2023	\$114,293	1.0953	\$125,185	-\$6,000	\$119,185	0.81397	\$970.13

Gross Receipts Taxes
\$3,454,283 (4%)

The largest revenue stream within this category is the Municipal Utility Tax, which will account for \$2,636,400 (76%) in FY 2024. This tax is collected on electric and natural gas utility services in the City of DeKalb and modest increases should continue owing to larger users on DeKalb's southside (notwithstanding 50% utility tax abatements for Ferrara and Meta).

In recent years, both the telecommunications Tax and Franchise Tax revenues have been largely flat as a result of consumers abandoning land-line phones and also “cutting the cord” from traditional TV.



Service Charges
\$4,376,905 (8.74%)

Of the revenues included in this category, Fire Services and Ambulances Services account for most of the total. The City charges Northern Illinois University (per contract) 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. Another component of this category is Police services. Beginning in FY 2022, Police services provided to the DeKalb Community Unit School District #428 and other agencies are reported in this category. The revenue includes utilization of the City’s Police force for private and school events, as well as the reimbursement for having designated DeKalb officers present in the schools. In the latter part of 2022, the number of School Resource Officers (SRO) increased to five.

Licenses & Permits
\$1,060,866 (2.12%)

This General Fund revenue category includes a number of locally-issued licenses and permits, including Building Permits, Fire Life-Safety Licenses (e.g. rooming houses, restaurants), Liquor Licenses, and Crime-Free Housing Registration. It is anticipated that Building Permit revenue (\$502,860) will remain at an elevated level in FY 2024 as a result of ongoing development on the Gurler Road corridor.

Other Income
\$801,387 (1.6%)

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 \$333,394 and include the annual contribution from the Emergency Telephone Systems Board (ETSB) to offset the cost of

emergency 911 dispatching and the annual payment from the Illinois Department of Transportation (IDOT) for street maintenance.

Fines

\$496,420 (1.0%)

Fines issued by Police and Code Compliance personnel account for most of the revenue included in this category. Much of this revenue is derived from Court Fines, Parking Fines, and Administrative Tow Fees. Generally, five-year average was used in formulating the budget estimate for FY 2024.

Transfers from Other Funds

\$1,058,887 (2.1%)

Transfers from other City funds into the General Fund include transfers from Transportation and CDBG Funds to reimburse General Fund salary and benefit expenses related to staff administration of these programs; a Water Fund transfer for payment in lieu of taxes (PILOT); and a Refuse and Recycling Fund transfer to cover the administrative cost of managing monthly refuse billing. The transfers will vary on an annual basis, subject to underlying salary and benefit costs and time spent administering the grant programs, along with grant administrative cost limits, depreciable value of the water system and the City's property tax rate; and the margin between refuse charges and expenses. In FY 2024, an additional \$500,000 will be transferred into the General Fund from the GEMT Fund to offset the debt service on the new 2023 G.O. Bond underwriting the construction of a fourth fire station.

DESCRIPTION		2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 100 - GENERAL FUND REVENUES						
PROPERTY TAXES						
100-00-00-30140	PROPERTY TAX - FIRE PENSION	3,520,454	3,672,401	3,869,713	3,869,713	4,415,632
100-00-00-30150	PROPERTY TAX - POLICE PENSION	2,912,595	3,083,738	3,249,417	3,249,417	3,707,827
PROPERTY TAXES		6,433,049	6,756,139	7,119,130	7,119,130	8,123,459
SALES & USE TAXES						
100-00-00-31100	STATE SALES TAX	6,205,962	6,626,891	6,017,000	6,752,802	6,881,105
100-00-00-31200	HOME RULE SALES TAX	7,675,584	8,592,479	7,282,000	8,729,959	8,869,638
100-00-00-31300	LOCAL USE TAX	1,634,277	1,632,879	1,570,000	1,673,701	1,715,543
100-00-00-31400	HOTEL/MOTEL TAX	418,384	449,385	398,077	541,853	568,946
100-00-00-31500	RESTAURANT & BAR TAX	2,156,649	2,333,899	2,200,000	2,428,106	2,594,350
SALES & USE TAXES		18,090,856	19,635,533	17,467,077	20,126,421	20,629,582
GROSS RECEIPTS TAXES						
100-00-00-31700	MUNICIPAL UTILITY TAX	2,528,658	2,463,149	2,535,000	2,535,000	2,636,400
100-00-00-31750	TELECOMMUNICATIONS TAX	450,710	441,512	381,086	381,086	404,436
100-00-00-31900	FRANCHISE TAX	419,460	399,807	405,340	405,340	413,447
GROSS RECEIPTS TAXES		3,398,828	3,304,468	3,321,426	3,321,426	3,454,283
LICENSES & PERMITS						
100-00-00-32200	LIQUOR LICENSES	277,644	310,506	256,406	256,406	256,406
100-00-00-32300	ROOMING HOUSE LICENSES	10,050	9,540	10,000	10,000	10,000
100-00-00-32350	FIRE LIFE SAFETY LICENSES	13,600	15,600	14,000	14,000	14,000
100-00-00-32400	AMUSEMENT LICENSES	4,025	4,275	4,000	4,000	4,350
100-00-00-32450	OTHER LICENSES	46,735	50,106	50,000	50,000	50,000
100-00-00-32500	BUILDING PERMITS	653,215	448,783	493,000	493,000	502,860
100-00-00-32900	OTHER PERMITS	52,270	35,635	30,000	30,000	30,250
100-00-00-34700	CRIME FREE REGISTRATION FEE	191,413	170,277	193,000	193,000	193,000
LICENSES & PERMITS		1,248,952	1,044,722	1,050,406	1,050,406	1,060,866
INTERGOVERNMENTAL REVENUES						
100-00-00-33100	FEDERAL GRANTS	60,587	77,235	148,608	148,608	135,000
100-00-00-33110	FEDERAL GRANTS - ARPA	1,511,017	1,997,435	1,837,285	1,837,285	1,019,023
100-00-00-33120	FEDERAL GRANTS - SAFER	0	771,938	908,602	908,602	961,089
100-00-00-33150	FEDERAL PASS-THROUGH GRANTS	17,932	19,663	8,600	8,600	5,000
100-00-00-33200	STATE GRANTS	1,246	35,531	7,672	60,950	0
100-00-00-33300	LOCAL GRANTS	6,603	8,980	0	7,672	0
100-00-00-33400	FIRE GRANTS	0	15,866	0	3,996	0
100-00-00-33450	POLICE GRANTS	787	20,000	0	0	0
100-00-00-33500	STATE INCOME TAX	5,787,319	6,565,145	6,285,240	6,446,400	6,728,430
100-00-00-33600	PERSONAL PROPERTY REPLACEMENT TAX	290,821	559,267	417,764	435,000	426,119
100-00-00-33650	VIDEO GAMING TAX	376,490	391,196	380,000	380,000	389,500
100-00-00-33700	TOWNSHIP ROAD & BRIDGE TAX	157,080	166,231	172,093	172,093	176,395
100-00-00-33800	CANNABIS USE TAX	55,773	65,897	100,000	100,000	102,000
100-00-00-33900	OTHER SHARED REVENUES	165,365	131,898	133,700	133,700	133,700
INTERGOVERNMENTAL REVENUES		8,431,020	10,826,282	10,399,564	10,642,906	10,076,256
SERVICE CHARGES						
100-00-00-34100	ADMINISTRATION FEES	145,716	169,004	158,460	158,460	161,625
100-00-00-34200	POLICE SERVICES	28,455	605,669	782,333	782,333	797,980
100-00-00-34250	FIRE SERVICES	1,026,811	1,109,418	1,081,481	1,081,481	1,092,300
100-00-00-34260	AMBULANCE SERVICES	2,705,735	1,926,575	2,200,000	2,200,000	2,244,000
100-00-00-34270	GEMT REVENUE	771,870	0	0	0	0
100-00-00-34500	FUEL SALES	19,910	30,807	26,000	26,000	26,000
100-00-00-34750	ZONING FEES	9,400	8,200	7,000	7,000	7,000
100-00-00-34760	PLAN REVIEW FEES	40,546	37,607	40,000	40,000	40,000
100-00-00-34780	INSPECTION FEES	2,000	24,505	8,000	8,000	8,000
SERVICE CHARGES		4,750,443	3,911,785	4,303,274	4,303,274	4,376,905
FINES						
100-00-00-35100	COURT FINES	121,315	126,571	110,000	110,000	112,200
100-00-00-35200	DUI FINES	16,609	16,489	18,500	18,500	18,870
100-00-00-35250	ANTI-CRIME ACTIVITIES	1,763	174	1,000	1,000	1,000
100-00-00-35260	CRIME LAB	1,281	362	1,000	1,000	1,000
100-00-00-35300	PARKING FINES	99,140	82,360	145,000	145,000	147,900
100-00-00-35400	FALSE ALARM FINES	45,150	(45,950)	7,500	7,500	7,500
100-00-00-35500	MAIL-IN FINES	54,301	73,813	55,000	55,000	56,100
100-00-00-35600	ADMIN HEARING FINES	0	10,776	0	15,000	15,000

		2021	2022	2023	2023	2024
		ACTIVITY	ACTIVITY	AMENDED	PROJECTED	REQUESTED
DESCRIPTION				BUDGET	ACTIVITY	BUDGET
100-00-00-35700	ADMINISTRATIVE TOW FINES	109,471	174,948	130,000	130,000	132,600
100-00-00-35760	ANIMAL CONTROL FEES	0	220	0	1,750	1,750
100-00-00-35800	ABATEMENT FINES	2,621	5,730	2,500	2,500	2,500
100-00-00-35900	OTHER FINES	15,800	3,467	0	0	0
FINES		467,451	448,960	470,500	487,250	496,420
OTHER INCOME						
100-00-00-31800	AUTO RENTAL TAX	21,374	26,769	21,387	21,387	21,815
100-00-00-35950	POLICE FORFEITURES	11,876	2,013	500	500	500
100-00-00-37100	INVESTMENT INTEREST	14,549	304,166	102,600	570,319	400,000
100-00-00-37500	GAIN/LOSS ON INVESTMENTS	3,125	(94)	0	0	0
100-00-00-38100	MISCELLANEOUS REVENUE	27,036	37,677	20,000	20,000	20,000
100-00-00-38200	REFUNDS / REIMBURSEMENTS	519,412	153,297	330,093	330,093	333,394
100-00-00-38350	50/50 TREE PLANTING	0	0	0	7,500	9,000
100-00-00-38600	SALES OF SURPLUS PROPERTY	23,436	1,063	2,500	2,500	2,500
100-00-00-38700	LEASE ISSUANCE	0	30,208	0	0	0
100-00-00-38850	TIF PROPERTY TAX SURPLUS	284,815	13,561	13,900	13,900	14,178
OTHER INCOME		905,623	568,660	490,980	966,199	801,387
TRANSFERS IN						
100-00-00-39130	TRANSFER FROM GEMT	0	0	0	0	500,000
100-00-00-39200	TRANSFER FROM TRANSPORTATION FUND	25,972	39,295	51,150	51,150	52,490
100-00-00-39223	TRANSFER FROM SSA #3 FUND	500	300	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
100-00-00-39230	TRANSFER FROM SSA #30 FUND	97,500	0	0	0	0
100-00-00-39234	TRANSFER FROM SSA #14 FUND	500	0	500	500	500
100-00-00-39280	TRANSFER FROM CDBG FUND	89,636	91,386	77,297	77,297	77,297
100-00-00-39600	TRANSFER FROM WATER FUND	311,000	311,000	279,500	279,500	279,500
100-00-00-39680	TRANSFER FROM REFUSE FUND	212,000	140,000	144,000	144,000	147,600
TRANSFERS IN		738,108	582,981	553,947	553,947	1,058,887
PROJECTED REVENUES - GENERAL FUND 100		44,464,330	47,079,530	45,176,304	48,570,959	50,078,045

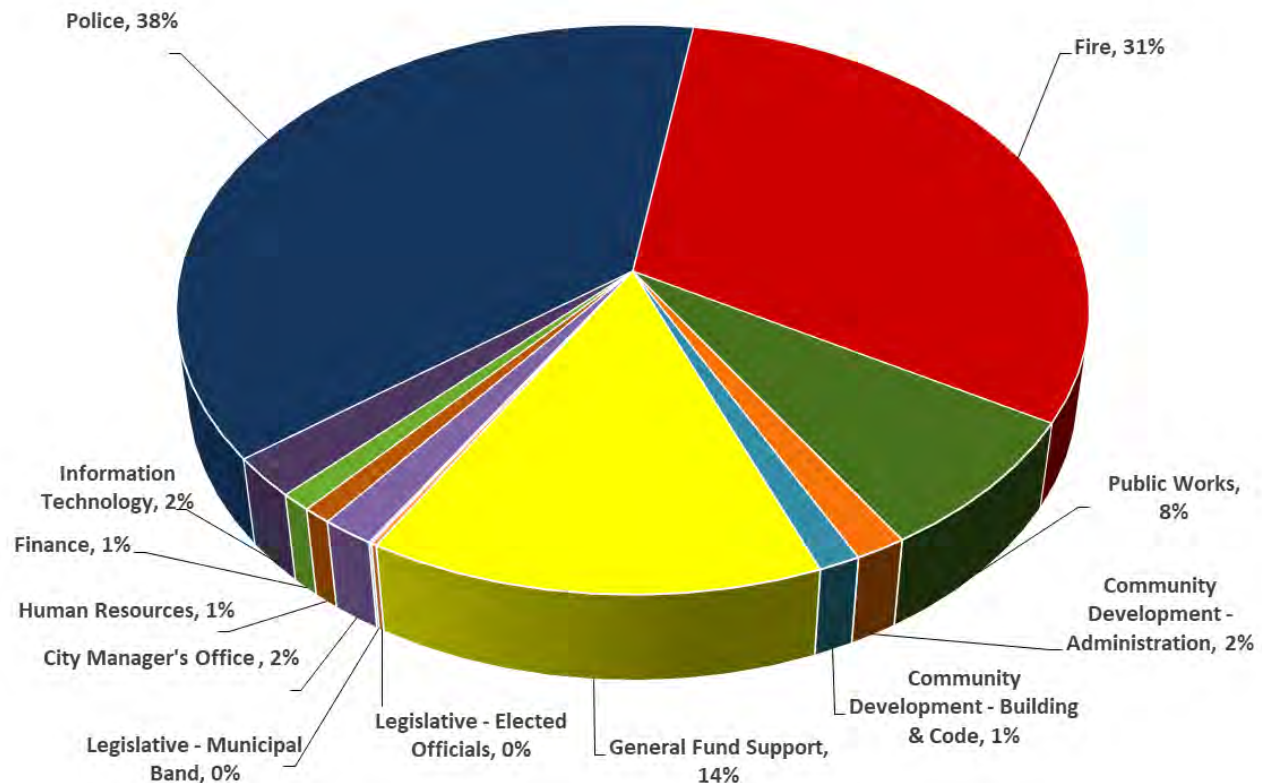


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General Fund Expenditures

General Fund expenditures are broken down into six categories, each containing numerous individual account lines.

General Fund					
Expenditure Summary by Department					
	2023	2024	%	\$	
Department	Budget	Budget	Change	Change	
Legislative - Elected Officials	\$ 86,075	\$ 86,085	0.01%	\$ 10	
Legislative - Municipal Band	41,088	41,088	0.00%	-	
City Manager's Office	776,932	777,904	0.13%	972	
Human Resources	396,362	422,887	6.69%	26,525	
Finance	491,335	464,684	-5.42%	(26,651)	
Information Technology	1,008,510	1,060,328	5.14%	51,818	
Police	16,309,148	17,780,756	9.02%	1,471,608	
Fire	13,805,103	14,518,221	5.17%	713,118	
Public Works	3,343,661	3,607,271	7.88%	263,610	
Community Development - Administration	697,090	755,474	8.38%	58,384	
Community Development - Building & Code	604,461	615,725	1.86%	11,264	
General Fund Support	6,229,805	6,657,822	6.87%	428,017	
Total	\$ 43,789,570	\$ 46,788,245	6.85%	\$ 2,998,675	

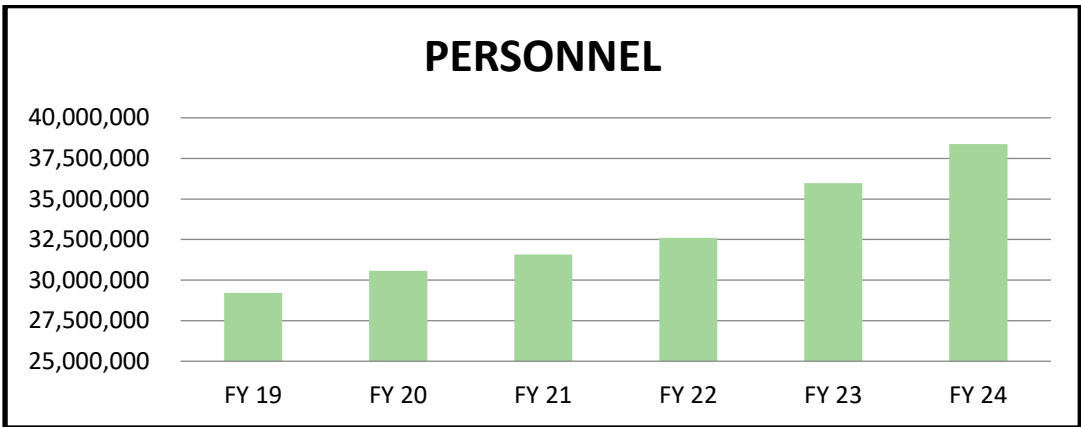


The FY2024 budget includes \$46,778,245 in General Fund expenditures, which is about \$2.99 million (6.85%) higher than the FY 2023 budget.

Personnel

In FY2024 personnel costs will account for 82.66% of total General Fund expenditures, or \$38,387,026. This expenditure category includes salaries and wages, overtime, employer pension contributions, employer health insurance and other benefit costs.

- **Employee Wages:** In 2024, an additional 14 full-time positions are being added, primarily in public safety. Nine new firefighter/paramedics will be hired in the fourth quarter to staff a fourth fire station. Four new police officers will be hired to bring the total number of sworn officers to 73 from the authorized level of 70 sworn officers in 2023 (67 Patrol Officers and Sergeants; 6 Command Staff).
- **Fire and Police Pensions:** The rising costs associated with public safety pensions continue to impact the General Fund. In FY 2024, the actuarially determined City contribution for the Fire and Police Pension Funds is \$9,474,455, which is an increase of \$640,058 from FY 2023 (7.25%). The 2023 City levy (collected in 2024) will only cover \$8,123,459 of this fiduciary obligation, requiring another \$1.350,996 in General Fund revenues to cover the shortfall.
- **IMRF Pensions:** The City’s General Fund contribution rate to IMRF decreased slightly from 8.71% of salary to 8.55% of salary in 2023. This will result in an FY 2024 estimated employer contribution of \$457,774 versus the employer contribution of \$443,147 in 2023. Strong investment performance by IMRF since the spring of 2023, as well as a shift to more Tier 2 than Tier 1 employees (with lesser benefits), contributed to the lower rate.

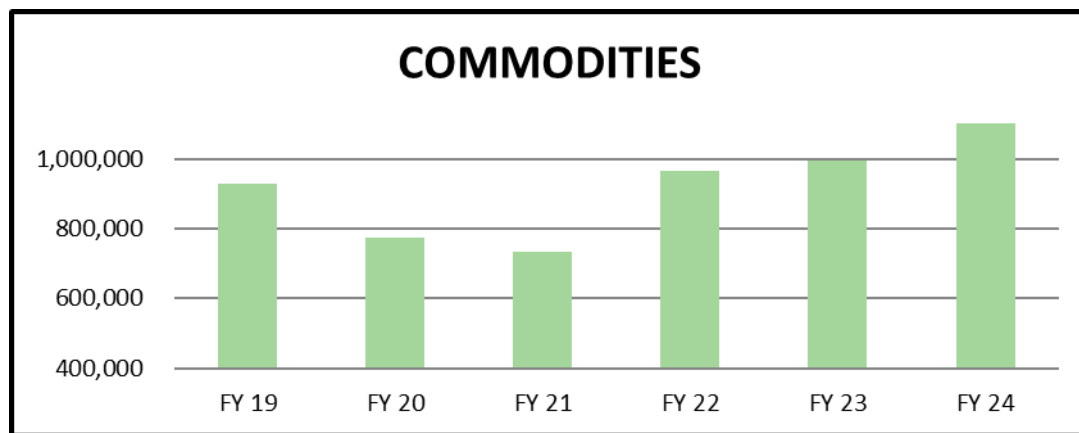


Commodities

Items purchased for use by the City are categorized as Commodities. The FY 2024 Budget for this category is \$1,126,510 or 2.4% of the General Fund expenditure budget. The increase of \$136,629 (13.23%) from the estimated year-end FY 2023 budget is an unfortunate side effect of record-high inflation over the past 18 months. The three largest expenditures in this category are:

- **Supplies/Parts – Vehicles (\$206,375):** As previously noted, the cost to maintain our aging fleet is significant. 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.

- **Fuel, Oil, & Lubricants (\$356,950):** The Public Works staff have managed to reduce overall fuel consumption in recent years; however, the City has borne the additional cost of higher fuel prices from which the City is not exempt.
- **Patrol Supplies & Equipment (\$97,925):** As the authorized level of sworn officers increase to 73, the cost of additional handguns, rifles, body worn cameras and portable radios will slightly increase in kind. Ammunition cost increases, gas masks and additional K-9 supplies are among the other items in this category.

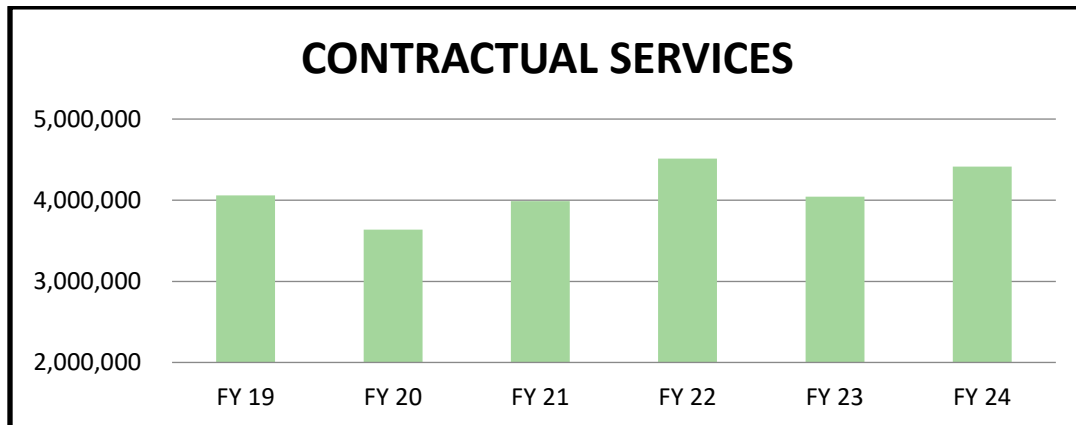


Contractual Services

Services provided to the City by others are classified as Contractual Services and represent \$4,411,253 in FY2024, an decrease of \$366,568 (9%) from projected FY 2023 year-end numbers. This category includes expenditures for the maintenance of buildings, equipment, software, and vehicles; engineering services; legal services; training and travel; and utilities. Also included in this category is \$1,368,810 in payments to other government agencies through tax sharing agreements. Notable FY 2024 expenditures in Contractual Services include:

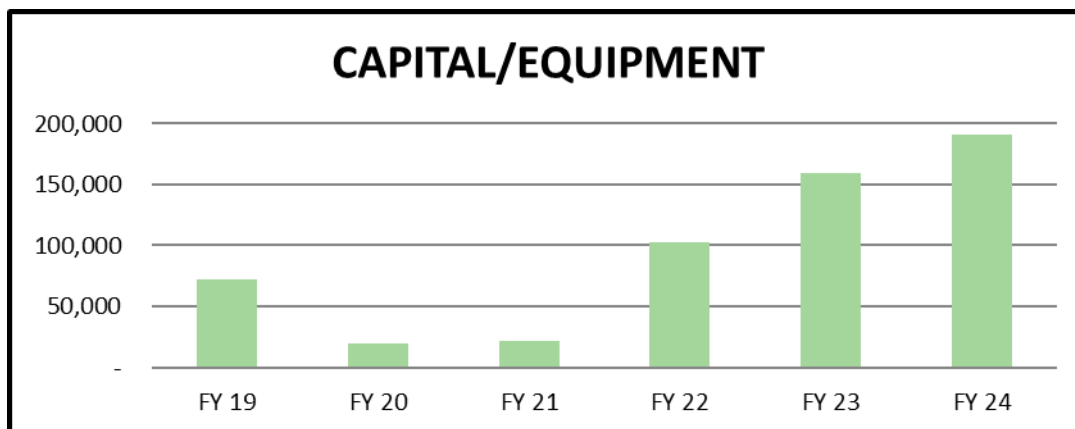
- **Contracted Services (\$407,565):** This category of expenditures will increase by \$84,642 (26%) over the projected FY 2023 year-end total. The City's Police Department partners with Northwestern Medicine to provide outsourced social workers to assist with the aftermath of crimes and crime prevention. Within the Fire Department, ambulance service billing is provided by Andres Medical Billing at a cost of about \$65,000 annually. Within Public Works, these funds cover City-wide janitorial services, and within Building & Code Enforcement the funds cover outsourced sprinkler plan reviews and larger project plan reviews.
- **Maintenance – Software (\$436,130):** Funding will increase in this category by \$38,285 (9.6%). City-wide software costs are centralized in the Information Technology department and include such items as police CAD/records maintenance, Office 365 maintenance, and the maintenance of the City-wide BS & A financial suite.
- **Training/Travel (\$216,515):** No change is expected in this line item. Much of the training budget is a result of new hires attending the fire and police academies, telecommunicator training, and a variety of other required public safety training.

- **Maintenance – Equipment (\$316,517):** Because the City lacked the capital needed to properly address fleet replacement over the past decade, costs associated with vehicle maintenance have increased. The increase in FY2024 is expected to be \$94,748 (42.7%) and will include the maintenance of Police body-cam cameras.
- **Human Services (\$225,000):** This category will increase by \$25,000 in FY2024 to support both established and start-up 501 c3 agencies serving the community.
- **Developmental Services (\$140,000):** This line item supports the DeKalb Chamber (\$35,000), DeKalb County Economic Development Corporation (\$35,000), and the DeKalb County Convention & Visitors Bureau (\$50,000).



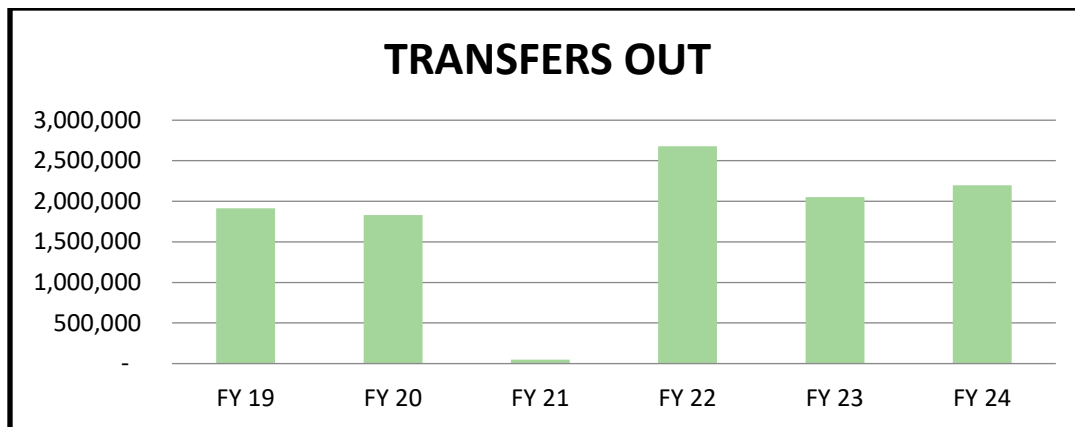
Capital/Equipment

In FY 2024, the City has budgeted \$193,550 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).



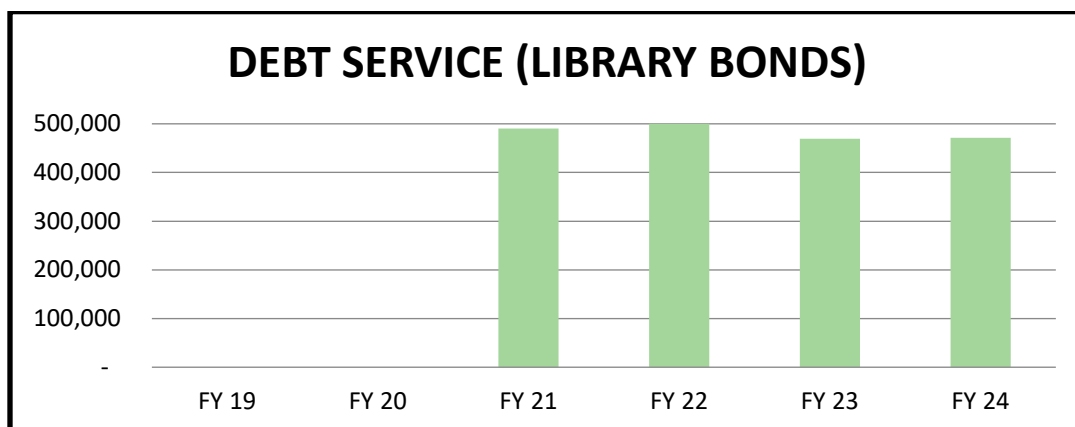
Transfers Out

Transfers of funds from the General Fund to other City funds are represented in this category. Transfers Out in FY 2024 consist of a transfer to the Debt Service Fund to make the annual principal and interest payments on the City's bond issues, as well as a \$200,000 transfer to the Capital Equipment Replacement Fund.



Debt Service

The majority of the City's debt payments are paid from the Debt Service Fund, as noted above. However, the City also pays the principal and interest payments on the GO Bonds Series 2013A which was issued on behalf of the Library to fund the Library's expansion project, and also the debt service on the GO Refunding Bond Series 2022 issued to refund those bonds in 2022. The amount of principal and interest paid on these bonds is accounted for in this category.



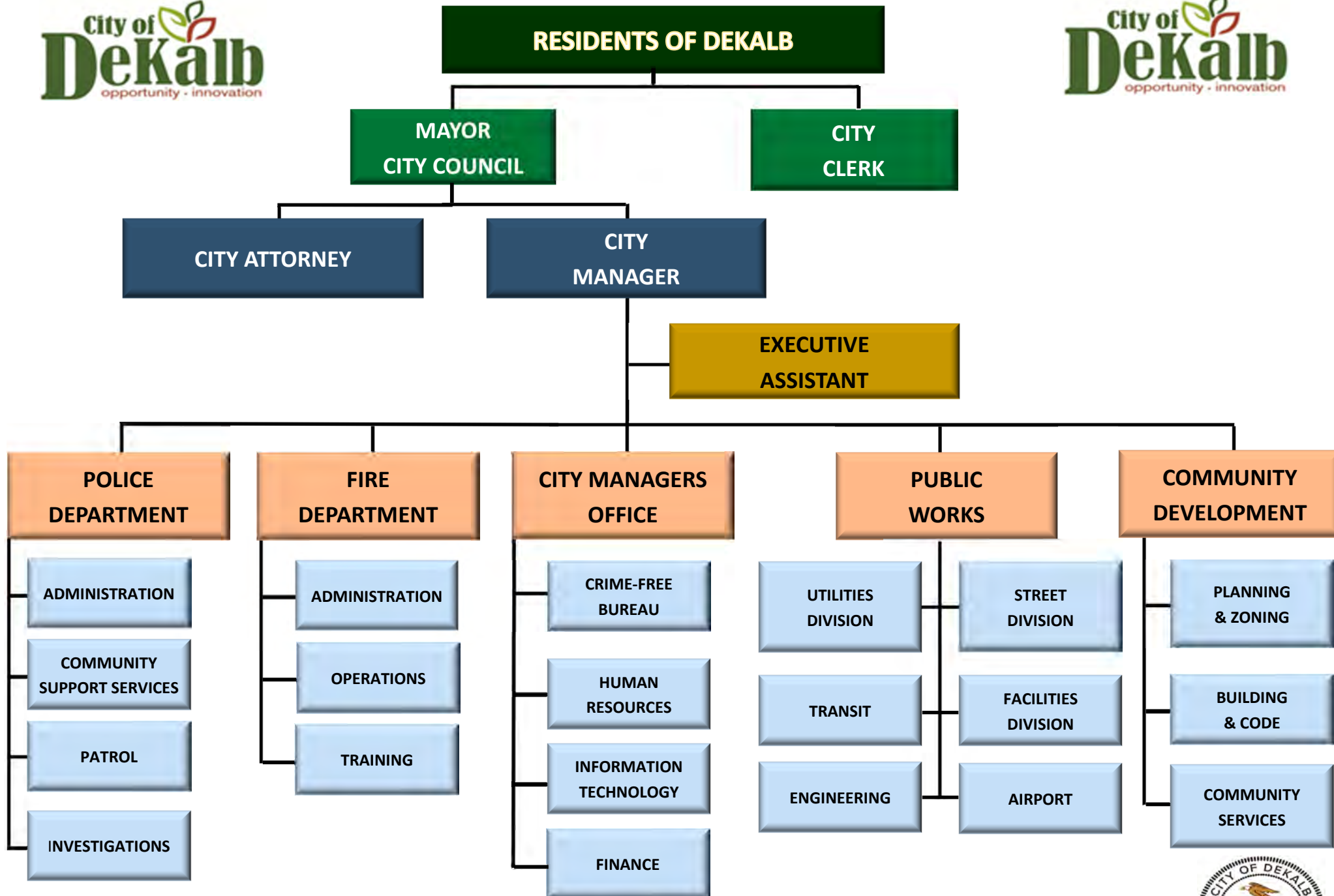
		2021	2022	2023	2023	2024
DESCRIPTION		ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Fund 100 - GENERAL FUND EXPENDITURES						
PERSONNEL						
41100	WAGES - FULL-TIME	14,708,122	15,970,032	17,854,296	17,812,310	19,228,343
41200	WAGES - PART-TIME	418,502	369,949	407,392	372,226	359,033
41300	WAGES - OVERTIME	2,067,563	1,749,490	1,500,400	1,565,266	1,610,400
41400	LONGEVITY PAY	108,366	100,915	113,880	107,627	102,360
41500	CLOTHING ALLOWANCE	99,305	107,947	129,222	130,022	131,092
41550	CAR ALLOWANCE	2,925	2,925	2,925	2,925	2,925
41600	WELLNESS BONUS	139,467	96,534	280,000	280,000	240,000
41650	EDUCATION BONUS	4,875	5,500	5,000	5,000	5,000
41700	DEFERRED COMPENSATION	0	0	208,864	208,864	208,800
41800	HSA CONTRIBUTIONS	0	0	90,137	90,137	90,137
42100	EMPLOYER PORTION FICA	480,983	515,068	625,697	625,697	660,965
42200	EMPLOYER PORTION IMRF	584,351	526,955	460,694	443,147	457,774
42300	EMPLOYER CONTRIB/PENSION	7,897,111	8,123,459	8,834,396	8,834,396	9,474,455
42500	EMPLOYEE HEALTH INSURANCE	4,407,325	4,588,857	4,532,225	4,532,225	4,583,526
42600	WORKER'S COMPENSATION/LIABILITY INSURAN	662,345	451,064	974,355	974,355	1,232,216
PERSONNEL		31,581,240	32,608,695	36,019,483	35,984,197	38,387,026
COMMODITIES						
51000	BOARDS & COMMISSIONS	3,410	525	800	800	800
51300	SUPPLIES/PARTS-BUILDINGS	46,066	35,106	32,525	50,289	36,050
51410	SUPPLIES/PARTS-STREETS	0	10,998	12,000	20,000	25,000
51430	SUPPLIES/PARTS-STORM SEWERS	10,132	23,475	25,000	20,000	25,000
51500	SUPPLIES/PARTS-EQUIPMENT	3,605	6,615	10,500	5,500	5,500
51600	SUPPLIES/PARTS-TECHNOLOGY	27,790	21,530	25,000	25,000	25,000
51700	SUPPLIES/PARTS-VEHICLES	128,982	168,196	191,125	190,975	206,375
51997	STREETLIGHTS, PARTS	24,269	14,026	20,000	19,000	20,000
51998	TRAFFIC & STREET SIGNS	0	302	500	500	750
52000	OFFICE SUPPLIES	14,611	19,320	21,250	19,656	21,800
52500	JANITORIAL SUPPLIES	12,741	16,936	17,360	18,085	19,150
52600	PATROL SUPPLIES & EQUIPMENT	56,863	99,703	94,800	94,850	97,925
52700	INVESTIGATION SUPPLIES & EQUIPMENT	11,614	12,377	14,375	16,650	37,525
52800	FIREFIGHTING SUPPLIES & EQUIPMENT	14,210	52,684	60,000	56,004	60,000
52900	AMBULANCE SUPPLIES & EQUIPMENT	45,077	43,438	45,000	32,402	45,000
53099	ACTIVITIES & SUPPLIES	850	988	1,100	1,523	1,600
53100	ICE/SNOW CONTROL SUPPLIES	705	1,553	3,000	3,000	3,710
53300	SMALL TOOLS & EQUIPMENT	13,110	13,150	12,900	12,479	60,150
54000	UNIFORMS/PROTECTIVE CLOTHING	63,507	57,449	44,850	55,858	56,375
55000	FUEL, OIL, & LUBRICANTS	247,460	347,406	353,534	331,185	356,950
58110	DUI FINES EXPENDITURES	810	1,265	6,600	6,600	6,600
58120	ANTI-CRIME EXPENDITURES	1,198	3,709	8,525	8,525	8,575
58130	CRIME LAB EXPENDITURES	0	1,846	1,125	1,250	1,400
58140	POLICE FORFEITURES EXPENDITURE	1,801	9,114	100	0	100
59999	COMMODITIES	2,879	3,154	3,750	4,750	5,175
COMMODITIES		731,690	964,865	1,005,719	994,881	1,126,510
CONTRACTUAL SERVICES						
61100	MAINTENANCE-GROUNDS	11,998	10,218	29,200	23,800	29,000
61300	MAINTENANCE-BUILDINGS	88,956	64,722	102,236	107,095	107,850
61400	MAINTENANCE-INFRASTRUCTURE	21,876	17,308	30,000	9,000	30,000
61420	MAINTENANCE-STREETS	0	13,725	11,500	11,500	13,000
61430	MAINTENANCE-STORM SEWERS	0	422	20,000	12,500	20,000
61450	MAINTENANCE-SIDEWALKS (50/50)	0	0	15,000	5,000	12,500
61500	MAINTENANCE-EQUIPMENT	129,343	112,665	201,880	221,769	316,517
61599	WARNING SIRENS	6,960	0	7,500	7,440	7,800
61700	MAINTENANCE-VEHICLES	194,639	188,938	182,325	169,275	124,775
61800	MAINTENANCE-SOFTWARE	298,060	285,629	397,845	397,845	436,130
62099	PRINTED MATERIALS	27,457	27,831	30,000	29,709	31,150
62100	FINANCIAL SERVICES	37,114	40,873	43,824	43,574	44,926
62200	LEGAL SERVICES	176,173	171,780	159,000	159,000	159,000
62300	ARCHITECT/ENGINEERING SERVICES	1,000	0	0	0	0
62400	TECHNOLOGY SERVICES	17,820	19,610	19,820	19,820	19,820
62600	MEDICAL SERVICES	31,222	36,383	45,950	49,620	60,500
62700	HUMAN & SOCIAL SERVICES	150,000	200,000	200,000	200,000	225,000
62800	UNEMPLOYMENT INSURANCE SERVICES	6,961	6,380	10,000	10,000	10,000
62900	PERSONNEL RECRUITMENT SERVICES	50,978	40,972	75,000	75,000	85,680
63000	SPECIAL EVENT SERVICES	1,371	1,027	3,850	3,850	6,000
63100	FORESTRY SERVICES	113,227	139,339	100,000	100,000	135,000

		2021	2022	2023	2023	2024
		ACTIVITY	ACTIVITY	AMENDED	PROJECTED	REQUESTED
DESCRIPTION				BUDGET	ACTIVITY	BUDGET
63150	50/50 TREE PLANTING	0	0	7,500	7,500	10,000
63300	NUISANCE ABATEMENT SERVICES	(1,135)	4,929	9,000	7,000	10,000
63400	SNOW REMOVAL SERVICES	76,388	27,338	0	0	0
63500	TOWING SERVICES	1,270	2,386	2,800	4,080	4,760
63600	WEATHER SERVICES	3,456	3,660	3,800	3,800	3,800
63700	DEVELOPMENTAL SERVICES	105,000	105,000	140,000	140,000	140,000
63750	DEMOLITION SERVICES	0	0	50,000	50,000	70,000
63800	CONTRACTED SERVICES	357,787	266,228	419,140	322,923	407,565
64000	UTILITIES	17,548	19,417	20,703	14,936	17,700
64100	ELECTRIC SERVICES	28,294	26,002	50,000	45,000	50,000
64500	TELEPHONE SERVICES	95,699	91,451	101,031	97,672	107,031
65100	FREIGHT & POSTAGE	21,381	14,408	21,775	25,438	24,725
65200	MARKETING ADS & PUBLIC INFO	1,779	2,746	2,600	1,150	4,150
65300	LEGAL EXPENSES & NOTICES	22,311	18,480	6,561	5,986	6,925
65400	TAXES, LICENSES, & FEES	13,304	1,409	12,089	5,500	10,500
65500	RENTAL-BLDG & EQUIP	1,138	11,092	1,500	750	2,000
66100	DUES & SUBSCRIPTIONS	24,573	26,456	30,119	31,180	36,624
66200	TRAINING/TRAVEL	128,187	131,338	209,100	216,502	216,515
66300	TRAVEL EXPENSES	0	0	500	500	500
66400	EDUCATION TUITION REIMBURSEMENT	0	100	0	0	0
68750	TAX SHARING AGREEMENTS	1,639,010	1,298,835	1,368,971	1,368,971	1,368,810
69199	PRIV PROP REHAB / REDEVELOP	0	1,000,000	0	0	0
69200	SURETY BONDS	62,150	67,317	0	0	0
69700	SPECIAL PROJECTS	26,179	18,222	40,000	40,000	45,000
CONTRACTUAL SERVICES		3,989,474	4,514,636	4,182,119	4,044,685	4,411,253
DEBT SERVICES						
75000	DEBT SERVICE - PRINCIPAL	0	375,000	375,000	375,000	360,000
76000	DEBT SERVICE - INTEREST	0	114,138	94,599	94,599	111,409
79000	CAPITAL LEASE PRINCIPAL	0	27,209	0	0	0
79100	CAPITAL LEASE INTEREST	0	407	0	0	0
DEBT SERVICES			516,754	469,599	469,599	471,409
EQUIPMENT						
86000	EQUIPMENT (LEASED)	3,699	86,115	93,500	93,154	115,000
86100	TECHNOLOGY EQUIPMENT	16,527	14,228	18,000	18,000	18,000
86200	OFFICE FURNITURE & EQUIPMENT	944	1,755	24,150	23,300	28,550
86300	TELEPHONE & RADIO EQUIPMENT	385	600	27,000	25,000	32,000
EQUIPMENT		21,555	102,698	162,650	159,454	193,550
TRANSFERS OUT						
91130	TRANSFER TO GEMT FUND	0	800,000	0	0	0
91300	TRANSFER TO DEBT SERVICE FUND	0	1,880,280	1,750,000	1,862,841	1,998,497
91400	TRANSFER TO CAPITAL PROJECTS FUND	22,500	0	0	0	0
91420	TRANSFER TO CAPITAL EQUIPMENT FUND	25,000	0	200,000	200,000	200,000
91900	TRANSFER TO LIBRARY FUND	490,625	0	0	0	0
TRANSFERS OUT		538,125	2,680,280	1,950,000	2,062,841	2,198,497
PROJECTED EXPENDITURES - GENERAL FUND 100		36,862,084	41,387,928	43,789,570	43,715,657	46,788,245



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CITY OF DEKALB ORGANIZATIONAL CHART





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Legislative

Department Introduction

The Legislative Department encompasses all activities of the City Council, which is the primary 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 at the DeKalb Public Library.

The proceedings of all City Council meetings are recorded and archived by the Executive Assistant. Among the routine duties assumed by the Executive Assistant are the keeping of the voting record at City Council meetings, the preparation of 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 Mayor and Council members for FY 2024 is shown below:

- Mayor \$22,500
- Council Member \$5,400

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.



Dedication of the Veteran's Memorial

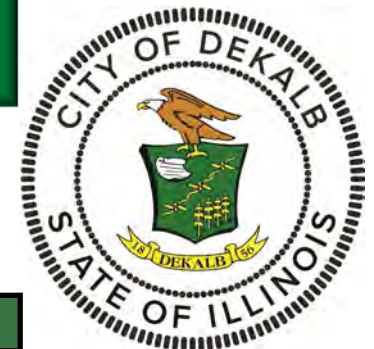
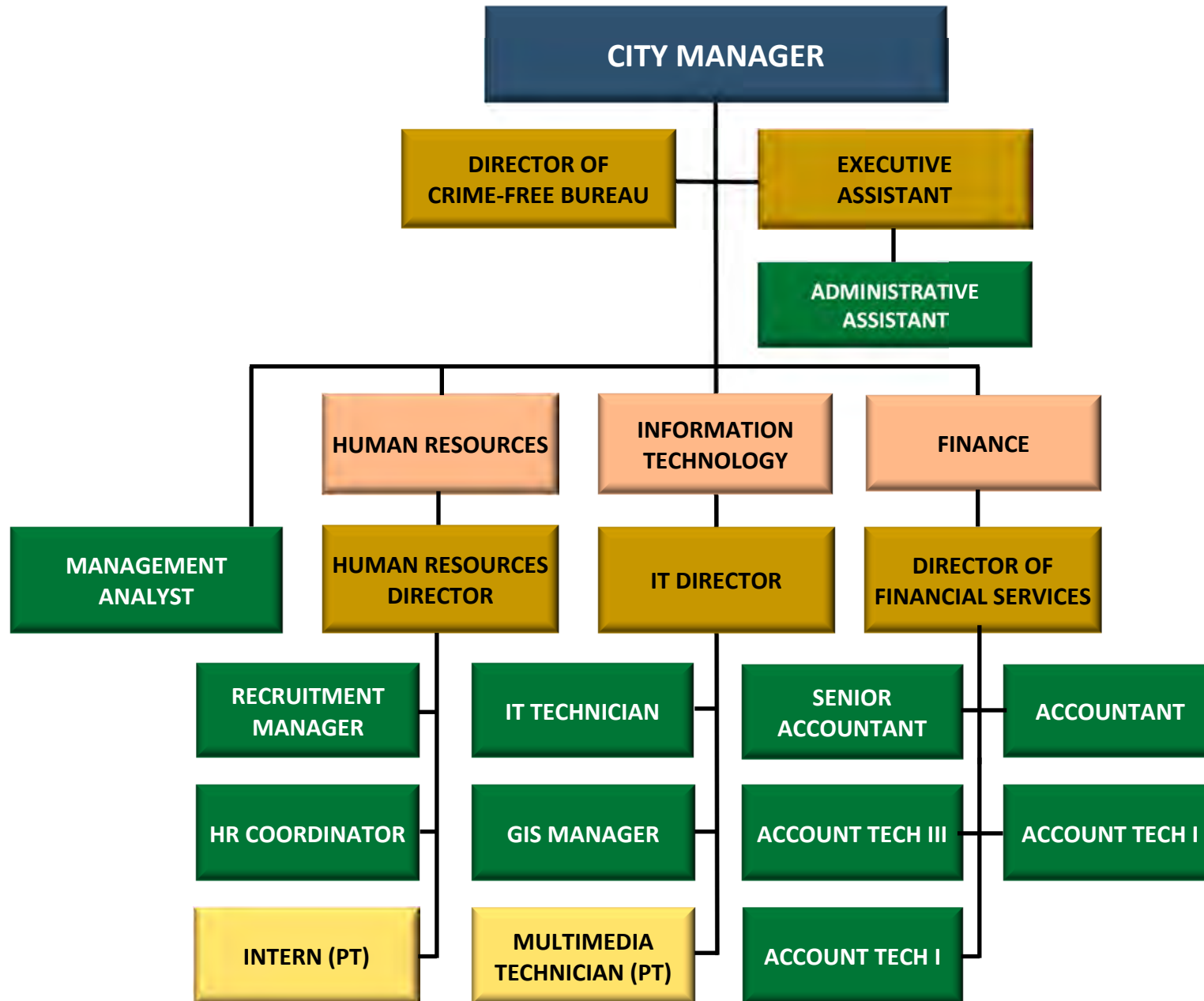
GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
LEGISLATIVE - ELECTED OFFICIALS						
PERSONNEL						
100-10-10-41200	WAGES - PART-TIME	64,886	64,886	68,300	68,300	68,300
100-10-10-42100	EMPLOYER PORTION FICA	4,965	4,965	5,225	5,225	5,225
PERSONNEL		69,851	69,851	73,525	73,525	73,525
COMMODITIES						
100-10-10-52000	OFFICE SUPPLIES	946	509	1,000	1,000	1,000
100-10-10-53099	ACTIVITIES & SUPPLIES	29				
COMMODITIES		975	509	1,000	1,000	1,000
CONTRACTUAL SERVICES						
100-10-10-62099	PRINTED MATERIALS	184	78			
100-10-10-64500	TELEPHONE SERVICES	9				
100-10-10-65300	LEGAL EXPENSES & NOTICES	4,144	2,071	1,250	1,250	1,250
100-10-10-66100	DUES & SUBSCRIPTIONS	2,916	3,366	3,565	3,565	3,575
100-10-10-66200	TRAINING/TRAVEL	4,607	2,888	6,235	6,235	6,235
100-10-10-66300	TRAVEL EXPENSES			500	500	500
CONTRACTUAL SERVICES		11,860	8,403	11,550	11,550	11,560
LEGISLATIVE - ELECTED OFFICIALS		82,686	78,763	86,075	86,075	86,085

		2021	2022	2023	2023	2024
		ACTIVITY	ACTIVITY	AMENDED	PROJECTED	REQUESTED
GL NUMBER	DESCRIPTION			BUDGET	ACTIVITY	BUDGET
LEGISLATIVE - MUNICIPAL BAND						
CONTRACTUAL SERVICES						
100-10-11-63800	CONTRACTED SERVICES	41,088	41,088	41,088	41,088	41,088
CONTRACTUAL SERVICES		41,088	41,088	41,088	41,088	41,088
LEGISLATIVE - MUNICIPAL BAND		41,088	41,088	41,088	41,088	41,088



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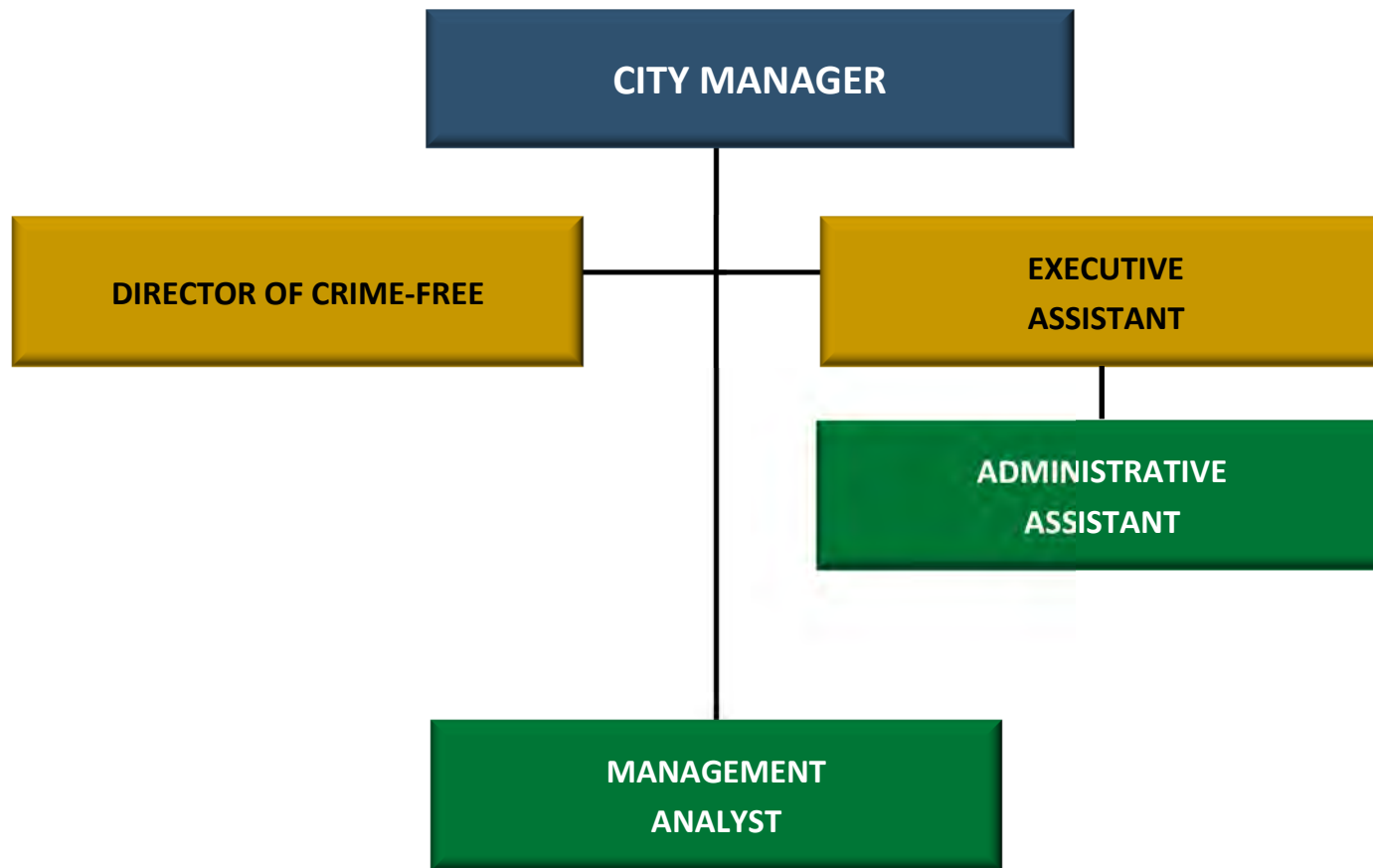
CITY ADMINISTRATION ORGANIZATIONAL





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CITY MANAGER'S OFFICE ORGANIZATIONAL CHART





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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 those who fall under the authority of the Fire and Police Commission.

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 FY2024 as in FY2023, FY2022, FY2021, FY2020, and FY2019, the City Manager will serve as the community development director and the public works director.

The City Manager's Office has principal oversight regarding 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, Human Relations Commission, and various volunteer committees. The Office is responsible for updates to the Municipal Code. The Office also serves as an alternate registrar for the County Clerk by registering voters and assisting with petitions from candidates for all City elections.

The City Manager's Office also 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 City Manager's 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 attraction of new industrial and commercial businesses including Meta, Kraft Heinz, the Ferrara Candy Company, and Amazon and their ongoing, phased development will continue to require the City Manager's abiding attention in FY2024. 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 now that TIF #1 has expired and TIF #3 has become the principal focus of City financial assistance to eligible private redevelopment initiatives.

FY2023 Accomplishments

Appointment of New Finance Director: Carrie Dittman resigned in June 2023 and the Finance Office was re-organized. Susan Hauman was appointed Director of Financial Services; Meagan Challand was promoted to Senior Accountant, and a new Accountant position will be filled by the end of the fiscal year with a slight net savings in annual expenditures. The reconstituted Finance staff ably sustained the office's reputation for adherence to generally accepted accounting principles and immediately became an integral part of the City's financial operations.

Creation of a New Crime-Free Bureau: On November 27, 2023 Bob Redel organized the new Crime-Free initiative approved by the Council in September, 2023. The initiative was prompted by a summer of numerous weapons-related offenses and citizen complaints culminating in a series of senseless and tragic shootings on three consecutive days in late August 2023. With the Council's legislative support, Bob has replaced the former "three-strike" system of crime-free housing provisions generally adopted in 2013 with a new system that compresses the period for landlords to establish a pattern of lawful conduct in a city rental unit, whether or not an arrest is made on the spot. The new system also imposes very stiff fines on those landlords or managers without an affirmative defense as to why their rental units were the location of unlawful offenses. The key to Bob's success to date has been his aggressive and in-person follow-up with landlords and managers after reports of unlawful behavior at specific rental units have been received. This daily interaction has contributed to the decline in the pace and scope of criminal activity in rental units, particularly in DeKalb's densely populated northwest quadrant.

Management of the City's TIF Program: On December 31, 2021 the Central Area Tax Increment Financing Redevelopment Area (TIF #1) was terminated according to the provisions of Ordinance 2021-043. The termination followed the consensus of the TIF Joint Review Board whose participating governmental bodies reached agreement on an intergovernmental agreement dated November 15, 2020 that directed the termination by 12/31/2021. The management of the existing TIF#3 falls to the City Manager's Office. In FY2023, a number of architectural

improvement grants were approved by the Council, as well as a \$92,697 forgivable loan to Sam Patterson for the rehabilitation of the property at 151 N. Fourth Street. Additionally, the last TIF#3 payout was made to Pappas Development for the ongoing redevelopment of the former City Hall property at S. Fourth and Grove.

Annie Glidden North Redevelopment: With ARP funds and other resources to continue and intensify redevelopment, the City Manager led the City staff in further redevelopment efforts including the reconfiguration of Kimberly Drive and the attraction of bids for the redevelopment of the City-owned property at Blackhawk Road and W. Hillcrest Drive. On July, 10 the Council approved a resolution (Resolution 2023-067) authorizing the City Manager to work with the NIU Foundation on a redevelopment agreement for the project area at the corner of the City's Blackhawk and W. Hillcrest property. On October 23, the Council approved a resolution extending the deadline for the NIU Foundation to exercise its option to March 31, 2024, by which time a purchase and sale agreement will hopefully be entered and the Council will have a conceptual building and site plan and a plat of subdivision to approve as well.



HILLCREST & BLACKHAWK CONCEPT RENDERINGS
5/5/2023

Collective Bargaining: The City Manager led the management team in the renegotiation of the City agreement with FOP Lodge 115 and IAFF Local 1236.

ChicagoWest: The development of the Facebook, Ferrara, Amazon and Kraft Heinz sites has generated further market interest in this business park which is expanding by about 450 acres to the south of the Meta site. ChicagoWest was notified in mid-August that it was one of nine “Megsites Investment Program” recipients in 2023. The State of Illinois is leveraging Rebuild Illinois capital funds to help underwrite infrastructure in highly active development areas around the state. The purpose is to have development-ready sites for large industrial projects including data centers, distribution centers, and manufacturing. One feature of this general area will be a

new 30-40 acre ComEd transmission substation to handle increased electrical capacity and larger electrical loads in the next three years.



Property Tax Reform: The City Manager supported the property tax reform initiative led by Mayor Cohen Barnes and intended to bring the aggregate tax rate down to a more competitive level (approximately \$9 per \$100 EAV or less) in the next two tax years. In late November 2022, Mayor Barnes invited all local taxing bodies to join him in a summit consisting of the chief elected and administrative officers from each taxing body to jointly define targeted aggregate tax rates. The first summit was convened on March 9, 2023, and a follow-on summit meeting was convened on August 17. At the August meeting, it was agreed that a third summit meeting would be convened once all the local taxing bodies had approved their annual levies, keeping in mind the possibility that four industrial companies (Meta, Ferrara, Wehrli and Amazon) will contribute an estimated \$150 million in new EAV in 2023, not including the impact of the DeKalb Township equalization factor of 9.53% on all types of properties. Although only the DeKalb Library and Park

District have EAVs similar to the City of DeKalb, since DeKalb's 2023 EAV is tentatively pegged at \$998,000,000 it is clear that all local taxing bodies will have an opportunity to levy more actual dollars and still assure a solid decline in their tax rate.

Belonging: A vitally important feature of DeKalb's social and intellectual landscape in the past 2-1/2 years has been the rise of the Belonging movement focusing on the removal of continuing obstacles to racial equity and social justice. The conversation has been taken up by the DeKalb community in the streets, in parks, in churches, in schools, and in municipal public meetings. Significant steps have been taken by the DeKalb City Council and administration to bring more transparency and accountability to law enforcement policies and practices, to address public safety issues in certain large apartment complexes, and to build hope out of intense community engagement and action in 2022 and 2023. Substantive steps toward sustained engagement will be undertaken in 2024.

FY2024 Initiatives

The following highlights will look familiar after reading through the FY2023 Accomplishments. Pursuant to the City Council's direction, the "main thing" in terms of top objectives for the City government in 2024 remain economic growth in a business-friendly environment, crime prevention and safe neighborhoods, property tax relief, and the encouragement of social justice initiatives.

ChicagoWest Business Park: Further development under the aegis of the "Megsites" program is likely and will involve freight rail service. The City and state will work collaboratively with Chicago West to enlist federal infrastructure support for the substantial private investment necessary to build such infrastructure.

Park 88: Further development on Macom Drive in the Park 88 Business Park may unfold in the first quarter of 2024. Additionally, Park 88 has been a focal point for several larger production facilities as they narrow their search for attractive sites in the upper Midwest.

AGN Redevelopment: The NIU Foundation will move forward in the first quarter of 2024 to create a plat of subdivision for their intended "Greek Life Center" at the corner of Blackhawk and E. Hillcrest, and should enter a purchase and sale agreement by April 2024.

TIF #3: Additional Architecture Improvement Program ("AIP") grants are likely to be brought to the Council. A total of \$100,000 has been allocated for that purpose.

Crime-Free Bureau: The new Crime-Free Bureau Director will continue to actively engage local landlords with rental properties of all sizes to explain the new program, maintain the practical inventory established by Bob Redel in 2023 that includes contact information for all owners and property managers, and work closely with the Police Department to identify locations with a pattern of unlawful activity.

City/NIU Collaboration: The City Manager will work closely with Mayor Barnes to identify additional ways in which the City departments and NIU Colleges and Administration can work cooperatively to continue building a welcoming "college-town" atmosphere.

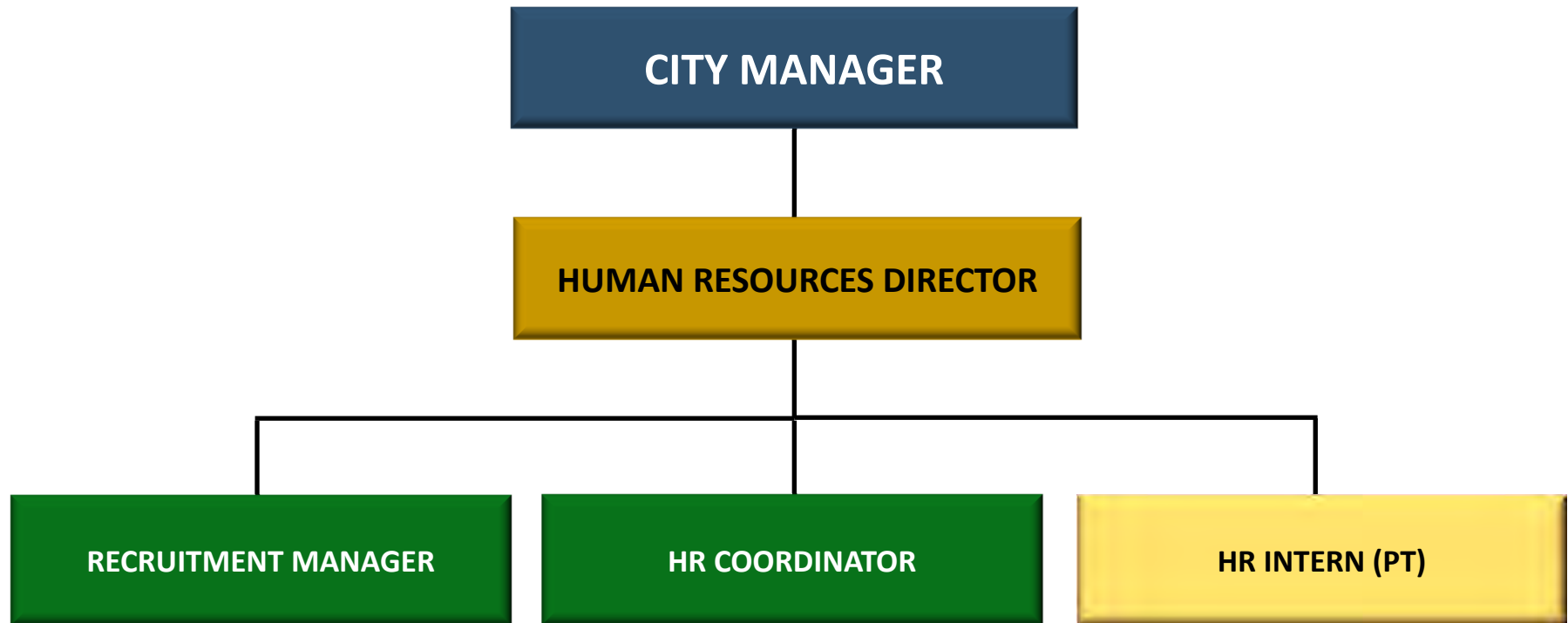


GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
CITY MANAGERS OFFICE - ADMINISTRATION						
PERSONNEL						
100-15-12-41100	WAGES - FULL-TIME	395,339	343,490	434,329	434,329	449,752
100-15-12-41200	WAGES - PART-TIME	310				
100-15-12-41300	WAGES - OVERTIME	160	635	1,200	1,200	1,200
100-15-12-41550	CAR ALLOWANCE	2,925	2,925	2,925	2,925	2,925
100-15-12-42100	EMPLOYER PORTION FICA	28,366	24,500	33,222	33,222	34,721
100-15-12-42200	EMPLOYER PORTION IMRF	56,871	42,166	38,189	38,189	38,807
100-15-12-42500	EMPLOYEE HEALTH INSURANCE	74,747	69,336	77,137	77,137	76,999
100-15-12-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	655	946			
PERSONNEL		559,373	483,998	587,002	587,002	604,404
COMMODITIES						
100-15-12-52000	OFFICE SUPPLIES	1,096	2,647	1,000	1,000	1,000
100-15-12-53099	ACTIVITIES & SUPPLIES	78	90	100	100	100
COMMODITIES		1,174	2,737	1,100	1,100	1,100
CONTRACTUAL SERVICES						
100-15-12-62099	PRINTED MATERIALS	928	77	1,000	1,000	1,000
100-15-12-62200	LEGAL SERVICES	176,173	171,780	159,000	159,000	159,000
100-15-12-63000	SPECIAL EVENT SERVICES	339	561	850	850	850
100-15-12-63800	CONTRACTED SERVICES	16,223		16,925	1,500	1,500
100-15-12-64500	TELEPHONE SERVICES	1,806	1,710	1,296	1,296	1,296
100-15-12-65100	FREIGHT & POSTAGE		34	100	100	100
100-15-12-65200	MARKETING ADS & PUBLIC INFO	725	2,355	1,000		
100-15-12-65300	LEGAL EXPENSES & NOTICES	13,904	12,211	1,000	1,000	1,000
100-15-12-66100	DUES & SUBSCRIPTIONS	2,872	2,412	2,459	2,519	2,654
100-15-12-66200	TRAINING/TRAVEL	376	320	200		
100-15-12-69700	SPECIAL PROJECTS	10,448	9,734	5,000	5,000	5,000
CONTRACTUAL SERVICES		223,794	201,194	188,830	172,265	172,400
EQUIPMENT						
100-15-12-86200	OFFICE FURNITURE & EQUIPMENT		120			
EQUIPMENT		0	120	0	0	0
CITY MANAGERS OFFICE - ADMINISTRATION		784,341	688,049	776,932	760,367	777,904



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HUMAN RESOURCES DEPARTMENT ORGANIZATIONAL CHART





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Human Resources Department

Department Introduction

The City's small but enormously productive Human Resources (HR) Department administers 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). The HR Department 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, the HR Department daily addresses personnel concerns and inquiries, and provides 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. The HR Department provides staff liaison to the Board of Fire and Police Commissioners.

FY 2023 Accomplishments

Sustainable Operations

- Successfully **filled 16 positions** through external hiring and internal promotions in the Finance and Public Works Departments through the 3rd Quarter ensuring continuity of operations. Continued recruitment efforts to fill various positions within Information Technology, Finance, Community Development, Human Resources, and Public Works Departments.
- Enhanced social media campaigns, expanded sourcing sites, and increased job fair participation to attract local talent and increase diversity in recruitment pools to fill open positions.
- Collaborated with departments and applicable unions to update job descriptions as positions became available. Completed various job evaluations and equity studies and ensured all essential functions and hiring requirements were updated and reflected in the role.
- Partnered with the Public Works and Fire Departments to develop and hire a skilled maintenance mechanic position specializing in fire equipment to reduce contractual cost.
- Served as an advisor to employees and supervisors on employee and labor relations issues. Acted as a liaison between employee and supervisor. Counseled supervisors on appropriate responses or corrective action as necessary.
- Successfully implemented a new benefit administration platform while ensuring the integrity of all employee data.

- Signed an intergovernmental agreement with the DeKalb Public Library to administer the Library's health insurance program. Re-enrolled staff into various insurance options and assumed administration of the Library's health insurance program.
- Coordinated on-site meetings for employees to meet with retirement vendors to set-up accounts and plan for retirement.
- Met with long serving employees contemplating retirement to run projections and review benefit options.
- Continued the ongoing administration of all employee benefit programs. Assisted employees and retirees with insurance issues and worked with carriers on resolutions.
- Continued to foster interest in City government with emerging professionals. Hired two grant- funded interns through a partnership with Northern Illinois University.

Public Safety

- Assisted in the recruitment and hiring of the Police Commander of Investigations during the 2nd Quarter to re-constitute the Command staff after Bob Redel's retirement.
- **Hired and onboarded 9 Entry Level Police Officers and 3 Lateral Police Officers** to achieve departmental growth goals and ensure continuity of operations.
- Completed 2 Entry Level and 1 Lateral Police Officer recruitment processes during 1st and 2nd Quarters. Initiated a new Entry Level and a Lateral Process to establish eligibility lists during the 4th Quarter to fill future vacancies.
- Partnered with the Board of Fire and Police Commissioners to revise hiring requirements for Entry Level Police Officer to expand and further diversify applicant pools.
- Successfully **hired and onboarded 5 new Firefighter/Paramedics** from the current eligibility list during the 1st and 3rd Quarters achieving FY 2023 hiring goals. Initiated a new testing process and established a new list to achieve FY 2024 hiring goals.
- Collaborated with the Fire Department and City's Manager's Office to develop recruitment videos to attract firefighter/paramedic candidates.
- Oversaw the promotions of 3 Fire department employees to the rank of Battalion Chief, Captain, and Lieutenant/Paramedic and the promotion of 1 Police officer to the rank of Sergeant as determined by the Board of Fire and Police Commissioners.
- Began a new Fire promotional examination process to establish an eligibility list for the promotion of Fire personnel to the ranks of Captain and Battalion Chief during the 2nd Quarter. Initiated a new Police Sergeant promotional examination process during the 3rd Quarter.
- Collaborated with AFSCME on the creation of Telecommunicator Specialist positions to provide enhanced Center support during 1st Quarter. Completed panel interviews and internally promoted 3 Telecommunicators during the 2nd Quarter.
- **Filled 5 Telecommunicator positions by the 3rd Quarter.** Retooled the Telecommunicator processes to increase responsiveness and initiated a new recruitment process during the 3rd Quarter to fill current vacancies.
- Hired an outside vendor to assist with Telecommunicator background investigations to reduce Police departmental workload with expedited hiring for the Telecommunicator role.
- **Hired an Office Associate I** in the Administrative Services Division through external hiring to fill vacant role.
- Completed various comparable studies within public safety to ensure equity and market competitiveness to attract and retain talent while maintaining standards.

FY 2024 Initiatives

Sustainable Operations

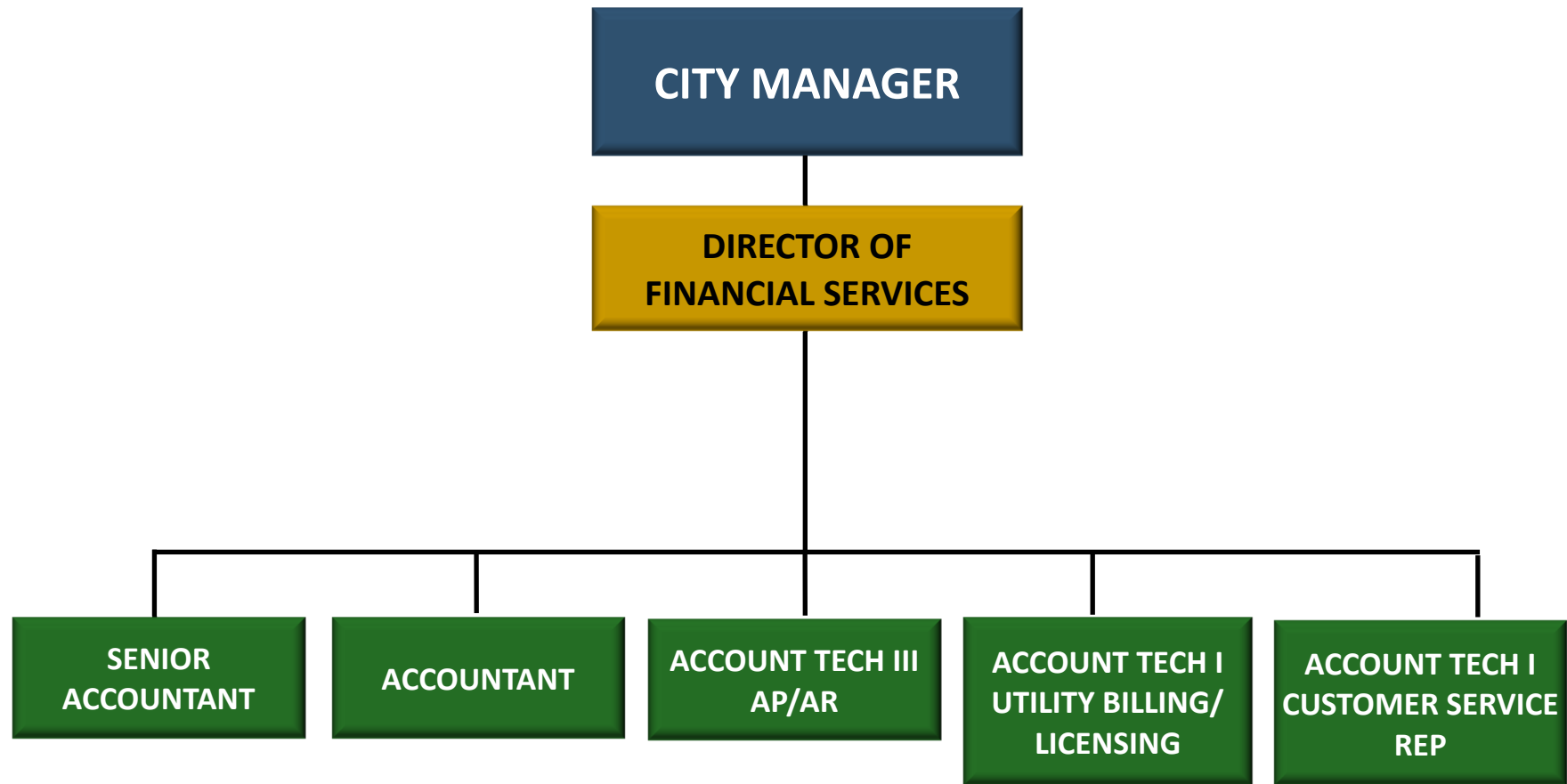
- Revise new employee orientation program to streamline processes.
- Develop training for new supervisors on HR functions, regulatory requirements, and applicable roles.
- Continue the audit of the employee personnel manual and benefits handbook and make any necessary updates.
- Continue work on the job description project and updating all job descriptions to accurately reflect all duties and requirements.
- Work with City Departments on the creation of a performance evaluation tool that sets clear, relatable performance expectations.
- Continue the review of the City's salary administration program to maintain internal equity and maintain competitiveness.

Public Safety

- Continue the hiring and onboarding of new Police officers and Firefighter/Paramedics through additional testing processes to recruit talent and achieve hiring initiatives within a highly competitive market.
- Continue to test and interview telecommunicator applicants to sustain operations.
- Collaborate with the Fire and Police Departments and look for opportunities to enhance local partnerships to expand interest in public safety positions.
- Coordinate with the Fire Department to initiate a firefighter apprenticeship program to assist in the development of future firefighters while spotlighting the Department and increasing future applicant pools.
- Initiate a new fire promotional examination process to establish an eligibility list for the promotion of Fire personnel to the rank of Lieutenant.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
CITY MANAGERS OFFICE - HR						
PERSONNEL						
100-15-16-41100	WAGES - FULL-TIME	96,278	150,535	200,280	200,280	210,891
100-15-16-41200	WAGES - PART-TIME	52,820	21,878	15,485	15,485	15,872
100-15-16-42100	EMPLOYER PORTION FICA	10,948	12,639	16,506	16,506	17,347
100-15-16-42200	EMPLOYER PORTION IMRF	19,653	20,544	17,444	17,444	18,031
100-15-16-42500	EMPLOYEE HEALTH INSURANCE	22,771	25,301	45,547	45,547	45,446
100-15-16-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	118	170			
PERSONNEL		202,588	231,067	295,262	295,262	307,587
COMMODITIES						
100-15-16-51000	BOARDS & COMMISSIONS	735		800	800	800
100-15-16-52000	OFFICE SUPPLIES	934	969	425	425	675
COMMODITIES		1,669	969	1,225	1,225	1,475
CONTRACTUAL SERVICES						
100-15-16-62099	PRINTED MATERIALS	187		200	200	200
100-15-16-62600	MEDICAL SERVICES	4,853	4,160	6,950	4,500	5,500
100-15-16-62800	UNEMPLOYMENT INSURANCE SERVICES	6,961	6,380	10,000	10,000	10,000
100-15-16-62900	PERSONNEL RECRUITMENT SERVICES	50,978	40,972	75,000	75,000	85,680
100-15-16-63000	SPECIAL EVENT SERVICES	1,032	400	3,000	3,000	5,150
100-15-16-64500	TELEPHONE SERVICES	1,189	1,186	1,475	1,475	1,475
100-15-16-65100	FREIGHT & POSTAGE			300	300	300
100-15-16-65300	LEGAL EXPENSES & NOTICES		692	200	200	700
100-15-16-66100	DUES & SUBSCRIPTIONS	734	963	1,000	1,000	1,070
100-15-16-66200	TRAINING/TRAVEL	168	554	1,750	1,500	3,750
CONTRACTUAL SERVICES		66,102	55,307	99,875	97,175	113,825
CITY MANAGERS OFFICE - HR		270,359	287,343	396,362	393,662	422,887

FINANCE DEPARTMENT ORGANIZATIONAL





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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 and applying such resources in a manner which is most beneficial to the residents and businesses of DeKalb.

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

The Department is dedicated to providing residents and businesses with exceptional government financial management. The Department's commitment to financial excellence has been recognized nationally by the Government Finance Officers Association (GFOA), which has presented the Department with the Certificate of Excellence in Financial Reporting for its Annual Comprehensive Financial Report (ACFR) and the Distinguished Budget Presentation Award.

FY 2023 Accomplishments

Retained a 25% General Fund balance reserve level: The City’s fund balance policy, which is based on “Best Practices” formulated by the Government Finance Officers Association (GFOA), requires that the General Fund maintain a reserve level of 25% of annual expenditures. After a hardship year in 2018 when the City did not achieve the benchmark, the City made some extraordinary personnel adjustments and constrained department spending and exceeded the 25% mark in fiscal years 2019 – 2022. It is projected that the reserve will substantially exceed the 25% fund balance policy through year-end 2023 and again in 2024.

Annual City Financial Audit: The City obtained an unmodified (“clean”) opinion on the financial statements for the year ended December 31, 2022. In addition, the City was awarded the Certificate of Excellence in Financial Reporting from GFOA for the year ended December 31, 2021, which was the 28th award the City has obtained; we are currently awaiting the results from our submission for December 31, 2022.

Annual City Budget: The City expects to receive the Distinguished Budget Presentation Award from GFOA for the fiscal year January 1, 2023 – December 31, 2023, which would be the 8th award the City has received. The annual preparation of the municipal budget is a team effort involving all city departments, along with forward planning in the creation of another notable budget document for fiscal year 2024.

Implementation of GASB 87: The City worked in partnership with Sikich, the City’s third-party auditing team, to implement GASB Statement No. 87, the new reporting requirements for

recognizing leases on the City's financial statements. The City forwarded all lease agreements to Sikich for review to determine if recognition was required under GASB 87.

Upgrade to the City's Bond rating: DeKalb has earned a bond rating upgrade reflecting the City's strong financial health resulting from responsible financial policies and transformative economic development. The upgrade by Moody's Investors Services increases the City's bond rating to A1 from A2. Among the City's credit strengths, Moody's cites notable growth in the City's economy from larger scale economic development projects in the ChicagoWest Business Center on the far southside.

In its opinion released Oct. 4, Moody's credits more than \$2 billion in investments from Meta, Amazon, Kraft Heinz, and Ferrara Candy for positive trends in both sales and use taxes and property taxes, the City's main revenue sources. Other factors cited by Moody's in the upgrade were the City's home-rule status and the presence of Northern Illinois University as an anchor in the regional economy.

The City's Budget Policy requires adequate funding of all pension plans and the City's actuary prepares the annual valuation and annual required contribution assuming 100% funding by 2040 under the Entry Age Normal actuarial cost method, which is higher than the statutory minimum (90% by 2040). The City has been contributing the full annual contribution (or more) under this method since FY 2018.

Water Account Delinquent Balance Review: Finance instituted a monthly review process for all utility billing accounts and implemented a collections policy for all delinquent accounts. In addition, flagging accounts within the BS&A software and determining when to refer outstanding balances to a collection agency.

Crime Free Housing Bureau: Finance assisted the Director of the Crime-Free Bureau in establishing a debt collection strategy, clearly outlining the terms and conditions of required payments, offering online invoice processing, emailing of delinquent invoices, and determining when to refer outstanding balances to a collection agency.

Achieving Greater Department Efficiencies: In 2023, the Department continued to improve efficiencies and internal controls by reviewing and revising the City's Financial Policies. In November 2023 a thorough review was performed and several updates were adopted as part of the annual budget process.

Quantitative Breakdown of Department Activity		
Department Activity	2021	2022
Incoming Calls Main Number	6,554	6,332
Number of Utility Bills Issued	66,854	66,672
Water Gallons Billed	1,354,445	1,395,951
Purchase Orders Issued	213	258
Checks Issued - AP	3,221	4,011
Invoices Processed - AP	7,773	8,089
Cash Receipt Transactions (Front Counter)	53,026	48,185
Online Payments	22,076	23,675

FY 2024 Initiatives

Annual City Budget: City staff continued to implement enhancements in the 2024 budget and look forward to another successful submission to the GFOA.

Compilation of a Comprehensive Capital Improvement Program (CIP): In the past, the City was able to produce a 5-year CIP encompassing the capital needs of all City funds and departments. Due to a lack of staff, this has fallen by the wayside on a City-wide basis, although individual departments still maintain lists of future capital needs. The presentation of a comprehensive plan will highlight all needs and assist the City with recognizing and prioritizing the greatest needs with available resources.

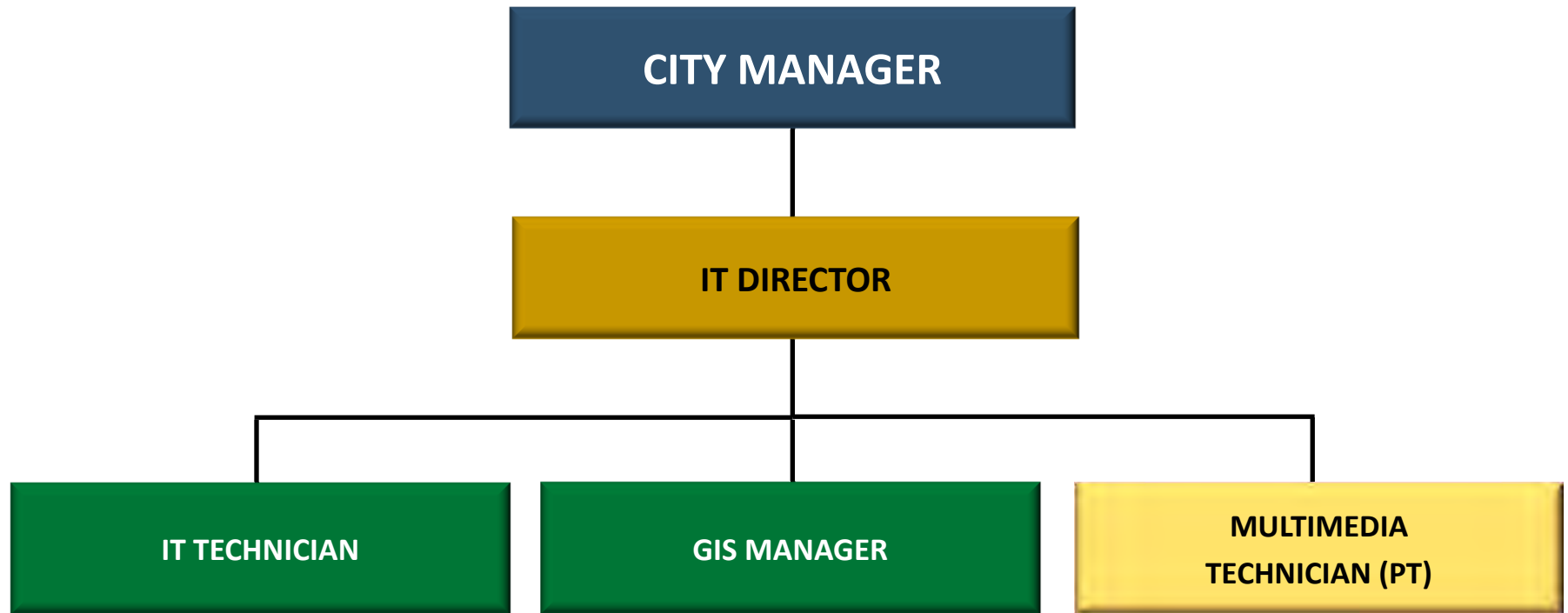
Implement City Wide Collections/Write-Off Policy: In 2024, the Department will continue to fine tune the collections process, with the goal of implementation across all BS&A modules. The Finance staff are currently assessing the requirements to include Accounts Receivable and Business Licensing in this process.

Achieving Greater Department Efficiencies: In 2024, the Department will continue to improve efficiencies and internal controls by reviewing and revising essential staff functions, streamlining routine processes, more efficiently utilizing existing technology and promoting staff growth through training opportunities.



GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
FINANCE DEPARTMENT						
PERSONNEL						
100-17-12-41100	WAGES - FULL-TIME	159,383	284,748	302,986	261,000	270,404
100-17-12-41300	WAGES - OVERTIME	1,095	(25)	2,000	2,000	2,000
100-17-12-42100	EMPLOYER PORTION FICA	11,323	20,545	23,331	23,331	20,839
100-17-12-42200	EMPLOYER PORTION IMRF	23,339	32,450	24,431	24,431	23,291
100-17-12-42500	EMPLOYEE HEALTH INSURANCE	52,229	70,931	62,157	62,157	71,189
100-17-12-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	626	904			
PERSONNEL		247,995	409,553	414,905	372,919	387,723
COMMODITIES						
100-17-12-52000	OFFICE SUPPLIES	1,212	3,605	2,700	2,700	2,700
COMMODITIES		1,212	3,605	2,700	2,700	2,700
CONTRACTUAL SERVICES						
100-17-12-61500	MAINTENANCE-EQUIPMENT	4,944	180	4,975	4,975	5,000
100-17-12-62099	PRINTED MATERIALS	4,132	4,835	4,250	3,850	4,250
100-17-12-62100	FINANCIAL SERVICES	37,114	38,348	42,824	42,824	43,926
100-17-12-63800	CONTRACTED SERVICES	39				
100-17-12-64500	TELEPHONE SERVICES		351	360	360	360
100-17-12-65100	FREIGHT & POSTAGE	14,216	9,651	15,000	15,000	15,000
100-17-12-65300	LEGAL EXPENSES & NOTICES	1,328	2,248	2,286	2,286	2,250
100-17-12-66100	DUES & SUBSCRIPTIONS	500	918	805	805	805
100-17-12-66200	TRAINING/TRAVEL	144	1,183	2,030	1,770	2,070
CONTRACTUAL SERVICES		62,417	57,714	72,530	71,870	73,661
EQUIPMENT						
100-17-12-86200	OFFICE FURNITURE & EQUIPMENT	722	408	1,200	1,200	600
EQUIPMENT		722	408	1,200	1,200	600
FINANCE DEPARTMENT		312,346	471,280	491,335	448,689	464,684

INFORMATION TECHNOLOGY ORGANIZATIONAL CHART





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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 to increase efficiencies, assist stakeholders with better information, keep with evolving technology trends and ensure maximum uptime of technology.

FY2023 Accomplishments

Fire Department: Implemented a new Pre-Planning platform for the Fire Department. This system provides structural and visual information for Fire-related incidents in real-time. As CAD calls come into the system for Fire dispatch, they are sent in real-time. The Fire Department can then use their Smartphones and Tablets to view an actual picture of the location and Pre-Plans they have associated with the location. A new station alerting system was installed for all 3 Fire stations to provide better response time and communication.

Police Department: Public safety cameras were added at key intersections throughout the City of DeKalb. License Plate Readers (LPRs) were also added on main roads and intersections that provided the Police department with instant access to license plate validations for violations. IT also established real-time incident data for the DeKalb School District and their "Handle with Care" program.

Infrastructure: Upgraded the South water tower and the Corporate Drive well house for the Water Division with fiber connections replacing their outdated radio connection. This provides a more reliable and faster connection to the well house for the SCADA system. IT also replaced older switches at Fire Station #2 and #3 to provide better connectivity to the network.

Enterprise Systems: A network-wide asset management system was configured and deployed to all computers, laptops, and servers. This will allow the IT department to actively manage all aspects of these devices. IT can now actively monitor the performance and health of these managed devices, and deploy software on demand with Windows security updates.

Geographic Information Systems (GIS): Created an interactive mapping solution for JULIE locate requests for the Water Division. This takes the JULIE-generated email, processes it, and plots it on an interactive map. The Water Division locator using his tablet device can see the exact location of the request as well as information related to the request, and then mark it as completed. This eliminates the email or a printed request that was used in the past.

FY2024 Initiatives

Geographic Information Systems (GIS): The Information Technology Department's largest GIS commitment for 2024 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.

Enterprise Systems Infrastructure: A key focus is the upgrading of the existing Storage Area Network to accommodate additional storage and performance for the new Public Safety cameras as well as planning for additional cameras in the future. The staff will also establish redundancy for the Public Works data center to improve disaster recovery scenarios. The department will also continue switch upgrades throughout all city buildings replacing equipment that has become "end of life." Analyzing the new IT asset management system to better determine technology life cycle for all devices is all planned.

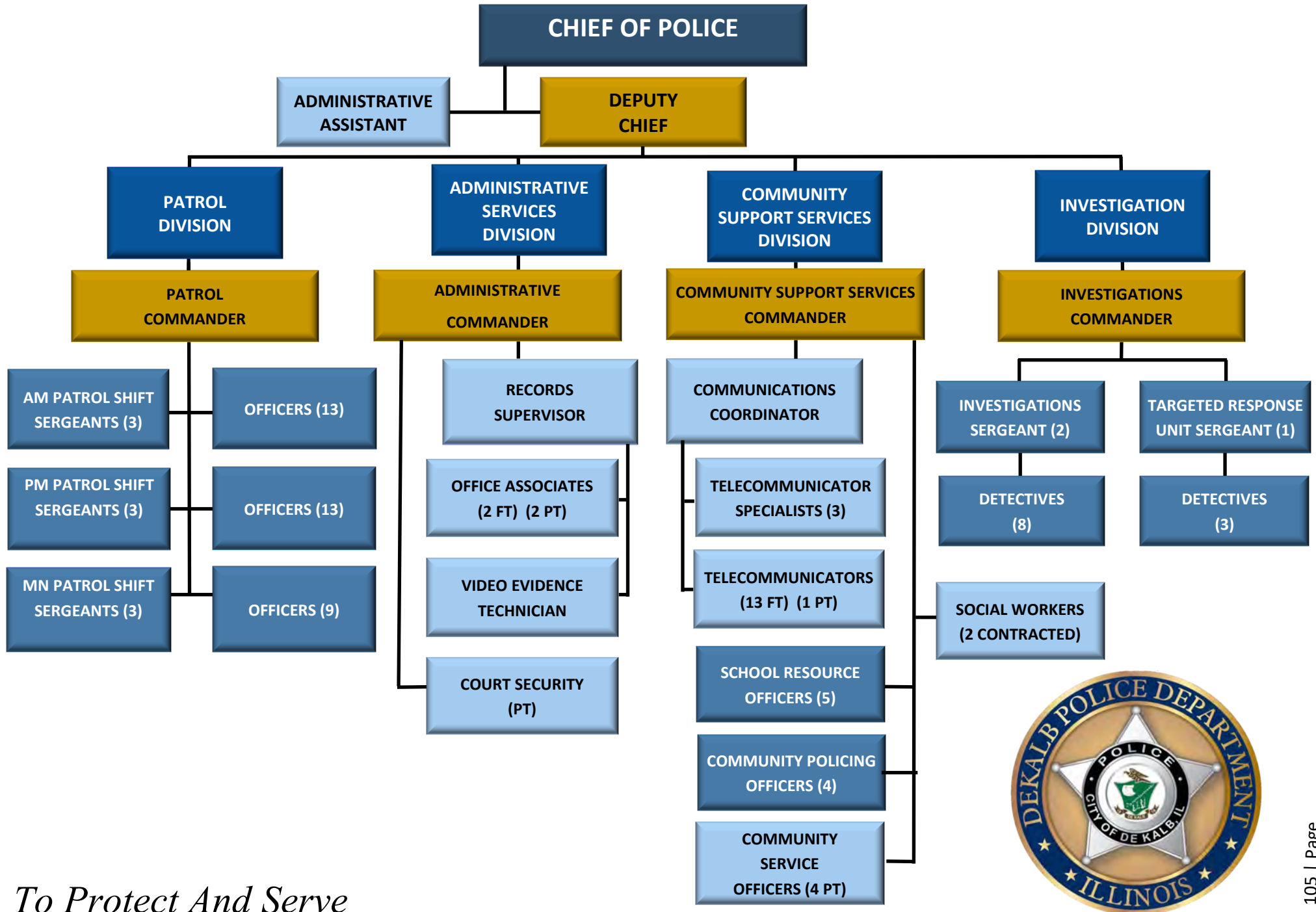
Public Safety: IT will install additional public safety cameras at locations determined by the Police department. Additionally, IT will continue upgrades of existing Police squad systems and the configuring of new Police squads for patrol. The Fire Department truck companies will get tablets to utilize the new pre-planning platform. Getting more devices and data into the hands of the Fire department will help with emergency situations. Analyzing the better use of technology in the Public Works department is also a priority. The extensive amount of data in-house should be available to the Public works staff out in the field, utilizing existing hardware and software that is already readily available.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
INFORMATION TECHNOLOGY						
PERSONNEL						
100-19-19-41100	WAGES - FULL-TIME	226,037	230,787	236,557	236,557	242,146
100-19-19-41200	WAGES - PART-TIME	8,048	10,271	15,759	15,759	16,154
100-19-19-41300	WAGES - OVERTIME			7,000	7,000	7,000
100-19-19-41100	LONGEVITY PAY	4,444	4,534	4,620	4,620	2,340
100-19-19-41500	CLOTHING ALLOWANCE	900	900	900	900	450
100-19-19-42100	EMPLOYER PORTION FICA	17,289	17,738	19,725	19,725	20,509
100-19-19-42200	EMPLOYER PORTION IMRF	33,540	29,265	21,007	21,007	21,502
100-19-19-42500	EMPLOYEE HEALTH INSURANCE	46,184	46,316	45,230	45,230	43,968
100-19-19-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	1,523	2,200			
PERSONNEL		337,965	342,011	350,798	350,798	354,069
COMMODITIES						
100-19-19-51500	SUPPLIES/PARTS-EQUIPMENT	2,630	2,604	4,000	4,000	4,000
100-19-19-51600	SUPPLIES/PARTS-TECHNOLOGY	27,790	21,530	25,000	25,000	25,000
100-19-19-52000	OFFICE SUPPLIES	485	457	500	600	500
100-19-19-53300	SMALL TOOLS & EQUIPMENT	308	293	300	300	300
100-19-19-55000	FUEL, OIL, & LUBRICANTS	163	323	200	200	200
COMMODITIES		31,376	25,207	30,000	30,100	30,000
CONTRACTUAL SERVICES						
100-19-19-61500	MAINTENANCE-EQUIPMENT	40,335	34,085	109,405	109,405	116,667
100-19-19-61800	MAINTENANCE-SOFTWARE	298,060	285,629	397,845	397,845	436,130
100-19-19-62099	PRINTED MATERIALS	6,044	6,674	8,000	8,000	8,000
100-19-19-62400	TECHNOLOGY SERVICES	17,820	19,610	19,820	19,820	19,820
100-19-19-63800	CONTRACTED SERVICES	17,825	23,910	45,052	45,052	45,052
100-19-19-64500	TELEPHONE SERVICES	15,412	16,529	22,000	25,000	25,000
100-19-19-65100	FREIGHT & POSTAGE	86	156	250	250	250
100-19-19-66100	DUES & SUBSCRIPTIONS	545	961	1,340	1,340	1,340
100-19-19-66200	TRAINING/TRAVEL		2,460	6,000	6,000	6,000
CONTRACTUAL SERVICES		396,127	390,014	609,712	612,712	658,259
EQUIPMENT						
100-19-19-86100	TECHNOLOGY EQUIPMENT	16,527	14,228	18,000	18,000	18,000
EQUIPMENT		16,527	14,228	18,000	18,000	18,000
INFORMATION TECHNOLOGY		781,995	771,460	1,008,510	1,011,610	1,060,328



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DEKALB POLICE DEPARTMENT ORGANIZATIONAL CHART



To Protect And Serve



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Police Department

The Police Department is responsible for serving and protecting residents, businesses, students 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 deploy effective policing strategies, develop community partnerships, and engage in the efficient commitment 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. The spirit of belonging is one of the core missions, and the goal of the DeKalb Police Department is to assure every resident, student, and visitor to the City of DeKalb feels the spirit of belonging.

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 Initiatives, and Intelligence-Driven Policing. Using the best practices in proactive policing our goal is to reduce crime, improve public safety, positively engage residents, students and visitors to our community, and enhance our quality of life.

FY 2023 Accomplishments

Department Leadership: In order to fill a vacancy caused by the retirement of Commander Bob Redel, Sergeant Keith Ehrke was promoted to become the Investigations Commander. Sonny Streit was promoted to Sergeant to fill former Sgt. Ehrke's position, and Sgt. Streit later transitioned from Patrol to Investigations to supervise the case detectives. Patrol officer Steve Parsons was promoted from his position in the Targeted Response Unit to fill the vacant Patrol Sergeant position.

Sworn Staffing Increase: The Police Department was authorized to add five (5) Police Officers to increase overall sworn staffing to seventy (70) Police Officers. Hiring continued throughout the year in an effort to reach this level.

Telecommunicator Staffing Increase: The Police Department added three full-time Telecommunicator positions in 2023, boosting the existing staffing levels with a goal of having three Telecommunicators on duty the majority of the time. In addition, three specialty positions were created and filled, allowing for increased attention to the duties of LEADS Coordinator, Training Coordinator, and CAD Administrator.

Citizens Police Review Board: The Citizens Review Board was fully functional in 2023, with regular meetings occurring throughout the year which primarily included reviews of Police conduct in cases brought forward by citizens. Additional training sessions were provided by the Police Department and the Review Board also considered a number of policies and procedures.

License Plate Readers: The strategic deployment of License Plate Readers (LPRs) was expanded in 2023 with additional locations and has enhanced public safety by detecting numerous stolen and felonious vehicles, leading to several successful criminal arrests.

Citizen Appreciation Ceremony: The DeKalb Police Department held its third Citizen Appreciation Ceremony in which citizens were commended for offering assistance to the Police Department. This will continue to be an annual event, as the Department looks forward to commending citizens for assistance rendered to the DeKalb Police Department.



Crisis Intervention Team and Social Worker Program: Over the past several years, the Police Department has participated in various behavioral health initiatives as an extension of the federal Police-Mental Health Collaboration Program. Additional members of the department attended a 40-hour training course in Crisis Intervention Team tactics in 2023, which include de-escalation and diversion techniques. Team members became specialists in intervention with persons experiencing a personal crisis due to behavioral health issues. Two embedded social workers provided through Northwestern Medicine Ben Gordon Center continue to work within the Police Department, connecting hundreds of people to various services throughout the year.

Community Outreach: The Police Department was able to expand its complement of community outreach efforts this past year, including a Toys for Tots fundraiser basketball game, Pay it Forward Christmas gift event, Camp Power, National Night Out, and a host of community events throughout the year. New initiatives in 2023 included Fun Jam in the Park, a summerlong community outreach in various city parks each Tuesday and Thursday evening where children could play various board games, listen to live instrumental music, participate in art projects, and enjoy sports activities with Police officers and support staff. Also new this year were two Water Wars events, with children and families participating in water fights at both Welsh Park and Hopkins Park.



Drones: By late 2023, the Police department will enhance its technology by adding drones to the list of available resources. Drones have a variety of public safety uses, from finding missing persons, providing aerial photography of accidents and crime scenes, and locating fleeing subjects, without putting the public or officers at undue risk.

Public Safety Cameras: Additional public safety cameras were installed in 2023 to help monitor high crime areas. It is the department's intent to continue to install cameras at key locations in the city to deter gang activity and violent crimes. There were several successful identifications of criminals this past year due to the public safety camera initiative.

Updated Livescan Machine: The Police Department received and installed an updated Livescan machine, which is used to collect electronic fingerprints of offenders and various applicants. This technology also included an upgrade to the booking camera system.

FY2024 Initiatives

Continued Public Safety Initiatives: The Police Department intends to continue its growth of technological devices to deter crime and aid in the investigation of offenses. Additional public safety cameras, license plate readers, and drones are planned. These investigative aids act as a force multiplier in the detection and identification of perpetrators.

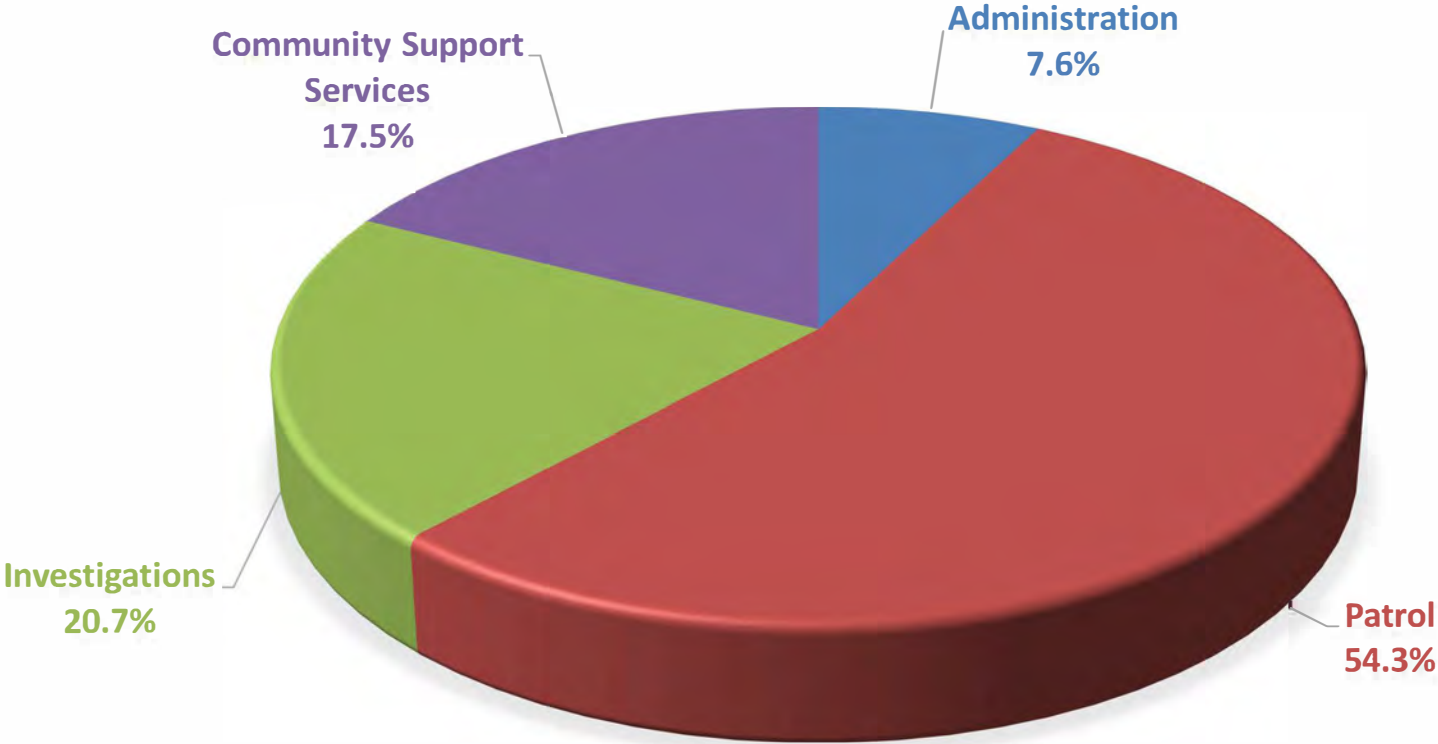
Crime Scene Camera System: The Police Department intends to add a highly sophisticated 360-degree camera system to aid in the photography, documentation, and crime scene preservation of serious crimes. The camera system is capable of extremely accurate measurement of spaces and items and can even calculate the trajectory of bullets.

Staffing Increase: The Police Department is anticipating an additional five (5) Police Officers in 2024 to bring the sworn total to seventy-three (73) including the Chief and Command staff. This

staffing increase will allow the dedication of one or two officers to a Traffic Enforcement Unit, sustain a Crisis Intervention Team, and add a detective to help relieve the caseload that Patrol Officers initiate. Sgt. Joe Espy is also expected to transition from Patrol to Investigations as a second Sergeant in the assignment and supervision of detective cases.



POLICE DEPARTMENT EXPENDITURES BY DIVISION



GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
POLICE DEPARTMENT						
PERSONNEL						
41100	WAGES - FULL-TIME	6,894,885	7,276,547	8,376,550	8,376,550	9,249,462
41200	WAGES - PART-TIME	266,431	228,162	231,504	196,338	183,989
41300	WAGES - OVERTIME	929,847	897,832	732,000	732,000	812,000
41400	LONGEVITY PAY	42,462	36,599	43,152	36,899	36,744
41500	CLOTHING ALLOWANCE	51,531	54,353	68,401	69,201	70,001
41600	WELLNESS BONUS	8,250	4,550	130,000	130,000	130,000
42100	EMPLOYER PORTION FICA	187,197	194,116	240,648	240,648	255,913
42200	EMPLOYER PORTION IMRF	180,869	145,869	138,390	138,390	139,035
42300	EMPLOYER CONTRIB/PENSION	3,614,881	3,707,827	3,901,381	3,901,381	4,130,481
42500	EMPLOYEE HEALTH INSURANCE	1,516,666	1,567,595	1,568,507	1,568,507	1,659,946
42600	WORKER'S COMP/LIABILITY INSURANC	90,102	130,148			
PERSONNEL		13,783,121	14,243,598	15,430,533	15,389,914	16,667,571
COMMODITIES						
51300	SUPPLIES/PARTS-BUILDINGS	464	356	525	525	550
51500	SUPPLIES/PARTS-EQUIPMENT	882				
51700	SUPPLIES/PARTS-VEHICLES	26,475	43,656	75,125	75,175	80,375
51997	STREETLIGHTS, PARTS			2,500	2,500	2,500
52000	OFFICE SUPPLIES	7,854	7,931	11,425	11,425	11,725
52600	PATROL SUPPLIES & EQUIPMENT	56,863	99,703	94,800	94,850	97,925
52700	INVESTIGATION SUPPLIES & EQUIPMENT	11,614	12,377	14,375	16,650	37,525
53300	SMALL TOOLS & EQUIPMENT					45,000
54000	UNIFORMS/PROTECTIVE CLOTHING	54,177	38,760	39,250	47,250	47,675
55000	FUEL, OIL, & LUBRICANTS	92,150	127,323	125,250	125,250	128,250
58110	DUI FINES EXPENDITURES	810	1,265	6,600	6,600	6,600
58120	ANTI-CRIME EXPENDITURES	1,198	3,709	8,525	8,525	8,575
58130	CRIME LAB EXPENDITURES		1,846	1,125	1,250	1,400
58140	POLICE FORFEITURES EXPENDITURE	1,801	9,114	100		100
59999	COMMODITIES	2,879	3,154	3,750	4,750	5,175
COMMODITIES		257,167	349,194	383,350	394,750	473,375
CONTRACTUAL SERVICES						
61300	MAINTENANCE-BUILDINGS	4,655	4,579	6,625	7,825	7,350
61500	MAINTENANCE-EQUIPMENT	47,927	48,242	61,150	62,080	149,050
61700	MAINTENANCE-VEHICLES	13,731	22,942	20,325	21,275	23,775
62099	PRINTED MATERIALS	14,072	10,790	12,375	12,450	13,125
62100	FINANCIAL SERVICES		2,525			
63500	TOWING SERVICES	1,270	2,386	2,800	4,080	4,760
63800	CONTRACTED SERVICES	83,305	12,791	105,725	56,110	111,475
64500	TELEPHONE SERVICES	47,412	46,561	48,500	48,500	51,500
65100	FREIGHT & POSTAGE	6,375	3,613	5,600	9,300	8,400
65200	MARKETING ADS & PUBLIC INFO	427	336	800	750	850
65300	LEGAL EXPENSES & NOTICES	273	534	1,075	850	1,125
66100	DUES & SUBSCRIPTIONS	10,717	10,281	12,765	12,670	14,900
66200	TRAINING/TRAVEL	90,396	98,292	142,275	140,155	147,850
66400	EDUCATION TUITION REIMBURSEMENT		100			
CONTRACTUAL SERVICES		320,560	263,972	420,015	376,045	534,160
EQUIPMENT						
86000	EQUIPMENT	2,896	2,300	28,500	28,500	49,000
86200	OFFICE FURNITURE & EQUIPMENT	222		21,750	21,500	26,650
86300	TELEPHONE & RADIO EQUIPMENT			25,000	25,000	30,000
EQUIPMENT		3,118	2,300	75,250	75,000	105,650
TOTAL POLICE DEPARTMENT		14,363,966	14,859,064	16,309,148	16,235,709	17,780,756

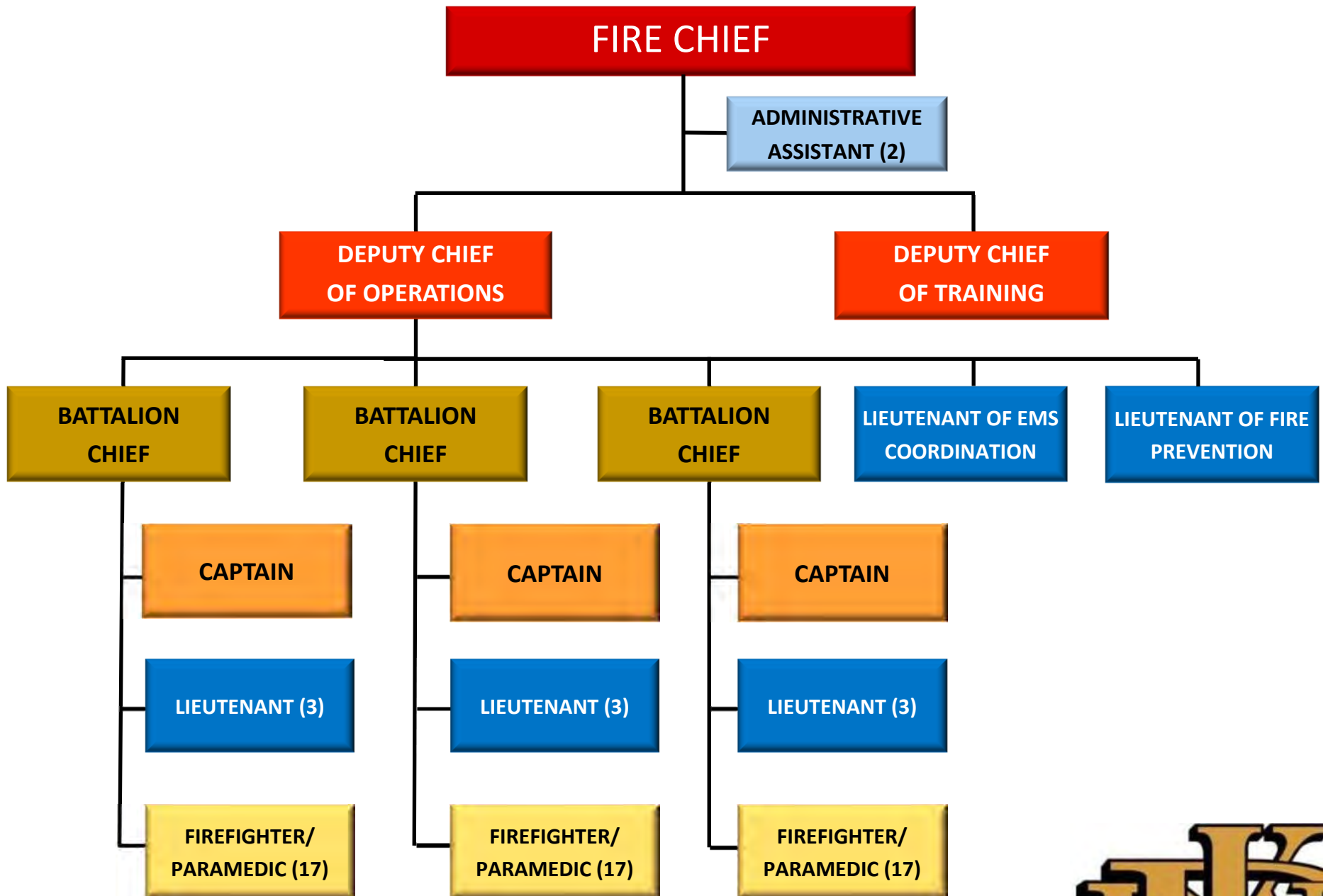
GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 20-21 - POLICE DEPARTMENT - ADMINISTRATION						
PERSONNEL						
100-20-21-41100	WAGES - FULL-TIME	202,984	527,793	558,785	558,785	567,242
100-20-21-41200	WAGES - PART-TIME	1,876	126,543	95,166	60,000	44,238
100-20-21-41300	WAGES - OVERTIME	1,120	1,720	2,000	2,000	2,000
100-20-21-41500	CLOTHING ALLOWANCE	600	4,693	4,600	4,600	4,600
100-20-21-42100	EMPLOYER PORTION FICA	8,119	31,498	33,263	33,263	29,291
100-20-21-42200	EMPLOYER PORTION IMRF	30,242	34,945	29,515	29,515	24,252
100-20-21-42300	EMPLOYER CONTRIB/PENSION	59,265	114,087	167,202	167,202	165,219
100-20-21-42500	EMPLOYEE HEALTH INSURANCE	49,586	134,497	124,017	124,017	137,766
100-20-21-42600	WORKER'S COMPENSATION/LIABILITY INSL	6,916	9,990			
PERSONNEL		360,708	985,766	1,014,548	979,382	974,608
COMMODITIES						
100-20-21-51300	SUPPLIES/PARTS-BUILDINGS	464	356	525	525	550
100-20-21-51700	SUPPLIES/PARTS-VEHICLES	1,034	2,058	1,275	1,275	1,325
100-20-21-52000	OFFICE SUPPLIES	1,774	1,730	1,700	1,700	1,725
100-20-21-52700	INVESTIGATION SUPPLIES & EQUIPMENT	1,452	1,058	1,500	1,500	21,550
100-20-21-54000	UNIFORMS/PROTECTIVE CLOTHING	3,293	1,639	1,300	1,900	1,825
100-20-21-55000	FUEL, OIL, & LUBRICANTS	92,150	127,323	125,250	125,250	128,250
100-20-21-58110	DUI FINES EXPENDITURES	810	1,265	6,600	6,600	6,600
100-20-21-58120	ANTI-CRIME EXPENDITURES	1,198	3,709	8,525	8,525	8,575
100-20-21-58130	CRIME LAB EXPENDITURES		1,846	1,125	1,250	1,400
100-20-21-58140	POLICE FORFEITURES EXPENDITURE	1,801	9,114	100		100
100-20-21-59999	COMMODITIES	577	698	1,025	1,050	1,175
COMMODITIES		104,553	150,796	148,925	149,575	173,075
CONTRACTUAL SERVICES						
100-20-21-61300	MAINTENANCE-BUILDINGS	2,632	1,115	1,325	1,500	1,500
100-20-21-61500	MAINTENANCE-EQUIPMENT	31,717	33,518	36,000	36,000	121,100
100-20-21-61700	MAINTENANCE-VEHICLES	2,513	1,796	1,800	1,800	2,050
100-20-21-62099	PRINTED MATERIALS	3,134	3,112	2,900	3,100	3,325
100-20-21-62100	FINANCIAL SERVICES		2,525			
100-20-21-63800	CONTRACTED SERVICES	1,086	1,504	1,425	1,510	1,575
100-20-21-64500	TELEPHONE SERVICES	47,412	46,561	48,500	48,500	51,500
100-20-21-65100	FREIGHT & POSTAGE	2,608	2,075	3,300	3,850	4,050
100-20-21-65300	LEGAL EXPENSES & NOTICES			150	150	150
100-20-21-66100	DUES & SUBSCRIPTIONS	1,760	1,419	2,115	2,460	2,475
100-20-21-66200	TRAINING/TRAVEL	2,212	2,953	4,875	3,030	5,075
CONTRACTUAL SERVICES		95,074	96,578	102,390	101,900	192,800
EQUIPMENT						
100-20-21-86200	OFFICE FURNITURE & EQUIPMENT			5,250	5,000	5,400
EQUIPMENT				5,250	5,000	5,400
Totals for dept 20-21 - POLICE DEPARTMENT - ADMINISTRATION		560,335	1,233,140	1,271,113	1,235,857	1,345,883

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 20-22 - POLICE DEPARTMENT - PATROL						
PERSONNEL						
100-20-22-41100	WAGES - FULL-TIME	4,087,414	4,005,566	4,698,641	4,698,641	4,990,622
100-20-22-41200	WAGES - PART-TIME	901	57,282	14,190	14,190	14,543
100-20-22-41300	WAGES - OVERTIME	668,636	560,288	450,000	450,000	475,000
100-20-22-41400	LONGEVITY PAY	29,255	22,616	28,392	19,000	16,068
100-20-22-41500	CLOTHING ALLOWANCE	30,400	28,738	38,260	39,060	39,060
100-20-22-41600	WELLNESS BONUS	4,650	3,500	128,500	128,500	128,500
100-20-22-42100	EMPLOYER PORTION FICA	66,484	82,182	99,444	99,444	105,070
100-20-22-42200	EMPLOYER PORTION IMRF	648	32,594	30,559	30,559	32,242
100-20-22-42300	EMPLOYER CONTRIB/PENSION	2,488,917	2,566,957	2,396,563	2,396,563	2,588,435
100-20-22-42500	EMPLOYEE HEALTH INSURANCE	814,571	802,281	765,990	765,990	812,265
100-20-22-42600	WORKER'S COMPENSATION/LIABILITY INSL	57,930	83,677			
PERSONNEL		8,249,806	8,245,681	8,650,539	8,641,947	9,201,805
COMMODITIES						
100-20-22-51700	SUPPLIES/PARTS-VEHICLES	21,557	29,728	63,200	63,200	68,000
100-20-22-52000	OFFICE SUPPLIES	3,520	3,263	3,100	3,100	3,200
100-20-22-52600	PATROL SUPPLIES & EQUIPMENT	47,119	96,939	91,000	90,500	93,000
100-20-22-54000	UNIFORMS/PROTECTIVE CLOTHING	47,550	28,681	30,000	37,400	37,500
100-20-22-59999	COMMODITIES	509	1,077	1,500	2,150	2,350
COMMODITIES		120,255	159,688	188,800	196,350	204,050
CONTRACTUAL SERVICES						
100-20-22-61300	MAINTENANCE-BUILDINGS	2,023	3,464	5,300	6,325	5,850
100-20-22-61500	MAINTENANCE-EQUIPMENT	11,675	7,242	15,350	15,250	16,750
100-20-22-61700	MAINTENANCE-VEHICLES	9,486	16,069	14,000	14,750	16,550
100-20-22-62099	PRINTED MATERIALS	5,887	3,251	4,600	4,550	4,650
100-20-22-63500	TOWING SERVICES	1,270	2,386	2,800	4,080	4,760
100-20-22-63800	CONTRACTED SERVICES	3,672	3,511	4,300	4,300	4,550
100-20-22-65300	LEGAL EXPENSES & NOTICES	273	330	425	300	450
100-20-22-66100	DUES & SUBSCRIPTIONS	1,995	2,250	2,850	2,570	2,875
100-20-22-66200	TRAINING/TRAVEL	62,784	68,818	107,650	107,605	107,950
CONTRACTUAL SERVICES		99,065	107,321	157,275	159,730	164,385
EQUIPMENT						
100-20-22-86000	EQUIPMENT	2,896	2,300	28,500	28,500	49,000
100-20-22-86200	OFFICE FURNITURE & EQUIPMENT	222		1,500	1,500	3,250
100-20-22-86300	TELEPHONE & RADIO EQUIPMENT			25,000	25,000	30,000
EQUIPMENT		3,118	2,300	55,000	55,000	82,250
Totals for dept 20-22 - POLICE DEPARTMENT - PATROL		8,472,244	8,514,990	9,051,614	9,053,027	9,652,490

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 20-24 - POLICE DEPARTMENT - INVESTIGATIONS						
PERSONNEL						
100-20-24-41100	WAGES - FULL-TIME	1,193,888	1,548,059	1,511,016	1,511,016	1,998,643
100-20-24-41200	WAGES - PART-TIME		19,094	14,190	14,190	14,543
100-20-24-41300	WAGES - OVERTIME	195,340	249,754	200,000	200,000	250,000
100-20-24-41400	LONGEVITY PAY	6,489	8,046	7,416	10,555	12,204
100-20-24-41500	CLOTHING ALLOWANCE	8,800	10,869	12,660	12,660	13,460
100-20-24-41600	WELLNESS BONUS	2,900	900	1,000	1,000	1,000
100-20-24-42100	EMPLOYER PORTION FICA	19,664	40,812	47,074	47,074	56,583
100-20-24-42200	EMPLOYER PORTION IMRF	648	32,594	30,559	30,559	32,242
100-20-24-42300	EMPLOYER CONTRIB/PENSION	651,844	627,479	780,276	780,276	826,096
100-20-24-42500	EMPLOYEE HEALTH INSURANCE	253,812	309,810	305,888	305,888	350,814
100-20-24-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	18,503	26,727			
PERSONNEL		2,351,888	2,874,144	2,910,079	2,913,218	3,555,585
COMMODITIES						
100-20-24-51700	SUPPLIES/PARTS-VEHICLES	2,335	8,659	7,875	7,750	7,925
100-20-24-51997	STREETLIGHTS, PARTS			2,500	2,500	2,500
100-20-24-52000	OFFICE SUPPLIES	305	457	700	700	750
100-20-24-52600	PATROL SUPPLIES & EQUIPMENT	9,744	2,764	3,800	4,350	4,925
100-20-24-52700	INVESTIGATION SUPPLIES & EQUIPMENT	9,979	11,017	7,350	9,550	9,850
100-20-24-53300	SMALL TOOLS & EQUIPMENT					45,000
100-20-24-54000	UNIFORMS/PROTECTIVE CLOTHING	1,656	4,673	5,650	5,650	5,825
100-20-24-59999	COMMODITIES	9	186	225	550	600
COMMODITIES		24,028	27,756	28,100	31,050	77,375
CONTRACTUAL SERVICES						
100-20-24-61500	MAINTENANCE-EQUIPMENT		446	2,000	2,250	2,250
100-20-24-61700	MAINTENANCE-VEHICLES	1,235	2,726	2,800	2,825	3,050
100-20-24-62099	PRINTED MATERIALS	1,203	1,737	1,450	1,425	1,550
100-20-24-63800	CONTRACTED SERVICES		115			
100-20-24-65100	FREIGHT & POSTAGE				2,500	2,500
100-20-24-65300	LEGAL EXPENSES & NOTICES		139	175	150	175
100-20-24-66100	DUES & SUBSCRIPTIONS	5,447	6,067	6,450	6,440	8,175
100-20-24-66200	TRAINING/TRAVEL	21,548	17,341	17,750	17,595	20,075
CONTRACTUAL SERVICES		29,433	28,571	30,625	33,185	37,775
EQUIPMENT						
100-20-24-86200	OFFICE FURNITURE & EQUIPMENT					2,500
EQUIPMENT						2,500
Totals for dept 20-24 - POLICE DEPARTMENT - INVESTIGATIONS		2,405,349	2,930,471	2,968,804	2,977,453	3,673,235

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 20-25 - POLICE - COMMUNITY SUPPORT SERVICES						
PERSONNEL						
100-20-25-41100	WAGES - FULL-TIME	718,518	1,195,129	1,608,108	1,608,108	1,692,955
100-20-25-41200	WAGES - PART-TIME	155,667	25,243	107,958	107,958	110,665
100-20-25-41300	WAGES - OVERTIME	25,876	86,070	80,000	80,000	85,000
100-20-25-41400	LONGEVITY PAY	4,738	5,937	7,344	7,344	8,472
100-20-25-41500	CLOTHING ALLOWANCE	5,315	10,053	12,881	12,881	12,881
100-20-25-41600	WELLNESS BONUS	700	150	500	500	500
100-20-25-42100	EMPLOYER PORTION FICA	32,105	39,624	60,867	60,867	64,969
100-20-25-42200	EMPLOYER PORTION IMRF	28,034	45,736	47,757	47,757	50,299
100-20-25-42300	EMPLOYER CONTRIB/PENSION	414,855	399,304	557,340	557,340	550,731
100-20-25-42500	EMPLOYEE HEALTH INSURANCE	277,781	321,007	372,612	372,612	359,101
100-20-25-42600	WORKER'S COMPENSATION/LIABILITY INSL	5,959	9,754			
PERSONNEL		1,669,548	2,138,007	2,855,367	2,855,367	2,935,573
COMMODITIES						
100-20-25-51700	SUPPLIES/PARTS-VEHICLES	1,549	3,211	2,775	2,950	3,125
100-20-25-52000	OFFICE SUPPLIES	2,255	2,481	5,925	5,925	6,050
100-20-25-52700	INVESTIGATION SUPPLIES & EQUIPMENT	183	302	5,525	5,600	6,125
100-20-25-54000	UNIFORMS/PROTECTIVE CLOTHING	1,090	3,767	2,300	2,300	2,525
100-20-25-59999	COMMODITIES	1,784	1,193	1,000	1,000	1,050
COMMODITIES		6,861	10,954	17,525	17,775	18,875
CONTRACTUAL SERVICES						
100-20-25-61500	MAINTENANCE-EQUIPMENT	1,828	7,036	7,800	8,580	8,950
100-20-25-61700	MAINTENANCE-VEHICLES	497	2,351	1,725	1,900	2,125
100-20-25-62099	PRINTED MATERIALS	1,847	2,690	3,425	3,375	3,600
100-20-25-63800	CONTRACTED SERVICES	78,547	7,661	100,000	50,300	105,350
100-20-25-65100	FREIGHT & POSTAGE	3,767	1,538	2,300	2,950	1,850
100-20-25-65200	MARKETING ADS & PUBLIC INFO	427	336	800	750	850
100-20-25-65300	LEGAL EXPENSES & NOTICES		65	325	250	350
100-20-25-66100	DUES & SUBSCRIPTIONS	752	545	1,350	1,200	1,375
100-20-25-66200	TRAINING/TRAVEL	2,538	9,180	12,000	11,925	14,750
100-20-25-66400	EDUCATION TUITION REIMBURSEMENT		100			
CONTRACTUAL SERVICES		90,203	31,502	129,725	81,230	139,200
EQUIPMENT						
100-20-25-86200	OFFICE FURNITURE & EQUIPMENT			15,000	15,000	15,500
EQUIPMENT				15,000	15,000	15,500
Totals for dept 20-25 - POLICE - COMMUNITY SUPPORT SERVICES		1,766,612	2,180,463	3,017,617	2,969,372	3,109,148

DEKALB FIRE DEPARTMENT ORGANIZATIONAL CHART





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Fire Department

The DeKalb Fire Department is a full service, all-hazards emergency service provider serving the City of DeKalb, Northern Illinois University, and the DeKalb Fire Protection District. The Department is a member of the Mutual Aid Box Alarm System (MABAS) Division 6, a system that shares emergency services with partner communities during times of need. The Department's core services include fire suppression, emergency medical, hazardous materials, technical rescue, fire investigation, and fire prevention.

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

The Operations Division is comprised of three shifts of firefighters and officers from three (3) fire stations. Minimum daily staffing is fifteen (15) firefighter/paramedics who work 24-hours-on/48-hours-off schedules. In October 2024, the minimum daily staffing will increase to sixteen (16) in accordance with the collective bargaining agreement with IAFF Local 1236. The Department's employees are its most valued resource, committed to providing the highest quality service the DeKalb community has come to expect and deserve.

The Administration Division consists of the Fire Chief, Deputy Fire Chief of Operations, Deputy Fire Chief of Training, Fire Prevention Lieutenant, EMS Lieutenant, and two (2) Administrative Assistants that support every aspect of the Fire Department. The Fire Administration strives to bring efficiency both operationally and administratively.

The Fire Department's emergency call volume remains steady.

Year	Fire/Life Safety	EMS & Rescue	Total Responses
2020	1299	5066	6365
2021	1442	6004	7446
2022	1376	6061	7437

FY2023 Accomplishments

In 2023, the Fire Department focused on personnel, rolling stock, and other areas in need of improvement. The following are highlights:

- Completed the hiring of three (3) new firefighters to replace three (3) who left for retirement or to pursue other career opportunities. The Department will hire 4 more during the 2023 fiscal year to achieve an optimal shift strength of nineteen (19).
- Renewed the Department's annual application to participate in the federal Ground Emergency Medical Transport (GEMT) program. This program generates monies used for capital and other needs for the Fire Department.
- Utilized a \$251,008 (FEMA) Assistance to Firefighters Grant (AFG). The Grant covers approximately 54% of the total cost of the following equipment.
 - a new Fill Station – installed in 2023.
 - new Self-Contained Breathing Apparatus (SCBA).

- Received the Department's second Rosenbauer Fire Engine in August 2023 (new Engine 2 below). This vehicle was funded by the GEMT Fund (Fund 130).



- Received a staff vehicle in May (new Chief 2) and a second staff vehicle (new Battalion 1), in September 2023.
- Started the installation of a new Station Alert System.
- Upgraded Department portable radios.
- The South radio tower was upgraded with fiber-optic service.
- A Mobile radio repeater installed in the Battalion 1 staff vehicle.
- Collaborated with the Director of Streets, Facilities & Airport to propose a Skilled Maintenance Fire Mechanic position that was approved by the Council. The position's primary duty is to work on Fire Department Equipment. The position is in the Street Division under Public Works.
- Helped prepare a detailed facility plan to the City Council seeking approval for building a fourth Fire Station in the city's southwest quadrant.
- Applied for two (2) AFG grants.

2023 PROBATIONARY EMPLOYEES

Trevor Yaeger



Brennan Peters



FY2024 Initiatives

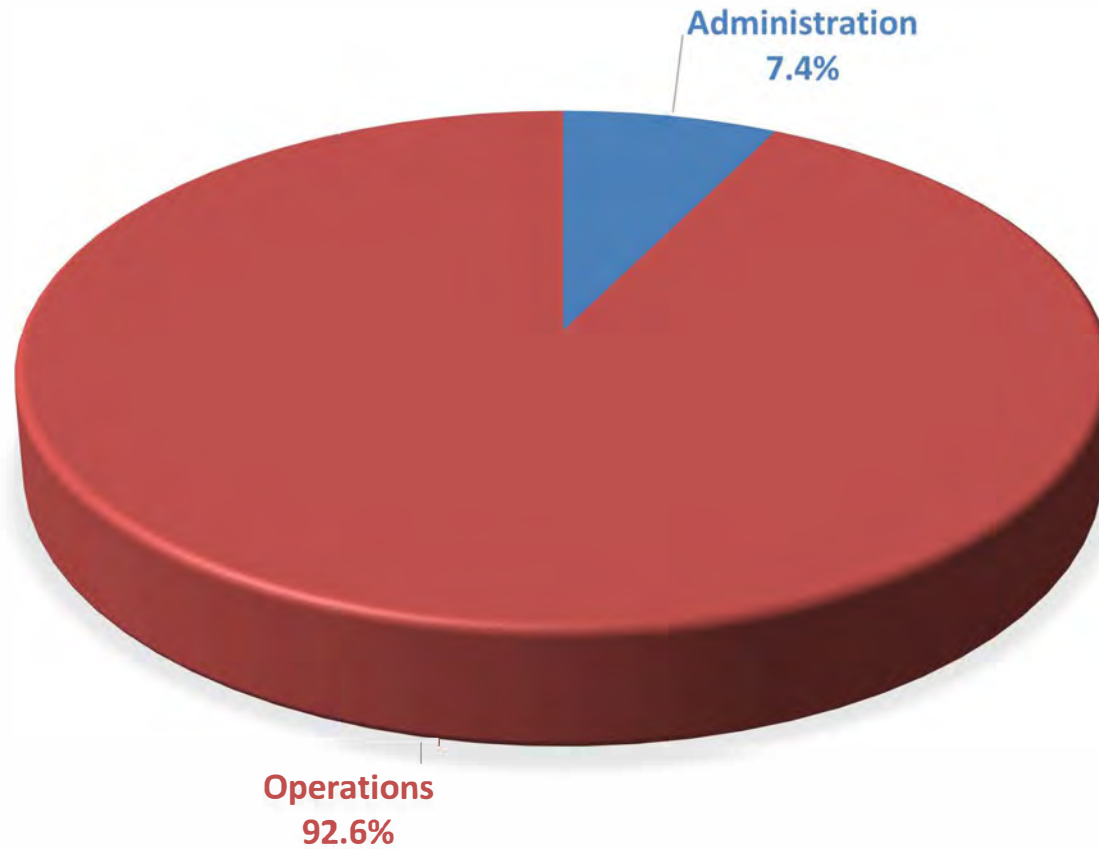
In 2024, the Fire Department will pursue the following:

- Put a new Rosenbauer King Cobra ladder truck (September 2024) in service.
- Receive two (2) new ambulances in late 2024.
- Actively participate in the process for the design and construction of Fire Station 4.
- On-board new staff including a total of 9 new hires in the fourth quarter for Station 4. The on-boarding process includes pre-employment screenings, a 120-hour orientation, Basic Operations Firefighter (BOF) certification through a fire academy (if needed), personal protective equipment outfitting, and a 12-month probationary period.
- Apply for another SAFER grant to aid with the costs of staff hired for Station 4.
- Continue a capital replacement program for Fire and EMS administration/operations.

The Fire Department will continue to provide prompt and professional service to the residents, visitors, and stakeholders of DeKalb.



FIRE DEPARTMENT EXPENDITURES BY DIVISION

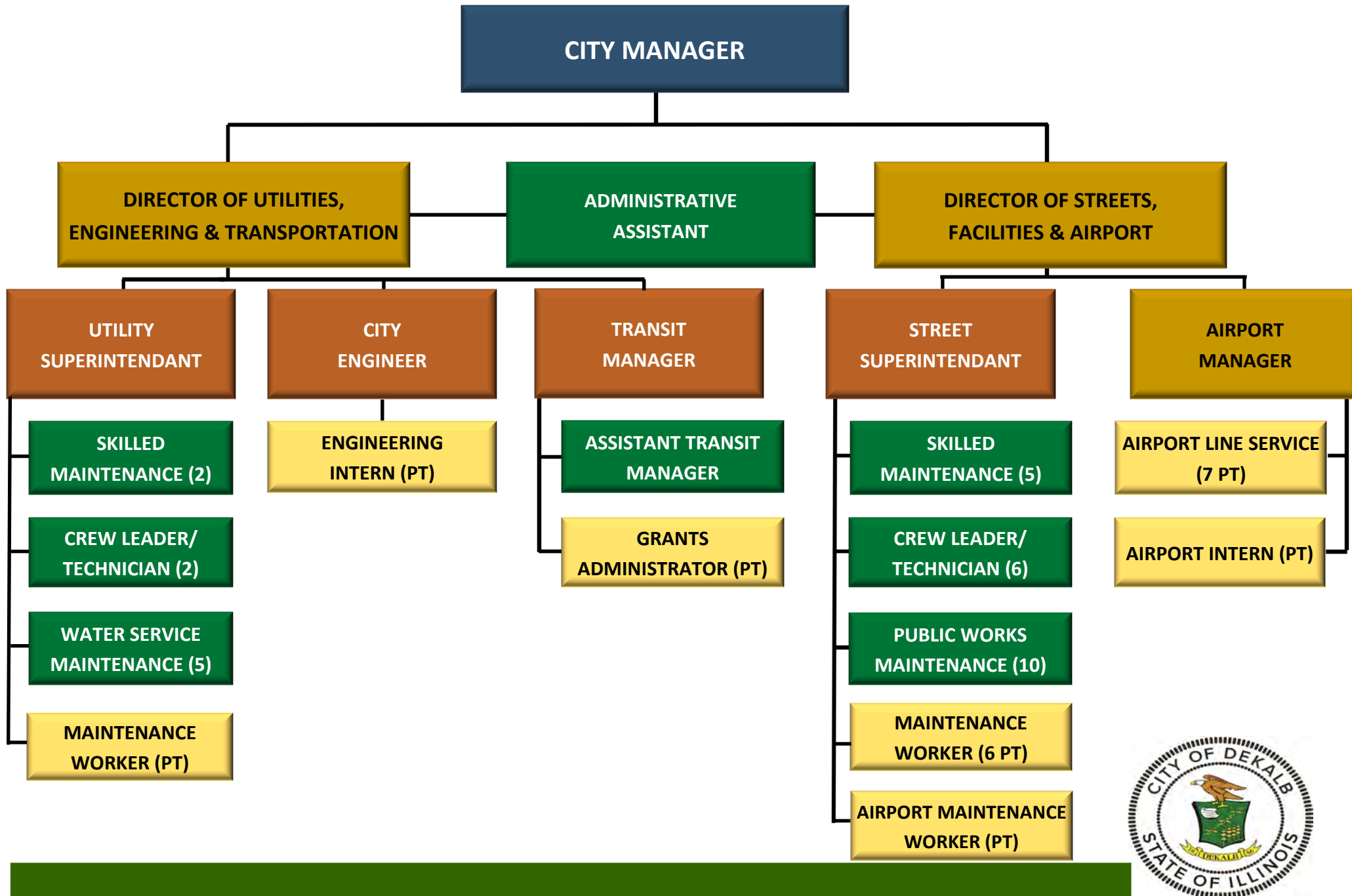


GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
FIRE DEPARTMENT						
PERSONNEL						
41100	WAGES - FULL-TIME	5,261,138	5,811,381	6,288,281	6,288,281	6,621,252
41200	WAGES - PART-TIME		8,067			
41300	WAGES - OVERTIME	1,000,052	713,571	551,000	615,866	551,000
41400	LONGEVITY PAY	46,939	46,190	51,996	51,996	50,652
41500	CLOTHING ALLOWANCE	39,333	43,467	49,600	49,600	49,600
41600	WELLNESS BONUS	131,217	91,984	150,000	150,000	110,000
41650	EDUCATION BONUS	4,875	5,500	5,000	5,000	5,000
42100	EMPLOYER PORTION FICA	87,634	92,071	109,307	109,307	113,630
42200	EMPLOYER PORTION IMRF	7,791	8,929	9,015	9,015	8,979
42300	EMPLOYER CONTRIB/PENSION	4,282,230	4,415,632	4,933,015	4,933,015	5,343,974
42500	EMPLOYEE HEALTH INSURANCE	1,160,085	1,229,840	1,109,024	1,109,024	1,125,234
42600	WORKER'S COMP/LIABILITY INSURANC	177,136	255,863			
PERSONNEL		12,198,430	12,722,495	13,256,238	13,321,104	13,979,321
COMMODITIES						
51300	SUPPLIES/PARTS-BUILDINGS	24,276	14,497	9,000	26,264	10,000
51700	SUPPLIES/PARTS-VEHICLES	25,053	21,311	25,000	25,000	25,000
52000	OFFICE SUPPLIES	1,548	2,097	3,000	1,356	3,000
52500	JANITORIAL SUPPLIES	5,326	8,298	6,000	8,435	8,500
52800	FIREFIGHTING SUPPLIES & EQUIPMENT	14,210	52,684	60,000	56,004	60,000
52900	AMBULANCE SUPPLIES & EQUIPMENT	45,077	43,438	45,000	32,402	45,000
53099	ACTIVITIES & SUPPLIES	743	898	1,000	1,423	1,500
53300	SMALL TOOLS & EQUIPMENT	1,779	1,533	2,400	2,529	2,600
54000	UNIFORMS/PROTECTIVE CLOTHING	8,033	17,980	5,500	7,508	8,500
55000	FUEL, OIL, & LUBRICANTS	55,936	83,621	74,584	67,635	75,000
COMMODITIES		181,981	246,357	231,484	228,556	239,100
CONTRACTUAL SERVICES						
61300	MAINTENANCE-BUILDINGS	19,846	17,837	50,111	50,270	50,000
61500	MAINTENANCE-EQUIPMENT	31,670	23,472	18,100	37,709	37,600
61700	MAINTENANCE-VEHICLES	87,223	91,927	75,000	75,000	15,000
62099	PRINTED MATERIALS	1,302	3,875	3,500	3,659	3,700
62600	MEDICAL SERVICES	26,369	32,223	39,000	45,120	55,000
63800	CONTRACTED SERVICES	78,319	80,200	70,000	67,473	70,000
64000	UTILITIES	4,314	6,243	3,320	4,436	4,500
64500	TELEPHONE SERVICES	16,731	13,970	14,000	9,341	14,000
65100	FREIGHT & POSTAGE	506	480	350	413	500
65200	MARKETING ADS & PUBLIC INFO					2,500
66100	DUES & SUBSCRIPTIONS	4,202	3,841	6,000	6,646	9,000
66200	TRAINING/TRAVEL	27,290	23,641	36,000	50,052	36,000
CONTRACTUAL SERVICES		297,772	297,709	315,381	350,119	297,800
EQUIPMENT						
86300	TELEPHONE & RADIO EQUIPMENT	385	600	2,000		2,000
EQUIPMENT		385	600	2,000	0	2,000
TOTAL FIRE DEPARTMENT		12,678,568	13,267,161	13,805,103	13,899,779	14,518,221

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 25-27 - FIRE DEPARTMENT - ADMINISTRATION						
PERSONNEL						
100-25-27-41100	WAGES - FULL-TIME	446,915	475,773	544,326	544,326	556,893
100-25-27-41200	WAGES - PART-TIME		8,067			
100-25-27-41300	WAGES - OVERTIME		167	1,000	1,000	1,000
100-25-27-41500	CLOTHING ALLOWANCE	1,600	2,400	2,400	2,400	2,400
100-25-27-42100	EMPLOYER PORTION FICA	8,568	11,288	14,359	14,359	14,635
100-25-27-42200	EMPLOYER PORTION IMRF	7,791	8,929	9,015	9,015	8,979
100-25-27-42300	EMPLOYER CONTRIB/PENSION	158,573	228,395	238,694	238,694	225,802
100-25-27-42500	EMPLOYEE HEALTH INSURANCE	77,862	106,383	87,377	87,377	82,072
100-25-27-42600	WORKER'S COMPENSATION/LIABILITY INSUR	12,632	18,246			
PERSONNEL		713,941	859,648	897,171	897,171	891,781
COMMODITIES						
100-25-27-52000	OFFICE SUPPLIES	1,548	2,073	3,000	1,356	3,000
100-25-27-53099	ACTIVITIES & SUPPLIES	743	898	1,000	1,423	1,500
100-25-27-54000	UNIFORMS/PROTECTIVE CLOTHING		(34)	500		500
100-25-27-55000	FUEL, OIL, & LUBRICANTS	55,936	83,621	74,584	67,635	75,000
COMMODITIES		58,227	86,558	79,084	70,414	80,000
CONTRACTUAL SERVICES						
100-25-27-61500	MAINTENANCE-EQUIPMENT	2,734		2,600	2,209	2,600
100-25-27-62099	PRINTED MATERIALS	1,302	3,875	1,000	1,159	1,200
100-25-27-62600	MEDICAL SERVICES	1,110	3,910	2,000	5,120	5,000
100-25-27-63800	CONTRACTED SERVICES	78,319	80,200	70,000	67,473	70,000
100-25-27-64500	TELEPHONE SERVICES	16,731	13,970	14,000	9,341	14,000
100-25-27-65100	FREIGHT & POSTAGE	506	480	350	413	500
100-25-27-66100	DUES & SUBSCRIPTIONS	658	1,921	2,500	110	2,500
100-25-27-66200	TRAINING/TRAVEL		27	1,000	52	1,000
CONTRACTUAL SERVICES		101,360	104,383	93,450	85,877	96,800
Totals for dept 25-27 - FIRE DEPARTMENT - ADMINISTRATION		873,528	1,050,589	1,069,705	1,053,462	1,068,581

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 25-28 - FIRE DEPARTMENT - OPERATIONS						
PERSONNEL						
100-25-28-41100	WAGES - FULL-TIME	4,814,223	5,335,608	5,743,955	5,743,955	6,064,359
100-25-28-41300	WAGES - OVERTIME	1,000,052	713,404	550,000	614,866	550,000
100-25-28-41400	LONGEVITY PAY	46,939	46,190	51,996	51,996	50,652
100-25-28-41500	CLOTHING ALLOWANCE	37,733	41,067	47,200	47,200	47,200
100-25-28-41600	WELLNESS BONUS	131,217	91,984	150,000	150,000	110,000
100-25-28-41650	EDUCATION BONUS	4,875	5,500	5,000	5,000	5,000
100-25-28-42100	EMPLOYER PORTION FICA	79,066	80,783	94,948	94,948	98,995
100-25-28-42300	EMPLOYER CONTRIB/PENSION	4,123,657	4,187,237	4,694,321	4,694,321	5,118,172
100-25-28-42500	EMPLOYEE HEALTH INSURANCE	1,082,223	1,123,457	1,021,647	1,021,647	1,043,162
100-25-28-42600	WORKER'S COMPENSATION/LIABILITY INSUR	164,504	237,617			
PERSONNEL		11,484,489	11,862,847	12,359,067	12,423,933	13,087,540
COMMODITIES						
100-25-28-51300	SUPPLIES/PARTS-BUILDINGS	24,276	14,497	9,000	26,264	10,000
100-25-28-51700	SUPPLIES/PARTS-VEHICLES	25,053	21,311	25,000	25,000	25,000
100-25-28-52000	OFFICE SUPPLIES		24			
100-25-28-52500	JANITORIAL SUPPLIES	5,326	8,298	6,000	8,435	8,500
100-25-28-52800	FIREFIGHTING SUPPLIES & EQUIPMENT	14,210	52,684	60,000	56,004	60,000
100-25-28-52900	AMBULANCE SUPPLIES & EQUIPMENT	45,077	43,438	45,000	32,402	45,000
100-25-28-53300	SMALL TOOLS & EQUIPMENT	1,779	1,533	2,400	2,529	2,600
100-25-28-54000	UNIFORMS/PROTECTIVE CLOTHING	8,033	18,014	5,000	7,508	8,000
COMMODITIES		123,754	159,799	152,400	158,142	159,100
CONTRACTUAL SERVICES						
100-25-28-61300	MAINTENANCE-BUILDINGS	19,846	17,837	50,111	50,270	50,000
100-25-28-61500	MAINTENANCE-EQUIPMENT	28,936	23,472	15,500	35,500	35,000
100-25-28-61700	MAINTENANCE-VEHICLES	87,223	91,927	75,000	75,000	15,000
100-25-28-62099	PRINTED MATERIALS			2,500	2,500	2,500
100-25-28-62600	MEDICAL SERVICES	25,259	28,313	37,000	40,000	50,000
100-25-28-64000	UTILITIES	4,314	6,243	3,320	4,436	4,500
100-25-28-65200	MARKETING ADS & PUBLIC INFO					2,500
100-25-28-66100	DUES & SUBSCRIPTIONS	3,544	1,920	3,500	6,536	6,500
100-25-28-66200	TRAINING/TRAVEL	27,290	23,614	35,000	50,000	35,000
CONTRACTUAL SERVICES		196,412	193,326	221,931	264,242	201,000
EQUIPMENT						
100-25-28-86300	TELEPHONE & RADIO EQUIPMENT	385	600	2,000		2,000
EQUIPMENT		385	600	2,000		2,000
Totals for dept 25-28 - FIRE DEPARTMENT - OPERATIONS		11,805,040	12,216,572	12,735,398	12,846,317	13,449,640

PUBLIC WORKS DEPARTMENT ORGANIZATIONAL CHART





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Public Works Department

Department Introduction

The Public Works Department is responsible for planning, operating, and maintaining public infrastructure and equipment necessary to sustain a safe, healthy, and attractive community. The Department maintains two operating divisions: The Division of Utilities and Transportation, and the Division of Streets, Facilities and Airport. The two department directors--the Director of Streets, Facilities & Airport and the Director of Utilities & Transportation--work under the general direction of the City Manager. The Department has an administrative assistant that handles all clerical duties within the 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 very visible 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".

Street Division

The City of DeKalb's Street Division is a dynamic team of 17 dedicated full-time employees working at very diverse occupations. Beyond their everyday duties, these individuals serve as the City's vital third line of emergency responders.

During the winter weather season, the Street Division shifts focus orchestrating a comprehensive snow removal program. This program includes clearing 340 lane miles of city streets and managing the removal of snow and ice from parking lots and alleys. The responsibility extends to the clearing of the Central Business District and arterial sidewalks.

One distinctive feature of the Street Division is its in-house sign shop. Street staff fabricate, install, and repair all city street name signs and traffic signs within the community. The ability to operate an on-site sign shop is an economical alternative to contracted sign services.

The Division keeps a watchful eye on the city's traffic signal system, promptly remedying issues that inevitably arise. In addition, they oversee the maintenance and repair of intersections owned in whole or in part by other public entities including IDOT, the City of Sycamore, DeKalb Township, and the DeKalb County Highway Division. In some instances, the Division may recover its costs by billing these entities on a time and material basis, or it may "drop its plows" in reciprocity for services offered by these entities where overlapping jurisdictions occur.

The Division's role encompasses several core functions. These include the maintenance of pavement markings, conducting street repairs, street sweeping, maintaining and repairing storm sewer structures, forestry operations, right-of-way maintenance, caring for city-owned properties, and conducting the annual leaf collection program.

With the Kishwaukee River winding throughout the City of DeKalb, the Street Division plays a pivotal role in maintaining the levee system. The Division Implements erosion control measures and spearheads flood prevention efforts while following guidelines set forth by the Army Corps of Engineers.

Adding to their list of responsibilities, the Division also acts as the go-to traffic control liaison for special events, parades, and festivals. Their expertise ensures that these events run smoothly, keeping both participants and spectators safe.

The Street Division of the City of DeKalb is a multifaceted team, tirelessly working to keep the city's streets clear, safe, and well-maintained while also stepping up as emergency responders and event traffic managers when the need arises.



Utilities Division

The roles of this Division are covered in Section Five, “Transportation Fund,” and Section Eight, “Water Fund”.

Support Services Division

The Support Services Division is comprised of 4 full-time employees who work tirelessly to keep the City’s vehicles and equipment running smoothly. Among them, three are dedicated fleet mechanic technicians, with one facilities worker. Additionally, during the busy season from June to early September, the Division brings on board 6 seasonal employees to assist with crucial tasks which include mowing operations, weeding, and maintaining an ascetically pleasing Central Business District.

The Division shoulders a heavy responsibility maintaining, upgrading, and repairing the City’s fleet, equipment, and municipal buildings. The City of DeKalb relies on more than 250 vehicles and specialty equipment spread across various departments, including the Street Division, Utilities Division, Fire Department, Police Department, Code Compliance, and Airport. Daily duties involve everything from preventative maintenance and diagnostic work to repairs, specialized equipment maintenance, the scheduling of state-mandated inspections, and biannual safety lane testing. The Division is the hub for ensuring that our vehicles and equipment remain safe and operational.

Furthermore, the Support Services Division plays a vital role in the acquisition of new vehicles. They assist in developing vehicle specification and capital plans, and oversee parts orders and inventory management. Given the aging state of some of the City’s fleet, the mechanics have adapted their approach from primarily preventative maintenance as in years past to a repair-oriented one, all with the purpose of keeping our City’s vehicles on the road.

Beyond tending to the City’s fleet, the division also maintains over 20 municipal-owned buildings (including water treatment plants and airport hangars). Duties span preventative maintenance for HVAC systems, plumbing, grounds maintenance, contract management, inventory control, and planning for capital improvements. The behind-the-scenes work performed within the Division ensures that municipal-owned buildings remain safe and functional.

The assistance of the Support Services Division extends to other Public Works functions, such as snow plowing, forestry operations, leaf collection, and any other tasks required to keep the City of DeKalb operating smoothly. The Division’s dedicated hands and minds help meet the needs of our community each day.



Recent Accomplishments

Public Works collaborated with the Fire Department to add a third full-time mechanic specializing in fire apparatus but assigned to the Street Division. By having a dedicated mechanic specializing in fire apparatus, the Fire Department can ensure that their vehicles are well-maintained and in good working condition. This approach has led to reduced downtime for these critical vehicles and has ensured they are ready for emergency responses. This additional mechanic also reduces the need for outsourcing repairs and maintenance to external contractors, which has become cost prohibitive.

In FY 2023, the Street Division launched a new 50/50 tree planting program. It was well received by City residents and 41 new parkway trees were planted, exhausting the entire program budget. The program will be expanded in 2024 to build on recent success.

The Street Division collaborated with NIU in a multitude of ways in 2023 to expand on the Communiversy concept within the City of DeKalb. The final “Huskie”-themed street name signs were fabricated and installed throughout the extended campus area and the bustling Central Business District. These signs proudly show NIU spirit, serve as a bridge between the city and the university, and a visual reminder of the growing partnership. On Annie Glidden Road, the Street Division and NIU’s paint department joined forces to craft a captivating NIU-themed entryway mural. As visitors approach campus, they are greeted by newly erected flagpoles installed by the Street Division proudly displaying NIU flags, followed by the welcoming mural.



Also, in 2023, the Street Division helped enhance the Central Business District. Concrete replacement, lighting upgrades, and increased attention to vegetation were all aspects of the improvements.

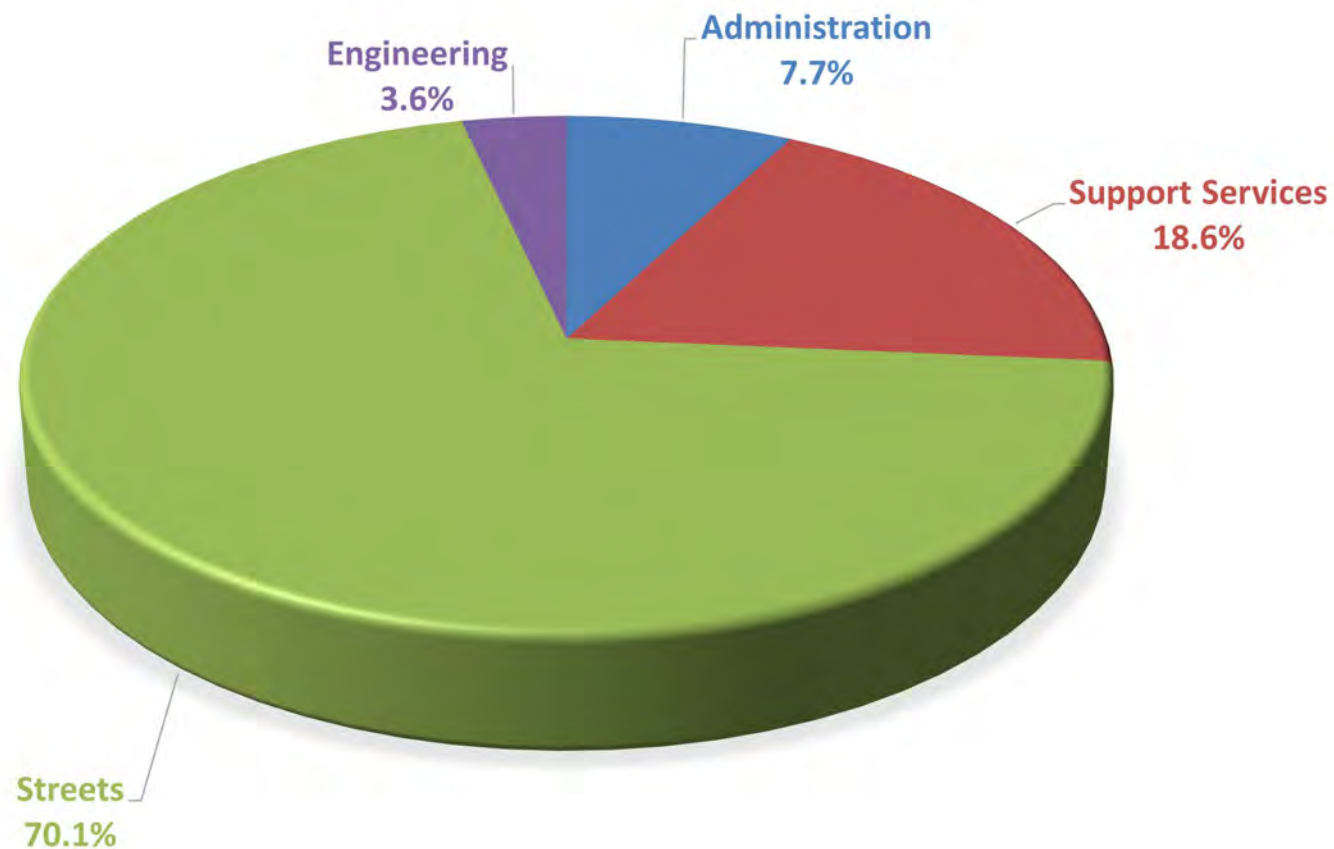
FY24 Initiatives

In FY 2024, the Street Division will implement phase one of a five-year plan to upgrade the communication systems of the traffic signal program. The upgrade will introduce remote monitoring capabilities for signal technicians. Technicians will be able to keep a watchful eye on signal timings, anticipate and resolve conflicts, and perform necessary adjustments remotely. These actions will reduce downtime and increase efficiency providing steady traffic flow within the community.

With a wave of retirements within the Street Division in recent years, new employees have onboarded to fill the vacancies. FY 2024 will be a big year in training and safety practices. The investment in training within the division should enhance the success of the group as a whole.

In FY 2024, The Street Division plans to build on the Urban Forest landscape of the City of DeKalb. With a successful 50/50 tree planting program already taking root, the Street Division will actively seek grants to enhance DeKalb's cityscape. Pollinator gardens will also be a focal point in 2024, providing essential waypoints and a haven for butterflies and birds while providing a visual enhancement for the residents of DeKalb.

PUBLIC WORKS DEPARTMENT EXPENDITURES BY DIVISION



GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
PUBLIC WORKS						
PERSONNEL						
41100	WAGES - FULL-TIME	1,157,624	1,253,854	1,402,813	1,402,813	1,549,353
41200	WAGES - PART-TIME	26,007	36,685	76,344	76,344	74,718
41300	WAGES - OVERTIME	136,075	136,002	200,000	200,000	230,000
41400	LONGEVITY PAY	14,521	13,592	14,112	14,112	12,624
41500	CLOTHING ALLOWANCE	6,964	7,750	8,521	8,521	9,241
42100	EMPLOYER PORTION FICA	96,375	103,811	130,188	130,188	143,509
42200	EMPLOYER PORTION IMRF	186,987	174,022	158,242	140,695	153,214
42500	EMPLOYEE HEALTH INSURANCE	319,428	359,933	355,799	355,799	358,227
42600	WORKER'S COMP/LIABILITY INSURANC	40,243	58,129			
PERSONNEL		1,984,224	2,143,778	2,346,019	2,328,472	2,530,886
COMMODITIES						
51300	SUPPLIES/PARTS-BUILDINGS	21,326	20,253	23,000	23,500	25,500
51410	SUPPLIES/PARTS-STREETS		10,998	12,000	20,000	25,000
51430	SUPPLIES/PARTS-STORM SEWERS	10,132	23,475	25,000	20,000	25,000
51500	SUPPLIES/PARTS-EQUIPMENT	93	4,011	6,500	1,500	1,500
51700	SUPPLIES/PARTS-VEHICLES	77,454	102,850	90,000	90,000	100,000
51997	STREETLIGHTS, PARTS	24,269	14,026	17,500	16,500	17,500
51998	TRAFFIC & STREET SIGNS		302	500	500	750
52000	OFFICE SUPPLIES	220	740	800	750	800
52500	JANITORIAL SUPPLIES	7,415	8,638	11,360	9,650	10,650
53100	ICE/SNOW CONTROL SUPPLIES	705	1,553	3,000	3,000	3,710
53300	SMALL TOOLS & EQUIPMENT	11,004	11,172	10,000	9,500	11,500
54000	UNIFORMS/PROTECTIVE CLOTHING	1,297	435		1,000	
55000	FUEL, OIL, & LUBRICANTS	97,387	133,170	150,000	135,000	150,000
COMMODITIES		251,302	331,623	349,660	330,900	371,910
CONTRACTUAL SERVICES						
61100	MAINTENANCE-GROUNDS	11,998	10,218	29,200	23,800	29,000
61300	MAINTENANCE-BUILDINGS	64,455	42,306	45,500	49,000	50,500
61400	MAINTENANCE-INFRASTRUCTURE	21,876	17,308	30,000	9,000	30,000
61420	MAINTENANCE-STREETS		13,725	11,500	11,500	13,000
61430	MAINTENANCE-STORM SEWERS		422	20,000	12,500	20,000
61450	MAINTENANCE-SIDEWALKS (50/50)			15,000	5,000	12,500
61500	MAINTENANCE-EQUIPMENT	4,467	6,678	8,000	7,500	8,000
61599	WARNING SIRENS	6,960		7,500	7,440	7,800
61700	MAINTENANCE-VEHICLES	91,682	73,958	85,000	72,000	85,000
62099	PRINTED MATERIALS	608	1,186	275	150	275
62300	ARCHITECT/ENGINEERING SERVICES	1,000				
63100	FORESTRY SERVICES	113,227	139,339	100,000	100,000	135,000
63150	50/50 TREE PLANTING			7,500	7,500	10,000
63400	SNOW REMOVAL SERVICES	76,388	27,338			
63600	WEATHER SERVICES	3,456	3,660	3,800	3,800	3,800
63800	CONTRACTED SERVICES	67,097	87,565	105,000	96,700	118,450
64000	UTILITIES	13,234	13,174	17,383	10,500	13,200
64100	ELECTRIC SERVICES	28,294	26,002	50,000	45,000	50,000
64500	TELEPHONE SERVICES	9,313	7,856	8,100	8,100	8,100
65100	FREIGHT & POSTAGE	173	474			
65200	MARKETING ADS & PUBLIC INFO	482	55	300	150	300
65400	TAXES, LICENSES, & FEES	13,304	1,409	12,089	5,500	10,500
65500	RENTAL-BLDG & EQUIP	1,138	11,092	1,500	750	2,000
66100	DUES & SUBSCRIPTIONS	940	2,256	585	1,135	1,300
66200	TRAINING/TRAVEL	4,718	674	9,750	6,750	9,750
69700	CENTRAL BUSINESS DISTRICT PROJECTS	15,731	8,488	15,000	15,000	20,000
CONTRACTUAL SERVICES		550,541	495,183	582,982	498,775	638,475
EQUIPMENT						
86000	EQUIPMENT	803	53,607	65,000	64,654	66,000
EQUIPMENT		803	53,607	65,000	64,654	66,000
TOTAL PUBLIC WORKS		2,786,870	3,024,191	3,343,661	3,222,801	3,607,271

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 30-31 - PUBLIC WORKS - ADMINISTRATION						
PERSONNEL						
100-30-31-41100	WAGES - FULL-TIME	176,329	194,991	199,864	199,864	204,858
100-30-31-42100	EMPLOYER PORTION FICA	12,580	14,082	15,290	15,290	15,671
100-30-31-42200	EMPLOYER PORTION IMRF	25,669	24,110	34,816	17,269	17,515
100-30-31-42500	EMPLOYEE HEALTH INSURANCE	39,095	41,746	31,729	31,729	32,509
100-30-31-42600	WORKER'S COMPENSATION/LIABILITY INSUR	1,244	1,797			
PERSONNEL		254,917	276,726	281,699	264,152	270,553
COMMODITIES						
100-30-31-52000	OFFICE SUPPLIES			300	250	300
COMMODITIES				300	250	300
CONTRACTUAL SERVICES						
100-30-31-64500	TELEPHONE SERVICES	8,719	7,263	7,500	7,500	7,500
100-30-31-66200	TRAINING/TRAVEL			750	750	750
CONTRACTUAL SERVICES		8,719	7,263	8,250	8,250	8,250
Totals for dept 30-31 - PUBLIC WORKS - ADMINISTRATION		263,636	283,989	290,249	272,652	279,103

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 30-32 - PUBLIC WORKS - SUPPORT SERVICES						
PERSONNEL						
100-30-32-41100	WAGES - FULL-TIME	122,159	134,573	141,052	141,052	196,067
100-30-32-41200	WAGES - PART-TIME		23,334	49,500	49,500	47,201
100-30-32-41300	WAGES - OVERTIME	22,595	15,982	35,000	35,000	45,000
100-30-32-41400	LONGEVITY PAY	1,476	1,548	1,656	1,656	1,728
100-30-32-41500	CLOTHING ALLOWANCE	1,080	1,080	1,080	1,080	1,440
100-30-32-42100	EMPLOYER PORTION FICA	10,429	12,575	17,464	17,464	22,295
100-30-32-42200	EMPLOYER PORTION IMRF	21,268	18,689	15,478	15,478	20,759
100-30-32-42500	EMPLOYEE HEALTH INSURANCE	40,156	40,172	39,134	39,134	50,100
100-30-32-42600	WORKER'S COMPENSATION/LIABILITY INSUR	2,788	4,027			
PERSONNEL		221,951	251,980	300,364	300,364	384,590
COMMODITIES						
100-30-32-51300	SUPPLIES/PARTS-BUILDINGS	13,946	15,390	18,000	17,000	18,000
100-30-32-52500	JANITORIAL SUPPLIES	5,849	6,751	9,710	8,000	9,000
100-30-32-53100	ICE/SNOW CONTROL SUPPLIES	705	1,553	3,000	3,000	3,710
100-30-32-53300	SMALL TOOLS & EQUIPMENT	727	1,427	1,000	1,000	1,000
100-30-32-54000	UNIFORMS/PROTECTIVE CLOTHING		137			
100-30-32-55000	FUEL, OIL, & LUBRICANTS	1,040	931			
COMMODITIES		22,267	26,189	31,710	29,000	31,710
CONTRACTUAL SERVICES						
100-30-32-61100	MAINTENANCE-GROUNDS	4,057	3,375	13,200	10,800	13,000
100-30-32-61300	MAINTENANCE-BUILDINGS	49,949	32,684	35,000	40,000	40,000
100-30-32-61500	MAINTENANCE-EQUIPMENT	1,114		1,500	1,500	1,500
100-30-32-61599	WARNING SIRENS	6,960		7,500	7,440	7,800
100-30-32-63800	CONTRACTED SERVICES	67,097	87,565	105,000	96,700	118,450
100-30-32-64000	UTILITIES	13,234	13,174	17,383	10,500	13,200
100-30-32-64100	ELECTRIC SERVICES	28,294	25,997	50,000	45,000	50,000
100-30-32-65400	TAXES, LICENSES, & FEES	13,214	1,094	11,589	5,000	10,000
100-30-32-66200	TRAINING/TRAVEL	450		2,500	2,500	2,500
CONTRACTUAL SERVICES		184,369	163,889	243,672	219,440	256,450
Totals for dept 30-32 - PUBLIC WORKS - SUPPORT SERVICES		428,587	442,058	575,746	548,804	672,750

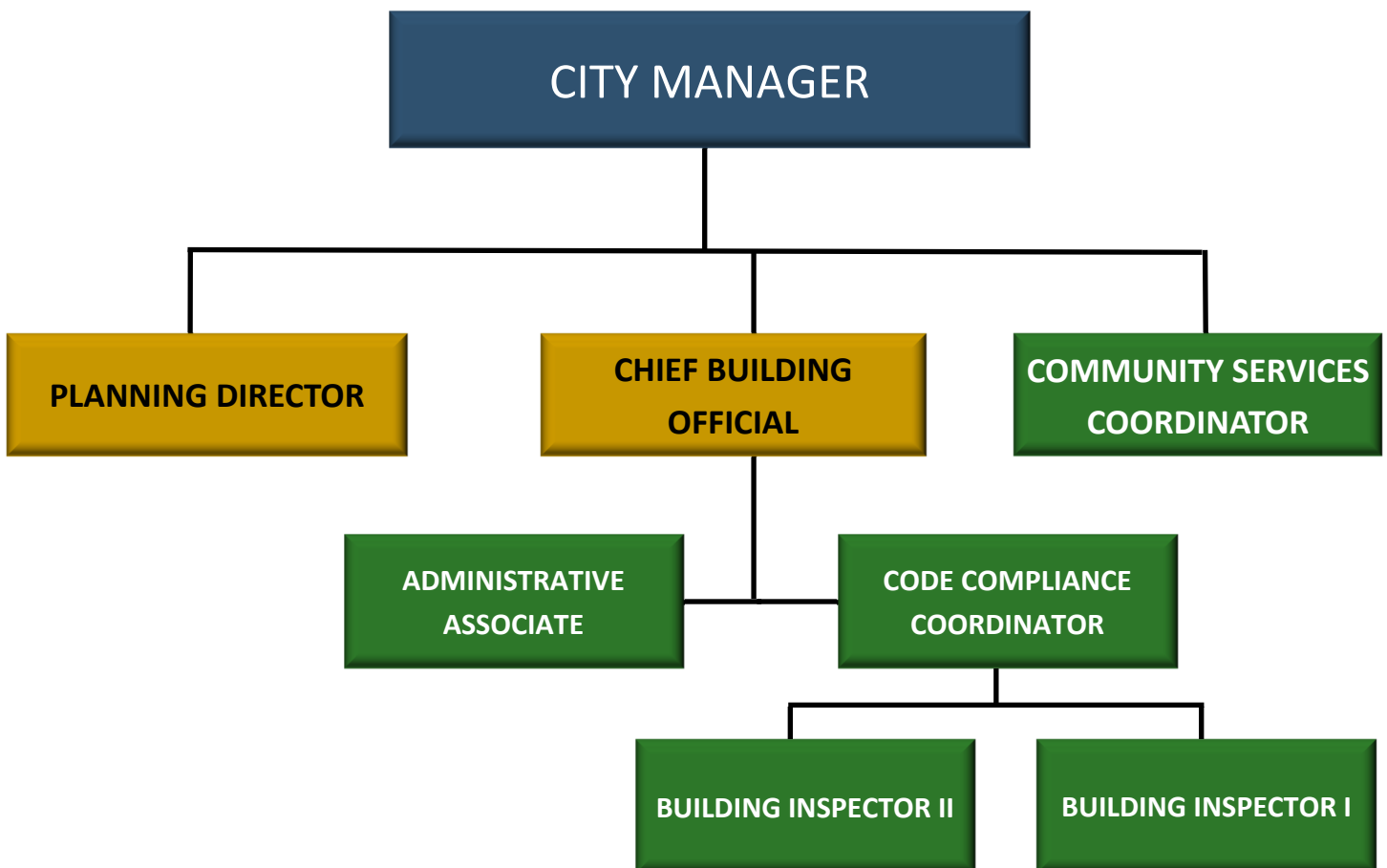
GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 30-33 - PUBLIC WORKS - STREET DIVISION						
PERSONNEL						
100-30-33-41100	WAGES - FULL-TIME	787,837	845,448	981,178	981,178	1,060,022
100-30-33-41200	WAGES - PART-TIME	21,799	3,854	11,359	11,359	11,645
100-30-33-41300	WAGES - OVERTIME	113,480	120,020	165,000	165,000	185,000
100-30-33-41400	LONGEVITY PAY	13,045	12,044	12,456	12,456	10,896
100-30-33-41500	CLOTHING ALLOWANCE	5,884	6,670	7,441	7,441	7,801
100-30-33-42100	EMPLOYER PORTION FICA	67,782	70,604	90,074	90,074	97,566
100-30-33-42200	EMPLOYER PORTION IMRF	129,670	121,562	100,917	100,917	107,381
100-30-33-42500	EMPLOYEE HEALTH INSURANCE	233,197	270,997	278,035	278,035	268,751
100-30-33-42600	WORKER'S COMPENSATION/LIABILITY INSUR	36,211	52,305			
PERSONNEL		1,408,905	1,503,504	1,646,460	1,646,460	1,749,062
COMMODITIES						
100-30-33-51300	SUPPLIES/PARTS-BUILDINGS	7,380	4,863	5,000	6,500	7,500
100-30-33-51410	SUPPLIES/PARTS-STREETS		10,998	12,000	20,000	25,000
100-30-33-51430	SUPPLIES/PARTS-STORM SEWERS	10,132	23,475	25,000	20,000	25,000
100-30-33-51500	SUPPLIES/PARTS-EQUIPMENT	93	4,011	6,500	1,500	1,500
100-30-33-51700	SUPPLIES/PARTS-VEHICLES	77,454	102,850	90,000	90,000	100,000
100-30-33-51997	STREETLIGHTS, PARTS	24,269	14,026	17,500	16,500	17,500
100-30-33-51998	TRAFFIC & STREET SIGNS		302	500	500	750
100-30-33-52000	OFFICE SUPPLIES	220	740	500	500	500
100-30-33-52500	JANITORIAL SUPPLIES	1,566	1,887	1,650	1,650	1,650
100-30-33-53300	SMALL TOOLS & EQUIPMENT	10,277	9,745	9,000	8,500	10,500
100-30-33-54000	UNIFORMS/PROTECTIVE CLOTHING	1,297	298		1,000	
100-30-33-55000	FUEL, OIL, & LUBRICANTS	96,347	132,239	150,000	135,000	150,000
COMMODITIES		229,035	305,434	317,650	301,650	339,900
CONTRACTUAL SERVICES						
100-30-33-61100	MAINTENANCE-GROUNDS	7,941	6,843	16,000	13,000	16,000
100-30-33-61300	MAINTENANCE-BUILDINGS	14,506	9,622	10,500	9,000	10,500
100-30-33-61400	MAINTENANCE-INFRASTRUCTURE	21,876	17,308	30,000	9,000	30,000
100-30-33-61420	MAINTENANCE-STREETS		13,725	11,500	11,500	13,000
100-30-33-61430	MAINTENANCE-STORM SEWERS		422	20,000	12,500	20,000
100-30-33-61450	MAINTENANCE-SIDEWALKS (50/50)			15,000	5,000	12,500
100-30-33-61500	MAINTENANCE-EQUIPMENT	3,353	6,678	6,500	6,000	6,500
100-30-33-61700	MAINTENANCE-VEHICLES	91,682	73,958	85,000	72,000	85,000
100-30-33-62099	PRINTED MATERIALS	608	1,186	275	150	275
100-30-33-63100	FORESTRY SERVICES	113,227	139,339	100,000	100,000	135,000
100-30-33-63150	50/50 TREE PLANTING			7,500	7,500	10,000
100-30-33-63400	SNOW REMOVAL SERVICES	76,388	27,338			
100-30-33-63600	WEATHER SERVICES	3,456	3,660	3,800	3,800	3,800
100-30-33-64100	ELECTRIC SERVICES		5			
100-30-33-65100	FREIGHT & POSTAGE	173	474			
100-30-33-65200	MARKETING ADS & PUBLIC INFO	482	55	300	150	300
100-30-33-65400	TAXES, LICENSES, & FEES	90	315	500	500	500
100-30-33-65500	RENTAL-BLDG & EQUIP	1,138	11,092	1,500	750	2,000
100-30-33-66100	DUES & SUBSCRIPTIONS	670	1,978	300	850	1,000
100-30-33-66200	TRAINING/TRAVEL	4,268	674	6,000	3,000	6,000
100-30-33-69700	CENTRAL BUSINESS DISTRICT PROJECTS	15,731	8,488	15,000	15,000	20,000
CONTRACTUAL SERVICES		355,589	323,160	329,675	269,700	372,375
EQUIPMENT						
100-30-33-86000	EQUIPMENT	803	53,607	65,000	64,654	66,000
EQUIPMENT		803	53,607	65,000	64,654	66,000
Totals for dept 30-33 - PUBLIC WORKS - STREET DIVISION		1,994,332	2,185,705	2,358,785	2,282,464	2,527,337

		2021	2022	2023	2023	2024
GL NUMBER	DESCRIPTION	ACTIVITY	ACTIVITY	AMENDED BUDGET	PROJECTED ACTIVITY	REQUESTED BUDGET
Dept 30-35 - PUBLIC WORKS - ENGINEERING						
PERSONNEL						
100-30-35-41100	WAGES - FULL-TIME	71,299	78,842	80,719	80,719	88,406
100-30-35-41200	WAGES - PART-TIME	4,208	9,497	15,485	15,485	15,872
100-30-35-42100	EMPLOYER PORTION FICA	5,584	6,550	7,360	7,360	7,977
100-30-35-42200	EMPLOYER PORTION IMRF	10,380	9,661	7,031	7,031	7,559
100-30-35-42500	EMPLOYEE HEALTH INSURANCE	6,980	7,018	6,901	6,901	6,867
PERSONNEL		98,451	111,568	117,496	117,496	126,681
CONTRACTUAL SERVICES						
100-30-35-62300	ARCHITECT/ENGINEERING SERVICES	1,000				
100-30-35-64500	TELEPHONE SERVICES	594	593	600	600	600
100-30-35-66100	DUES & SUBSCRIPTIONS	270	278	285	285	300
100-30-35-66200	TRAINING/TRAVEL			500	500	500
CONTRACTUAL SERVICES		1,864	871	1,385	1,385	1,400
Totals for dept 30-35 - PUBLIC WORKS - ENGINEERING		100,315	112,439	118,881	118,881	128,081



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COMMUNITY DEVELOPMENT ORGANIZATIONAL CHART





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Community Development Department

Department Introduction

The Community Development Department is responsible for the planning, economic development, Community Development Block Grant (CDBG), Human Services Grant Program, Housing Rehabilitation Assistance Program, Neighborhood Support programs, 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, community services and the enforcement of locally-adopted zoning, building, and property maintenance codes.

The Department's mission is to be responsive to residents and businesses 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 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 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.

FY2023 Accomplishments

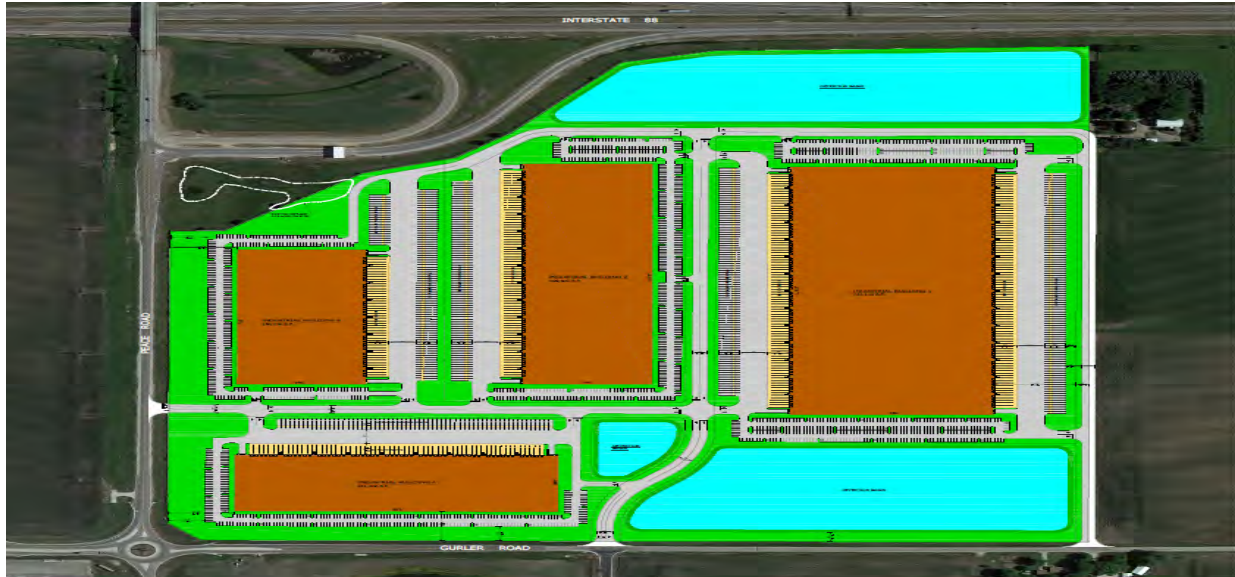
Kraft Heinz: On August 8, 2022, the City Council approved the annexation, rezoning and preliminary development plan for a 160-acre site at the northwest corner of Peace Road and Gurler Road for a food distribution, packaging, and storage company. The proposed development was originally called Project Wildcat and then Project Supernova. On July 13, 2023, it was officially announced that Kraft Heinz would be constructing a 775,000 square foot, \$400 million dollar building that will be one of the largest automated distribution facilities in North America. Site work commenced on the project in the summer of 2023 with the building expected to be fully operational in 2025.



Meta (Facebook) Data Center: In June 2020, it was announced that Meta would be constructing a 970,000 sq. ft. data center on 505 acres of property generally located east of Rt. 23 and south of Gurler Road in the I-88 Corridor. Since then, Meta has committed to additional phases. During the summer of 2023, a final occupancy permit was issued for Building 2. Construction continues on Buildings 3, 5 & 6 with final inspections in late 2023 or early 2024 anticipated on Building 3. There are routinely over 1,000 construction workers on the site each weekday and when the buildout is complete there will be approximately 150 permanent jobs. In addition to jobs, Meta DeKalb will be 100% powered by renewable energy and will be LEED Gold certified upon completion.



Goldin Property: In September 2023, the City Council approved the annexation, rezoning and concept plan for future industrial development along Gurler Road. The 130-acre property is located at the northeast corner of Peace Road and Gurler Road and is owned by the Goldin Family. The conceptual development plan shows four (4) buildings totaling approximately 1,643,000 square feet to accommodate manufacturing, packaging, distribution or warehouse uses. There is no end user proposed at this time. The intent of the property owner was to get the property annexed and zoned with utilities extended in order to better market and accommodate a potential end-user.



902 Peace Road – Hotel: In May, 2023 the City Council approved the rezoning of a 2.5-acre site at 902 Peace Road to the “PD-I” Planned Development Industrial District to accommodate the development of a 4-story 121 room Marriott-branded hotel. Sixty rooms will be branded as Fairfield Inn and Suites by Marriott (standard stay) and the other 61 rooms will be branded as TownePlace Suites by Marriott (extended stay). The developer is Prमित Patel of EO5 Hotels who also developed the Hampton Inn and Home2 Suites Hotels along S. Annie Glidden Road. The new hotel is planned to open in 2025.



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. 4th Street. The building features 94 one and two-bedroom apartment units and approximately 12,000 sq. ft. of commercial space on the ground floor. Construction was completed during 2023. The total project cost was about \$13.8 million with \$3 million in TIF #3 assistance provided by the City. A new restaurant, The Grove Tavern, opened in the spring of 2023.



Johann DeKalb Suites - The City Council approved the rezoning of the former DeKalb Municipal Building site along S. 4th Street in October 2020 to accommodate a 57-unit upscale residential development in three, two-story buildings. There will be a total of 49 one-bedroom units and eight two-bedroom units in the project. The purchase offer for the City's 2.5-acre property was \$600,000 from Pappas Development. A TIF funding request of \$750,000 was made to cover demolition, underground utilities, sidewalk improvements, and other TIF-eligible costs. Demolition of the former Municipal Building was completed in the fall of 2021 and construction began in the summer of 2022. By the late fall of 2023, the first building was being insulated and dry-walled and the two remaining buildings along S. Fourth Street are "shelled" and weather-tight.



2239 Sycamore Road: The City Council approved the rezoning of 2239 Sycamore Road in April 2023 in order to allow Midwest Tent & Events to establish a tent rental showroom, offices, and warehouse in the existing building on the site. The building is about 30,000 sq. ft. and once contained the NIU Art Annex. The building was gutted and over \$200,000 was spent on building improvements including new electrical, LED lighting, new interior loading dock, HVAC system, and plumbing.



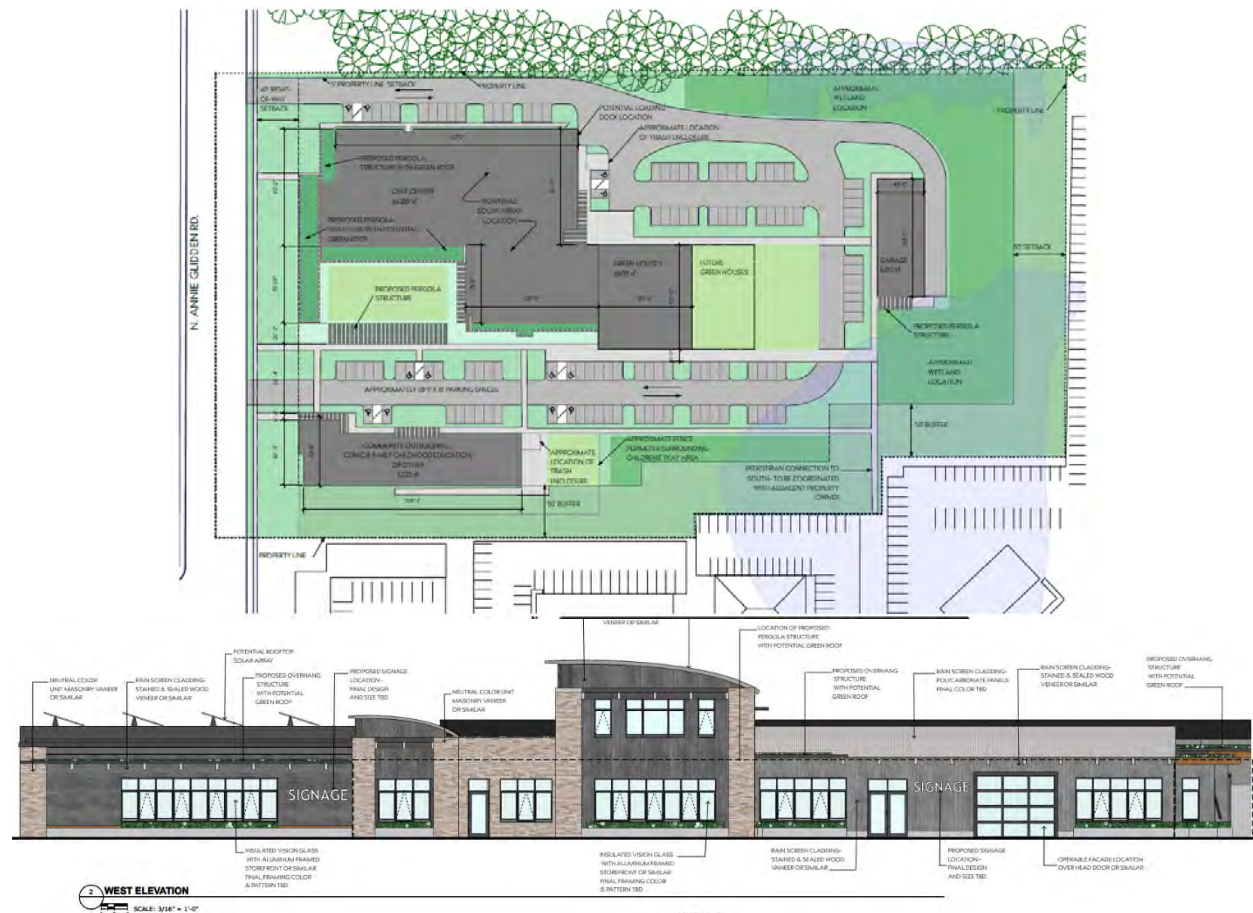
First United Methodist Church: In July 2020, the City Council approved an annexation and development agreement to allow for a new DeKalb First United Methodist Church on 16 acres located along the west side of N. Annie Glidden Road across from the DeKalb County Health Facility Campus. A groundbreaking for the church occurred in July 2022 and construction was completed in June 2023. The church building is 10,900 sq. ft. and includes a 240-seat sanctuary, classrooms, coffee/lounge area, administrative offices, and a kitchen.



Excelleaf Dispensary: In February 2023 the City Council approved a special use permit for a cannabis dispensary at 305 E. Locust Street. The 3,700 sq. ft. dispensary is called Exceleaf Dispensary and opened in November of 2023.



DeKalb County Community Gardens: In September 2023 the City approved a rezoning request from DeKalb County Community Gardens for an 8-acre site along N. Annie Glidden Road to accommodate a community health education and food center, community building, greenhouses and accessory uses.



Other Planning, Building and Zoning Activity: Other zoning, building and development activity in 2023 included the following:

- Approval of a special use permit for a retail tobacco store at 901 Lucinda Avenue.
- Approval of text amendments to the UDO relating to the parking regulations including design, locational requirements, and minimum parking space requirements as well as setbacks, landscaping, and other miscellaneous amendments.
- Approval of special use permits and final plats for two duplex units at 1104-1106 Lewis Street and 1304- 1306 Chestnut Street to create a lot line down the common party wall. The approvals will allow the ownership and occupancy of each separate unit, which will be a positive influence on their neighborhoods.
- The City worked with the Kishwaukee Water Reclamation District to establish a new zoning district called the “GS” Government Sanitary District. The new zoning classification will allow property owned by KWRD to be treated as public/institutionally-zoned property similar to NIU.
- Approval of text amendments to the UDO to add “adult-use cannabis craft grower” as a special use in the “LI” Light Industrial and “HI” Heavy Industrial Districts. The text amendments will allow cannabis craft growers to locate in the City, which will add to the tax base and provide for the health and well-being of the community.

- Approval of the rezoning of 21 parcels owned by Nehring Electrical Works to the “PD-I” Planned Development – Industrial District. The rezoning covers approximately 27 acres and will provide flexibility for Nehring to utilize the properties in a manner that fits their current and future business needs and provides an economic benefit to the City.
- This past year, the Planning and Zoning Commission approved variances for a driveway expansion at 3353 Basswood Lane, a fence at 801 S. 8th Street and a detached garage at 417 S. 6th Street.

Building Permit Activity: Building activity in the City continues to be very strong. The total number of permits is tracking at a rate similar to 2022 which ended with 1,531 permits. The Department saw another 20% increase for non-residential alterations. The valuation of permitted work as of September 15 was over \$117,000,000.

Building Code Compliance: From January through September, 15,417 code compliance cases have been closed while 488 cases were opened. The new software installed in 2022 has allowed for better tracking, filing, and reporting of cases.

Personnel Changes and Additions: A newly-hired Administrative Associate started with the department in October 2023.

Industrial Expansion Projects: Nehring Electrical Works is constructing a 14,500 sq ft addition to their E. Locust Street facility for warehouse storage with a \$1,000,000 construction valuation. The DeKalb Forge at 1832 Pleasant St. completed a 7,700 sq ft. expansion to their existing facility.

Solar Array Projects: Kohl’s located at 2070 Sycamore Road installed a solar array on the roof of their store that included 1077 panels and five inverters. The estimated construction cost was \$470,000. A school supply store called Write Stuff located at 733 Enterprise Avenue is also installing an array on their roof with 90 panels and two inverters. The estimated construction cost is \$110,000.

University Village Collaborative: The Family Service Agency continued to lead the University Village Collaborative. In 2023 the Collaborative had several successful events including assisting the NIU STEAM Program at the STEAM and DREAM Fest, two Domestic violence/sexual assault presentations by Safe Passage, a parents’ night hosted by BLAC Inc., and an employment fair with 20+ employers. The Collaborative continues to involve the local social service providers in expanding services to the residents of University Village. Making the connection with residents has been difficult; however, with more routine contacts and a more regular presence the providers will hopefully build a steady following.

Strong Communities Program: Through funding by the Illinois Housing Development Authority, the City was able to demolish three condemned or abandoned residential properties. The City has several additional properties screened for eligibility. Two of the properties will be part of Elder Care Services’ plan to convert adjoining properties into additional parking and a garden space for their clients.

Annie Glidden North Revitalization: As a follow-up to the 2022 demolition of the commercial building on the Hunter Hillcrest Property at the northwest corner of Hilcrest Drive and Blackhawk Road, the City solicited and received two proposals for the redevelopment of the property: DeKalb County Community Gardens (DCCG) and Northern Illinois University. After several months

of public discussion and negotiation, DCCG withdrew their proposal and the City Council resolved to work with the NIU Foundation and NIU in the development of a Center for Greek Life at the corner of Blackhawk and W, Hillcrest. DCCG chose to locate on a property on N. Annie Glidden Road which better met their space needs and is still in the AGN neighborhood.

Housing Rehabilitation: CDBG also funds improvements to single-family houses that are owned and occupied by low-income residents. Additionally, the City is coordinating with the Kishwaukee Water Reclamation District on an “Orangeburg” lateral sewer pipe replacement program. There are a number of applications pending as there is outstanding documentation that is needed. The staff continues to work with homeowners in gathering information that will hopefully lead to the assistance that is needed.

Community Services: The City continued to administer Community Development Block Grant (CDBG) entitlement funds during FY 2023. During the planning process for the 2023 Annual Action Plan, all programs were evaluated for need, efficiency, and utilization to determine the most efficient use of unspent funding and carryover funds from previous years. In order to address infrastructure enhancements in low-to-moderate-income areas of the City, funding from previously discontinued programs and unused funds from prior years were reallocated to the Public Facilities Program. Public Facilities work included resurfacing Lucerne Lane, creating a cul-de-sac and resurfacing Kimberly Drive, resurfacing Greenbrier Road and additional ADA improvements on several streets.

Seventeen local agencies that assist the elderly, survivors of domestic violence, at-risk adolescents, people with disabilities, the homeless, and low-income individuals will receive a total of \$200,000 in the 2023 Human Services funding. Additional funding in the amount of \$50,000 was awarded to seven grantees who had not previously received assistance. Three of the new beneficiaries were new non-profit organizations created to help underserved populations in the City.

After a number of fires that displaced City residents, a pilot program was continued to provide personal follow-up or referral to any needed services. Households received emotional support, information, and referrals to community resources. The Community Services Coordinator worked with the American Red Cross and the Family Service Agency to develop a direct referral protocol that prioritizes these residents for immediate service. Additionally, the Community Services Coordinator fielded numerous calls in 2023 from residents with a variety of needs.

FY2024 Initiatives

Economic Development: Continue aggressive business attraction efforts to promote properties within the community for new development or redevelopment that follow the recommendations of the Comprehensive Plan and Sub-Area Plans and the City’s goals and policies.

2022 Comprehensive Plan Implementation: Continue to implement the goals and objectives of the 2022 Plan and pursue amendments to the UDO or other policies as needed.

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 the 2022 Comprehensive Plan and various Downtown Plans, and provide a destination feel 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. Continue to fund the Architectural Improvement Program. For similar projects outside the TIF District, \$100,000 in general revenues have been budgeted in the Capital Projects Fund (Fund 400).

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. Continue to support revitalization efforts in the AGN Neighborhood including targeted projects and services using CDBG funds. Continue to support resident outreach and expansion of services at University Village.

Redevelopment of the Northwest corner of Blackhawk Road and W. Hillcrest Drive: Work with NIU stakeholders to launch the first phase of the redevelopment of the property at the northwest corner of Hillcrest Drive and Blackhawk Road.

South 4th Street Sub-Area Study: Initiate a corridor plan for S. 4th Street between Taylor Street and Fairview Drive. The plan will look at the future commercial needs of the corridor as well as roadway improvements to ensure its compatibility with the surrounding neighborhoods.

Community Rehabilitation Services: Continue the Strong Communities Program with an increased budget from the Illinois Housing Development Authority. Introduce the Illinois Homeowner Assistance Fund Home Repair Program which grants up to \$60,000 per home to make necessary repairs as a result of misfortune that may have arisen during the Corona Virus Pandemic. This 33-month grant would be impactful to low-to-moderate income neighborhoods.

Digital Equity Program: Move forward with the Digital Equity Program for University Village in collaboration with Meta. This initiative will promote internet connectivity to this neighborhood and will have far reaching benefits for the residents. By reducing the digital divide, greater digital equity opens the advantages of educational and employment opportunities to low-income families.

Human Services: Extend invitations to more local non-profit organizations for both Community Development Block Grant and Human Services funding. An additional \$25,000 in Human Services Funding will allow more local providers to benefit. Both programs are geared to assist disadvantaged populations which are not currently being assisted by any existing programs. The City will continue to increase engagement in matters of diversity, equity, and inclusion of people of color and other disadvantaged populations.

Opportunity Zone: Invite opportunities to collaborate with local partners and outside investors to attract investments in the City's designated Opportunity Zone.

Building Permit Fee Review: Review the current permit fee structure and adjust based upon comparable communities, ensuring staff costs are adequately covered.

Building Board of Review: A full review of the 2021 ICC Codes is planned by the Building Code Review Board to implement the most current ICC code series across all construction phases.

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. Continue to cross-train inspectors and staff to keep up with department demand.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
COMMUNITY DEVELOPMENT						
PERSONNEL						
41100	WAGES - FULL-TIME	517,438	618,690	612,500	612,500	635,083
41300	WAGES - OVERTIME	334	1,475	7,200	7,200	7,200
41500	CLOTHING ALLOWANCE	577	1,477	1,800	1,800	1,800
42100	EMPLOYER PORTION FICA	36,886	44,683	47,545	47,545	49,272
42200	EMPLOYER PORTION IMRF	75,301	73,710	53,976	53,976	54,915
42500	EMPLOYEE HEALTH INSURANCE	120,339	151,563	120,945	120,945	134,564
42600	WORKER'S COMPENSATION/LIABILITY INSUR	1,942	2,704			
PERSONNEL		752,817	894,302	843,966	843,966	882,834
COMMODITIES						
51000	BOARDS & COMMISSIONS	2,675	525			
51700	SUPPLIES/PARTS-VEHICLES		379	1,000	800	1,000
52000	OFFICE SUPPLIES	316	365	400	400	400
53300	SMALL TOOLS & EQUIPMENT	19	152	200	150	750
54000	UNIFORMS/PROTECTIVE CLOTHING		274	100	100	200
55000	FUEL, OIL, & LUBRICANTS	1,824	2,969	3,500	3,100	3,500
COMMODITIES		4,834	4,664	5,200	4,550	5,850
CONTRACTUAL SERVICES						
61500	MAINTENANCE-EQUIPMENT		8	250	100	200
61700	MAINTENANCE-VEHICLES	2,003	111	2,000	1,000	1,000
62099	PRINTED MATERIALS		316	400	400	600
62100	FINANCIAL SERVICES			1,000	750	1,000
62700	HUMAN & SOCIAL SERVICES	150,000	200,000	200,000	200,000	225,000
63000	SPECIAL EVENT SERVICES		66			
63300	NUISANCE ABATEMENT SERVICES	(1,135)	4,929	9,000	7,000	10,000
63700	DEVELOPMENTAL SERVICES	105,000	105,000	140,000	140,000	140,000
63750	DEMOLITION SERVICES			50,000	50,000	70,000
63800	CONTRACTED SERVICES	53,891	20,674	35,350	15,000	20,000
64500	TELEPHONE SERVICES	3,827	3,288	5,300	3,600	5,300
65100	FREIGHT & POSTAGE	25		175	75	175
65200	MARKETING ADS & PUBLIC INFO	145		500	250	500
65300	LEGAL EXPENSES & NOTICES	2,662	724	750	400	600
66100	DUES & SUBSCRIPTIONS	1,147	1,458	1,600	1,500	1,980
66200	TRAINING/TRAVEL	488	1,326	4,860	4,040	4,860
CONTRACTUAL SERVICES		318,053	337,900	451,185	424,115	481,215
EQUIPMENT						
86200	OFFICE FURNITURE & EQUIPMENT		1,227	1,200	600	1,300
EQUIPMENT			1,227	1,200	600	1,300
TOTAL COMMUNITY DEVELOPMENT - EXPENDITURES		1,075,704	1,238,093	1,301,551	1,273,231	1,371,199

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 40-41 - COMMUNITY DEV. - ADMINISTRATION						
PERSONNEL						
100-40-41-41100	WAGES - FULL-TIME	188,768	261,002	242,041	242,041	242,708
100-40-41-41300	WAGES - OVERTIME		634	700	700	700
100-40-41-42100	EMPLOYER PORTION FICA	14,168	19,528	18,570	18,570	18,620
100-40-41-42200	EMPLOYER PORTION IMRF	27,486	32,070	21,143	21,143	20,811
100-40-41-42500	EMPLOYEE HEALTH INSURANCE	20,540	19,978	19,401	19,401	32,720
100-40-41-42600	WORKER'S COMPENSATION/LIABILITY INSUR	1,165	1,582			
PERSONNEL		252,127	334,794	301,855	301,855	315,559
COMMODITIES						
100-40-41-51000	BOARDS & COMMISSIONS	2,675	525			
100-40-41-52000	OFFICE SUPPLIES	141	365	300	300	300
COMMODITIES		2,816	890	300	300	300
CONTRACTUAL SERVICES						
100-40-41-62099	PRINTED MATERIALS		118	100	100	100
100-40-41-62700	HUMAN & SOCIAL SERVICES	150,000	200,000	200,000	200,000	225,000
100-40-41-63000	SPECIAL EVENT SERVICES		66			
100-40-41-63700	DEVELOPMENTAL SERVICES	105,000	105,000	140,000	140,000	140,000
100-40-41-63750	DEMOLITION SERVICES			50,000	50,000	70,000
100-40-41-63800	CONTRACTED SERVICES			350		
100-40-41-64500	TELEPHONE SERVICES	594	593	600	600	600
100-40-41-65100	FREIGHT & POSTAGE	25		75	75	75
100-40-41-65200	MARKETING ADS & PUBLIC INFO	145		500	250	500
100-40-41-65300	LEGAL EXPENSES & NOTICES	2,662	724	750	400	600
100-40-41-66100	DUES & SUBSCRIPTIONS	799	1,423	1,500	1,500	1,580
100-40-41-66200	TRAINING/TRAVEL	440	911	860	840	860
CONTRACTUAL SERVICES		259,665	308,835	394,735	393,765	439,315
EQUIPMENT						
100-40-41-86200	OFFICE FURNITURE & EQUIPMENT			200	200	300
EQUIPMENT				200	200	300
Totals for dept 40-41 - COMMUNITY DEV. - ADMINISTRATION		514,608	644,519	697,090	696,120	755,474

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 40-43 - COMMUNITY DEV. - BUILDING & CODE ENFORCE						
PERSONNEL						
100-40-43-41100	WAGES - FULL-TIME	328,670	357,688	370,459	370,459	392,375
100-40-43-41300	WAGES - OVERTIME	334	841	6,500	6,500	6,500
100-40-43-41500	CLOTHING ALLOWANCE	577	1,477	1,800	1,800	1,800
100-40-43-42100	EMPLOYER PORTION FICA	22,718	25,155	28,975	28,975	30,652
100-40-43-42200	EMPLOYER PORTION IMRF	47,815	41,640	32,833	32,833	34,104
100-40-43-42500	EMPLOYEE HEALTH INSURANCE	99,799	131,585	101,544	101,544	101,844
100-40-43-42600	WORKER'S COMPENSATION/LIABILITY INSUR	777	1,122			
PERSONNEL		500,690	559,508	542,111	542,111	567,275
COMMODITIES						
100-40-43-51700	SUPPLIES/PARTS-VEHICLES		379	1,000	800	1,000
100-40-43-52000	OFFICE SUPPLIES	175		100	100	100
100-40-43-53300	SMALL TOOLS & EQUIPMENT	19	152	200	150	750
100-40-43-54000	UNIFORMS/PROTECTIVE CLOTHING		274	100	100	200
100-40-43-55000	FUEL, OIL, & LUBRICANTS	1,824	2,969	3,500	3,100	3,500
COMMODITIES		2,018	3,774	4,900	4,250	5,550
CONTRACTUAL SERVICES						
100-40-43-61500	MAINTENANCE-EQUIPMENT		8	250	100	200
100-40-43-61700	MAINTENANCE-VEHICLES	2,003	111	2,000	1,000	1,000
100-40-43-62099	PRINTED MATERIALS		198	300	300	500
100-40-43-62100	FINANCIAL SERVICES			1,000	750	1,000
100-40-43-63300	NUISANCE ABATEMENT SERVICES	(1,135)	4,929	9,000	7,000	10,000
100-40-43-63800	CONTRACTED SERVICES	53,891	20,674	35,000	15,000	20,000
100-40-43-64500	TELEPHONE SERVICES	3,233	2,695	4,700	3,000	4,700
100-40-43-65100	FREIGHT & POSTAGE			100		100
100-40-43-66100	DUES & SUBSCRIPTIONS	348	35	100		400
100-40-43-66200	TRAINING/TRAVEL	48	415	4,000	3,200	4,000
CONTRACTUAL SERVICES		58,388	29,065	56,450	30,350	41,900
EQUIPMENT						
100-40-43-86200	OFFICE FURNITURE & EQUIPMENT		1,227	1,000	400	1,000
EQUIPMENT			1,227	1,000	400	1,000
Totals for dept 40-43 - COMMUNITY DEV. - BUILDING & CODE ENF		561,096	593,574	604,461	577,111	615,725



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General Fund Support

Department Introduction

The General Fund Support budget does not pertain to one specific operating function, but rather contains shared expenditures of all departments that are impractical to allocate. Expenditures include:

- Estimated matching contributions towards employee deferred compensation and health savings accounts (HSA).
- Payments towards retiree health insurance which was established with Ordinance 12-26 (benefits applied in tiers to employees hired before January 1, 2012).
- Contribution to the Worker's Compensation/Liability Insurance internal service fund for premiums and claims.
- Payments to other entities subject to economic incentive agreements.
- Certain special projects of the City.
- Payments on debt service for debt of other entities (Library).
- Transfers to other funds of the City of DeKalb.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Dept 55-00 - GENERAL FUND SUPPORT						
PERSONNEL						
41700	DEFERRED COMPENSATION			208,864	208,864	208,800
41800	HSA CONTRIBUTIONS			90,137	90,137	90,137
42500	RETIREE HEALTH INSURANCE	1,094,876	1,068,042	1,147,879	1,147,879	1,067,953
42600	WORKER'S COMPENSATION/LIABILITY INSUR	350,000		974,355	974,355	1,232,216
PERSONNEL		1,444,876	1,068,042	2,421,235	2,421,235	2,599,106
CONTRACTUAL SERVICES						
68750	TAX SHARING AGREEMENTS	1,639,010	1,298,835	1,368,971	1,368,971	1,368,810
69199	PRIV PROP REHAB / REDEVELOP		1,000,000			
69200	SURETY BONDS	62,150	67,317			
69700	SPECIAL PROJECTS			20,000	20,000	20,000
CONTRACTUAL SERVICES		1,701,160	2,366,152	1,388,971	1,388,971	1,388,810
EQUIPMENT						
86000	EQUIPMENT (LEASED)		30,208			
EQUIPMENT		0	30,208	0	0	0
DEBT SERVICES						
75000	DEBT SERVICE - PRINCIPAL		375,000	375,000	375,000	360,000
76000	DEBT SERVICE - INTEREST		114,138	94,599	94,599	111,409
79000	CAPITAL LEASE PRINCIPAL		27,209			
79100	CAPITAL LEASE INTEREST		407			
DEBT SERVICES		0	516,754	469,599	469,599	471,409
TRANSFERS OUT						
91130	TRANSFER TO GEMT FUND		800,000			
91300	TRANSFER TO DEBT SERVICE FUND		1,880,280	1,750,000	1,851,919	1,998,497
91400	TRANSFER TO CAPITAL PROJECTS FUND	22,500				
91420	TRANSFER TO CAPITAL EQUIPMENT FUND	25,000		200,000	200,000	200,000
91900	TRANSFER TO LIBRARY FUND	490,625				
TRANSFERS OUT		538,125	2,680,280	1,950,000	2,051,919	2,198,497
GENERAL FUND SUPPORT		3,684,161	6,661,436	6,229,805	6,331,724	6,657,822

Section Five

Special Revenue Funds

- American Rescue Plan Act (110)
- GEMT (130)
- Transportation (200)
- Motor Fuel Tax (210)
- Heritage Ridge SSA #3 (223)
- Knolls at Prairie Creek Subdivision SSA #4 (224)
- Greek Row SSA #6 (226)
- Market Square SSA #29 (229)
- Hunter Ridgebrook SSA #30 (230)
- Heartland Fields SSA #14 (234)
- Central Business TIF District #3 (262)
- Community Development Block Grant (280)
- Housing Rehabilitation Fund (285)
- Foreign Fire Insurance Tax Fund (290)



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American Rescue Plan Act Fund

FUND 110

The City continues to incur qualifying expenditures resulting from the \$10.4 million award of funds granted in March 2021.

In FY 2021, \$3,001,806 of ARPA grant funds were spent on the following projects:

- \$1,511,017 – re-hiring twenty-one public safety (police, fire, and public works) employees (recognized in the General Fund).
- \$1,148,164 – purchase of Hunter Hillcrest property and building improvements for existing tenants.
- \$50,981 – relocation assistance of Hunter Hillcrest tenants.
- \$291,644 – payments to other units of government (DeKalb Park District and Kishwaukee Water Reclamation District) to assist with revenues lost because of COVID-19.

In FY 2022, \$3,293,553 of grant funds were spent on the following projects:

- \$1,997,435 – recognized in the General Fund to continue to fund the salary and benefits of the public safety re-hires.
- \$342,689 – recognized in the Water Capital Fund for lead service line replacements.
- \$462,546 – for the Hunter Hillcrest relocations and building demolition (ARPA Fund).
- \$490,882 – for street and sidewalk improvements (ARPA Fund).

In FY 2023, approximately \$2,037,285 of grant funds will be expended:

- \$1,837,285 – is budgeted to be recognized in the General Fund to continue to fund the salary and benefits of the public safety re-hires.
- \$100,000 – assistance provided to eligible non-profits providing community services to disproportionately impacted low-income communities. (Project Hope – New Hope Missionary Baptist Church).
- \$100,000 – assistance to eligible non-profits in the tourism, travel, hospitality, and public amusement industry (Egyptian Theatre, Stage Coach Players, JF Glidden Homestead).

It is likely that the entire \$500,000 allocated to the lead service line replacement program in the Water Capital Fund will be fully spent by December 31, 2023. Approximately \$1.019 million will be spent in FY 2024 on the salary and benefits of the public safety re-hires and other potential projects, which will exhaust the grant funds. After FY 2024, the full cost of the re-hired employees will be felt by the General Fund. The remaining balance of \$56,543 is budgeted for additional street improvements.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 110 - AMERICAN RESCUE PLAN ACT FUND						
ESTIMATED REVENUES						
INTERGOVERNMENTAL REVENUES						
110-00-00-33100	FEDERAL GRANTS	1,478,105	950,528	450,000	450,000	
	INTERGOVERNMENTAL REVENUES	1,478,105	950,528	450,000	450,000	0
OTHER INCOME						
110-00-00-34900	RENTAL INCOME	12,684	2,900			
110-00-00-37100	INVESTMENT INTEREST	113	56,430			
	OTHER INCOME	12,797	59,330	0	0	0
TOTAL ESTIMATED REVENUES		1,490,902	1,009,858	450,000	450,000	0
EXPENDITURES						
CONTRACTUAL SERVICES						
110-00-00-62100	FINANCIAL SERVICES					
110-00-00-63700	DEVELOPMENTAL SERVICES	64,432	462,546	100,000	100,000	
110-00-00-63800	CONTRACTED SERVICES	291,644				
110-00-00-69700	SPECIAL PROJECTS			100,000	100,000	
	CONTRACTUAL SERVICES	356,076	462,546	200,000	200,000	0
EQUIPMENT						
110-00-00-81000	LAND ACQUISITION	1,134,713				
110-00-00-83000	STREET IMPROVEMENTS		490,882	250,000	250,000	56,543
	EQUIPMENT	1,134,713	490,882	250,000	250,000	56,543
TRANSFERS OUT						
110-00-00-91100	TRANSFER TO GENERAL FUND					
110-00-00-91620	TRANSFER TO WATER CAPITAL FUND					
	TRANSFERS OUT					
TOTAL EXPENDITURES		1,490,789	953,428	450,000	450,000	56,543
NET OF REVENUES/APPROPRIATIONS - FUND 110		113	56,430	0	0	(56,543)
BEGINNING FUND BALANCE			113	56,543	56,543	56,543
ENDING FUND BALANCE		113	56,543	56,543	56,543	0

GEMT Fund

FUND 130

In the late summer of 2020, with the close collaboration of DeKalb IAFF Local 1236, the City 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 for ambulance transports, and the actual cost of the ambulance service. In FY2019, the City of DeKalb's actual cost of providing ambulance service, per trip, was \$1,879; the average Medicaid recovery payment was only \$211, or approximately 11% of the actual cost of service. As in every fiscal year budget since 2020, GEMT funds will be deposited in the GEMT Fund where their receipt and expenditure can be more transparent and responsibly expended for Fire-related purposes.

In FY2023, GEMT funds supported the purchase of a Rosenbauer fire engine and two staff vehicles. The Fund also supported the purchase of new SCBA breathing devices and a new station alert system.

The GEMT Fund will assume a role in the funding of the architectural and engineering cost associated with the construction of a fourth fire station. Over the fourth quarter of 2023 and the first quarter of 2024 a total of \$336,125 will be available to support the City's contract with Studio 222 Architects of Chicago. In FY2024, an additional transfer of \$500,000 will be made from the GEMT Fund to the General Fund to partially offset the cost of the bonded debt service associated with the construction of Station 4.

Additionally, in FY2024 the GEMT Fund will support the purchase of a new Rosenbauer fire truck (\$1.6 million) and two replacement ambulances (\$430,000 altogether).

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED	2024 REQUESTED BUDGET
Fund 130 - GEMT FUND						
ESTIMATED REVENUES						
INTERGOVERNMENTAL REVENUES						
130-00-00-33100	FEDERAL GRANTS (AFG)			251,009	250,000	50,000
	INTERGOVERNMENTAL REVENUES	0	0	251,009	250,000	50,000
SERVICE CHARGES						
130-00-00-34270	GEMT REVENUE	325,743	1,672,186	1,350,000	1,650,000	1,691,250
	SERVICE CHARGES	325,743	1,672,186	1,350,000	1,650,000	1,691,250
OTHER INCOME						
130-00-00-37100	INVESTMENT INTEREST	5	31,692	6,180	75,000	65,000
	OTHER INCOME	5	31,692	6,180	75,000	65,000
TRANSFERS IN						
130-00-00-39100	TRANSFER FROM GENERAL FUND	0	800,000			
	TRANSFERS IN	0	800,000	0	0	0
TOTAL ESTIMATED REVENUES		325,748	2,503,878	1,607,189	1,975,000	1,806,250
EXPENDITURES						
COMMODITIES						
130-00-00-51600	SUPPLIES/PARTS-TECHNOLOGY		6,533	10,000		
130-00-00-52900	AMBULANCE SUPPLIES & EQUIPMENT			130,000	93,362	50,000
	COMMODITIES	0	6,533	140,000	93,362	50,000
CONTRACTUAL SERVICES						
130-00-00-61500	MAINTENANCE-EQUIPMENT			40,000	40,000	40,000
130-00-00-61700	MAINTENANCE-VEHICLES			25,000	20,000	
130-00-00-62300	ARCHITECT/ENGINEERING SERVICES			50,000	200,000	50,000
130-00-00-66200	TRAINING/TRAVEL			100,000	100,000	100,000
	CONTRACTUAL SERVICES	0	0	215,000	360,000	190,000
EQUIPMENT						
130-00-00-81000	LAND ACQUISITION			100,000		
130-00-00-86000	EQUIPMENT		380,265	927,307	970,746	
130-00-00-87000	VEHICLES		717,343	745,236	740,251	2,090,000
	EQUIPMENT	0	1,097,608	1,772,543	1,710,997	2,090,000
TRANSFERS OUT						
130-00-00-91100	TRANSFER TO GENERAL FUND					500,000
	TRANSFERS OUT	0	0	0	0	500,000
TOTAL EXPENDITURES		0	1,104,141	2,127,543	2,164,359	2,830,000
NET OF REVENUES/APPROPRIATIONS - FUND 130		325,748	1,399,737	(520,354)	(189,359)	(1,023,750)
BEGINNING FUND BALANCE			325,748	1,725,485	1,725,485	1,536,126
ENDING FUND BALANCE		325,748	1,725,485	1,205,131	1,536,126	512,376

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.

The Transit unit within the Public Works Division of Utilities and Transportation 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 funds 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) has provided approximately \$1 million annually for transit capital projects and additional operating assistance funding. Through additional funding provided by the Bipartisan Infrastructure Law, we anticipate federal awards to be between \$2 Million-\$2.5 million annually through 2026. Further, the Transit program will have approximately \$1.5 Million in CARES and ARP funds to draw down by the end of 2025.

The final principal funding element is the local contribution provided through Northern Illinois University (NIU) per an Intergovernmental Agreement (IGA) with the city. NIU is expected to provide slightly over \$2 Million to support fixed route services in 2024.

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. Because transportation grant funding allocations are only known up to June 30, 2024, this budget is developed on the assumption that Illinois and Federal Fiscal year 2024 grant funding will be equal to SFY2024 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 Urbanized Area Formula Grant 5307 funds, which are administered through the Federal Transit Administration (FTA), and Downstate Operating Assistance Program (DOAP) with funding from the Illinois Department of Transportation (IDOT). Using state and federal funding sources, the City contracts with Transdev Services Inc. (Transdev) to provide public transportation services within the DeKalb Urbanized Area (UZA).

The Transit Budget has pursued several existing grants for which funding is available and Transit staff will be submitting grant proposals to the FTA to fund several more projects in SFY2024. As previously noted, 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. Within the program, specific funds are set aside to provide transit funds to urbanized areas with a population of over 50,000 people.

The state 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 SFY2024 DOAP award is \$6,282,800 with a required match of \$4,142,000. This funding reflects the SFY2024 DOAP grant budget running from 7/1/2023-6/30/2024. Currently, match funding comes from FTA 5307 operating assistance, and NIU transit contribution funds. Table 1 identifies the funding sources for the public transit budget:

Table 1: Public Transit Funding Sources

Funding Source	SFY24 Allocation	% Of Budget
State of Illinois DOAP Grant (1/1/24 – 12/31/24)	\$6,282,800	26.9%
Local Match Fund DOAP: NIU Contribution	\$1,965,000	8.4%
FTA 5307 Operating Assistance Funds	\$1,980,000	8.5%
FTA 5307 Capital Grant-Transit Improvement	\$2,492,937	10.7%
State of Illinois Capital Grant	\$9,884,000	42.4%
State of Illinois Planning Grant	\$400,000	1.7%
Local Match Fund Planning: NIU Contribution	\$100,000	0.4%
Miscellaneous Revenue	\$5,000	0.0%
Fares from Fixed Route Service	\$46,000	0.2%
Fares from Paratransit Service	\$69,000	0.3%
Investment Interest	\$96,000	0.4%
Totals	\$23,320,737	

The City receives an annual FTA 5307 grant to fund public transit capital purchases and operating assistance. The City is annually allocated approximately \$2 Million, which varies from year to year based on a formula for public transit funding provided in the annual Federal Budget. These funds can be accumulated over a five-year period. In SFY2024 (July 1, 2023, to June 30, 2024) staff looks to use up to \$4.4 Million in FTA 5307 grant funds drawing from current accumulated Federal awards including FTA CARES Act dollars. Table 2 below identifies projects proposed using FTA funds:

Table 2: 2024 FTA 5307 Grant Funding

Project	Grant Allocation
Capital Purchase-Bus Equipment	\$2,492,937
Operating Assistance	\$1,980,000
Total	\$4,472,937

As shown in Table 1, above, the Transit program is anticipating approximately 54% of our revenues and expenditures to be focused on capital needs. A summary of those project costs and funding sources are found in Table 3:

Table 3: 2024 Capital Projects

Project	Fed Share	State Share	Local Share	Total
Transit Facility: Architecture / Engineering		\$2,800,000		\$2,800,000
Transit Facility: Site Preparation Work		\$2,000,000		\$2,000,000
New Equipment Purchase: Transit Software	\$0	\$384,000		\$384,000
New Equipment Purchase: Transit Buses	\$1,772,362	\$3,827,638	\$0	\$5,600,000
Used Equipment Purchase: Transdev Bus Fleet Phase 1	\$0	\$0	\$76,500	\$76,500
Used Equipment Purchase: Transdev Bus Fleet Phase 2	\$720,575	\$56,643	\$123,500	\$900,718
Total Capital Projects	\$2,492,937	\$9,068,281	\$200,000	\$11,761,218

Notes on funding uses and timeframes for each of these projects are discussed in the narratives below:

Transit Facility:

Transit staff are anticipating design work for the transit facility to be completed in the second quarter of 2024 with initial site preparation work to begin in the late third quarter or fourth quarter. Funding for the design work will predominantly rely on IDOT Rebuild Illinois dollars. Site work and eventual construction will be funded completely through our IDOT Rebuild Illinois grant.

Equipment Purchases:

Transit staff are planning on leveraging a combination of IDOT and Federal funds to purchase between six and eight new 35-foot fixed route buses. Staff anticipates the purchases will consist of a combination of diesel and diesel / electric hybrid vehicles. Purchase of electric vehicles is not being considered with this round of funding due to the significant cost difference between diesel and electric vehicles, the lengthy production time (estimated two years as of September 2023), and limited range of an electric vehicle. Nevertheless, the Staff believe hybrid buses are a logical bridging step to a clean-energy fleet.

In addition to new bus purchases, Staff will use IDOT funding to purchase new Computer-Aided Dispatch / Automatic Vehicle Location software for the transit fleet. This software procurement seeks to replace the aged software that Transdev has been providing for fixed-route and paratransit services.

Finally, the used equipment purchase line item derives from Transit Staff plans to purchase a portion or all of the existing Transdev fixed route bus fleet so that those vehicles will fall under City control. As discussed with the City Council in August, 2023, Transdev currently owns all buses that operate in the fixed route service. City staff see a need to take control of those assets to ensure service stability. Transdev's ownership of the bus fleet limits competitive bidding from other transit operators since few companies are willing to invest in capital for this type of contract. The City indirectly pays for these assets as part of the annual contract costs Transdev charges. Those costs amount to approximately \$500,000 annually.

The used equipment purchase is planned to be accomplished in two phases, with Phase One focusing on fully depreciated bus equipment that will be procured using NIU funds while Phase Two will feature the purchase of partially depreciated equipment using a combination of federal, state and NIU funds. Phase One reliance on local funds is the result of a federal prohibition on using FTA funding for procurement of fully depreciated vehicles.

Planning Activities



The last passenger stop of the Kate Shelley in 1971 (pictured above) may not be the last time that passenger rail service was a feature of DeKalb's transit scene. On January 9, 2023 the City Council approved a consulting agreement with Sam Schwartz Consulting of Chicago to explore the financial feasibility of a commuter rail connection to the City of DeKalb. The focus of the study was the potential ridership, capital costs, and operating requirements of such rail service to DeKalb. The City's interest was joined by Northern Illinois University, whose students, faculty and

staff would make up a substantial share of the potential ridership. The results of the study's three phases were summarized at the Council meeting of May 22, 2023. The major findings were as follows:

Travel Market: Approximately 10,800 people travel daily between DeKalb County and the communities along the UP-West line (including the City of Chicago).

Current Service: The Metra Union Pacific West line operates between Elburn and Ogilvie Transportation Center in downtown Chicago. As of April 2023, there are approximately 23 weekday, 10 Saturday, and 9 Sunday round trips between Elburn and Chicago.

Expected Travel Time: An extension from Elburn to DeKalb would add approximately 20 minutes to the Metra trip in one direction. Travel time from DeKalb to Ogilvie Transportation Center would be between 90 and 105 minutes on weekdays.

Potential Service: The study explored three potential schedules with extensions to DeKalb, one with four round trips per day, one with 12 round trips per day, and one with 16 round trips per day. The study also considered four round trips per day for weekend service.

Potential Ridership: A high-level estimate of ridership was conducted based on the overall travel market between DeKalb and the Chicago Metropolitan Area. The expected ridership is 259 daily trips on weekdays and 189 daily trips on weekends. The ridership was not tested against theoretical service levels. The City is testing potential ridership by expanding its daily bus trips to and from Elburn. Such expansion since mid-January 2023 has had an almost immediate impact on ridership: from 2019-2022 the average monthly ridership was 240; in the first eight months of 2023 the bus ridership was up 120% compared to the same period in 2022.

Key Stakeholders: There are three key stakeholders on this project. Union Pacific owns the track between Elburn and DeKalb and would need to give permission for Metra to extend service. Metra operates the UP-W service and would need to agree to extend the service. The Chicago RTA oversees the finance and funding of transit in the Chicago area and would also need to agree to the extension.

Operating Costs: DeKalb would need to purchase service from Metra for operation of the line into DeKalb County since it is outside the Chicago RTA service area. **The estimated annual operating cost of the service (12 round trips of weekdays) to DeKalb would be between \$8.2 and \$12.8 million (2023 dollars) for the “medium” level of service** detailed below:

	Low (4 R/T)	Medium (12 R/T)	High (16 R/T)	Weekend
Daily Trips	8	24	32	8
Daily Train Hours	2.67	8.00	10.67	2.67
Daily Car Miles	1066	3197	4262	1066
Annual Train Hours	680	2040	2720	277
Annual Car Miles	271,728	815,184	1,086,912	110,822

The relevant annual operating costs for each service option are shown below. Assuming the City chose the “middle” ground, the overall annual operating cost would be an estimated \$10.99 million:

Low Cost*	\$8.15	\$10.71	\$11.99	\$0.52
Medium Cost*	\$8.25	\$10.99	\$12.36	\$0.56
High Cost*	\$8.37	\$11.35	\$12.84	\$0.61

*2023 costs in millions of dollars.

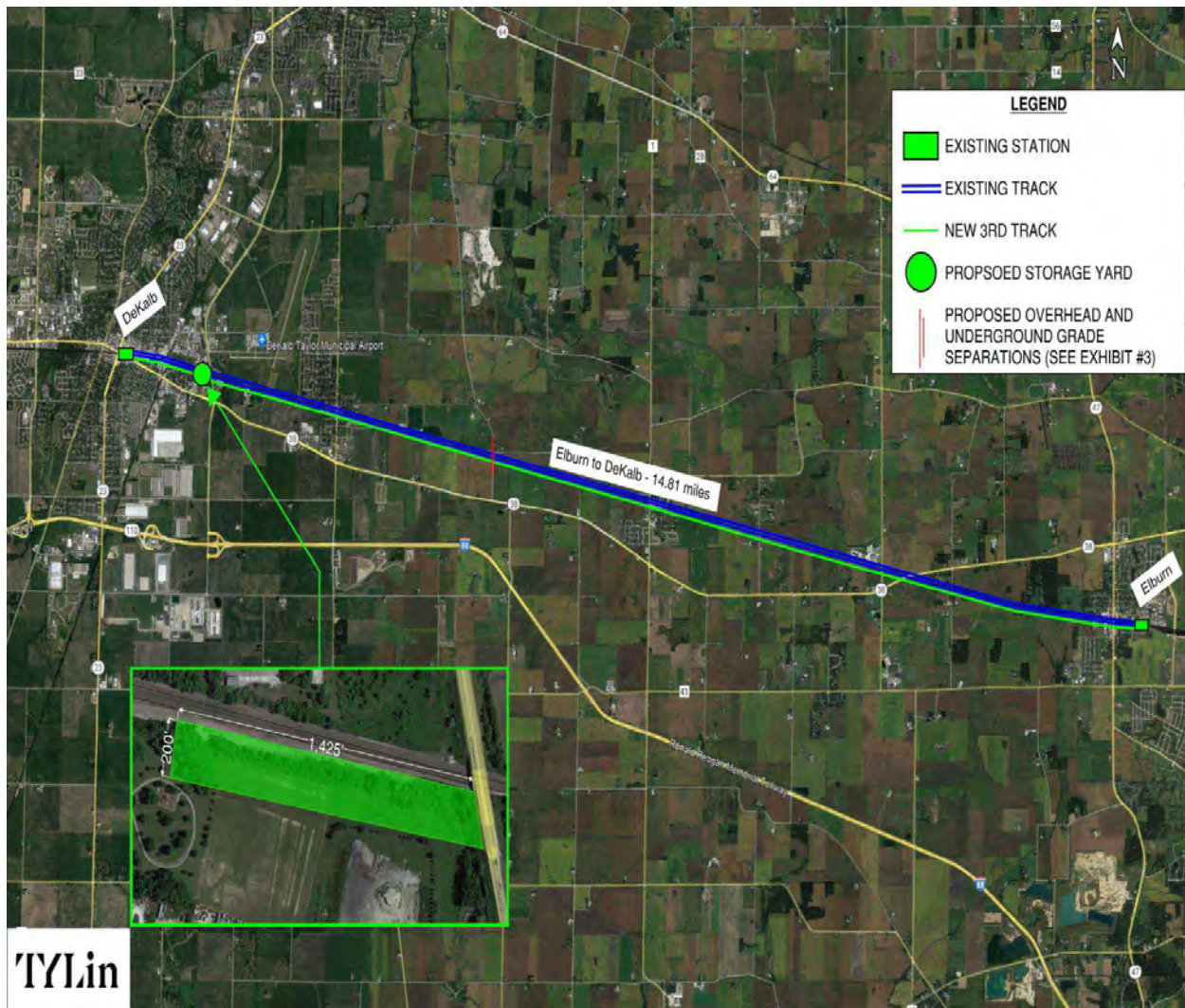
Capital Costs: DeKalb would need to pay for infrastructure improvements to accommodate passenger service between Elburn and DeKalb. The estimated cost of the capital improvements is between \$257 and \$385 million (2023 dollars), and includes a third mainline track, retaining walls, rehab of the existing DeKalb station, and new trainsets to accommodate the schedule.

The following table further details the potential capital costs, still under discussion with Metra:

Category	Description	Estimated Cost
10	Guideway and Track Elements	\$87,959,000
20	Stations, Stops, Terminals, Intermodal	\$5,000,000
30	Support Facilities, Yards, Shops, Admin Bldgs.	\$1,000,000
40	Sitework and Special Conditions	\$41,098,000
50	Systems	\$26,307,000
60	R.O.W., Land Improvements	\$4,647,000
70	Trainsets (24 cars @\$3.6 MM ea. + 3 engines @ \$1.5MM ea.	\$90,900,000
	Subtotal:	\$256,911,000
80	Professional Services	TBD
90	Unallocated Contingency 50%	\$128,455,500
Total Without Professional Services		\$385,366,500

With respect to the potential **capital investment** needed to initiate a Metra service extension to the city, we know that:

- An extension of the Metra UP-West line would require construction and use of approximately 15-miles of “third” track owned and maintained by Union Pacific Railroad once built. Union Pacific must give permission for Metra to operate on this track.
- UP has indicated that various sidings and crossovers would be needed to help with operational capacity before granting Metra the right to operate service to DeKalb.
- The current historic station in downtown DeKalb would be rehabilitated to serve the commuting public.
- The Union Pacific storage yard just west of the Peace Road overpass has a right-of-way between 200 and 230 feet and would provisionally provide adequate space for the storage of operating “train sets.”



Additional Governance: DeKalb would need to determine how best to pay for capital and operating costs for the extension. The two leading possibilities are to create a mass transit district or petition to become part of the RTA service area. If the potential sources of funding rely on the formation of a **local Mass Transit District** as defined in 70 ILCS 3610/1 et passim, some key legal parameters are as follows:

- The District may be composed of one or more municipalities or one or more counties or any combination thereof;
- The District may have a boundary that encloses an area of contiguous land, known as a participating area, which does not strictly conform to the boundaries of counties or other political subdivisions;
- Districts may be created by ordinance approved by a majority vote of the corporate authorities of the participating municipalities and counties;
- Subject to approval by referendum, the District may levy a tax on property within the District at the rate of no greater than .25% (1/4 of 1 percent) of the assessed value of such property;

- The District may acquire property, receive grants and loans from any private or public entity, and issue revenue bonds.
- If the District is consistent with the jurisdictional boundaries of a county, the presiding officer of the county board, with the advice and consent of the board, shall appoint 5 Trustees, not more than 3 of whom may be affiliated with the same political party. If the District extends to multiple counties, the number of Trustees shall be in proportion to the number of residents of the District who reside in a particular county. The Board would have the right of eminent domain and the authority to operate, improve, own, and manage the pertinent facilities, rail cars, buildings and track equipment necessary to operate the transit connection to DeKalb.



Public Engagement

In Mid-April, the Consultant conducted “tabling sessions” at NIU’s Holmes Student Center and the DeKalb Public Library to answer public questions about the purposes and initial ridership findings. On Tuesday, May 23, there was an open house at the DeKalb Public Library from 6:00 p.m. to 8:00 p.m. to invite the general public to hear a short presentation on the overall findings and invite informal questions and answers around the various graphics that will be on display. On Thursday, May 25, the Consultant held a Zoom Q&A through the Teams format for any interested members of the public. This virtual open house featured a brief presentation at the outset to provide context for persons just hearing about the initiative. The virtual open house was recorded for viewing on the City’s website.

Further Planning

To keep moving through the feasibility stage, a **Planning and Environmental Linkages (PEL) study** would be the next step. Such studies consider economic and environmental impacts of potential rail corridor projects. A PEL study for the proposed DeKalb-Elburn UP corridor would cost in the range of \$500,000 to \$750,000, with a local share of about 20% (i.e., \$100,000). The FY2024 Transportation Fund budget includes a \$100,000 allocation for this local share.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 200 - TRANSPORTATION FUND						
ESTIMATED REVENUES						
INTERGOVERNMENTAL REVENUES						
200-30-37-33100	FEDERAL GRANTS	785,883	1,200,240	4,116,195	2,216,269	4,472,937
200-30-37-33200	STATE GRANTS	4,554,874	5,383,066	6,117,800	5,775,716	6,682,800
200-30-37-33250	REBUILD IL GRANT			5,000,000	350,000	9,884,000
200-30-37-33260	STATE GRANTS - CAPITAL		12,098			
	INTERGOVERNMENTAL REVENUES	5,340,757	6,595,404	15,233,995	8,341,985	21,039,737
SERVICE CHARGES						
200-30-37-34600	CHARGES FOR SERVICES	1,798,958	2,065,053	2,065,000	2,065,000	2,065,000
	SERVICE CHARGES	1,798,958	2,065,053	2,065,000	2,065,000	2,065,000
OTHER INCOME						
200-30-37-37100	INVESTMENT INTEREST	473	23,688	10,800	108,658	96,000
200-30-37-38100	MISCELLANEOUS REVENUE	11,026	74,933	65,000	118,848	120,000
200-30-37-38600	SALES OF SURPLUS PROPERTY	3,350		3,000	3,000	
	OTHER INCOME	14,849	98,621	78,800	230,506	216,000
TOTAL ESTIMATED REVENUES		7,154,564	8,759,078	17,377,795	10,637,491	23,320,737
EXPENDITURES						
PERSONNEL						
200-30-37-41100	WAGES - FULL-TIME	152,212	168,015	211,743	207,673	217,036
200-30-37-41200	WAGES - PART-TIME	4,426	6,579	24,975	15,994	25,599
200-30-37-42100	EMPLOYER PORTION FICA	11,212	13,006	18,108	17,110	18,561
200-30-37-42200	EMPLOYER PORTION IMRF	22,123	21,412	18,443	17,946	18,557
200-30-37-42500	EMPLOYEE HEALTH INSURANCE	49,200	49,217	21,486	21,486	21,421
200-30-37-42600	WORKER'S COMPENSATION/LIABILITY INSUR	372	537	13,108	13,108	15,598
	PERSONNEL	239,545	258,766	307,863	293,317	316,772
COMMODITIES						
200-30-37-52000	OFFICE SUPPLIES	4,734	397	3,000	362	3,000
200-30-37-55000	FUEL, OIL, & LUBRICANTS	127	195	1,360	299	3,000
	COMMODITIES	4,861	592	4,360	661	6,000
CONTRACTUAL SERVICES						
200-30-37-61700	MAINTENANCE-VEHICLES	190	119	300	100	300
200-30-37-61800	MAINTENANCE-SOFTWARE	4,400	4,400	12,750	10,900	12,640
200-30-37-62099	PRINTED MATERIALS	565	11,239	15,000	16,479	25,000
200-30-37-62100	FINANCIAL SERVICES	5,187	2,575	2,627	2,627	2,683
200-30-37-62200	LEGAL SERVICES	4,950	5,850	9,000	9,350	10,000
200-30-37-63800	CONTRACTED SERVICES	7,005,121	8,040,233	9,545,445	8,934,831	10,458,852
200-30-37-63900	OTHER PROFESSIONAL SERVICES		340	100,000	98,379	500,000
200-30-37-64500	TELEPHONE SERVICES	864	1,162	1,200	1,183	1,600
200-30-37-65100	FREIGHT & POSTAGE	24		100		100
200-30-37-65200	MARKETING ADS & PUBLIC INFO	3,279	2,200	48,000	10,000	48,000
200-30-37-65300	LEGAL EXPENSES & NOTICES	785		1,500	378	2,000
200-30-37-66100	DUES & SUBSCRIPTIONS	5,945	9,445	10,000	9,445	10,000
200-30-37-66200	TRAINING/TRAVEL	779	930	5,000	868	5,000
200-30-37-66300	TRAVEL EXPENSES	962		500		500
	CONTRACTUAL SERVICES	7,033,051	8,078,493	9,751,422	9,094,540	11,076,675
EQUIPMENT						
200-30-37-82000	BUILDINGS & IMPROVEMENTS			5,500,000	855,750	4,800,000
200-30-37-86000	EQUIPMENT	945				
200-30-37-86100	TECHNOLOGY EQUIPMENT			200,000		384,000
200-30-37-87000	VEHICLES			1,563,000		6,577,218
	EQUIPMENT	945	0	7,263,000	855,750	11,761,218

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
TRANSFERS OUT						
200-30-37-91100	TRANSFER TO GENERAL FUND	25,972	39,295	51,150	51,768	52,490
200-30-37-91420	TRANSFER TO CAPITAL EQUIPMENT FUND				200,000	100,000
	TRANSFERS OUT	25,972	39,295	51,150	251,768	152,490
TOTAL EXPENDITURES		7,304,374	8,377,146	17,377,795	10,496,036	23,313,155
NET OF REVENUES/APPROPRIATIONS - FUND 200		(149,810)	381,932		141,455	7,582
BEGINNING FUND BALANCE		2,635,259	2,485,449	2,867,383	2,867,383	3,008,838
ENDING FUND BALANCE		2,485,449	2,867,381	2,867,383	3,008,838	3,016,420

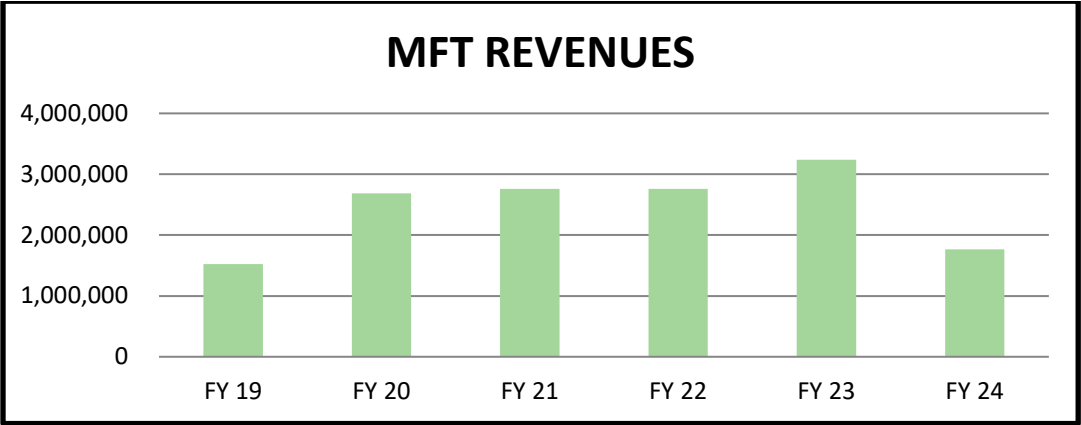


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Motor Fuel Tax Fund

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 FY2024 is an estimated \$1.7 million.



FY2024 Expenditures

Tentative FY24 Projects	Estimated Costs
Lucinda Ave Reconstruction	\$400,000
Bridge Contributions	\$500,000
Annual Street Maintenance (Fairview and adjacents)	\$1,000,000
Total	\$1,900,000

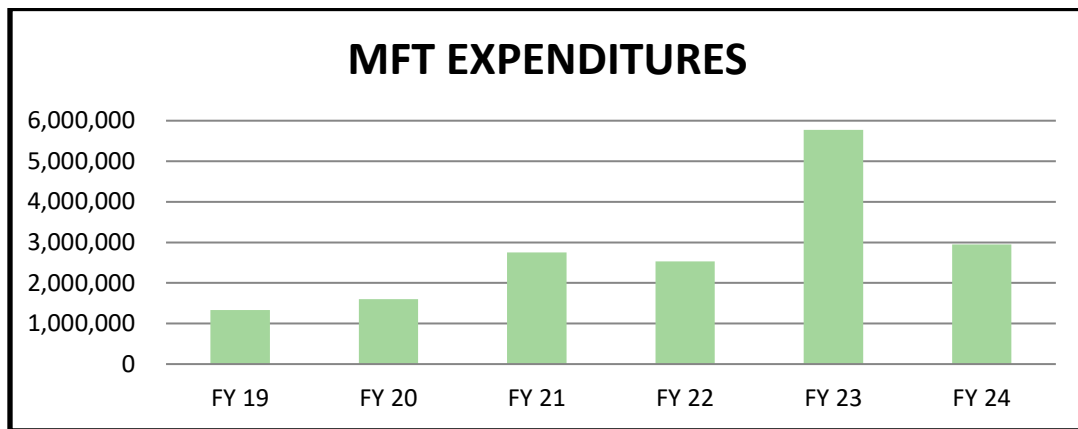
A portion of the FY2024 MFT allocation--\$751,000—will be used to defray the City’s electrical charges (\$333,000) and salt purchases (\$285,000), and an additional stop-gap contribution to street supplies/commodities (\$133,000). State law permits the City to dedicate a portion of its annual MFT allocation 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 will do so in FY2024 to supplement the Street Department commodity needs, such as components for traffic signals and signs.

Lucinda Avenue is a substantial thoroughfare for University life and several residential neighborhoods seeking Annie Glidden Road access. The portion between the Kishwaukee River and Annie Glidden Road is city-owned and is in poor condition. As a qualifying Federal Aid Route, the Lucinda Road resurfacing project in 2024 must also meet required ADA compliance and traffic

management upgrades. These upgrades will be completed with significant outside (i.e. state) contributions and a City local share of about \$400,000 in Motor Fuel Tax funds.

FY2024 is also a State MFT-designated year for annual street maintenance. The Street maintenance program may alternate each year between State MFT (Fund 210) and Local MFT (Fund 400) or may be combined. The 2024 targeted scope is Fairview Drive and the residential streets directly south such as those branching from Monticello, Heritage, and Patriot.

Resulting wholly from utility conflicts, the Lucinda Avenue Bridge needed to have a large majority of its replacement work, and therefore costs, shifted to FY2024. Those Rebuild Illinois Bond allocations (already received) will now impact the FY2024 budget expenditures.



GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED	2024 BUDGET
Fund 210 - MOTOR FUEL TAX FUND						
ESTIMATED REVENUES						
INTERGOVERNMENTAL REVENUES						
210-00-00-33200	STATE GRANTS	967,250	967,250	0	0	0
210-00-00-33550	MOTOR FUEL TAX ALLOTMENT	1,792,150	1,719,112	1,700,000	1,700,000	1,700,000
	INTERGOVERNMENTAL REVENUES	2,759,400	2,686,362	1,700,000	1,700,000	1,700,000
OTHER INCOME						
210-00-00-37100	INVESTMENT INTEREST	1,960	72,288	12,000	110,000	65,000
210-00-00-38100	MISCELLANEOUS REVENUE	0	0	0	0	0
210-00-00-38200	REFUNDS / REIMBURSEMENTS	0	0	1,530,000	1,540,000	0
	OTHER INCOME	1,960	72,288	1,542,000	1,650,000	65,000
TOTAL ESTIMATED REVENUES		2,761,360	2,758,650	3,242,000	3,240,000	1,765,000
EXPENDITURES						
COMMODITIES						
210-00-00-51410	SUPPLIES/PARTS-STREETS	99,214	100,050	133,000	150,000	133,000
210-00-00-53100	ICE/SNOW CONTROL SUPPLIES	192,955	248,816	283,000	275,000	285,000
	COMMODITIES	292,169	348,866	416,000	425,000	418,000
CONTRACTUAL SERVICES						
210-00-00-62300	ARCHITECT/ENGINEERING SERVICES	595,135	633,889	1,090,000	990,000	250,000
210-00-00-64100	ELECTRIC SERVICES	314,578	323,183	333,000	310,000	333,000
	CONTRACTUAL SERVICES	909,713	957,072	1,423,000	1,300,000	583,000
EQUIPMENT						
210-00-00-81000	LAND ACQUISITION	(65)	0	0	0	0
210-00-00-83000	STREET IMPROVEMENTS	487,143	228,950	1,000,000	1,000,000	0
210-00-00-83050	STREET MAINTENANCE	1,061,510	1,000,000	2,675,000	2,500,000	1,000,000
210-00-00-83800	BONDED CAPITAL PROJECTS	0	0	1,050,000	550,000	500,000
210-00-00-83850	GRANT-FUNDED PROJECTS	0	0	0	0	400,000
210-00-00-83900	OTHER CAPITAL IMPROVEMENTS	0	0	75,000	0	50,000
	EQUIPMENT	1,548,588	1,228,950	4,800,000	4,050,000	1,950,000
TOTAL EXPENDITURES		2,750,470	2,534,888	6,639,000	5,775,000	2,951,000
NET OF REVENUES/APPROPRIATIONS - FUND 210		10,890	223,762	(3,397,000)	(2,535,000)	(1,186,000)
BEGINNING FUND BALANCE		4,085,225	4,096,115	4,319,877	4,319,877	1,784,877
FUND BALANCE ADJUSTMENTS						
ENDING FUND BALANCE		4,096,115	4,319,877	922,877	1,784,877	598,877



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Special Service Area Funds

In 2024 the City will administer six operational Special Services Areas (SSA) designated to pay the costs of various public maintenance and utility items through a property tax levied on the benefitted properties. 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.

Market Square Special Service Area #29 (Fund 229) was created on April 27, 2020 (Ordinance 2020-030) to finance 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 special service area grew 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 also provides for the maintenance of the City's property at 912 Edgebrook.

The initial levy for the SSA in 2021 was \$100,000 which was just within the 5% statutory threshold (in terms of EAV). The 2022 levy was \$50,000 and the FY2023 levy was \$50,000. Once levied and received, the tax proceeds can be used to offset the cost of Police services, cameras, lighting, re-paving, and other improvements external to the buildings within the complex. According to the terms of the development agreement reached with Clear Investment Group on December 2, 2021 (Resolution 2021-103) the special levy will be used to make timely repairs and improvements. The special taxes paid in 2022 and 2023 will be paid by the developer in 2024.

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.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 223 - SPECIAL SERVICE AREA #3 (HERITAGE RIDGE)						
ESTIMATED REVENUES						
PROPERTY TAXES						
223-00-00-30200	PROPERTY TAX - SSA	999	1,000	1,000	1,000	1,000
	PROPERTY TAXES	999	1,000	1,000	1,000	1,000
OTHER INCOME						
223-00-00-37100	INVESTMENT INTEREST		13			
	OTHER INCOME		13			
TOTAL ESTIMATED REVENUES		999	1,013	1,000	1,000	1,000
EXPENDITURES						
CONTRACTUAL SERVICES						
223-00-00-61100	MAINTENANCE-GROUNDS	798	798	700	798	900
	CONTRACTUAL SERVICES	798	798	700	798	900
TRANSFERS OUT						
223-00-00-91100	TRANSFER TO GENERAL FUND	500	300	500	500	500
	TRANSFERS OUT	500	300	500	500	500
TOTAL EXPENDITURES		1,298	1,098	1,200	1,298	1,400
NET OF REVENUES/APPROPRIATIONS - FUND 223		(299)	(85)	(200)	(298)	(400)
BEGINNING FUND BALANCE		2,635	2,336	2,250	2,250	1,952
ENDING FUND BALANCE		2,336	2,251	2,050	1,952	1,552

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 224 - SPECIAL SERVICE AREA #4 (KNOLLS)						
ESTIMATED REVENUES						
PROPERTY TAXES						
224-00-00-30200	PROPERTY TAX - SSA	5,490	5,452	5,500	5,500	5,500
PROPERTY TAXES		5,490	5,452	5,500	5,500	5,500
OTHER INCOME						
224-00-00-37100	INVESTMENT INTEREST		31			
OTHER INCOME			31			
TOTAL ESTIMATED REVENUES		5,490	5,483	5,500	5,500	5,500
EXPENDITURES						
CONTRACTUAL SERVICES						
224-00-00-61100	MAINTENANCE-GROUNDS	3,898	2,598	5,000	2,600	5,000
CONTRACTUAL SERVICES		3,898	2,598	5,000	2,600	5,000
TRANSFERS OUT						
224-00-00-91100	TRANSFER TO GENERAL FUND	500	500	500	500	500
TRANSFERS OUT		500	500	500	500	500
TOTAL EXPENDITURES		4,398	3,098	5,500	3,100	5,500
NET OF REVENUES/APPROPRIATIONS - FUND 224		1,092	2,385	0	2,400	0
BEGINNING FUND BALANCE		2,027	3,120	5,505	5,505	7,905
ENDING FUND BALANCE		3,119	5,505	5,505	7,905	7,905

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 226 - SPECIAL SERVICE AREA #6 (GREEK ROW)						
ESTIMATED REVENUES						
PROPERTY TAXES						
226-00-00-30200	PROPERTY TAX - SSA	16,401	15,513	12,000	12,000	12,000
PROPERTY TAXES		16,401	15,513	12,000	12,000	12,000
OTHER INCOME						
226-00-00-37100	INVESTMENT INTEREST	2	115			
OTHER INCOME		2	115			
TOTAL ESTIMATED REVENUES		16,403	15,628	12,000	12,000	12,000
EXPENDITURES						
CONTRACTUAL SERVICES						
226-00-00-64100	ELECTRIC SERVICES	11,161	10,177	10,000	10,000	10,000
CONTRACTUAL SERVICES		11,161	10,177	10,000	10,000	10,000
TRANSFERS OUT						
226-00-00-91100	TRANSFER TO GENERAL FUND	500	500	500	500	500
TRANSFERS OUT		500	500	500	500	500
TOTAL EXPENDITURES		11,661	10,677	10,500	10,500	10,500
NET OF REVENUES/APPROPRIATIONS - FUND 226		4,742	4,951	1,500	1,500	1,500
BEGINNING FUND BALANCE		10,229	14,971	19,921	19,921	21,421
ENDING FUND BALANCE		14,971	19,922	21,421	21,421	22,921

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 229 - MARKET SQUARE AREA #29						
ESTIMATED REVENUES						
PROPERTY TAXES						
229-00-00-30200	PROPERTY TAX - SSA	200,007	50,039	50,000	50,000	50,000
PROPERTY TAXES		200,007	50,039	50,000	50,000	50,000
OTHER INCOME						
229-00-00-37100	INVESTMENT INTEREST	12	1,166			
OTHER INCOME		12	1,166			
TOTAL ESTIMATED REVENUES		200,019	51,205	50,000	50,000	50,000
EXPENDITURES						
CONTRACTUAL SERVICES						
229-00-00-61420	MAINTENANCE-STREETS		222,948	50,000	50,000	50,000
CONTRACTUAL SERVICES		0	222,948	50,000	50,000	50,000
TOTAL EXPENDITURES		0	222,948	50,000	50,000	50,000
NET OF REVENUES/APPROPRIATIONS - FUND 229		200,019	(171,743)	0	0	0
BEGINNING FUND BALANCE			200,018	28,276	28,276	28,276
ENDING FUND BALANCE		200,019	28,275	28,276	28,276	28,276

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 230 - HUNTER RIDGEBROOK #30						
ESTIMATED REVENUES						
PROPERTY TAXES						
230-00-00-30200	PROPERTY TAX - SSA	100,003	50,039	50,000	50,000	50,000
PROPERTY TAXES		100,003	50,039	50,000	50,000	50,000
OTHER INCOME						
230-00-00-37100	INVESTMENT INTEREST	1	270			
OTHER INCOME		1	270			
TOTAL ESTIMATED REVENUES		100,004	50,309	50,000	50,000	50,000
EXPENDITURES						
CONTRACTUAL SERVICES						
230-00-00-63800	CONTRACTED SERVICES		32,033	102,554		50,000
CONTRACTUAL SERVICES			32,033	102,554		50,000
TRANSFERS OUT						
230-00-00-91100	TRANSFER TO GENERAL FUND	97,500				
TRANSFERS OUT		97,500				
TOTAL EXPENDITURES		97,500	32,033	102,554	0	50,000
NET OF REVENUES/APPROPRIATIONS - FUND 230		2,504	18,276	(52,554)	50,000	0
BEGINNING FUND BALANCE			2,504	20,779	20,779	70,779
ENDING FUND BALANCE		2,504	20,780	(31,775)	70,779	70,779

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 234 - SPECIAL SERVICE AREA #14 (HEARTLAND FIELDS)						
ESTIMATED REVENUES						
PROPERTY TAXES						
234-00-00-30200	PROPERTY TAX - SSA	2,500	2,491	2,000	2,000	2,000
	PROPERTY TAXES	2,500	2,491	2,000	2,000	2,000
OTHER INCOME						
234-00-00-37100	INVESTMENT INTEREST	1	67			
	OTHER INCOME	1	67			
TOTAL ESTIMATED REVENUES		2,501	2,558	2,000	2,000	2,000
EXPENDITURES						
CONTRACTUAL SERVICES						
234-00-00-61100	MAINTENANCE-GROUNDS		840	2,500	1,000	1,000
	CONTRACTUAL SERVICES		840	2,500	1,000	1,000
TRANSFERS OUT						
234-00-00-91100	TRANSFER TO GENERAL FUND	500		500	500	500
	TRANSFERS OUT	500		500	500	500
TOTAL EXPENDITURES		500	840	3,000	1,500	1,500
NET OF REVENUES/APPROPRIATIONS - FUND 234		2,001	1,718	(1,000)	500	500
BEGINNING FUND BALANCE		8,950	10,952	12,670	12,670	13,170
ENDING FUND BALANCE		10,951	12,670	11,670	13,170	13,670

Central Business District 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. Until December 31, 2021, TIF #1 supported several significant redevelopment projects in the central business district. TIF #3 was created to continue the momentum of redevelopment. Several properties that previously existed within TIF #1, including Cornerstone, Plaza DeKalb, Agora Tower, and Johann Suites, 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 eligible benefits to the TIF district to which funds are ported. In FY2022, \$2.65 million was transferred from TIF #1 to TIF #3 as part of the closing of TIF #1. 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.

After January 1, 2022, only TIF #3 has provided funding for private rehabilitation projects based on incremental property tax revenues as defined by Illinois TIF statutes. TIF #3 is substantially smaller in area and revenue than TIF #1 was at its peak. At one time, TIF #1 generated over \$7 million a year in incremental revenue; TIF #3 is expected to generate about \$550,000 in FY2024. Likewise, TIF #1 once comprised about 19% of DeKalb’s corporate limits; TIF #3 is basically the downtown central core following IL Rt. 38 from the NIU lagoon eastward to about Seventh Street and extending north and south of Lincoln Highway by about two blocks in either direction. The following projects were funded in FY2023:

- Architectural Improvement Program (AIP): \$75,000 (estimate). This program principally encourages owners of commercial property to maintain the appearance of their downtown properties. Approved projects are considered on a case-by-case basis and may be provided up to \$25,000 in matching funding according to a three-tier system: a 50% reimbursement rate is assigned to eligible major capital improvements; a 25% reimbursement rate is assigned to eligible minor capital improvements; and a 10% reimbursement rate is assigned to defray the costs of deferred maintenance. All funding is subject to final approval by the DeKalb City Council.
- Private Property Rehabilitation:
 - 200 S. Fourth Street: City Hall Suites. This redevelopment project will be an “earner.” The one-block area has been off the tax rolls since the late 1960s so once the property is occupied all the assessed valuation will count toward the calculation of the increment. The former city hall previously located here has been

razed, the excavator has crushed and removed the masonry debris for recycling (except what has been used on the site), and the main building “pad” has been prepped. The general contractor, Pappas Development, has also replaced old water and sewer mains as well as electrical and natural gas services. In late October, 2023 the final \$247,154.16 of the \$750,000 TIF #3 grant was allocated. The developer, John Pappas, has enclosed and bricked two of the three buildings, and the third should be enclosed before the December holidays.

- 151 N. Fourth Street. The Council authorized a development agreement with Richard Sinclair Properties LLC for the redevelopment of the tired, two-story mixed-use building at the southwest corner of Fourth and E. Locust on September 25. The City staff worked with one of the principals, Sam Patterson, who is also part owner of the Grove Restaurant on N. Fourth Street. Mr. Patterson had originally applied for a “forgivable loan” up to the limit of the Architectural Improvement Loan Program (\$25,000) but his recent contractor estimates and an updated City code assessment increased the “gap” between the private financing he had arranged (through a local bank and family sources) and the resources he will need to substantially improve the two above-ground floors.

Consistent with the JRB intergovernmental agreement of 2020, the City was obligated to disclose the details of this project at least 14 calendar days before Council action. The City Manager sent a detailed assessment of the loan request to JRB members on September 5, and reported his intention to bring it to the Council for action on September 25.

Mr. Patterson requested a \$92,697 forgivable TIF loan to accompany private equity raised for the renovation of the two habitable floors, which currently contain vacant commercial spaces on the first floor and five mostly vacant apartments on the second floor, in addition to an uninhabitable basement parking area. The owner estimated the “soup to nuts” renovation cost to be approximately \$697,050 for the interior and exterior work detailed in the attached renovation budget. Mr. Patterson explained that he planned to tackle an initial investment of \$400,000 to get the habitable floors rented and to satisfy the City’s life safety code requirements, then proceed with a second phase as rental income is realized.

The last substantial TIF #3 redevelopment loan was extended to Pappas Development in September 2020 in the amount of \$750,000 with a 20-year term for the razing of the former city hall on S. Fourth Street and the erection of three, two-story apartment buildings. When complete, the buildings will contain 76 units at an approximate construction cost of \$7 million. The estimated property tax increment generated from this TIF investment is expected to be over \$4.2 million- a remarkably high incremental gain because the property had not been on the tax rolls for about 60 years.

Prior to the City Hall Suites development agreement, Matt Gehrke of Swedberg Construction was granted a TIF #3 forgivable loan on June 22, 2020, in the amount of \$159,920 with a 20-year term to incentivize the relocation of Swedberg Construction to 421 Grove Street, renovating a former dealership that had been underutilized for many years. For the Pappas and Gehrke projects, the underlying

properties were both in TIF #1 and TIF #3 at the time, and much of the available TIF rehab funding had been “ported” from TIF #1 for private property rehabilitation before TIF #1 was terminated on December 31, 2021. It should also be noted that the largest TIF #3 project since the district’s inception was the reconfiguration of Lincoln Highway from First Street to Fourth Street, which likewise benefited from ported TIF #1 monies and cost approximately \$1.98 million including design and construction engineering in 2021-2022.

The protocols for the Pappas and Gehrke loans were established by the Council on May 26, 2020, just prior to the May 27, 2020, release of the forensic audit performed on DeKalb’s TIF #1 financials from 2009 through 2018. The Council sharpened its criteria for determining the scope of TIF assistance to private developers by requiring each private property project to amortize its obligation from enhanced property tax revenue within the term of the project’s applicable mortgage and promissory note with the City. Upon the expiration of the term, any outstanding balance not offset by incremental revenues over the term of the note would immediately become due and payable.

In the calculation and projection of the property tax increment over 20 years, close collaboration with the DeKalb Township Assessor has been very valuable. All improvements do not contribute to a higher projected EAV. For example, roof replacement, painting, carpet replacement, and other types of maintenance do not move the needle. However, electrical and plumbing upgrades, new and improved windows and exterior doors, structural improvements, etc., may be counted toward incremental EAV gains.

In the case of the property at 151 N. Fourth Street, the substantial list of planned alterations and improvements are expected to increase the property’s EAV from \$74,151 to \$129,733 over 20 years, as shown in the following table:

Factors in Calculation	Valuation	Notes
Full Market Value at Last Sale (2021)	\$212,500	
Pre-Rehab EAV (2023)	\$74,151	
Pre-Rehab Property Taxes	\$7,495	Rate: .10108
Estimated Private Rehab investment	\$400,000	
Estimated EAV After Rehab	\$129,733	1/3 of \$389,199
Taxes Owing After Rehab	\$12,130	Est. 2023 Rate: 0.09350
Projected Additional Tax Increment Over 20 Yrs.	\$92,697	\$12,130-\$7,495 x 20

The proposed improvements will conservatively generate an estimated \$92,697 over a 20-year period based on the property’s present and projected EAV, with no allowance for increases in property value owing to the annual multiplication factor. The funds are available in the proposed TIF #3 budget for FY2024 under line item 262-00-00-69199. By a unanimous vote of 8-0, the Council approved the proposed loan to Mr. Patterson on September 25.

The following significant TIF#3 spending is projected for FY2024:

- Private Property Rehabilitation: \$192,697 (151 N. Fourth Street final payment plus \$100,000 in Architectural Improvement Program grants).
- Other Capital Improvements: \$290,000 (estimated).
- TIF Surplus Distribution: \$165,000, based on 30% of the property taxes received.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED	2024 REQUESTED BUDGET
Fund 262 - TIF FUND #3						
ESTIMATED REVENUES						
PROPERTY TAXES						
262-00-00-30300	PROPERTY TAX - TIF	458,809	507,254	519,935	519,935	550,000
	PROPERTY TAXES	458,809	507,254	519,935	519,935	550,000
OTHER INCOME						
262-00-00-37100	INVESTMENT INTEREST	1,097	30,553	6,000	35,000	27,000
262-00-00-38200	REFUNDS / REIMBURSEMENTS	0	8,713	0	0	0
	OTHER INCOME	1,097	39,266	6,000	35,000	27,000
TRANSFERS IN						
262-00-00-39260	TRANSFER FROM TIF #1 FUND	2,650,000	0	19,471	0	0
	TRANSFERS IN	2,650,000	0	19,471	0	0
TOTAL ESTIMATED REVENUES		3,109,906	546,520	545,406	554,935	577,000
EXPENDITURES						
CONTRACTUAL SERVICES						
262-00-00-62100	FINANCIAL SERVICES	556	8,660	8,830	8,830	9,272
262-00-00-63800	CONTRACTED SERVICES	0	6,111	6,294	6,300	1,890
262-00-00-65300	LEGAL EXPENSES & NOTICES	2,245	555	5,304	3,500	4,000
262-00-00-68600	TIF SURPLUS DISTRIBUTION	0	152,176	155,981	155,981	165,000
262-00-00-69199	PRIV PROP REHAB / REDEVELOP	624,588	759,729	347,154	347,154	192,697
	CONTRACTUAL SERVICES	627,389	927,231	523,563	521,765	372,859
EQUIPMENT						
262-00-00-83900	OTHER CAPITAL IMPROVEMENTS	127,053	1,868,349	500,000	480,000	290,000
	EQUIPMENT	127,053	1,868,349	500,000	480,000	290,000
TOTAL EXPENDITURES		754,442	2,795,580	1,023,563	1,001,765	662,859
NET OF REVENUES/APPROPRIATIONS - FUND 262		2,355,464	(2,249,060)	(478,157)	(446,830)	(85,859)
BEGINNING FUND BALANCE		1,271,337	3,626,801	1,377,741	1,377,741	930,911
ENDING FUND BALANCE		3,626,801	1,377,741	899,584	930,911	845,053



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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 March 31.

The City's CDBG program extends grants to local Human Services agencies to support such diverse social programs as the transportation of low-income children to and from daycare to school, a Summer Meals Program at University Village for low-income children, and additional services for the elderly, homeless, and survivors of domestic violence. The FY2023 allocations also included the funding of engineering and construction costs for re-surfacing projects in low-to-moderate income neighborhoods such as Lucerne Lane (\$183,572) and Greenbrier Road (199,874). Additionally, traffic calming and safety improvements were installed at the busy corner of W. Ridge and Blackhawk Roads (\$199,893).

In 2023, numerous calls were received from individual residents for rental assistance, utility assistance, food, shelter for the homeless, and other needs. The Community Services Coordinator, Jennifer Yochem, worked with each caller to identify their needs and connect them to the appropriate community resources if the needs were for services the City does not provide. Ms. Yochem also administers the separate Human Services Funding Program that is funded by the General Fund through the Community Development Department (#100-40-41-62700).

The FY2024 program will be brought to the City Council for review and approval in January after further consultation with the federal Department of Housing and Urban Development (HUD) at the end of this fiscal year.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 280 - CDBG FUND						
ESTIMATED REVENUES						
INTERGOVERNMENTAL REVENUES						
280-00-00-33100	FEDERAL GRANTS	920,497	429,177	1,020,000	1,020,000	454,770
	INTERGOVERNMENTAL REVENUES	920,497	429,177	1,020,000	1,020,000	454,770
TOTAL ESTIMATED REVENUES		920,497	429,177	1,020,000	1,020,000	454,770
EXPENDITURES						
COMMODITIES						
280-00-00-52000	OFFICE SUPPLIES	106		100	100	100
	COMMODITIES	106		100	100	100
CONTRACTUAL SERVICES						
280-00-00-62100	FINANCIAL SERVICES	746	842	1,028	1,028	1,048
280-00-00-62700	HUMAN & SOCIAL SERVICES	224,599	80,996	60,000	60,000	59,290
280-00-00-63700	DEVELOPMENTAL SERVICES	11,170	13,524	80,000	80,000	204,000
280-00-00-63750	DEMOLITION SERVICES	248,679				
280-00-00-65300	LEGAL EXPENSES & NOTICES	1,246	694	700	700	700
280-00-00-66100	DUES & SUBSCRIPTIONS	50		75	75	75
280-00-00-66200	TRAINING/TRAVEL			800	800	300
	CONTRACTUAL SERVICES	486,490	96,056	142,603	142,603	265,413
EQUIPMENT						
280-00-00-83000	STREET IMPROVEMENTS	26,704	241,735			111,960
280-00-00-83900	OTHER CAPITAL IMPROVEMENTS	317,559		800,000	800,000	
	EQUIPMENT	344,263	241,735	800,000	800,000	111,960
TRANSFERS OUT						
280-00-00-91100	TRANSFER TO GENERAL FUND	89,636	91,386	77,297	77,297	77,297
	TRANSFERS OUT	89,636	91,386	77,297	77,297	77,297
TOTAL EXPENDITURES		920,495	429,177	1,020,000	1,020,000	454,770
NET OF REVENUES/APPROPRIATIONS - FUND 280		2	0	0	0	0
BEGINNING FUND BALANCE						
ENDING FUND BALANCE		2	0	0	0	0

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.

For the last few years this fund has had very little activity as no qualifying projects have been identified. FY 2024 is expected to be a dormant year again.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 285 - HOUSING REHAB FUND						
ESTIMATED REVENUES						
OTHER INCOME						
285-00-00-37100	INVESTMENT INTEREST	35	301	48		
285-00-00-38200	REFUNDS / REIMBURSEMENTS		633			
OTHER INCOME		35	934	48		
TOTAL ESTIMATED REVENUES		35	934	48		
EXPENDITURES						
CONTRACTUAL SERVICES						
285-00-00-62100	FINANCIAL SERVICES	278	427			
285-00-00-63700	DEVELOPMENTAL SERVICES	70	55	20,000	20,000	25,000
285-00-00-65300	LEGAL EXPENSES & NOTICES					
CONTRACTUAL SERVICES		348	482	20,000	20,000	25,000
TOTAL EXPENDITURES		348	482	20,000	20,000	25,000
NET OF REVENUES/APPROPRIATIONS - FUND 285		(313)	452	(19,952)	(20,000)	(25,000)
BEGINNING FUND BALANCE		70,594	70,281	70,734	70,734	50,734
ENDING FUND BALANCE		70,281	70,733	50,782	50,734	25,734

Foreign Fire Insurance Tax 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.

The FY2024 allocation is estimated to be \$75,147. The planned expenditures in FY2024 total \$74,491 and include the following:

- Recall jackets for new members;
- 10 new Fire helmets;
- Replacement beds;
- Replacement appliances;
- Carpet Cleaning;
- Workout equipment;
- Kitchen supplies;
- Support for station upgrades.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 290 - FOREIGN FIRE INSURANCE TAX						
ESTIMATED REVENUES						
OTHER INCOME						
290-00-00-31950	MISCELLANEOUS TAXES	72,923	76,899	81,000	81,000	75,147
OTHER INCOME		72,923	76,899	81,000	81,000	75,147
TOTAL ESTIMATED REVENUES		72,923	76,899	81,000	81,000	75,147
EXPENDITURES						
COMMODITIES						
290-00-00-51300	SUPPLIES/PARTS-BUILDINGS	21,459				
290-00-00-51500	SUPPLIES/PARTS-EQUIPMENT	4,526				
290-00-00-52800	FIREFIGHTING SUPPLIES & EQUIPMENT	12,476	11,270	12,600	12,600	8,600
290-00-00-53300	SMALL TOOLS & EQUIPMENT	3,157				
290-00-00-54000	UNIFORMS/PROTECTIVE CLOTHING	7,541	11,191			
290-00-00-59999	COMMODITIES		9,736	11,500	11,500	11,500
COMMODITIES		49,159	32,197	24,100	24,100	20,100
CONTRACTUAL SERVICES						
290-00-00-61300	MAINTENANCE-BUILDINGS	5,956	3,575	2,200	2,200	2,200
290-00-00-61500	MAINTENANCE-EQUIPMENT		4,159	5,500	5,500	5,500
290-00-00-65200	MARKETING ADS & PUBLIC INFO	1,054	2,263	2,500	2,500	2,500
290-00-00-66100	DUES & SUBSCRIPTIONS	6,633	2,922	3,191	3,191	3,191
CONTRACTUAL SERVICES		13,643	12,919	13,391	13,391	13,391
EQUIPMENT						
290-00-00-86000	EQUIPMENT	14,845	33,696	39,000	39,000	41,000
290-00-00-86200	OFFICE FURNITURE & EQUIPMENT	8,766				
EQUIPMENT		23,611	33,696	39,000	39,000	41,000
TOTAL EXPENDITURES		86,413	78,812	76,491	76,491	74,491
NET OF REVENUES/APPROPRIATIONS - FUND 290		(13,490)	(1,913)	4,509	4,509	656
BEGINNING FUND BALANCE		83,039	69,548	67,635	67,635	72,144
ENDING FUND BALANCE		69,549	67,635	72,144	72,144	72,800

Section Six

Debt Service Funds

- General Fund Debt Service (300)



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Debt Service Fund

General Fund Debt Service (Fund 300)

Bond Rating

The City's bond rating was upgraded from A2 to A1 by Moody's Investors Service on October 5, 2023. The occasion was the completion of a Moody's review of the City's financial position in advance of the City's issuance of General Obligation Bond Series 2023 with a par value of \$4,210,000. The purpose of the GO Bond was to fund the construction of a fourth fire station just west of the intersection of S. Annie Glidden Road and W. Taylor Street.

Outstanding General Obligation Debt*

		GO Bonds, Series 2023 - Final Numbers					
Fiscal	General Fund	Principal	Assumed	Assumed	Assumed	Total Debt	Aggregate
Year	Debt Service*		Rate	Yield	Interest	Service	Debt Service
		1-Jan			1/1 & 7/1		
2023	\$1,851,919						\$1,851,919
2024	\$1,862,841				\$135,656	\$135,656	\$1,998,497
2025	\$1,861,121	\$195,000	5.00%	4.14%	\$205,625	\$400,625	\$2,261,746
2026	\$1,863,782	\$205,000	5.00%	4.09%	\$195,625	\$400,625	\$2,264,407
2027	\$1,865,256	\$215,000	5.00%	4.05%	\$185,125	\$400,125	\$2,265,381
2028	\$1,458,244	\$225,000	5.00%	4.00%	\$174,125	\$399,125	\$1,857,369
2029	\$1,457,211	\$235,000	5.00%	4.01%	\$162,625	\$397,625	\$1,854,836
2030	\$1,458,000	\$245,000	5.00%	4.07%	\$150,625	\$395,625	\$1,853,625
2031		\$260,000	5.00%	4.12%	\$138,000	\$398,000	\$398,000
2032		\$275,000	5.00%	4.16%	\$124,625	\$399,625	\$399,625
2033		\$290,000	5.00%	4.21%	\$110,500	\$400,500	\$400,500
2034		\$300,000	5.00%	4.35%	\$95,750	\$395,750	\$395,750
2035		\$320,000	5.00%	4.35%	\$80,250	\$400,250	\$400,250
2036		\$335,000	5.00%	4.59%	\$63,875	\$398,875	\$398,875
2037		\$350,000	5.00%	4.59%	\$46,750	\$396,750	\$396,750
2038		\$370,000	5.00%	4.75%	\$28,750	\$398,750	\$398,750
2039		\$390,000	5.00%	4.75%	\$9,750	\$399,750	\$399,750
2040							
Total	\$13,678,374	\$4,210,000			\$1,907,656	\$6,117,656	\$19,796,030

*Includes Series 2010C, 2012A, 2019, and 2020

Debt Service Issues Retired Through the Debt Service Fund

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 1. The bonds mature on January 1, 2023.

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 1. The bonds mature on January 1, 2030.

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 1. The bonds mature on January 1, 2028.

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. 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 were moved from Fiscal Year 2021 to Fiscal Years 2028, 2029, and 2030. This process extended 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 increased; 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 was arguably in a better position to make those payments, given the fiscal constraints related to the COVID pandemic. The bonds mature on January 1, 2030.

General Obligation Bonds of 2023: The City Council approved the bond issuance on September 11, 2023 (Ordinance 2023-035) after determining, in conjunction with the City's Finance Advisory Committee on August 21, that the construction and staffing of a fourth City fire station was a priority spending objective for the Fiscal Year 2024 City Budget. In the public discussions about Station 4, the City Manager proposed, and the Council supported, the funding of the construction through a 15-year, \$4.265 million general obligation bond with an annual levy ceiling of \$425,000 (with the annual 2023 bond debt service to be abated in full).

The City's Ground Emergency Medical Transportation (GEMT) Fund will provide annual assistance with the 2023 Bond payments through 2027, when the City will have retired sufficient annual debt service to assume a greater share of the City's aggregate General Fund-supported debt. As illustrated in the table above, after 2030 the assumed principal and interest on the aggregate City G.O. debt will be substantially reduced.

Debt Impact on Operations

All the City's General Obligation Bonds are being repaid by nonspecific sources from the General Fund. With the passage of the original bond ordinances, every year the DeKalb County Clerk automatically prepares an annual property tax levy extension for the payment of the debt service unless an annual tax abatement ordinance is filed with the Clerk's office. The City has annually abated the tax levies as alternate revenue sources have been sufficient to pay the debt service.

The City currently has no intention to utilize property taxes to pay the bonds and plans to file the abatement ordinance each year for the remaining life of the bonds. The amount being paid from the Debt Service Fund is funded by an annual transfer from the General Fund, and the Library bonds are paid directly from the General Fund. The net effect on operations is that this amount of annual General Fund revenue (about 3.7% of total General Fund revenue in 2024) is unavailable for other projects until the bonds mature.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 300 - DEBT SERVICE-GENERAL FUND						
ESTIMATED REVENUES						
SALES & USE TAXES						
300-00-00-31400	HOTEL/MOTEL TAX	64,367	69,136			
	SALES & USE TAXES	64,367	69,136			
FINES						
300-00-00-35300	PARKING FINES	37,100	28,035			
	FINES	37,100	28,035			
OTHER INCOME						
300-00-00-37100	INVESTMENT INTEREST		2,769		22,317	
	OTHER INCOME		2,769		22,317	
TRANSFERS IN						
300-00-00-39100	TRANSFER FROM GENERAL FUND		1,880,280	1,750,000	1,862,841	1,998,497
	TRANSFERS IN		1,880,280	1,750,000	1,862,841	1,998,497
TOTAL ESTIMATED REVENUES		101,467	1,980,220	1,750,000	1,885,158	1,998,497
EXPENDITURES						
CONTRACTUAL SERVICES						
300-00-00-62100	FINANCIAL SERVICES	2,927	2,248	2,650	2,650	2,650
	CONTRACTUAL SERVICES	2,927	2,248	2,650	2,650	2,650
DEBT SERVICES						
300-00-00-75000	DEBT SERVICE - PRINCIPAL		1,535,000	1,595,000	1,605,921	1,862,841
300-00-00-76000	DEBT SERVICE - INTEREST		318,291	256,920	256,920	135,656
300-00-00-79800	PAYMENT TO ESCROW AGENT	(30)				
300-00-00-79850	BOND ISSUANCE COSTS				40,450	
	DEBT SERVICES	(30)	1,853,291	1,851,920	1,903,291	1,998,497
TOTAL EXPENDITURES		2,897	1,855,539	1,854,570	1,905,941	2,001,147
NET OF REVENUES/APPROPRIATIONS - FUND 300		98,570	124,681	(104,570)	(20,783)	(2,650)
BEGINNING FUND BALANCE		(6,781)	91,789	216,470	216,470	195,687
ENDING FUND BALANCE		91,789	216,470	111,900	195,687	193,037

Section Seven

Capital Project Funds

- Capital Spending Overview
- Capital Projects Fund (400)
- Capital Equipment Replacement Fund (420)



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Capital Spending Overview

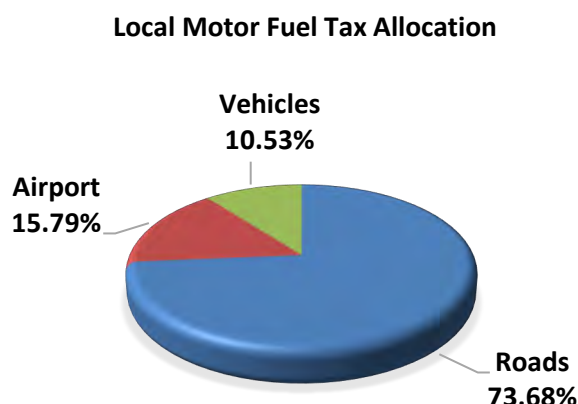
Capital Definition

As noted in the Capital Asset Policy (see Appendix), “capital expenditures” are defined as items with a cost of \$25,000 or more and a useful life of more than one year; these are the items that are capitalized and depreciated in the City’s financial statements. Major capital expenditures are generally purchased out of the Proprietary Funds for Water System assets or Airport assets, out of the GEMT Fund for Fire Department assets, out of the Transportation Fund for transit-related purchases, and out of the City’s two Capital Projects Funds: the Capital Projects Fund (400) or Capital Equipment Replacement Fund (420). A separate policy, the Capital Equipment Replacement Fund Policy (see Appendix), governs the purchases from Fund 420.

Capital Funding

The City’s capital funding comes from a variety of resources. The most stable resource is the local motor fuel tax. Since 2008, the City has imposed a tax per gallon on the purchase of motor fuel, including gasoline, gasohol, compressed natural gas, and diesel fuel sold at retail. Since January 1, 2020, the tax rate has been 9.5 cents per gallon.

For FY2024, the local fuel tax rate of 9.5 cents per gallon remains split between road expenditures (7 cents), airport expenditures (1.5 cents), and vehicle replacement (1 cent) as shown in the pie chart below:



Another recurring funding source is the lease payments from telecommunication companies with antennae on our water towers (reported as “Rental Income”). The City has about eight recurring lease agreements with annual escalators of 2.0%-3.5%. The exception are the leases with the DeKalb School District and Kishwaukee Radio Club, that have minimal fixed annual payments.

The cannabis sales tax promises to be a reliable source of recurring capital revenue. A municipal cannabis retailers' occupation tax was established in November 2019 and is imposed at the rate of three percent (3%) of the gross receipts from lawful cannabis sales. The City has two State and local licensed companies progressing toward their opening. A portion of the anticipated cannabis sales tax has been budgeted in the Capital Equipment Replacement Fund to help fund the replacement of City vehicles.

Grant revenue is a less predictable source and is often tied to eligible street and infrastructure projects, and occasionally public safety capital equipment. These are typically one-time revenues that must be pursued when a specific project has been identified, and if funding doesn't materialize the project most likely will be deferred.

Under certain conditions, capital financing is a useful method to fund projects. The City entered a 5-year capital lease arrangement in late 2020 for vehicle purchases that had been deferred, and a second phase of vehicles were received in early to mid-2021. These leases contain variable buy-out clauses if the City does not renew them at the end of the lease terms, which will need to be added to future budgets. Other vehicles were purchased with low interest financing terms, and repayments are noted as "capital loans" because the City owns the assets. There are no near-term plans to enter any additional leases or financing arrangements due to the unfavorable interest rate environment and to limit the City's external debt.

Capital Expenditures Planning

The City's 5-year Capital Improvement Program (CIP) plan has expired but the Council approved a transitional plan in the 2022-2024 Financial Plan to provide fiscal guidance until a more detailed, comprehensive long-term CIP could be developed. Currently, the process to identify funded projects begins with requests coming from individual departments in the form of capital wish-lists and they are added to the current year budget only as funds permit. For vehicle purchases, the Police Department, Fire Department, Public Works Department (including streets, water, and airport) and Community Development Department identify annual needs and submit them during the departmental input phase of the budget process. Information technology needs are submitted by the Information Technology Director and the Police and Fire Departments. Major building renovations or enhancements are initiated by Public Works and the City Manager. Road reconstruction is monitored by the City Engineer and a pavement index is used to determine the streets and other infrastructure that are in most urgent need of repair. Larger capital projects including an annual street maintenance program of about \$2.5 million are vetted with the City Council before moving forward.

Capital Projects Fund

FUND 400

For FY2024, out of the local fuel tax rate of 9.5 cents per gallon, 7 cents per gallon is dedicated to road expenditures in the Capital Projects Fund. This fund primarily supports annual street maintenance, 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.

The City owns and maintains about 130 centerline miles of roads, of which 74.8% (97.3 miles) are residential streets. The City's annual street maintenance is addressed by an alternating funding cycle between the State MFT Fund (Fund 210) and the Capital Projects Fund (Fund 400). In FY2024, Fund 210 finance the greater share of the street maintenance program.

In FY2024, the Fund will support the following capital expenses:

- Street and alley maintenance and engineering (\$625,000)
- IT equipment, network infrastructure upgrades, and public safety cameras (\$65,000)
- Miscellaneous building improvements (\$20,000)
- Non-TIF architectural improvement program (\$70,000)
- Barb City Manor annual grant (\$50,000)
- Year 3 of 5 of capital lease payments for the City's License Plate Readers of \$29,211, further detailed below:

	2022	2023	2024	2025	2026	Total
Principal	\$29,211	\$22,613	\$24,108	\$25,701	\$27,400	\$129,033
Interest	-	6,598	5,103	3,510	1,811	17,022
Total	\$29,211	\$29,211	\$29,211	\$29,211	\$29,211	\$146,055

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 400 - CAPITAL PROJECTS FUND						
ESTIMATED REVENUES						
SALES & USE TAXES						
400-00-00-31600	HOME RULE MOTOR FUEL TAX	947,167	930,053	892,000	892,000	935,000
	SALES & USE TAXES	947,167	930,053	892,000	892,000	935,000
INTERGOVERNMENTAL REVENUES						
400-00-00-33200	STATE GRANTS	1,935,389	1,362,739			
400-00-00-33300	LOCAL GRANTS		10,000	50,000	50,000	10,000
	INTERGOVERNMENTAL REVENUES	1,935,389	1,372,739	50,000	50,000	10,000
OTHER INCOME						
400-00-00-37100	INVESTMENT INTEREST		7,200	5,000	5,000	5,000
400-00-00-38100	MISCELLANEOUS REVENUE	142,500				
400-00-00-38200	REFUNDS / REIMBURSEMENTS		1,158,107	21,581	21,581	
400-00-00-38825	LOAN PROCEEDS		129,033			
	OTHER INCOME	142,500	1,294,340	26,581	26,581	5,000
TRANSFERS IN						
400-00-00-39100	TRANSFER FROM GENERAL FUND	22,500				
	TRANSFERS IN	22,500	0	0	0	0
TOTAL ESTIMATED REVENUES		3,047,556	3,597,132	968,581	968,581	950,000
EXPENDITURES						
COMMODITIES						
400-00-00-51600	SUPPLIES/PARTS-TECHNOLOGY	22,000	22,000			5,000
	COMMODITIES	22,000	22,000	0	0	5,000
CONTRACTUAL SERVICES						
400-00-00-61300	MAINTENANCE-BUILDINGS	82,311	116,667	75,000	75,000	75,000
400-00-00-61450	MAINTENANCE-SIDEWALKS		11,548	25,000	25,000	25,000
400-00-00-62300	ARCHITECT/ENGINEERING SERVICES	246,374	320,161	80,000	80,000	50,000
400-00-00-63800	CONTRACTED SERVICES	43,200	16,354	50,000	50,000	50,000
400-00-00-65400	TAXES, LICENSES, & FEES	11,621				
400-00-00-69199	PRIV PROP REHAB / REDEVELOP			70,000	70,000	70,000
400-00-00-69700	SPECIAL PROJECTS		10,000	58,000	58,000	60,000
400-00-00-69710	DOWNTOWN ENHANCEMENTS					50,000
	CONTRACTUAL SERVICES	383,506	474,730	358,000	358,000	380,000
DEBT SERVICES						
400-00-00-79000	CAPITAL LEASE PRINCIPAL		29,211	22,613	22,613	25,000
400-00-00-79100	CAPITAL LEASE INTEREST			6,598	6,598	6,300
	DEBT SERVICES	0	29,211	29,211	29,211	31,300
EQUIPMENT						
400-00-00-82000	BUILDINGS & IMPROVEMENTS	18,550	443,731			20,000
400-00-00-83000	STREET IMPROVEMENTS	1,235,661	1,792,718	200,000	25,000	25,000
400-00-00-83050	STREET MAINTENANCE	321,572	1,147,747			500,000
400-00-00-83100	ALLEY IMPROVEMENTS	18,574	150,000			100,000
400-00-00-83200	STORM SEWER IMPROVEMENTS	2,060	4,800	60,000	60,000	35,000
400-00-00-83900	OTHER CAPITAL IMPROVEMENTS	23,854		50,000	10,000	10,000
400-00-00-86000	EQUIPMENT		129,033			15,000
400-00-00-86100	TECHNOLOGY EQUIPMENT	284,383	177,807	223,000	223,000	65,000
	EQUIPMENT	1,904,654	3,845,836	533,000	318,000	770,000
TOTAL EXPENDITURES		2,310,160	4,371,777	920,211	705,211	1,186,300
NET OF REVENUES/EXPENDITURES - FUND 400		737,396	(774,645)	48,370	263,370	(236,300)
BEGINNING FUND BALANCE		414,454	1,151,849	377,204	377,204	640,574
ENDING FUND BALANCE		1,151,850	377,204	425,574	640,574	404,274

Capital Equipment Replacement Fund

Fund 420

The Capital Equipment Replacement Fund accounts for the acquisition costs for any new vehicle purchase or the 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.

Since November 2019 the City has dedicated one cent of its 4-cent increase in the local fuel tax to fleet maintenance and thereby added about \$120,000 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"). Previously, E911 Board payments ("Reimbursements") were recognized here but in FY 2023 they were moved to the General Fund as they must be legally spent on the costs of 911 Dispatching.

Estimated sales tax revenue from two new cannabis dispensaries has been added to FY 2024 revenue. Conservatively, in the event the openings do not generate the estimated revenue, a \$200,000 "Transfer In" from the General Fund has also been budgeted to shore up the fund.

For FY2024, several outright vehicle purchases are proposed in lieu of leasing to limit the debt exposure from capital leasing in an unfavorable interest rate environment. In FY2024, the following expenditures are planned:

Vehicles:

- Building Inspection Vehicle (\$42,500)
- Crime Free Housing Bureau Sedan (\$42,500)

Police Squad Replacements/Upfitting (totaling \$260,000):

- 4 Squad Replacements – 339, 338, 311 and 302

Public Works Vehicles (totaling \$401,840):

- Used 2017 Mack Single Axle Dump with Wing Plow from DeKalb Township (\$150,000)
- Utility Tractor (\$75,000)
- Two F250 4x4 Pickups with plow packages (\$126,210)
- One F250 4x4 Pickup without Plow (\$50,630)

No new leases are proposed. The existing lease package and its ongoing cost is shown in the following table:

Capital Lease Debt Service to Maturity

	2022	2023	2024	2025	2026	Total
Principal	\$67,814	\$72,150	\$76,763	\$103,283	\$41,179	\$361,190
Interest	20,535	16,198	11,587	6,678	429	55,426
Total	\$88,349	\$88,348	\$88,350	\$109,961	\$41,608	\$416,616

Additionally, existing loan repayment from prior financed equipment is shown in the following table:

Capital Loan Debt Service to Maturity

	2022	2023	2024	2025	2026	2027	Total
Principal	\$145,571	\$141,657	\$144,860	\$116,303	\$78,580	\$16,662	\$643,632
Interest	13,699	9,285	6,084	2,903	888	-	32,859
Total	\$159,270	\$150,942	\$150,944	\$119,206	\$79,468	\$16,662	\$676,491

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 420 - CAPITAL EQUIPMENT REPLACEMENT FUND						
ESTIMATED REVENUES						
SALES & USE TAXES						
420-00-00-31260	SALES TAX			200,000		300,000
420-00-00-31600	HOME RULE MOTOR FUEL TAX	135,308	132,868	120,000	120,000	120,000
SALES & USE TAXES		135,308	132,868	320,000	120,000	420,000
OTHER INCOME						
420-00-00-34900	RENTAL INCOME	218,260	190,793	179,293	190,000	190,000
420-00-00-37100	INVESTMENT INTEREST	103	13,984	6,000	16,865	15,000
420-00-00-37150	INTEREST INCOME-LEASES		52,437			
420-00-00-38100	MISCELLANEOUS REVENUE	33,333				
420-00-00-38200	REFUNDS & REIMBURSEMENTS	206,023	216,340	240	240	240
420-00-00-38600	SALES OF SURPLUS PROPERTY	84,735	15,522	3,000	109,000	20,000
420-00-00-38700	CAPITAL LEASE/LOAN ISSUANCE	305,464	331,937			
OTHER INCOME		847,918	821,013	188,533	316,105	225,240
TRANSFERS IN						
420-00-00-39100	TRANSFER FROM GENERAL FUND	25,000		200,000	200,000	200,000
420-00-00-39200	TRANSFER FROM TRANSPORTATION FUND					200,000
TRANSFERS IN		25,000	0	200,000	200,000	400,000
TOTAL ESTIMATED REVENUES		1,008,226	953,881	708,533	636,105	1,045,240
EXPENDITURES						
CONTRACTUAL SERVICES						
420-00-00-40002	LEASE PURCHASE CONTRACTS	72,408				
420-00-00-61700	MAINTENANCE-VEHICLES			20,000	20,000	20,000
CONTRACTUAL SERVICES		72,408	0	20,000	20,000	20,000
DEBT SERVICES						
420-00-00-77000	LOAN PRINCIPAL	16,667	145,570	141,657	141,657	144,860
420-00-00-78000	LOAN INTEREST		13,700	9,285	9,285	6,084
420-00-00-79000	CAPITAL LEASE PRINCIPAL	117,056	69,277	72,150	72,150	76,763
420-00-00-79100	CAPITAL LEASE INTEREST	27,277	20,414	16,198	16,198	11,587
DEBT SERVICES		161,000	248,961	239,290	239,290	239,294
EQUIPMENT						
420-00-00-86000	EQUIPMENT	3,465				
420-00-00-86100	TECHNOLOGY EQUIPMENT	28,702	99,506			50,000
420-00-00-86300	TELEPHONE & RADIO EQUIPMENT			25,000	25,000	25,000
420-00-00-87000	VEHICLES	100,898	489,244			85,000
420-00-00-87010	VEHICLES/UPFITTING - POLICE			419,180	419,180	260,000
420-00-00-87020	VEHICLES/UPFITTING - PUBLIC WORKS			260,000	260,000	401,840
420-00-00-87100	LEASE/LOAN PURCHASE VEHICLES	305,464	331,937			
EQUIPMENT		438,529	920,687	704,180	704,180	821,840
TRANSFERS OUT						
420-00-00-91650	TRANSFER TO AIRPORT FUND	124,985				
TRANSFERS OUT		124,985	0	0	0	0
TOTAL EXPENDITURES		796,922	1,169,648	963,470	963,470	1,081,130
NET OF REVENUES/EXPENDITURES - FUND 420						
		211,304	(215,767)	(254,937)	(327,365)	(35,890)
BEGINNING FUND BALANCE		739,597	950,904	735,137	735,137	407,772
ENDING FUND BALANCE		950,901	735,137	480,200	407,772	371,882



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Section Eight

Enterprise Funds

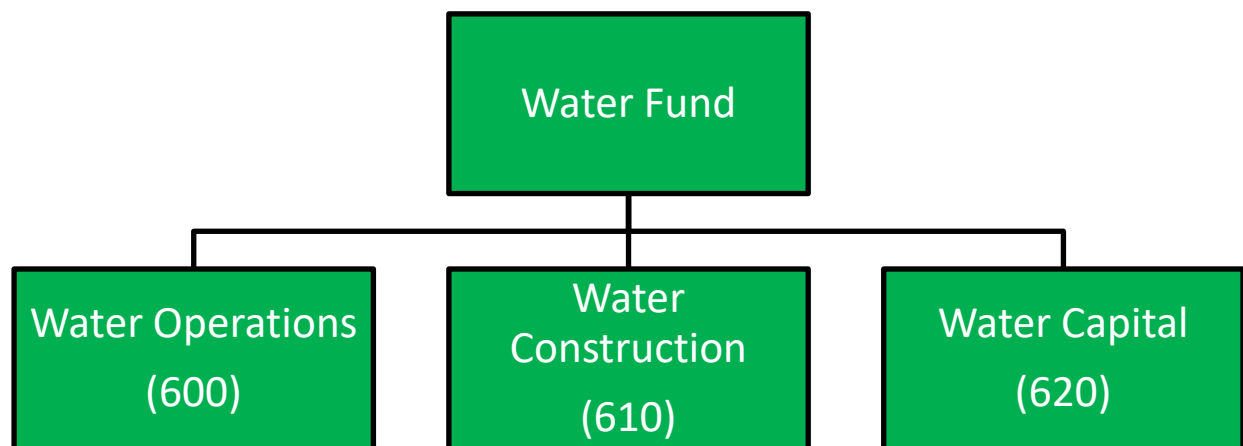
- Water Operations Fund (600)
- Water Construction Fund (610)
- Water Capital Fund (620)
- Airport Fund (650)
- Refuse and Recycling Fund (680)



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Water Operations Fund

The City's water system is comprised of three funds: Water Operations, Water Construction and Water Capital. While budgets are prepared for each of the three funds in the City's accounting system, for financial statement presentation the three funds are presented as one major proprietary fund, the "Water Fund".



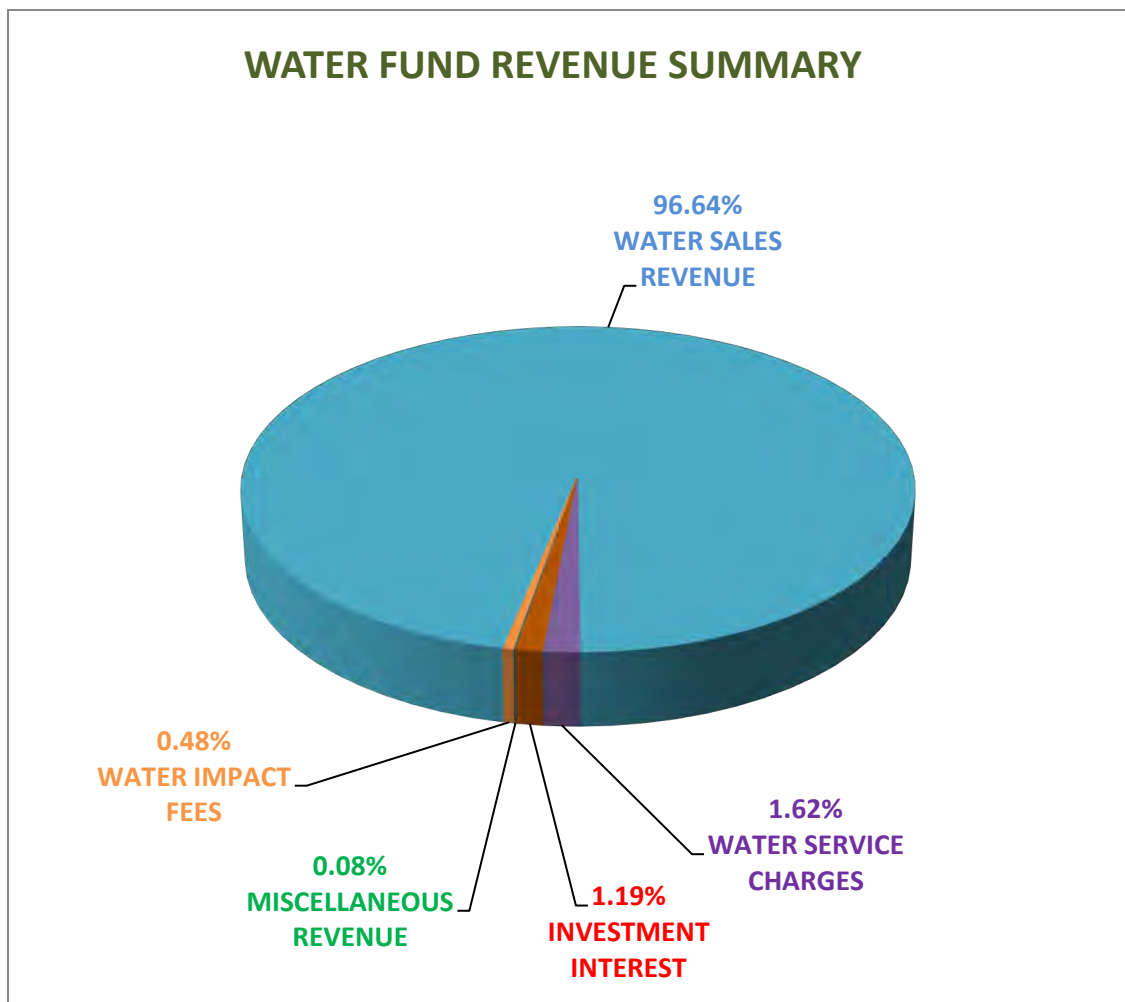
FUND 600

The Water Operations Fund provides for the supply, treatment, storage, and distribution of the City's potable water system, which provides approximately 1.1 billion gallons of water annually to DeKalb residents. The City's Public Water System is a modern, state-of-the-art water supply and serves a population of over 40,000 permanent residents plus non-resident students at Northern Illinois University. Water provided to the residents of DeKalb comes from six deep wells drawing water from deep sandstone aquifers, and three shallow wells that draw water 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.

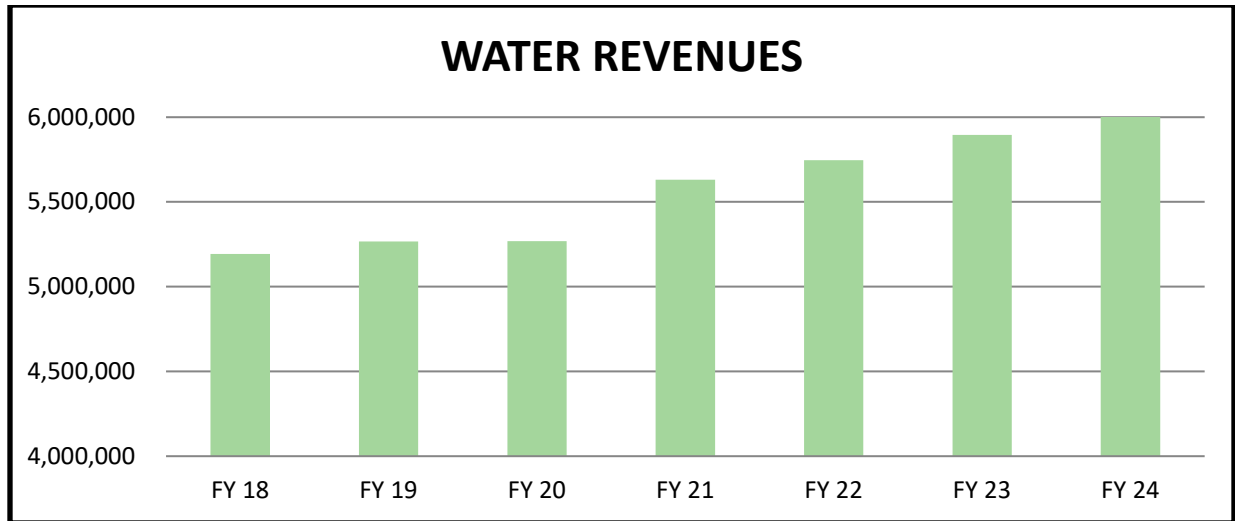
Before leaving the treatment plant, groundwater is treated with chlorine and phosphate to ensure the safety of the water supply within our distribution system. In addition, fluoride is added to the water to promote the development of strong teeth.

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 also maintain system pressure for fire protection.

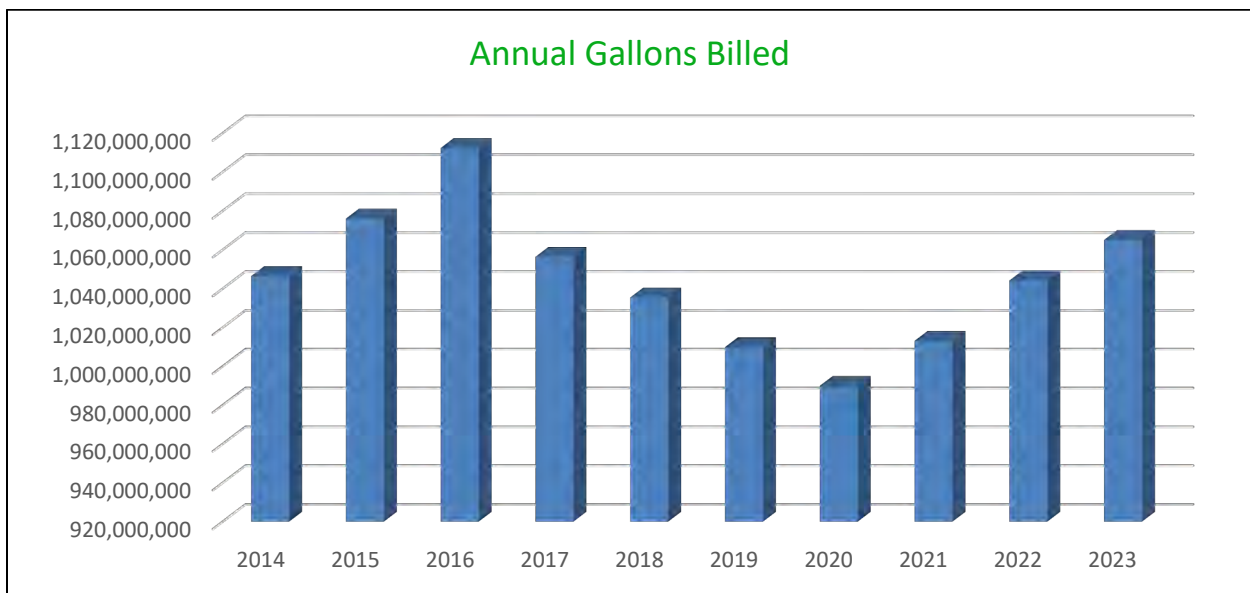
The Utility staff maintain over 181 miles of water main making up the City's water distribution system. Included in this system are over 2,500 hydrants, 3,000 valves, and 11,000 service lines and water metered accounts. Ensuring all these assets are adequately maintained is critical to a safe, uninterrupted water supply to our community and the ability to always provide fire protection.



The primary source of funding for the Water Operations Fund is water sales, accounting for over 96% of the total revenue. The Water Department experienced an increase in water sales of 2.0% in 2023 over the prior year. This is the third year in a row that water sales have increased. Prior to this, water sales decreased an average of 1.46% annually over the past 10 years. Water use is expected to stabilize or moderately increase over the next few years because of new development in DeKalb. This includes the new Ferrara, Meta, Amazon, and Kraft/Heinz facilities as well as additional water demands expected as a result of new residential investments such as DeKalb Plaza, Isaac Suites, Home2 Suites, Agora Towers, and Johann Suites, among others.



The chart provided below depicts the number of gallons billed to DeKalb residents annually over the past ten years. *(Note: 2023 water sales are projected based on sales-to-date)*



Debt Service: The City has retired its bonded debt but still makes loan payments to the IEPA through the Water Fund, as well as payments on a capital loan and several capital leases.

Illinois Environmental Protection Agency Loan #L17-4045: From 2012 through 2014, the City received \$271,891 in loan proceeds for the replacement of water mains 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, 2023, is \$149,856.

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, 2023, is \$562,082.

John Deere loader loan: In late 2020, the City opted to purchase a 2020 John Deere 4WD loader for water fund use. Due to the high cost (\$189,960), the City determined that financing the purchase was the best option. The debt payments are based on a 5-year repayment schedule with interest at 2.60%. The outstanding principal balance as of December 31, 2023, is \$69,304.

Capital Leases: In 2020-2021, the City took delivery of three Chevy Silverado trucks at a gross cost of \$128,420 as part of the City's overall capital lease plan. One vehicle was delivered in 2020 and two more in 2021, all with a 5-year lease schedule and variable buy-out options at the end of the term. The outstanding principal balance as of December 31, 2023, is \$73,939.



Loan Debt Service to Maturity

	IEPA Loan #L17-4045		IEPA Loan #L17-5473		John Deere Loader		
Fiscal Year	Principal	Interest	Principal	Interest	Principal	Interest	Total
2024	15,172	3,353	31,648	10,197	39,217	1,422	101,009
2025	15,522	3,002	32,233	9,612	30,087	392	90,848
2026	15,880	2,644	32,829	9,017			60,370
2027	16,247	2,278	33,436	8,410			60,371
2028	16,622	1,903	34,054	7,792			60,371
2029	17,005	1,519	34,683	7,162			60,369
2030	17,398	1,126	35,324	6,521			60,369
2031	17,800	725	35,977	5,868			60,370
2032	18,210	314	36,642	5,203			60,369
2033			37,320	4,526			41,846
2034			38,009	3,836			41,845
2035			38,712	3,133			41,845
2036			39,428	2,418			41,846
2037			40,156	1,689			41,845
2038			40,899	947			41,846
2039			20,732	191			20,923
Total	\$149,856	\$16,864	\$562,082	\$86,522	\$69,304	\$1,814	\$886,442

Capital Lease Debt Service to Maturity

	2024	2025	2026	Total
Principal	\$21,578	\$30,741	\$21,620	\$73,939
Interest	\$4,027	\$2,633	\$495	\$7,155
Total	\$25,605	\$33,374	\$22,115	\$81,094

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 600 - WATER OPERATIONS FUND						
ESTIMATED REVENUES						
LICENSES & PERMITS						
600-00-00-34880	WATER IMPACT FEES	31,396	17,660	30,000	20,000	30,000
	LICENSES & PERMITS	31,396	17,660	30,000	20,000	30,000
SERVICE CHARGES						
600-00-00-34800	WATER SALES REVENUE	5,630,769	5,747,272	5,795,184	5,895,592	6,101,938
600-00-00-34850	WATER SERVICE CHARGES	31,923	101,817	100,000	102,000	102,000
	SERVICE CHARGES	5,662,692	5,849,089	5,895,184	5,997,592	6,203,938
OTHER INCOME						
600-00-00-37100	INVESTMENT INTEREST	191	20,835	3,200	80,000	75,000
600-00-00-38100	MISCELLANEOUS REVENUE	10,825	17,088	15,000	5,000	5,000
600-00-00-38200	REFUNDS / REIMBURSEMENTS	3,788	5,347	4,000	0	0
600-00-00-38600	SALES OF SURPLUS PROPERTY	0	785	0	0	0
600-00-00-38750	CONTRIBUTED ASSETS	1,696,450	0	0	0	0
	OTHER INCOME	1,711,254	44,055	22,200	85,000	80,000
TRANSFERS IN						
600-00-00-39248	TRANSFER FROM SSA #28 FUND	28,723	0	0	0	0
600-00-00-39620	TRANSFER FROM WATER CAPITAL FUND	2,143,734	1,748,944	0	0	0
	TRANSFERS IN	2,172,457	1,748,944	0	0	0
TOTAL ESTIMATED REVENUES		9,577,799	7,659,748	5,947,384	6,102,592	6,313,938
EXPENDITURES						
PERSONNEL						
600-00-00-41100	WAGES - FULL-TIME	1,241,657	1,364,277	1,484,729	1,484,729	1,663,632
600-00-00-41200	WAGES - PART-TIME	16,780	15,281	9,900	9,900	9,225
600-00-00-41300	WAGES - OVERTIME	133,340	125,142	120,000	120,000	135,000
600-00-00-41400	LONGEVITY PAY	13,250	12,742	13,228	13,228	11,556
600-00-00-41500	CLOTHING ALLOWANCE	6,895	7,466	7,981	7,981	8,911
600-00-00-41550	CAR ALLOWANCE	325	325	325	325	325
600-00-00-42100	EMPLOYER PORTION FICA	100,650	109,161	125,131	125,131	139,891
600-00-00-42200	EMPLOYER PORTION IMRF	201,450	185,756	140,241	140,241	154,799
600-00-00-42500	EMPLOYEE HEALTH INSURANCE	573,642	562,242	473,099	473,099	494,956
600-00-00-42600	WORKER'S COMPENSATION/LIABILITY INSUR	123,050	177,739	48,062	48,062	57,192
600-00-00-48150	CHANGE IN COMP ABS-WATER	(24,068)	32,724	0	0	0
600-00-00-48250	IMRF NPO - WATER	(675,665)	65,240	0	0	0
600-00-00-48350	NET OPEB-WATER	(169,181)	(56,300)	0	0	0
	PERSONNEL	1,542,125	2,601,795	2,422,696	2,422,696	2,675,487
COMMODITIES						
600-00-00-51300	SUPPLIES/PARTS-BUILDINGS	15,178	14,373	20,000	11,000	20,000
600-00-00-51410	SUPPLIES/PARTS-STREETS	54,362	54,852	70,000	60,000	60,000
600-00-00-51500	SUPPLIES/PARTS-EQUIPMENT	17,521	23,985	30,000	25,000	30,000
600-00-00-51600	SUPPLIES/PARTS-TECHNOLOGY	0	0	500	0	500
600-00-00-51700	SUPPLIES/PARTS-VEHICLES	13,754	19,181	20,000	15,000	20,000
600-00-00-51996	POTABLE WATER SYSTEM PARTS	83,029	92,056	100,000	110,000	115,000
600-00-00-52000	OFFICE SUPPLIES	483	1,590	750	750	750
600-00-00-52500	JANITORIAL SUPPLIES	1,206	1,297	1,000	1,000	1,000
600-00-00-53100	ICE/SNOW CONTROL SUPPLIES	136	0	300	0	300
600-00-00-53200	WATER SYSTEM CHEMICALS	212,537	261,233	300,000	300,000	300,000
600-00-00-53300	SMALL TOOLS & EQUIPMENT	12,981	15,298	17,000	17,000	17,000
600-00-00-54000	UNIFORMS/PROTECTIVE CLOTHING	882	631	1,000	700	1,000
600-00-00-55000	FUEL, OIL, & LUBRICANTS	34,838	44,663	45,000	45,000	45,000
	COMMODITIES	446,907	529,159	605,550	585,450	610,550
CONTRACTUAL SERVICES						
600-00-00-61100	MAINTENANCE-GROUNDS	1,656	1,725	1,800	1,800	1,800
600-00-00-61300	MAINTENANCE-BUILDINGS	20,422	20,039	20,000	65,000	50,000
600-00-00-61400	MAINTENANCE-INFRASTRUCTURE	61,734	34,652	80,000	40,000	50,000
600-00-00-61500	MAINTENANCE-EQUIPMENT	2,366	1,078	2,000	2,000	2,000
600-00-00-61700	MAINTENANCE-VEHICLES	25,839	14,115	25,000	15,000	20,000
600-00-00-61800	MAINTENANCE-SOFTWARE	36,748	17,486	40,000	40,000	45,000

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
600-00-00-62099	PRINTED MATERIALS	1,203	3,849	2,000	3,000	4,000
600-00-00-62100	FINANCIAL SERVICES	7,433	13,246	12,508	12,500	13,500
600-00-00-62200	LEGAL SERVICES	27,000	41,471	36,000	42,000	42,000
600-00-00-62300	ARCHITECT/ENGINEERING SERVICES	237,617	179,778	255,000	100,000	300,000
600-00-00-62500	LAB TESTING SERVICES	4,523	5,219	19,750	12,000	20,000
600-00-00-63800	CONTRACTED SERVICES	24,630	24,850	35,000	35,000	35,000
600-00-00-64000	UTILITIES	108,293	89,766	120,000	100,000	110,000
600-00-00-64100	ELECTRIC SERVICES	176,714	110,079	180,000	220,000	240,000
600-00-00-64200	NATURAL GAS SERVICES	28,408	49,531	35,000	50,000	50,000
600-00-00-64300	REFUSE REMOVAL SERVICES	6,825	9,750	40,000	0	40,000
600-00-00-64500	TELEPHONE SERVICES	6,598	5,798	6,600	6,000	6,000
600-00-00-65100	FREIGHT & POSTAGE	38,041	29,224	43,000	43,000	50,000
600-00-00-65200	MARKETING ADS & PUBLIC INFO	73	182	500	0	500
600-00-00-65400	TAXES, LICENSES, & FEES	80	35	100	100	100
600-00-00-65500	RENTAL-BLDG & EQUIP	300	220	500	0	500
600-00-00-66100	DUES & SUBSCRIPTIONS	2,507	2,732	2,900	2,900	3,000
600-00-00-66200	TRAINING/TRAVEL	2,058	3,005	2,000	2,000	2,000
600-00-00-69200	SURETY BONDS	30,000	30,000	0	30,000	30,000
600-00-00-69800	UTILITY REBATE PROGRAM	1,390	1,158	3,000	2,000	2,000
CONTRACTUAL SERVICES		852,458	688,988	962,658	824,300	1,117,400
OTHER SERVICES						
600-00-00-72500	DEPRECIATION-WATER	1,230,319	1,315,359	0	0	0
OTHER SERVICES		1,230,319	1,315,359	0	0	0
DEBT SERVICES						
600-00-00-77000	LOAN PRINCIPAL	0	0	84,117	84,117	85,033
600-00-00-78000	LOAN INTEREST	17,402	18,705	16,892	16,892	14,972
600-00-00-79000	CAPITAL LEASE PRINCIPAL	0	3,788	20,270	20,270	21,578
600-00-00-79100	CAPITAL LEASE INTEREST	9,787	7,541	5,336	5,336	4,027
600-00-00-79999	AMORTIZATION COSTS	11,188	10,917	0	0	0
DEBT SERVICES		38,377	40,951	126,615	126,615	125,610
EQUIPMENT						
600-00-00-86200	OFFICE FURNITURE & EQUIPMENT	0	0	0	0	7,000
600-00-00-87000	VEHICLES	21,248	0	0	0	0
EQUIPMENT		21,248	0	0	0	7,000
PERMANENT IMPROVEMENT						
600-00-00-79998	AMORTIZATION- F/A	0	9,766	0	0	0
PERMANENT IMPROVEMENT		0	9,766	0	0	0
TRANSFERS OUT						
600-00-00-91100	TRANSFER TO GENERAL FUND	311,000	311,000	279,500	279,500	279,500
600-00-00-91620	TRANSFER TO WATER CAPITAL FUND	1,271,090	1,602,972	1,762,400	1,762,400	2,008,500
TRANSFERS OUT		1,582,090	1,913,972	2,041,900	2,041,900	2,288,000
TOTAL EXPENDITURES		5,713,524	7,099,990	6,159,419	6,000,961	6,824,047
NET OF REVENUES/EXPENDITURES - FUND 600		3,864,275	559,758	(212,035)	101,631	(510,109)
BEGINNING FUND BALANCE		23,922,501	28,246,542	28,801,478	28,801,478	28,903,109
FUND BALANCE ADJUSTMENTS		459,766	(4,821)			
ENDING FUND BALANCE		28,246,542	28,801,478	28,589,443	28,903,109	28,393,000



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Water Construction Fund

Fund 610

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 FY2023, no monies were expended from this fund. The Water Construction Fund is expected to end the FY2023 budget year with a fund balance of \$1,029,676. In FY2024, purchase of a new emergency diesel generator has been budgeted at an estimated cost of \$600,000 for the West Lincoln Highway Water Treatment Plant, to service both the water treatment plant and Well No. 10. The generator will increase emergency pumping capacity by over 3 million gallons per day (MGD), bringing the total emergency capacity from 6.7 MGD to over 9.7 MGD.

The Utility Division employed the services of an engineering firm to prepare a comprehensive Strategic Water Model and Water Master Plan Assessment of the City's Public Water Supply. The Assessment will assist the City in preparing a "road map" that identifies key improvements to the existing water supply, treatment, distribution, and storage infrastructure for future growth. Additionally, the Assessment will outline estimated timelines, milestones, and probable costs for identified improvements, summarized in a prioritized list, allowing the City to navigate an uncertain timeline of growth over the next decade.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 610 - WATER NEW CONSTRUCTION FUND						
ESTIMATED REVENUES						
LICENSES & PERMITS						
610-00-00-34880	WATER IMPACT FEES	85,570	18,832	50,000	36,919	50,000
	LICENSES & PERMITS	85,570	18,832	50,000	36,919	50,000
OTHER INCOME						
610-00-00-37100	INVESTMENT INTEREST	106	15,021	4,000	35,000	35,000
	OTHER INCOME	106	15,021	4,000	35,000	35,000
TOTAL ESTIMATED REVENUES		85,676	33,853	54,000	71,919	85,000
EXPENDITURES						
PERMANENT IMPROVEMENT						
610-00-00-85500	WATER SYSTEM IMPROVEMENTS	0	0	0	0	600,000
	PERMANENT IMPROVEMENT	0	0	0	0	600,000
TOTAL EXPENDITURES		0	0	0	0	600,000
NET OF REVENUES/EXPENDITURES - FUND 610		85,676	33,853	54,000	71,919	(515,000)
BEGINNING FUND BALANCE		825,147	910,823	944,676	944,676	1,016,595
ENDING FUND BALANCE		910,823	944,676	998,676	1,016,595	501,595

Water Capital Fund

Fund 620

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

To provide a funding source to finance the capital improvements, the 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 into the Water Capital Fund (Fund 620). The remaining 1.5% would be directed into the Water Operations Fund (Fund 600). It should be noted that the 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. Subsequent rate increases since 2020 are tied to the CPI and follow the same guidelines noted above with two-thirds of the revenue directed to Fund 620 and one third to Fund 600. In 2021, the CPI was 2.5% and in 2022, the CPI was 7.2%. However, in light of the severe impact of rapidly rising inflation in the first two fiscal quarters of 2022, the Council elected to increase the 2022 rate by only 3.5%. Likewise, in 2023, the CPI was 5.4%, and Council again elected to increase the 2023 rate by only 3.5%.

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

Fiscal Year	Annual Water Rate Increase	Water Operations Fund 600 Annual Revenue 33% of Rate Increase	Water Capital Fund 620 Annual Revenue 67% of Rate Increase	Total Annual Revenue Generated from Rate Increase
2016.5	2.20%	\$19,782	\$39,563	\$59,345
2017	4.50%	\$80,156	\$160,313	\$240,470
2018	4.50%	\$153,982	\$307,964	\$461,946
2019	4.50%	\$228,001	\$456,001	\$684,002
2020	4.50%	\$301,255	\$602,510	\$903,765
2021	2.50%	\$367,592	\$735,183	\$1,102,775
2022	3.50%	\$413,204	\$866,509	\$1,279,713
2023*	3.50%	\$432,605	\$977,687	\$1,410,292
Total		\$1,996,577	\$4,145,730	\$6,142,307

*Amounts from FY 2016.5 – 2022 are based on actual amounts from the financial statements. 2023 is projected, based on anticipated 2023 operating results.

Major accomplishments during FY2023 include:

- Replacement of over 290 feet of water main crossing the Kishwaukee River in conjunction with the North First Street bridge replacement.
- Well No. 16 and 17 maintenance and repair.
- Over 20 lead service line replacements.
- Purchase of a new utility vehicle for water distribution repairs and maintenance.

Since the creation of the Water Capital Fund in 2016, over 10 million dollars of water capital improvements have been completed. Some of the projects include:

Projects 2016 - 2023	Total Costs 2016 - 2023
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., Joanne Ln. (Phase II), N. 13th and N. 14th Street, N. First St. at bridge 	\$5,502,851
Well Maintenance	\$791,605
North and South Water Tower Painting	\$2,016,811
Vehicles and Equipment (Backhoe, Loader, Tandem Dump Truck, Utility Vehicles)	\$1,088,019
Sewer Repair (218 & 226 E. Lincoln Hwy)	\$80,000
Water Meter Software Update	\$25,000
Lead Service Line Replacement	\$650,000
Water Meters	\$515,000
BS&A Utility Billing Software	\$314,000
TOTAL	\$10,983,286

Over \$2.1 million of water capital improvements are included in the FY2024 Budget:

Tentative FY2024 Projects	Estimated Costs
Water Main Lining – Walmart Parking Lot (1,600 feet)	\$576,000
Routine Meter Replacements and New Water Meter Purchases	\$80,000
Well No. 7 – Maintenance and Inspection	\$170,000
SCADA Upgrade (including Baxter & Woodman water system modelling)	\$505,000
New Vactor Truck Purchase	\$650,000
Replace W-6 Vehicle – pickup truck	\$60,000
Lead Service Line Replacements	\$50,000
Resurface Asphalt at Dresser Rd. WTP and North Water Tower	\$70,000
TOTAL	\$2,161,000

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 620 - WATER CAPITAL FUND						
ESTIMATED REVENUES						
INTERGOVERNMENTAL REVENUES						
620-00-00-33110	FEDERAL GRANTS - ARPA	0	342,689	500,000	120,000	0
620-00-00-33300	LOCAL GRANTS		100,000			
INTERGOVERNMENTAL REVENUES		0	442,689	500,000	120,000	0
SERVICE CHARGES						
620-00-00-34800	WATER SALES REVENUE	735,183	866,509	977,687	994,796	1,029,614
SERVICE CHARGES		735,183	866,509	977,687	994,796	1,029,614
OTHER INCOME						
620-00-00-37100	INVESTMENT INTEREST	546	64,918	12,000	169,000	200,000
OTHER INCOME		546	64,918	12,000	169,000	200,000
TRANSFERS IN						
620-00-00-39600	TRANSFER FROM WATER FUND	1,271,090	1,602,972	1,762,400	1,762,400	2,008,500
TRANSFERS IN		1,271,090	1,602,972	1,762,400	1,762,400	2,008,500
TOTAL ESTIMATED REVENUES		2,006,819	2,977,088	3,252,087	3,046,196	3,238,114
EXPENDITURES						
EQUIPMENT						
620-00-00-86000	EQUIPMENT	15,289	8,488	15,000	7,688	
620-00-00-86100	TECHNOLOGY EQUIPMENT		15,661	25,000		505,000
620-00-00-87000	VEHICLES			324,305	225,556	710,000
EQUIPMENT		15,289	24,149	364,305	233,244	1,215,000
PERMANENT IMPROVEMENT						
620-00-00-85000	WATER MAINS			717,400	478,000	576,000
620-00-00-85100	WATER METERS	68,419	82,743	80,000	80,000	80,000
620-00-00-85200	LEAD SERVICE REPLACEMENT		442,689	500,000	120,000	50,000
620-00-00-85500	WATER SYSTEM IMPROVEMENTS		77,681	378,585	201,071	240,000
PERMANENT IMPROVEMENT		68,419	603,113	1,675,985	879,071	946,000
TRANSFERS OUT						
620-00-00-91600	TRANSFER TO THE WATER FUND	2,143,734	1,748,944			
TRANSFERS OUT		2,143,734	1,748,944	0	0	0
TOTAL EXPENDITURES		2,227,442	2,376,206	2,040,290	1,112,315	2,161,000
NET OF REVENUES/EXPENDITURES - FUND 620		(220,623)	600,882	1,211,797	1,933,881	1,077,114
BEGINNING FUND BALANCE		2,846,220	2,625,597	3,226,479	3,226,479	5,160,360
ENDING FUND BALANCE		2,625,597	3,226,479	4,438,276	5,160,360	6,237,474



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Airport Fund

FUND 650

Department Introduction

The Airport Fund is the driving force behind the management and maintenance of the DeKalb Taylor Municipal Airport (DTMA) and the DeKalb Flight Center. DTMA provides essential aviation fueling and ground handling services not only for based aircraft but also for transient aircraft that utilize services for business and pleasure alike.

DTMA operates around the clock, regardless of weather, and offers two runways. The newer northeast/southwest runway (2-20) spans 7,026 feet in length, offering ample space for corporate and recreational aircraft of varying sizes. The east/west runway (9/27) is 4,021 feet in length. DTMA runways are equipped with a full Instrument Landing System (ILS) and feature four Global Positioning System (GPS) approaches, ensuring that pilots have the tools needed for accurate and safe instrument landings. Additionally, DTMA houses a Level 3 Automated Weather Observation System (AWOS-3) to provide real-time weather data, enabling pilots to make informed decisions regarding flights.

The Airport boasts more than 44,000 annual operations, more than 95 based aircraft, and five Specialized Aviation Service Operators (SASO) who provide aircraft flight training and maintenance servicing. The Airport is designed to support all general aviation, corporate, charter, cargo, and private aircraft arriving in the region.

The Airport operation is served by one full-time Airport Manager supplemented by seven Part-Time Aircraft Line Service Technicians. Seasonal Mowing, snow-removal and de-icing operations are managed by the Public Works Department's Street Division and augmented by Public Works staff.

FY2023 Accomplishments

In preparation for a successful FY2024, the design and engineering work for two major capital projects have been completed (i.e. South tarmac resurfacing and Runway 9/27 resurfacing). The projects are programmed as part of the City's five-year Transportation Improvement Program (TIP) and align with the airport's long-term goals of success.

The Airport continues to see growth in visiting aircraft from coast to coast. This has become evident each year as the tarmac witnesses a surge in aircraft traffic during the annual EAA Airventure Oshkosh event. This gathering of aviation enthusiasts draws repeat aviators and

newcomers alike to DTMA, where they find a welcoming hub to discuss aviation operations and refuel for their journey ahead.



FY2024 Initiatives

In FY 2024 the east/west Runway 9/27 is slated for a full resurface. The project is programmed through the FAA's Transportation Improvement Program (TIP). Almost the entirety of the project will be supported by federal funds, covering 90% of the costs. The remaining 10% will be allocated equally between state and local shares.

Also planned in FY 2024 is the removal and replacement of a large portion of the South tarmac's asphalt with concrete. This change in surfacing material not only contributes to the overall longevity of the tarmac but also enhances its load-bearing capacity. It provides a solid foundation that can support larger and heavier aircraft, offering both safety and reliability. Funding requirements align with the Runway 9/27 resurfacing project.

In FY 2024, phase one of a crucial perimeter fencing project is set to be completed. This milestone has been made possible through the dedicated efforts of Representative Lauren Underwood, who secured an impressive \$1,125,000 in federal funding, covering about 90% of the project's

total cost. The installation of this perimeter fencing represents more than just a physical enhancement: it is a critical step towards improving security and minimizing wildlife intrusions into the airport grounds. Additionally, this fencing is a mandatory requirement for the Airport to achieve a higher FAA status, which opens the future opportunity to service larger jet aircraft, facilitating further growth and development.



GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 650 - AIRPORT FUND						
ESTIMATED REVENUES						
SALES & USE TAXES						
650-00-00-31200	HOME RULE SALES TAX	7,806	12,265		12,000	12,000
650-00-00-31250	AVIATION FUEL SALES TAX			12,000		
650-00-00-31600	HOME RULE MOTOR FUEL TAX	202,958	199,225	193,000	193,000	195,000
	SALES & USE TAXES	210,764	211,490	205,000	205,000	207,000
INTERGOVERNMENTAL REVENUES						
650-00-00-33150	FEDERAL PASS-THROUGH GRANTS	459,159	360,546	221,500	206,530	440,087
650-00-00-33200	STATE GRANTS	10,464	36,657			585,000
	INTERGOVERNMENTAL REVENUES	469,623	397,203	221,500	206,530	1,025,087
SERVICE CHARGES						
650-00-00-34500	FUEL SALES	509,095	744,682	620,000	638,000	640,000
	SERVICE CHARGES	509,095	744,682	620,000	638,000	640,000
OTHER INCOME						
650-00-00-34900	RENTAL INCOME	339,628	442,063	427,980	500,000	501,775
650-00-00-34950	AIRPORT OPERATIONS	22,998	46,948	35,000	35,000	35,000
650-00-00-37100	INVESTMENT INTEREST	73	1,357	300	22,300	24,000
650-00-00-37150	INTEREST INCOME-LEASES		44,935			
650-00-00-38100	MISCELLANEOUS REVENUE	14,695	10,666	4,500	4,000	4,000
650-00-00-38200	REFUNDS / REIMBURSEMENTS	7,038	1,865			
650-00-00-38600	SALES OF SURPLUS PROPERTY		121			
650-00-00-38700	CAPITAL LEASE ISSUANCE	85,592				
650-00-00-38750	CONTRIBUTED ASSETS		584,594			
	OTHER INCOME	470,024	1,132,549	467,780	561,300	564,775
TRANSFERS IN						
650-00-00-39260	TRANSFER FROM TIF #1 FUND	89,277				
650-00-00-39420	TRANSFER FROM CAPITAL EQUIP FUND	124,985				
	TOTAL TRANSFERS-IN	214,262	-	-	-	-
TOTAL REVENUES		1,873,768	2,485,924	1,514,280	1,610,830	2,436,862
EXPENDITURES						
PERSONNEL						
650-00-00-41100	WAGES - FULL-TIME	113,849	117,977	110,828	110,828	113,977
650-00-00-41200	WAGES - PART-TIME	123,212	134,522	206,526	206,526	211,786
650-00-00-41300	WAGES - OVERTIME	93				
650-00-00-42100	EMPLOYER PORTION FICA	17,556	18,662	24,278	24,278	24,921
650-00-00-42200	EMPLOYER PORTION IMRF	16,578	14,450	9,653	9,653	9,745
650-00-00-42500	EMPLOYEE HEALTH INSURANCE	33,337	32,913	29,576	29,576	29,555
650-00-00-42600	WORKER'S COMPENSATION/LIABILITY INSL	14,303	20,660	43,693	43,693	51,992
650-00-00-48160	CHANGE IN COMP ABS-AIRPORT	3,169	(5,948)			
650-00-00-48260	IMRF NPO - AIRPORT	(55,948)	2,668			
650-00-00-48360	NET OPEB-AIRPORT	(34,850)	913			
	PERSONNEL	231,299	336,817	424,554	424,554	441,976
COMMODITIES						
650-00-00-51100	SUPPLIES/PARTS-GROUNDS	5	2,004	3,000	2,500	3,000
650-00-00-51300	SUPPLIES/PARTS-BUILDINGS	11,331	14,761	9,500	4,000	7,500
650-00-00-51500	SUPPLIES/PARTS-EQUIPMENT	1,329	1,858	500	1,000	1,000
650-00-00-51600	SUPPLIES/PARTS-TECHNOLOGY	47	353	250	250	250
650-00-00-51700	SUPPLIES/PARTS-VEHICLES	18,649	7,775	9,000	9,000	10,000
650-00-00-52000	OFFICE SUPPLIES	146	605	150	150	200
650-00-00-52500	JANITORIAL SUPPLIES	723	708	600	700	900
650-00-00-53000	OPERATING SUPPLIES	798	816	700	900	900
650-00-00-53100	ICE/SNOW CONTROL SUPPLIES	15,532	8,972	18,000	15,000	15,500
650-00-00-53300	SMALL TOOLS & EQUIPMENT	479	726	600	400	500
650-00-00-54000	UNIFORMS/PROTECTIVE CLOTHING	347	271	500	500	500
650-00-00-55000	FUEL, OIL, & LUBRICANTS	11,480	4,817	14,000	4,000	12,000
650-00-00-55100	AIRPORT FUEL (FOR RESALE)	358,474	519,632	500,000	500,000	500,000
650-00-00-59999	COMMODITIES					
	COMMODITIES	419,340	563,298	556,800	538,400	552,250

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
CONTRACTUAL SERVICES						
650-00-00-61100	MAINTENANCE-GROUNDS	1,218	275	500	200	500
650-00-00-61300	MAINTENANCE-BUILDINGS	13,019	13,146	19,000	17,200	40,500
650-00-00-61500	MAINTENANCE-EQUIPMENT	25,151	553	6,000	1,000	2,000
650-00-00-61700	MAINTENANCE-VEHICLES	4,074	298	3,000	2,500	3,000
650-00-00-61800	MAINTENANCE-SOFTWARE	1,008	1,008	1,200	1,900	2,000
650-00-00-62099	PRINTED MATERIALS	126	132	100	75	100
650-00-00-62100	FINANCIAL SERVICES	14,796	23,543	21,940	20,700	22,500
650-00-00-62300	ARCHITECT/ENGINEERING SERVICES	10,898	11,989	11,000	23,500	28,500
650-00-00-63800	CONTRACTED SERVICES	51,518	22,320	40,000	37,575	38,050
650-00-00-64000	UTILITIES	10,955	11,187	13,000	10,400	10,700
650-00-00-64100	ELECTRIC SERVICES	28,824	25,076	30,000	30,000	26,000
650-00-00-64500	TELEPHONE SERVICES	9,119	9,808	10,500	8,900	9,500
650-00-00-65100	FREIGHT & POSTAGE	17	23	100	100	100
650-00-00-65200	MARKETING ADS & PUBLIC INFO	1,021	972	6,000	2,700	4,150
650-00-00-65300	LEGAL EXPENSES & NOTICES		60			
650-00-00-65400	TAXES, LICENSES, & FEES	44,088	84,999	85,000	72,430	72,200
650-00-00-66100	DUES & SUBSCRIPTIONS	2,853	2,301	4,520	2,106	2,500
650-00-00-66200	TRAINING/TRAVEL	84	1,866	2,400	1,465	2,000
650-00-00-69200	SURETY BONDS	29,330	6,000			
650-00-00-69999	CONTINGENCIES					
CONTRACTUAL SERVICES		248,099	215,556	254,260	232,751	264,300
OTHER SERVICES						
650-00-00-72600	DEPRECIATION-AIRPORT	403,543	402,700			
OTHER SERVICES		403,543	402,700	-	-	-
DEBT SERVICES						
650-00-00-73000	GAIN/LOSS ON DISPOSAL	-	41,445			
DEBT SERVICES		-	41,445	-	-	-
EQUIPMENT						
650-00-00-81000	LAND ACQUISITION					
650-00-00-83900	OTHER CAPITAL IMPROVEMENTS	437,376	269,688	268,500	217,400	1,315,547
650-00-00-86000	EQUIPMENT			1,000	150	1,000
650-00-00-86200	OFFICE FURNITURE & EQUIPMENT	4,198	861	1,000	500	1,000
650-00-00-87000	VEHICLES					
EQUIPMENT		441,574	270,549	270,500	218,050	1,317,547
TOTAL EXPENDITURES		1,743,855	1,830,365	1,506,114	1,413,755	2,576,073
NET OF REVENUES/APPROPRIATIONS - FUND 650						
		129,913	655,559	8,166	197,075	(139,211)
BEGINNING FUND BALANCE		30,269,910	30,399,823	31,055,387	31,055,387	31,252,462
ENDING FUND BALANCE		30,399,823	31,055,382	31,063,553	31,252,462	31,113,251



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Refuse and Recycling Fund

FUND 680

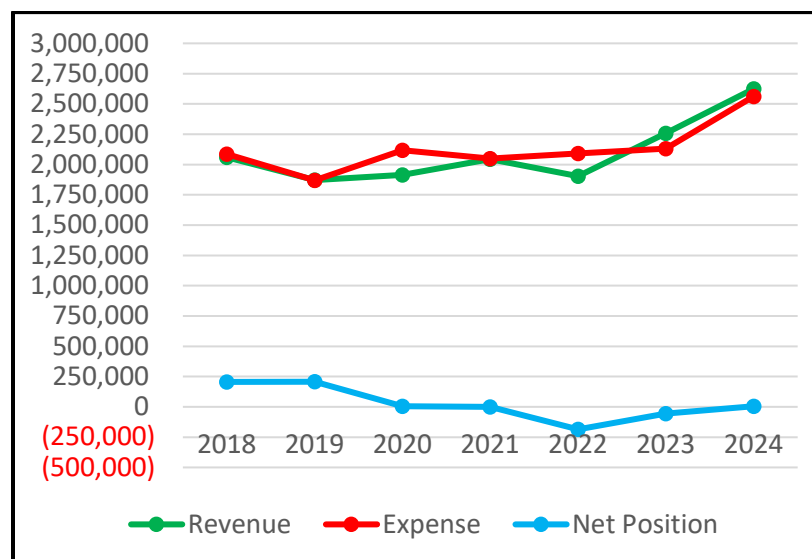
The Refuse & Recycling Fund provides for the efficient collection, processing, and disposal of refuse, landscape waste, and recyclables for DeKalb residents. In September 2023, the City entered into a new 5-year agreement with Lakeshore Recycling Systems, Inc. (LRS) to provide these services.

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

Refuse charges are collected through the City's utility bill on behalf of LRS. The City acts as a pass-through to bill and collect the refuse charges and remit them back to LRS. For providing this administrative service, the City is allowed to keep a 9% administrative fee, and a transfer is made back to the General Fund to reimburse for the salaries and benefits of the City staff that are involved in the billing and collection process. As the chart below illustrates, charges equally offset the expenses. The fund operates at a near breakeven amount and has maintained virtually no ending balance (net position) over the last several years.



GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 680 - REFUSE & RECYCLING FUND						
ESTIMATED REVENUES						
SERVICE CHARGES						
680-00-00-34600	CHARGES FOR SERVICES	2,044,023	1,903,618	2,081,321	2,081,321	2,622,796
	SERVICE CHARGES	2,044,023	1,903,618	2,081,321	2,081,321	2,622,796
OTHER INCOME						
680-00-00-37100	INVESTMENT INTEREST	6	361		1,000	1,000
680-00-00-38100	MISCELLANEOUS REVENUE	426	890			1,000
	OTHER INCOME	432	1,251	0	1,000	2,000
TOTAL ESTIMATED REVENUES		2,044,455	1,904,869	2,081,321	2,082,321	2,624,796
EXPENDITURES						
CONTRACTUAL SERVICES						
680-00-00-64300	REFUSE REMOVAL SERVICES	1,836,917	1,951,506	1,937,104	1,897,790	2,462,095
	CONTRACTUAL SERVICES	1,836,917	1,951,506	1,937,104	1,897,790	2,462,095
TRANSFERS OUT						
680-00-00-91100	TRANSFER TO GENERAL FUND	212,000	140,000	144,000	60,000	100,000
	TRANSFERS OUT	212,000	140,000	144,000	60,000	100,000
TOTAL EXPENDITURES		2,048,917	2,091,506	2,081,104	1,957,790	2,562,095
NET OF REVENUES/EXPENDITURES - FUND 680		(4,462)	(186,637)	217	124,531	62,701
BEGINNING FUND BALANCE		5,270	808	(185,829)	(185,829)	(61,298)
ENDING FUND BALANCE		808	(185,829)	(185,612)	(61,298)	1,403

Section Nine

Internal Service Funds

- Workers Compensation & Liability Insurance Fund (Fund 700)
- Health Insurance Fund (Fund 710)



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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. From 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 for excess coverage. These claims are administered and monitored by the City Manager's Office and Human Resources Department. Starting in January 2022, the City's contract for property and workers' comp claims administration was shifted after a public bid process to the Illinois County Risk Management Trust (ICRMT).

This fund also pays for costs resulting from 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.

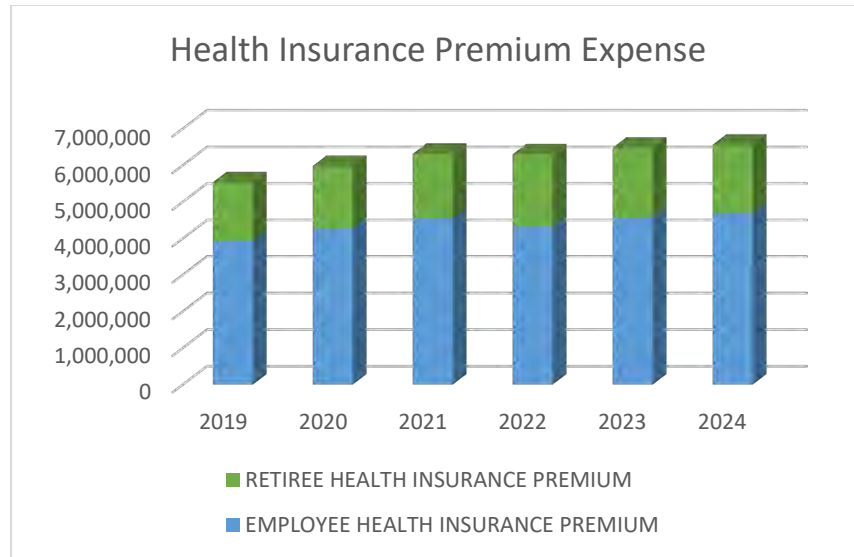
Contributions from the General Fund, Transportation Fund, Water Fund and Airport Fund provide revenue to this fund in an amount sufficient to cover expenses. According to the City's fund balance policy, this fund should maintain a reserve of \$1.0 million. For FY 2024, contributions from other funds have been calculated such that the ending net position at 12/31/2024 is \$1.04 million.

Fund/Account Number	Description		FY 2024 Amount
100-55-00-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	Exp	\$1,232,216
200-30-37-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	Exp	15,598
600-00-00-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	Exp	57,192
650-00-00-42600	WORKER'S COMPENSATION/LIABILITY INSURANCE	Exp	51,992
700-00-00-38500	EMPLOYER CONTRIBUTIONS	Rev	\$1,356,998

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 the provision of health insurance. This move 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 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. Retirees fall into four tiers and pay a portion of the premium dependent upon hire date; employees hired on or after January 1, 2012 (Tier 4) will pay 100% of the premium when they retire.



Contributions from the General Fund, Transportation Fund, Water Fund and Airport Fund are also revenues to this fund in an amount sufficient to cover expenses. According to the City's fund balance policy, this fund should maintain a reserve of one month of premiums, which is approximately \$500,000. For FY 2024, contributions from other funds have been calculated such that the ending net position at 12/31/2024 is \$801,892.

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 700 - WORK COMP/LIAB INSURANCE FUND						
ESTIMATED REVENUES						
SERVICE CHARGES						
700-00-00-38500	EMPLOYER CONTRIBUTIONS	898,220	753,317	1,079,218	1,079,218	1,356,998
SERVICE CHARGES		898,220	753,317	1,079,218	1,079,218	1,356,998
OTHER INCOME						
700-00-00-37100	INVESTMENT INTEREST	198	26,936	2,500	50,000	25,000
700-00-00-38200	REFUNDS / REIMBURSEMENTS	362	19,630		9,180	
700-00-00-38300	PROPERTY DAMAGE COMPENSATION	124,220	29,274		6,382	
OTHER INCOME		124,780	75,840	2,500	65,562	25,000
TOTAL ESTIMATED REVENUES		1,023,000	829,157	1,081,718	1,144,780	1,381,998
EXPENSES						
CONTRACTUAL SERVICES						
700-00-00-62200	LEGAL SERVICES	175,211	82,307	150,000	150,000	160,000
700-00-00-63800	CONTRACTED SERVICES	567,501	560,448	571,158	655,000	775,000
700-00-00-63999	TPA ADMINISTRATION	30,000	14,145	12,000	9,500	25,000
700-00-00-65300	LEGAL EXPENSES & NOTICES	4,200				
700-00-00-69100	CLAIMS: LIAB & PROP INSURANCE	122,329	79,219	125,000	125,000	125,000
700-00-00-69150	CLAIMS: WORK COMP INSURANCE	(254,700)	275,977	400,000	400,000	400,000
CONTRACTUAL SERVICES		644,541	1,012,096	1,258,158	1,339,500	1,485,000
TOTAL EXPENSES		644,541	1,012,096	1,258,158	1,339,500	1,485,000
NET OF REVENUES/APPROPRIATIONS - FUND 700		378,459	(182,939)	(176,440)	(194,720)	(103,002)
BEGINNING FUND BALANCE		1,144,700	1,523,161	1,340,222	1,340,222	1,145,502
ENDING FUND BALANCE		1,523,159	1,340,222	1,163,782	1,145,502	1,042,500

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 710 - HEALTH INSURANCE FUND						
ESTIMATED REVENUES						
SERVICE CHARGES						
710-00-00-38500	EMPLOYER CONTRIBUTIONS	5,063,504	5,233,229	5,338,262	5,338,262	5,445,874
710-00-00-38510	EMPLOYEE CONTRIBUTIONS	854,409	879,409	911,038	911,038	952,074
710-00-00-38520	RETIREE CONTRIBUTIONS	637,919	659,453	664,181	664,181	682,700
710-00-00-38530	LIBRARY CONTRIBUTIONS	274,604	148,942	62,151	222,443	356,086
710-00-00-38590	OTHER CONTRIBUTIONS	722	1,819			
SERVICE CHARGES		6,831,158	6,922,852	6,975,632	7,135,924	7,436,734
OTHER INCOME						
710-00-00-37100	INVESTMENT INTEREST	21	974	100	12,500	13,000
OTHER INCOME		21	974	100	12,500	13,000
TOTAL ESTIMATED REVENUES		6,831,179	6,923,826	6,975,732	7,148,424	7,449,734
EXPENSES						
PERSONNEL						
710-00-00-41700	DEFERRED COMPENSATION	165,930	173,881	200,000	200,000	200,000
710-00-00-41800	HSA CONTRIBUTIONS	78,750	76,146	85,000	85,000	85,000
710-00-00-41850	INSURANCE OPT-OUT CONTRIBUTION	50,055	79,189	76,305	87,263	171,229
710-00-00-42100	EMPLOYER PORTION FICA	8,232	9,087	8,775	8,775	8,775
710-00-00-42200	EMPLOYER PORTION IMRF	11,667	2,766	5,226	5,226	5,130
710-00-00-67500	WELLNESS BENEFIT PAYMENTS	25,425	27,149	35,000	35,000	35,000
PERSONNEL		340,059	368,218	410,306	421,264	505,134
CONTRACTUAL SERVICES						
710-00-00-42580	EMPLOYEE LIFE INSURANCE PREMIUM	16,671	14,062	16,500	16,500	16,500
710-00-00-62100	FINANCIAL SERVICES	21	73	100		
710-00-00-62600	MEDICAL SERVICES			6,000		
710-00-00-63998	FLEX ADMINISTRATION	3,260	3,196	4,500	4,500	4,500
710-00-00-67100	EMPLOYEE HEALTH INSURANCE PREMIUM	4,548,253	4,323,568	4,574,800	4,563,842	4,689,701
710-00-00-67200	LIBRARY HEALTH INSURANCE PREMIUM	154,391	128,094	62,151	222,443	356,086
710-00-00-67300	RETIREE HEALTH INSURANCE PREMIUM	1,760,694	1,973,356	1,911,876	1,911,876	1,869,313
CONTRACTUAL SERVICES		6,483,290	6,442,349	6,575,927	6,719,161	6,936,100
TOTAL EXPENSES		6,823,349	6,810,567	6,986,233	7,140,425	7,441,234
NET OF REVENUES/APPROPRIATIONS - FUND 710		7,830	113,259	(10,501)	7,999	8,500
BEGINNING FUND BALANCE		664,304	672,133	785,393	785,393	793,392
ENDING FUND BALANCE		672,134	785,392	774,892	793,392	801,892

Section Ten

Fiduciary Funds

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



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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 two defined benefit pension plans: the Police Pension Plan and the Firefighters' Pension Plan, which are both single-employer pension plans. The benefits, benefit levels, employee and employer contributions are governed by Illinois state statute and can only be amended by the Illinois General Assembly. Revenue sources are primarily employer (City) contributions, investment earnings, and employee contributions from active Police and Fire Department personnel. Expenses are paid for retiree, disability, and surviving spouse pensions, financial management and investment fees, legal 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 December 31, 2022, for the Police Pension Fund and the Fire Pension Fund were 53.6% and 41% respectively.

On October 10, 2019, Governor J.B. Pritzker received the report of the Illinois Pension Consolidation Task Force (created in February 2019) that advised the Governor to pursue consolidation of all fire pension boards and all police pension boards into two, state-wide entities to materially and dramatically improve the long-term portfolio performance of police and fire pension funds. Governor Pritzker's office subsequently drafted SB1300, which ultimately became Public Act 101-0610, creating the Illinois Police Officers' Pension Investment Fund (IPOPIF) and the Firefighters' Pension investment Fund (FPIF) on December 19, 2019, with local boards still retaining control over approval of retirement and disability pensions. The statute created transition boards of trustees, appointed by the Governor, to undertake a path toward the consolidation of funds. The FPIF got off to a faster start, accomplishing the creation of a working office and a permanent board of trustees in 2022. The DeKalb Firefighters' Pension Fund's assets were consolidated into the downstate fund in January 2022.

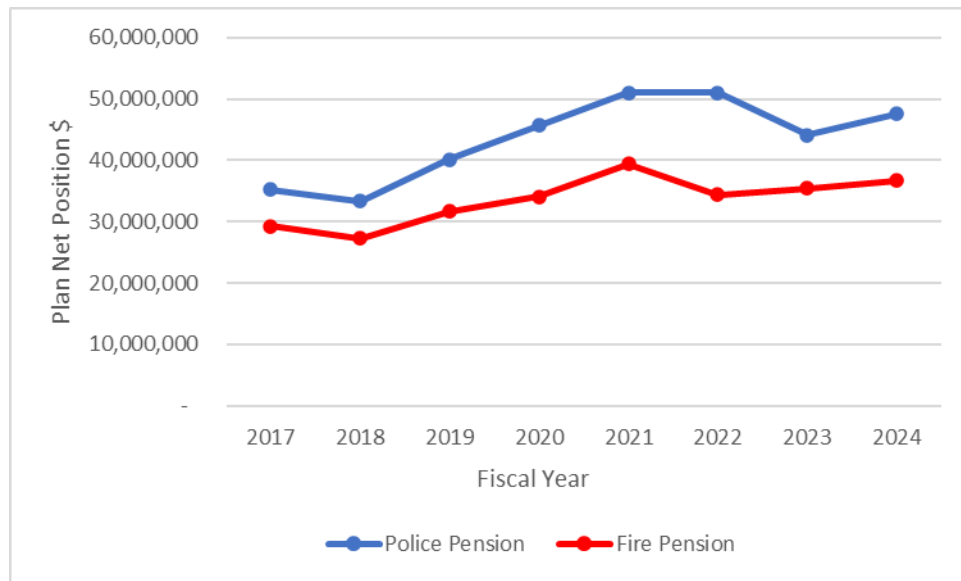
The IPOPIF was under challenge in the state courts, but an order of summary judgment was issued by the Circuit Court of Kane County in favor of the consolidation as authorized by Public Act 101-0610. That judgment was promptly appealed, and an appeals court ruling was eventually made in favor of the constitutionality of the consolidation. The consolidation of the assets of the DeKalb Police Pension Fund and the expected savings from a reduction, state-wide, in overall actuarial and financial management costs should soon be realized.

Annual contributions into the fund are determined by an actuarial study conducted annually by an independent actuary. The City of DeKalb has chosen to fund based on a higher amount than statutorily required, to achieve 100% funding by 2040. 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

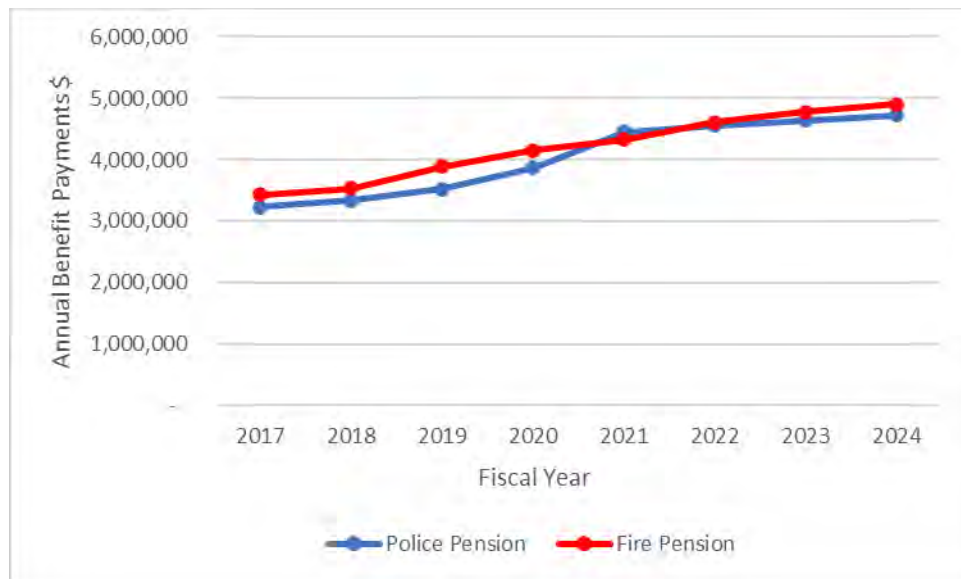
tax process. As such, a portion of the contributions comes from property tax (about 85%) with the remainder coming from other General Fund sources, such as sales and income tax.

The employee contributions are payroll contributions being made by current employees. The contribution percentage as set by statute for Police is 9.91% of base salary, and the contribution percentage for Fire is 9.455% of base salary.

The chart below depicts the Pension Funds' net position since December 31, 2017 (FY 2017). The data points for 2023 and 2024 are yet unknown, and unrealized market values approaching the end of 2023 have not been factored into these amounts.



The chart below depicts the Pension Funds' annual benefit payments since December 31, 2017 (FY 2017).



GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 830 - POLICE PENSION FUND						
ESTIMATED REVENUES						
SERVICE CHARGES						
830-00-00-38500	EMPLOYER CONTRIBUTIONS	3,614,881	3,707,827	3,901,382	3,901,382	4,130,481
830-00-00-38510	EMPLOYEE CONTRIBUTIONS	564,388	864,492	689,818	689,818	767,627
SERVICE CHARGES		4,179,269	4,572,319	4,591,200	4,591,200	4,898,108
OTHER INCOME						
830-00-00-37100	INVESTMENT INTEREST	1,880,375	1,196,784	500,000	500,000	970,815
830-00-00-37500	GAIN/LOSS ON INVESTMENTS	3,865,651	(8,293,712)			2,427,036
830-00-00-38100	MISCELLANEOUS REVENUE	3,377				
OTHER INCOME		5,749,403	(7,096,928)	500,000	500,000	3,397,851
TOTAL ESTIMATED REVENUES		9,928,672	(2,524,609)	5,091,200	5,091,200	8,295,959
EXPENSES						
PERSONNEL						
830-00-00-41950	SERVICE PENSIONS	4,264,689	3,762,728	3,849,509	3,849,509	3,932,780
830-00-00-41951	NON-DUTY DISABILITY PENSIONS		47,852	47,852	47,852	47,852
830-00-00-41952	DUTY DISABILITY PENSIONS		48,147	48,147	48,147	48,147
830-00-00-41953	SURVIVING SPOUSE PENSIONS		571,883	597,670	597,670	597,670
830-00-00-41960	SERVICE CREDIT TRANSFER	110,420			0	0
830-00-00-41970	CONTRIBUTION REFUNDS	87,253	136,110	100,000	100,000	100,000
PERSONNEL		4,462,362	4,566,720	4,643,178	4,643,178	4,726,449
CONTRACTUAL SERVICES						
830-00-00-62100	FINANCIAL SERVICES - L & A	13,670	16,115	14,173	14,173	16,120
830-00-00-62110	FINANCIAL SERVICES - AUDIT		4,870	4,965	4,965	5,114
830-00-00-62120	FINANCIAL SERVICES - ACTUARY		4,150	3,957	3,957	4,076
830-00-00-62150	INVESTMENT SERVICES	72,835	70,176	19,000	68,390	70,442
830-00-00-62600	MEDICAL SERVICES	1,458	2,400	2,500	2,500	2,575
830-00-00-62750	INSURANCE SERVICES	9,252	9,379	9,685	9,685	9,976
830-00-00-63800	CONTRACTED SERVICES	8,000	8,000	10,500	10,500	10,815
830-00-00-63900	OTHER PROFESSIONAL SERVICES	13,273		1,200	1,200	1,236
830-00-00-65300	LEGAL EXPENSES & NOTICES	13,067	1,855	10,500	10,500	10,815
830-00-00-66100	DUES & SUBSCRIPTIONS	795	795	800	800	800
830-00-00-66200	TRAINING/TRAVEL	1,540	2,275	2,500	2,500	2,500
CONTRACTUAL SERVICES		133,890	120,015	79,780	129,170	134,469
TOTAL EXPENSES		4,596,252	4,686,735	4,722,958	4,772,348	4,860,918
NET OF REVENUES/APPROPRIATIONS - FUND 830		5,332,420	(7,211,344)	368,242	318,852	3,435,041
BEGINNING FUND BALANCE		45,703,199	51,035,619	43,824,275	43,824,275	44,143,127
FUND BALANCE ADJUSTMENTS						
ENDING FUND BALANCE		51,035,619	43,824,275	44,192,517	44,143,127	47,578,168

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 850 - FIRE PENSION FUND						
ESTIMATED REVENUES						
SERVICE CHARGES						
850-00-00-38500	EMPLOYER CONTRIBUTIONS	4,282,230	4,415,632	4,933,015	4,933,015	5,343,974
850-00-00-38510	EMPLOYEE CONTRIBUTIONS	522,552	536,307	584,866	554,223	616,204
SERVICE CHARGES		4,804,782	4,951,939	5,517,881	5,487,238	5,960,178
OTHER INCOME						
850-00-00-37100	INVESTMENT INTEREST	1,502,083	234,856	300,000	350,000	300,000
850-00-00-37500	GAIN/LOSS ON INVESTMENTS	3,446,278	(5,513,400)			
850-00-00-38100	MISCELLANEOUS REVENUE	28	(1,790)			
OTHER INCOME		4,948,389	(5,280,334)	300,000	350,000	300,000
TOTAL ESTIMATED REVENUES		9,753,171	(328,395)	5,817,881	5,837,238	6,260,178
EXPENSES						
PERSONNEL						
850-00-00-41950	SERVICE PENSIONS	4,321,757	3,885,752	4,042,768	4,042,768	4,162,609
850-00-00-41952	DUTY DISABILITY PENSIONS		359,116	364,721	364,721	370,612
850-00-00-41953	SURVIVING SPOUSE PENSIONS		372,129	372,129	372,129	372,129
850-00-00-41954	DEPENDENT PENSIONS				197	294
850-00-00-41970	CONTRIBUTION REFUNDS	7,313				
PERSONNEL		4,329,070	4,616,997	4,779,618	4,779,815	4,905,644
CONTRACTUAL SERVICES						
850-00-00-62100	FINANCIAL SERVICES - L & A	17,580	19,270	18,720	18,720	19,282
850-00-00-62110	FINANCIAL SERVICES - AUDIT		4,870	4,965	4,965	5,065
850-00-00-62120	FINANCIAL SERVICES - ACTUARY		3,550	3,657	3,650	3,760
850-00-00-62150	INVESTMENT SERVICES	49,848	26,559	10,480	22,517	33,600
850-00-00-63800	CONTRACTED SERVICES	13,123				
850-00-00-63900	OTHER PROFESSIONAL SERVICES	6,336	203			
850-00-00-65100	FREIGHT & POSTAGE		9			
850-00-00-65300	LEGAL EXPENSES & NOTICES	4,725	3,700	2,900	2,900	3,400
850-00-00-66100	DUES & SUBSCRIPTIONS	500	500	500	890	500
850-00-00-66200	TRAINING/TRAVEL	450	1,819	2,995	2,995	3,000
850-00-00-66300	TRAVEL EXPENSES	351				
CONTRACTUAL SERVICES		92,913	60,480	44,217	56,637	68,607
TOTAL EXPENSES		4,421,983	4,677,477	4,823,835	4,836,452	4,974,251
NET OF REVENUES/APPROPRIATIONS - FUND 850		5,331,188	(5,005,872)	994,046	1,000,786	1,285,927
BEGINNING FUND BALANCE		34,072,837	39,404,025	34,398,153	34,398,153	35,398,939
FUND BALANCE ADJUSTMENTS						
ENDING FUND BALANCE		39,404,025	34,398,153	35,392,199	35,398,939	36,684,866

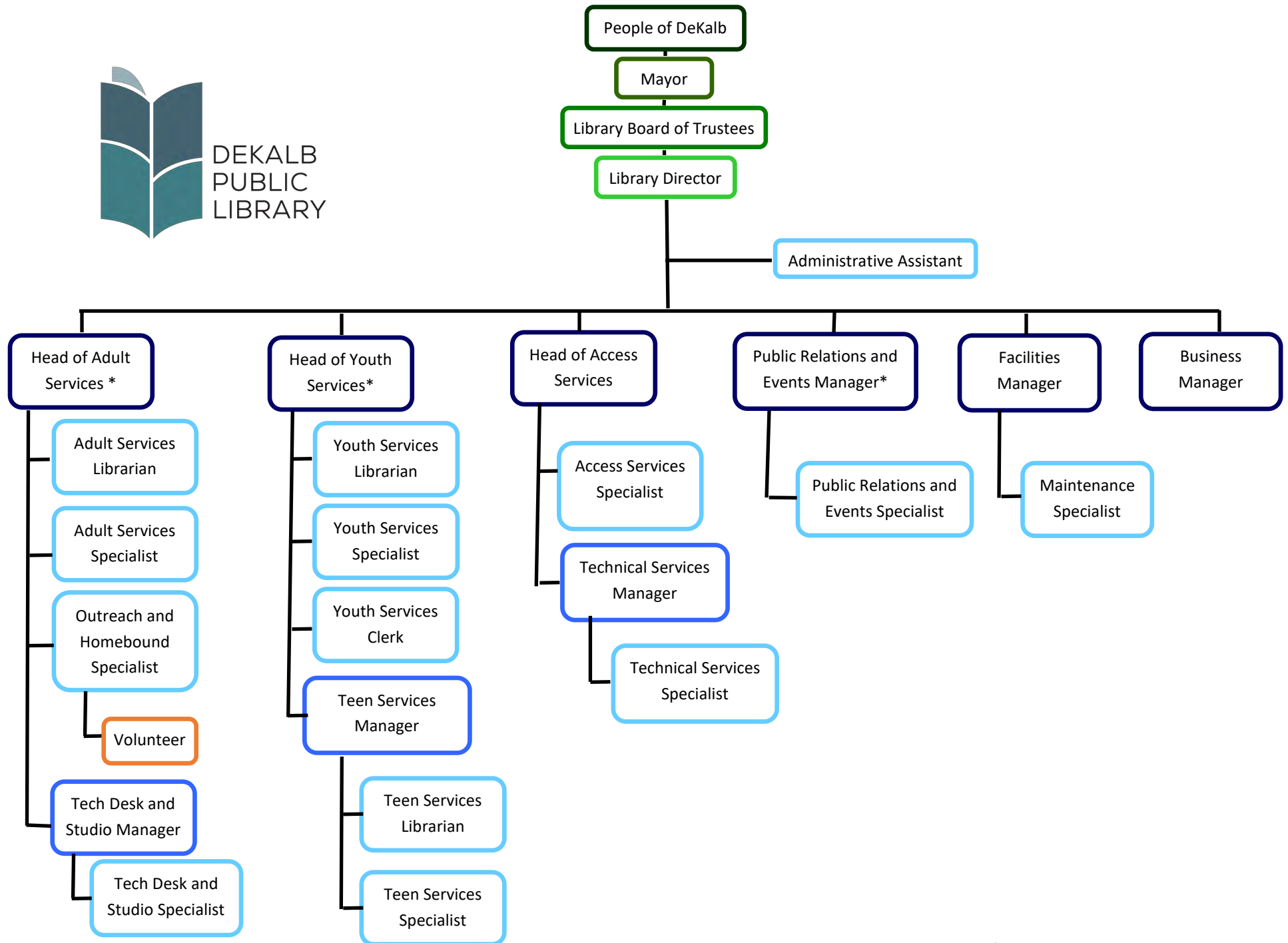
Section Eleven

Discretely Presented Component Unit

- DeKalb Public Library (Fund 900)



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* Denotes Executive Team member



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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 2020, the DeKalb City Council and the DeKalb Planning and Zoning Commission have been meeting in the Yusunas Room in the lower level of the Library.

The library offers rich resources through its own collection of more than 150,000 physical items 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. The Library has approximately 16 full-time and 33 part-time employees.



GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
Fund 900 - DeKalb Public Library						
ESTIMATED REVENUES						
Dept 00-00 - GENERAL						
PROPERTY TAXES						
900-00-00-30170	PROPERTY TAX - LIBRARY	2,642,964	2,931,266	2,931,266	2,931,266	3,387,911
	PROPERTY TAXES	2,642,964	2,931,266	2,931,266	2,931,266	3,387,911
INTERGOVERNMENTAL REVENUES						
900-00-00-33200	STATE GRANTS	59,428	64,944	64,944	64,944	64,944
900-00-00-33300	LOCAL GRANTS	5,797	2,000	2,000	2,000	2,000
900-00-00-33600	PERSONAL PROPERTY REPLACEMENT TAX	132,597	40,000	40,000	40,000	40,000
	INTERGOVERNMENTAL REVENUES	197,822	106,944	106,944	106,944	106,944
OTHER INCOME						
900-00-00-34985	LIBRARY SALES	2,599				
900-00-00-34990	LIBRARY NON-RESIDENT DUES	1,497	1,500	1,500	1,500	2,000
900-00-00-37100	INVESTMENT INTEREST	4,108				
900-00-00-37600	UNREALIZED INV GAIN/LOSS	(23,493)				
900-00-00-38100	MISCELLANEOUS REVENUE	6,399	2,000	2,000	2,000	2,000
900-00-00-38400	DONATIONS / CONTRIBUTIONS	29,450	20,000	20,000	20,000	20,000
900-00-00-38450	ENDOWMENTS	11,853	6,500	6,500	6,500	6,500
900-00-00-38490	ANNUAL CAMPAIGN REVENUE	7,660	3,000	3,000	3,000	3,000
900-00-00-38850	TIF PROPERTY TAX SURPLUS	5,300				40,000
	OTHER INCOME	45,373	33,000	33,000	33,000	73,500
FINES						
900-00-00-35890	LIBRARY FINES	9,321	7,000	7,000	7,000	7,500
	FINES	9,321	7,000	7,000	7,000	7,500
TRANSFERS IN						
900-00-00-39100	TRANSFER FROM GENERAL FUND	485,750				
	TRANSFERS IN	485,750				
TOTAL REVENUES		3,381,230	3,078,210	3,078,210	3,078,210	3,575,855
EXPENDITURES						
PERSONNEL						
900-00-00-41100	WAGES - FULL-TIME	1,067,090	1,240,637	1,240,637	1,240,637	1,484,100
900-00-00-41200	WAGES - PART-TIME	338,846	398,667	398,667	398,667	359,000
900-00-00-42100	EMPLOYER PORTION FICA	105,731	125,407	125,407	125,407	140,787
900-00-00-42200	EMPLOYER PORTION IMRF	133,981	108,059	108,059	108,059	127,720
900-00-00-42500	EMPLOYEE HEALTH INSURANCE	228,061	216,885	216,885	216,885	261,550
900-00-00-42600	WORKER'S COMPENSATION/LIABILITY INSURANC		4,000	4,000	4,000	4,000
900-00-00-42700	UNEMPLOYMENT INSURANCE	4,245	6,000	6,000	6,000	6,000
900-00-00-48190	CHANGE IN COMP ABS-LIBRARY	(1,606)				
900-00-00-48290	IMRF NPO-LIBRARY	65,845				
900-00-00-48390	NET OPEB-LIBRARY	(125,298)				
	PERSONNEL	1,816,895	2,099,655	2,099,655	2,099,655	2,383,157
CONTRACTUAL SERVICES						
900-00-00-42580	EMPLOYEE LIFE INSURANCE PREMIUM		2,000	2,000	2,000	2,000
900-00-00-61100	MAINTENANCE-GROUNDS	18,775	13,915	13,915	13,915	19,650
900-00-00-61300	MAINTENANCE-BUILDINGS	96,045	99,564	99,564	99,564	99,564
900-00-00-62100	FINANCIAL SERVICES	37,675	29,765	29,765	29,765	32,000
900-00-00-62200	LEGAL SERVICES	5,040	10,000	10,000	10,000	10,000
900-00-00-62400	TECHNOLOGY SERVICES	79,386	59,205	59,205	59,205	70,489
900-00-00-63800	CONTRACTED SERVICES	39,906				
900-00-00-63900	OTHER PROFESSIONAL SERVICES	10,918	5,500	5,500	5,500	5,500
900-00-00-63950	LIBRARY PROGRAMS	28,221	20,600	20,600	20,600	28,933
900-00-00-63955	GRANT FUNDED PROGRAMS	11,109	2,000	2,000	2,000	2,000
900-00-00-63960	DONATIONS/FRIENDS OF THE LIBRARY	865	8,000	8,000	8,000	8,000
900-00-00-63965	ENDOWMENTS AND MEMORIALS	2,758	6,500	6,500	6,500	6,500
900-00-00-63970	LIBRARY ELECTRONIC RESOURCES	73,277	72,230	72,230	72,230	78,730
900-00-00-63975	LIBRARY CONSORTIA SERVICES	34,785	38,550	38,550	38,550	40,477
900-00-00-64100	ELECTRIC SERVICES	1,164	1,500	1,500	1,500	1,500
900-00-00-64200	NATURAL GAS SERVICES	20,232	13,200	13,200	13,200	15,000
900-00-00-64300	REFUSE REMOVAL SERVICES	2,366	3,000	3,000	3,000	3,200

GL NUMBER	DESCRIPTION	2021 ACTIVITY	2022 ACTIVITY	2023 AMENDED BUDGET	2023 PROJECTED ACTIVITY	2024 REQUESTED BUDGET
900-00-00-64400	SEWER SERVICES	4,429	5,000	5,000	5,000	5,000
900-00-00-64500	TELEPHONE SERVICES	15,949	14,900	14,900	14,900	18,500
900-00-00-64600	CABLE/INTERNET SERVICES	2,960	6,730	6,730	6,730	4,480
900-00-00-65100	FREIGHT & POSTAGE	1,917	2,000	2,000	2,000	2,000
900-00-00-65200	MARKETING ADS & PUBLIC INFO	20,317	20,400	20,400	20,400	20,000
900-00-00-66100	DUES & SUBSCRIPTIONS	1,051	3,770	3,770	3,770	4,422
900-00-00-66200	TRAINING/TRAVEL	9,422	6,000	6,000	6,000	8,000
900-00-00-66300	TRAVEL EXPENSES	2,693	2,000	2,000	2,000	3,500
900-00-00-69200	SURETY BONDS	50,335	55,020	55,020	55,020	54,047
CONTRACTUAL SERVICES		571,595	501,349	501,349	501,349	543,492
COMMODITIES						
900-00-00-51300	SUPPLIES/PARTS-BUILDINGS	10,367	4,850	4,850	4,850	16,000
900-00-00-52000	OFFICE SUPPLIES	12,319	16,100	16,100	16,100	24,296
900-00-00-59900	LIBRARY MATERIALS	122,552	141,700	141,700	141,700	139,600
900-00-00-59999	COMMODITIES	4,209	6,400	6,400	6,400	900
COMMODITIES		149,447	169,050	169,050	169,050	180,796
DEBT SERVICES						
900-00-00-72900	DEPRECIATION-LIBRARY	606,620				
900-00-00-76000	DEBT SERVICE - INTEREST	111,088				
900-00-00-79850	BOND ISSUANCE COSTS	42,263				
DEBT SERVICES		759,971				
EQUIPMENT						
900-00-00-83900	OTHER CAPITAL IMPROVEMENTS		257,010	257,010	257,010	389,888
900-00-00-86000	EQUIPMENT	21,360	51,147	51,147	51,147	27,703
EQUIPMENT		21,360	308,157	308,157	308,157	417,591
TOTAL EXPENDITURES		3,319,268	3,078,211	3,078,211	3,078,211	3,525,036
NET OF REVENUES/EXPENDITURES - FUND 900						
		61,962	(1)	(1)	(1)	0
BEGINNING FUND BALANCE		19,504,470	19,566,432	19,566,432	19,566,432	19,566,431
ENDING FUND BALANCE		19,566,432	19,566,431	19,566,431	19,566,431	19,617,250



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Appendix

- Financial Policies
- Performance Measures
- Glossary
- Chart of Accounts
- Non-Bargaining Unit Pay Plan



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Budget Policy

Policy Number: 01-01

Date: January 9, 2017

Revised: November 2022

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 Annual Comprehensive 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 shall be held 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 monthly budget vs. actual 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 its strategic plans 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. Currently, the City is funding both the Police Pension and Firefighters' Pension Funds more than the statutory minimum, that is, the City is contributing an amount sufficient to be **100%** funded by 2040 under the Entry Age Normal actuarial cost method. Additionally, the City will annually review all assumptions within the actuarial valuation to determine they are sound and in accordance with industry norms and best practices.

7. The annual budget should provide funding for the adequate maintenance of municipal equipment, municipal facilities, and infrastructure.
8. The budget will provide sufficient funding to cover annual debt retirement costs.
9. 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 reduce major expenditure jumps in the annual budget when these acquisitions are made.
10. 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.
11. 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. Long-term debt will not be used for funding current expenditures.
12. 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%. If the reserve falls below 25%, a plan will be established to rebuild the balance.
13. The City may be 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. 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 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.
13. The City will annually seek the Distinguished Budget Presentation Award offered by the Government Finance Officers Association (GFOA).

Fund Balance Policy

Policy Number: 01-02

Date: January 9, 2017

Revised: November 2022

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:

Non-spendable 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 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 as well as available local, state, and federal grants. 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 non-spendable

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 first, in the following order:

- Non-spendable (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 operating 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 Fund: This fund will be used to account for all water capital improvement projects 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 operating expenses, plus the budgeted capital improvements for the current fiscal year.

Health Insurance Fund: The Health Insurance Fund should maintain unrestricted net assets of one month of IPBC's premium. Any amount above this threshold shall be used to reduce the following year's contributions from the General, Water and Airport Funds..

The Workers' Compensation & Liability Insurance Fund: This 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). Any amount above this threshold shall be used to reduce the following year's contributions from the General, Water and Airport Funds.

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, along with a summary of major fund balances. As part of the annual budget process, the City Council shall receive an update on the General Fund with a year-end forecast for the fiscal 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

Policy Number: 01-03

Date: January 9, 2017

Revised: November 2022

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 will be dedicated as well as transfers from the General Fund determined annually through the budget process. At a future date when one or more cannabis dispensaries have opened in the City, a portion of the sales tax generated from those establishments will also be recorded in this fund. 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 City shall create and annually update a multi-year Capital Improvement Program (CIP) which shall be the basis for the annual budget of the CERF. 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. 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.

If the City determines that financing, rather than outright purchase, is necessary or prudent to replace the vehicles or equipment normally purchased from this fund, then the ongoing debt service on the capital loans or leases shall be made from the CERF.

Revenue and Expenditure Policy

Policy Number: 01-04

Date: January 9, 2017

Revised: November 2022

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 and Fire pensions per actuarial recommendations. If the actuarial reports indicate 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 IMRF pension.
 - c. Levy for FICA.
 - d. Levy for general obligation bond principal and interest, less abatements.
 - e. 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.
 - f. 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. When preparing forecasts for the annual budget, staff will utilize generally accepted forecasting techniques that include the use of historical data, trend analysis, and consider the impact of changing economic conditions on the City's revenue sources. This approach produces revenue estimates that are as reliable as possible and reduces the likelihood of actual revenues falling short of budget estimates during the year.
4. The City Manager should impose spending limits if, in his/her judgment, revenues will be below original estimates. Department Heads or their designee should review and monitor, on a monthly basis, expenditures to assure control of spending within available revenues.
5. One-time revenues should be used only for one-time expenditures and not for ongoing expenditures. One-time revenues cannot be relied upon in future budget years. Examples of one-time revenues are unexpected additional tax payments, non-recurring grants, sales of City assets, and one-time payments to the City.
6. Ongoing transfers will be made from the General Fund to the Capital Equipment 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.
3. Investing in projects that will result in long-term operating or capital cost savings is the best use of one-time revenues. For example, these may include early debt retirement, capital expenditures that will reduce operating costs or address deferred capital needs, information technology projects that will improve efficiency, and special projects that will not incur ongoing operating costs.
4. Long-term revenue and expenditure forecasting shall be done on an annual basis to ensure that City Council objectives are able to be met, and to identify and mitigate fiscal distress.

Accounting, Auditing and Financial Reporting Policy

Policy Number: 01-05

Date: January 9, 2017

Revised: November 2022

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 Annual Comprehensive Financial Report (ACFR) 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 Board (GASB).

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

The City shall prepare monthly significant account reconciliations, year-end adjustments, and year-end financial statements. 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 60 days after the close of the fiscal year, all City departments must have submitted any invoices and any anticipated grant revenue related to the prior fiscal year for accruals. 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's 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 Annual Comprehensive 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

Revised: November 2022

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, alleys, right-of-way, bridges, storm sewers and traffic signals are capitalized. In the case of the initial capitalization of general infrastructure assets (i.e., those reported by the governmental activities) the government chooses to include all such items regardless of their acquisition date. With the implementation of GASB 34 and for purposes of tracking land and infrastructure, all assets, regardless of cost, are capitalized. The valuation basis for general capital assets are historical costs, 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	7 to 20 Years
Vehicles	3 to 20 Years
Infrastructure	20 to 50 Years
Water Distribution System	30 to 50 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 verify that these procedures have been adhered to for the purchase of every federally 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.

An inventory of all assets will be performed on an annual basis. The results of the City’s inventory, including federally funded capital assets, will be reconciled to the City’s capital asset records to ensure accuracy. This inventory will be reviewed and approved by the City’s Finance Director.

Debt Management Policy

Policy Number: 01-07

Date: January 9, 2017

Revised: November 2022

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. Return to 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 maintain 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 Purpose 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 be 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 capital leases 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 (CIP)

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 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 budgeted expenditures, exclusive of interfund transfers. Such calculation 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.

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.

Performance Measures

Overview

Performance measurement is the process of collecting, analyzing, and reporting information on the operations of the City's departments, measuring the effectiveness and efficiency of its programs. Some of the key performance measures of the City of DeKalb:

Fiscal Strength

One key measure of the City's fiscal strength, which is publicized throughout the Financial Policies, is the General Fund reserve balance, which is internally required to be maintained at a minimum of 25%:

Performance Measure: General Fund Reserve

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 (Projected)
Total GF Expenditures	\$37,688,289	\$36,192,442	\$36,827,804	\$36,862,084	\$41,387,928	\$43,715,657
Ending GF Balance	\$7,402,857	\$10,524,704	\$12,286,410	\$19,625,868	\$25,317,478	\$30,172,780
% of Reserve	19.64%	29.08%	33.36%	53.24%	61.17%	69.02%
Benchmark	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Measure Achieved?	No	Yes	Yes	Yes	Yes	Yes

A second measure of fiscal strength and a key component of furthering community development, is the change in the City's tax rate and striving to drive it down by increasing overall EAV:

Performance Measure: City Tax Rate

Levy Year	2018	2019	2020	2021	2022	2023 (Projected)
City of DeKalb	0.09019	0.08451	0	0	0	0
City of DeKalb Pension	1.09814	1.07042	1.06868	0.98612	0.89599	0.81397
Total	1.18833	1.15493	1.06868	0.98612	0.89599	0.81397
	-0.0385	-0.0334	-0.0863	-0.0826	-0.0901	-0.0820
Measure Achieved?	Yes	Yes	Yes	Yes	Yes	Yes

In addition to the City's rate, the City communicates regularly with the other taxing bodies in the County to decrease their rates annually, as the community EAV increases, until a collective aggregate target rate of 9.0000 is achieved:

Performance Measure: All Taxing Bodies Rates Combined

Taxing Body	2018	2019	2020	2021	2022
County (blended)	1.09510	1.07520	1.06293	1.03149	0.96761
Forest Preserve (blended)	0.07660	0.07481	0.07396	0.07355	0.06915
DeKalb Township	0.16830	0.16318	0.16002	0.14864	0.14107
DeKalb Road & Bridge	0.19610	0.18671	0.18485	0.17298	0.17052
City of DeKalb	0.09019	0.08451	0.00000	0.00000	0.00000
City of DeKalb Pension Funds	1.09814	1.07042	1.06868	0.98612	0.89599
DeKalb Library	0.20809	0.38683	0.38772	0.38546	0.37454
DeKalb Park District (blended)	0.73664	0.72045	0.70975	0.69631	0.67796
School District 428 (blended)	7.38540	7.18383	7.06491	6.80841	6.09342
Kishwaukee College	0.66834	0.65277	0.65278	0.64100	0.60874
KWRD	0.13754	0.13596	0.13367	0.11998	0.10937
Total Rate	11.86044	11.73467	11.49927	11.06394	10.10837
Change from Prior Year	-0.59519	-0.12577	-0.2354	-0.43533	-0.95557
Measure Achieved?	Yes	Yes	Yes	Yes	Yes

Financial Accountability

The City annually prepares a budget that exceeds statutory requirements and submits it to the GFOA's Distinguished Budget Presentation Award Program. Similarly, the City prepares an Annual Comprehensive Financial Report in accordance with GFOA's Certificate of Achievement for Excellence in Financial Reporting (COA) Program. The number of awards received is listed below.

Performance Measure: Excellence in Financial Reporting

Received:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
GFOA Budget Award	Yes (4)	No	Yes (5)	Yes (6)	Yes (7)	Pending
GFOA COA	Yes (25)	Yes (26)	Yes (27)	Yes (28)	Pending	Not yet Completed

Public Safety

The DeKalb Police Department's Mission Statement:

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 Department prepares an annual report that outlines the strategies employed by the Department in fulfilling this mission and utilizes performance measures to evaluate the effectiveness of these strategies. A new National Incident-Based Reporting System (NIBRS) was implemented in 2021, which has altered the comparability of the numbers. Some of the more significant measures are as follows:

Performance Measure: NIBRS Totals

Offense	2021	2022
Murder	3	1
Negligent Manslaughter	1	0
Justifiable Homicide	1	0
Non-Consensual Sex Offenses	63	76
Agg Battery/Assault	174	125
Simple Assault	1075	981
Intimidation	116	107
Kidnapping/Abduction	12	8
Consensual Sex Offenses	5	1
Human Trafficking-Involuntary Servitude	1	0
Total	1451	1299

The National Incident Based Reporting System (NIBRS) divides all crimes into two categories, Group A and Group B. The chart below groups the most significant crimes against society and crimes against property reported in 2022.

Group A Offenses	2021	2022
Robbery	25	31
Burglary/Breaking & Entering	107	80
Larceny/Theft	845	915
Motor Vehicle Theft	71	60
Arson	9	8
Destruction of Property	573	526
Counterfeiting/Forgery	54	38
Fraud Offense	563	351
Embezzlement	3	2
Extortion/Blackmail	7	3
Bribery	0	0
Stolen Property Offenses	2	2
Crimes Against Property Total	2259	2016

Group A Offenses	2021	2022
Drug/Narcotic Violation	234	294
Drug Equipment Violation	37	32
Gambling Offenses	0	0
Pornography/Obscene Material	6	5
Prostitution	4	2
Weapons Law Violation	74	53
Animal Cruelty	3	8
Crimes Against Society Total	358	394

The number of specific incidents may be a useful tool year over year to determine where to focus the Department's efforts and resources and what level of police officer staffing may be appropriate.

Performance Measure: Public Service Calls

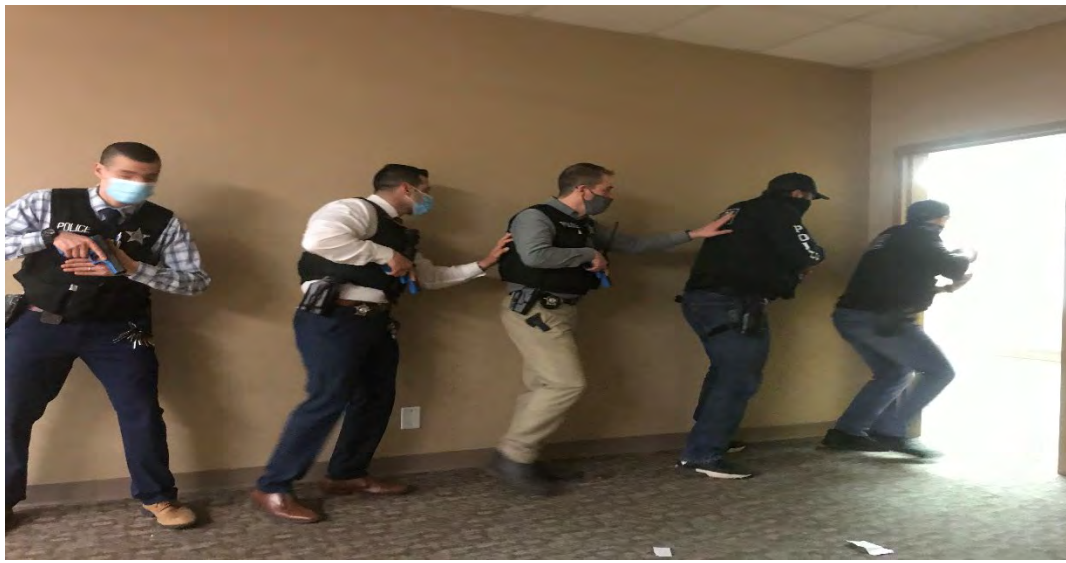
Calls for Service	2020	2021	2022
Public Service/Miscellaneous (all)	19859	15188	14298
Quality of Life & Nuisances:			
Disorderly Conduct	636	1175	1231
Suspicious Activity	2036	2020	2082
Behavioral Health Issues	644	672	501
Wellbeing check	1015	1081	1053
Domestic Calls	1660	1732	1826
Municipal Ordinance Violations	1713	1427	853
All Other	2329	2475	2390
Total	29892	25770	24234

The types of calls fielded by the Department also yields useful information on the success or necessity of additional public outreach programs. Behavioral health data, for example, supports the need for the Department's continued participation in an outsourced social worker program that is part of an agreement with Northwestern Medicine Ben Gordon Mental Health Center.

Performance Measure: Traffic Statistics

	2020	2021	2022
Citations Issued	1,976	2,208	3,661
DUI Arrests	57	81	75
Warnings Issued	1,182	1,053	2,386
Parking Tickets Issued	5,179	6,657	5,870
Abandoned Auto	227	287	203
Pedestrian Warnings	9	7	5
Driving Complaints	476	419	645
Parking Complaints	409	754	687

Lastly, traffic statistics may suggest the need for additional traffic patrol; the increase in citations issued is more characteristic of the increase in officer time involved with traffic enforcement. This data continues to aid in department staffing and allocation of department resources. The full 2022 DeKalb Police Department report can be found on the City website at www.cityofdekalb.com



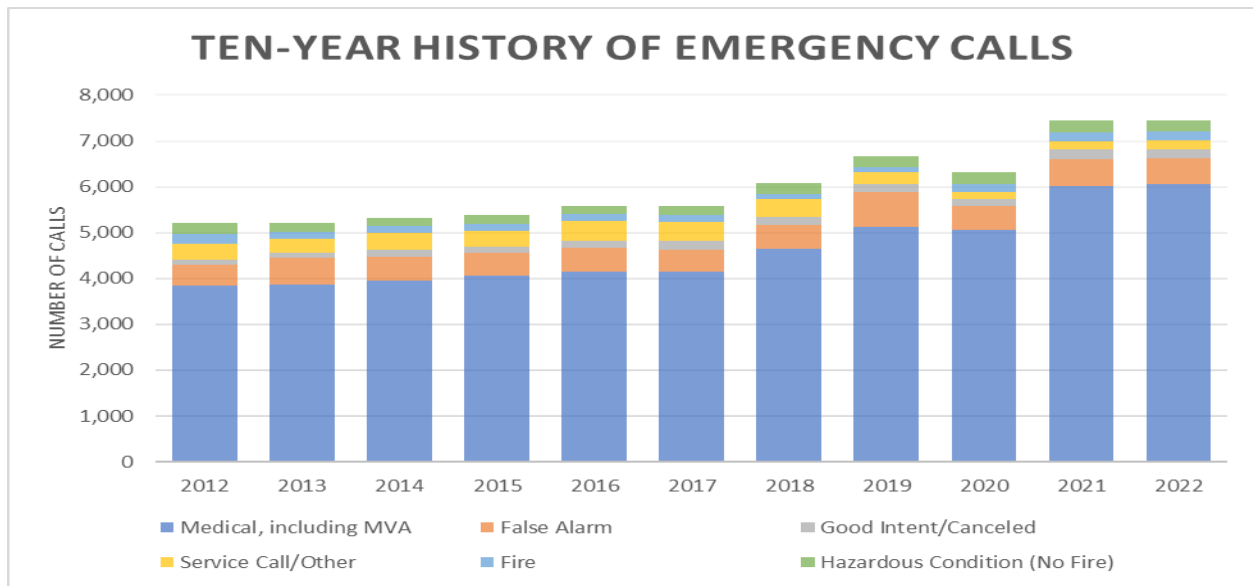
The DeKalb Fire Department's Mission Statement:

We are committed to providing the highest level of service to the citizens of DeKalb and those who visit. We strive to continuously seek innovative and effective ways to protect the lives and property of those we serve through suppression, emergency medical services, education, prevention, and training.

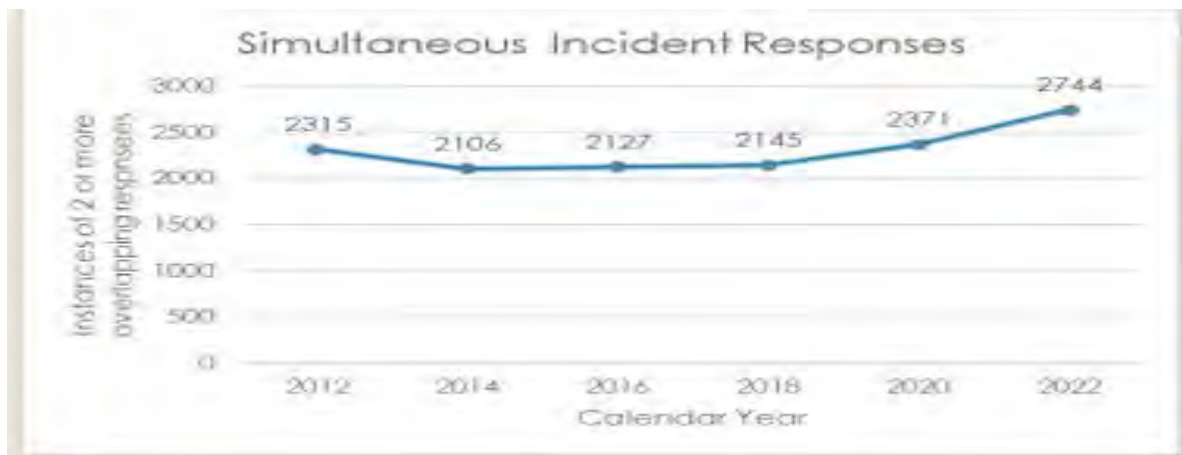
The Fire Department prepares an annual report that outlines the strategies used by the Department in fulfilling this mission and utilizes performance measures to analyze the

effectiveness of employed strategies. Some of the more significant measures are portrayed in the following chart:

Performance Measure: Call Volume



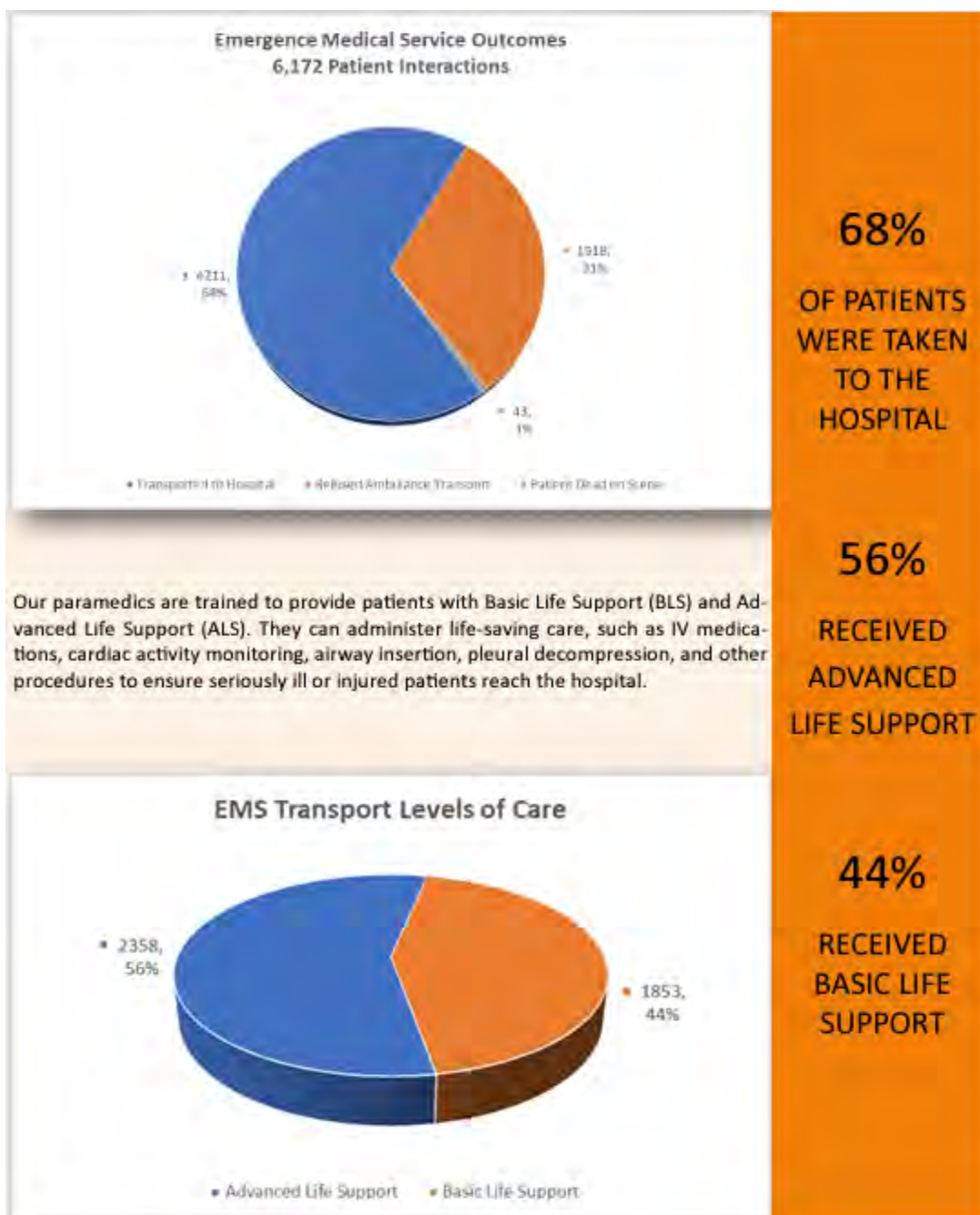
In 2022, the annual call volume was 7,437 responses, keeping pace with 2021. Frequently, the Fire Department is needed in several locations at once. These simultaneous or “overlapping” calls occurred 2,744 times (an average of 8 times a day) in 2022.



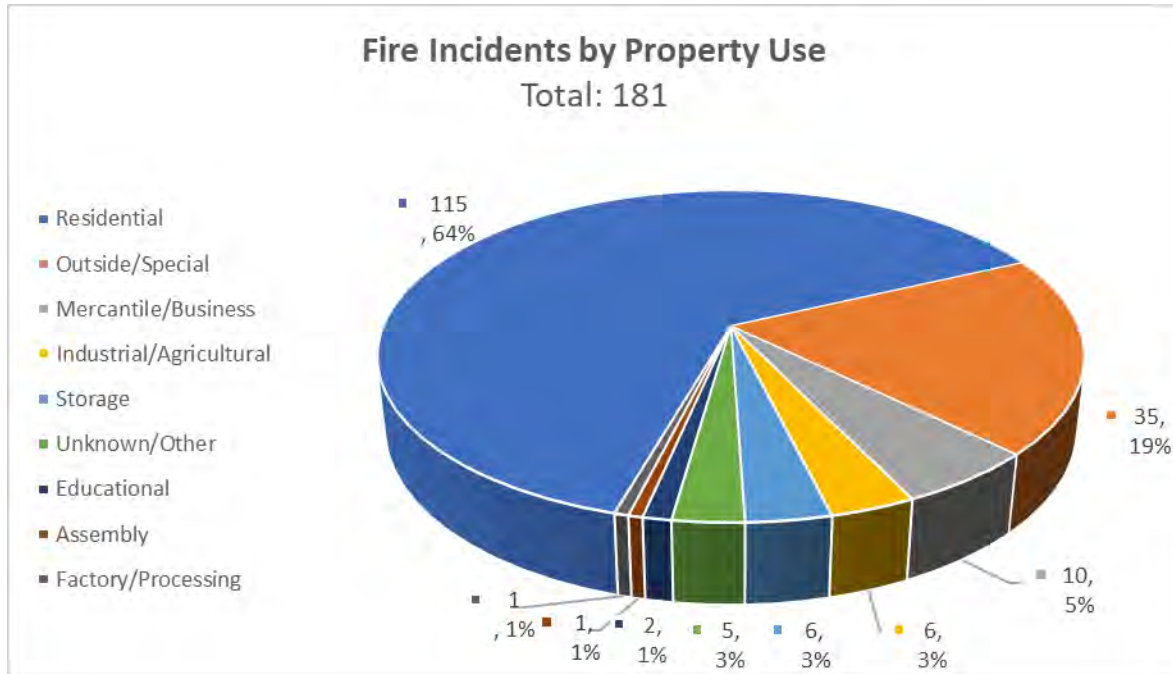
The response times from all stations also rise as a result of simultaneous calls, which continue to grow. Of the Department’s 7,437 calls of all types in 2022 (including rural Fire District calls), 2,744 (37%) “overlapped” with other calls requiring recall alerts to fill empty stations and to beef up staff responses already in progress. In 2018, simultaneous calls constituted 2,145 out of 6,082 total calls (35%).

The National Fire Protection Agency (NFPA) defines response time as the “time that begins when units are enroute to the emergency incident and ends when units arrive at the scene.” This does not include the time for the alarm, dispatch, and turnout prior to rolling an engine or ambulance. The NFPA gold standard for response times is 4 minutes. There is no silver standard, based on

decades of technical study establishing life-saving parameters in both EMS and fireground incidents.



Performance Measure: Emergency Medical Services (EMS)



Performance Measure: Fire Incidents

The National Fire Incident Reporting System (NFIRS) maintains records of fire department emergency response data, which is analyzed by the U.S. Fire Administration to find trends in emergency services. This data is an important tool for evaluating fire-related issues, developing education campaigns, making recommendations for codes and standards, determining consumer product failures, identifying opportunities for research efforts, and supporting federal legislation. To remain eligible for grant opportunities, our department submits NFIRS reporting data, including the following:

- Incident date, time, and location;
- Type of incident;
- Actions taken by crew members;
- Personnel & vehicles dispatched and reporting to the scene;
- Supplies and equipment used;
- Mutual/automatic aid received or given; and
- Narratives of the assessment of the scene and services provided.

This data continues to assist with planning for future facility needs, hiring new personnel, purchasing vehicles, procuring other apparatus and tools, and addressing community challenges.

The full 2022 DeKalb Fire Department report can be found on the City website at www.cityofdekalb.com.





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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.

ACFR - Annual Comprehensive Financial Report

Ad Valorem Tax - A direct tax based "according to value" of property.

Advance 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 advance 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.

Appropriation – A sum of money or total of assets devoted to a special purpose.

Assessed Value - An annual determination of the just or fair market value of property for purposes of ad valorem taxation.

ARPA – American Rescue Plan Act signed into law in March 2021 to provide additional financial relief in the wake of the COVID-19 pandemic.

Audit – An official inspection of an organization's accounts, typically by an independent body.

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 issuer's 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.

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.

CARES Act – Coronavirus Aid, Relief, and Economic Security Act passed by U.S. Congress in March 2020.

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.

Full-Time Equivalent (FTE) – The unit of measurement for an employee calculated as an employee’s scheduled hours divided by the employer’s hours for a full-time workweek.

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.

GAAP – Generally Accepted Accounting Principles, the common set of accounting rules, standards and procedures used by the Financial Accounting Standards Board.

GASB – Governmental Accounting Standards Board, a private organization creating Generally Accepted Accounting Principles for state and local governments.

GEMT – Ground Emergency Medical Transportation – program that provides gap funding between what the City might receive in Medicaid funds for ambulance transports and the actual cost of providing those services.

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.

GFOA – Government Finance Officers Association, a private organization that provides best practice information around accounting, auditing, budgeting, capital planning, debt management, financial reporting, pension and benefit administration, and treasury and investment management to state and local governments.

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.

NEU – Non-Entitlement Unit of local government defined under the American Rescue Plan Act as a city that is not a metropolitan city.

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.

Proprietary Fund – A fund used in governmental accounting to account for activities that involve business-like interactions, either within the government or outside of it. These activities are similar to what would be found in the private sector.

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.

SAFER – Staffing for Adequate Fire and Emergency Response, a federal (FEMA) grant program which provides funding directly to fire departments to increase or maintain the number of trained, frontline firefighters in the city.

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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Chart of Accounts

EXPENDITURES/EXPENSES

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.

41800 HSA CONTRIBUTIONS – The employer cost of HSA contributions to the plans.

41850 INSURANCE OPT-OUT CONTRIBUTIONS – The employer cost of compensation to employees that opt out of City insurance.

41950 SERVICE PENSIONS – Payments to Police Pension and Fire Pension retirees.

41951 NON-DUTY DISABILITY PENSIONS – Payments to Police Pension and Fire Pension retirees.

41952 DUTY DISABILITY PENSIONS – Payments to Police Pension and Fire Pension retirees.

41953 SURVIVING SPOUSE PENSIONS – Payments to Police Pension and Fire Pension retirees.

41954 DEPENDENT PENSIONS – Payments to Police Pension and Fire Pension retirees.

41960 SERVICE CREDIT TRANSFER – Payments to Police Pension and Fire Pension retirees for service credit transfers.

41970 CONTRIBUTIONS REFUNDS – Payments to Police and Fire employees previously contributing into the pension funds that have separated from employment.

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

42200 EMPLOYER PORTION IMRF - The employer contribution of IMRF, which rate changes annually, and applies to gross wages for all employees covered under the IMRF program.

42300 EMPLOYER CONTRIB/PENSION – Contributions from the City into the Police/Fire Pension Funds. 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/LIABILITY INSURANCE – Contribution to the Internal Service Fund and ultimately to the City's insurance company for workers compensation insurance coverage for employees of the City and general liability coverage.

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

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.

51600 SUPPLIES/PARTS-TECHNOLOGY - Amount paid for supplies and minor computer and peripheral equipment.

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-STREETS - 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 MAINTENANCE AIRPORT - 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.

62110 FINANCIAL SERVICES - AUDIT - Amount paid for auditing services in the pension funds.

62120 FINANCIAL SERVICES - ACTUARY - Amount paid for actuarial services in the pension funds.

62150 INVESTMENT SERVICES - Amount paid for investment management services in the pension funds.

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

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

62301 REBUILD ARCHITECT/ENGINEER SERVICES - Amount paid for architect and engineering fees from the Rebuild America Grant.

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 - Amounts paid for Human Services Fund and Community Development Block Grant Funds.

62750 INSURANCE SERVICES – Amounts paid for insurance service charges.

62800 UNEMPLOYMENT INSURANCE SERVICES – Amounts paid for unemployment insurance service charges.

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.

63150 50/50 TREE PLANTING - Amount paid for half of parkway tree replacements, split with the property owner.

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.

63950 LIBRARY PROGRAMS – Amount paid for programs offered at the Library.

63955 GRANT FUNDED PROGRAMS – Amount paid for programs that are grant funded.

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 PREMIUM - Amount paid for standard monthly funding for IPBC – Intergovernmental Personnel Benefit Funding for employee health insurance.

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

67300 RETIREE HEALTH INSURANCE PREMIUM - 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.

68200 PRIVATE PROPERTY REHAB - Amounts paid to partially reimburse property owners to enhance their properties within the city.

68300 REDEVELOPMENT COSTS – Amounts paid to redevelop blighted properties.

68600 TIF SURPLUS DISTRIBUTION – Portion of TIF property taxes that is distributed to other taxing bodies based on intergovernmental agreements.

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

69100 CLAIMS: LIAB & PROP INSURANCE - Amount paid for self-insured general and automotive liability losses.

69150 CLAIMS: WORK COMP INSURANCE - Amount paid for self-insured workers' compensation claims.

69199 PRIV PROP REHAB/REDEVELOP – Amounts paid to redevelop or rehab private property.

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

69700 SPECIAL PROJECTS – Amount paid for projects needed in the downtown business district.

69710 DOWNTOWN ENHANCEMENTS – Amount paid for enhancements to the downtown business district, such as planters, signs, etc.

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/OTHER

71000 BAD DEBT EXPENSE – Amount charged for uncollectable receivables.

72100 DEPRECIATION – PUBLIC SAFETY - Amount charged as an expense for an expired portion of a public safety capital asset.

72200 DEPRECIATION – GEN GOVERNMENT - Amount charged as an expense for an expired portion of a general government capital asset.

72300 DEPRECIATION – HIGHWAY & STREET - Amount charged as an expense for an expired portion of a highway or street capital asset.

72400 DEPRECIATION – COMM IMPROVEMENT - Amount charged as an expense for an expired portion of a common improvement capital asset.

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.

72900 DEPRECIATION – LIBRARY - Amount charged as an expense for an expired portion of a Library capital asset.

73000 GAIN/LOSS ON DISPOSAL – Amount recognized, gain or loss on the disposal 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 CAPITAL LEASE PRINCIPAL - Amount paid for principal payment on capital leases.

79100 CAPITAL LEASE INTEREST - Amount paid for interest payment on capital leases.

79800 PAYMENT TO ESCROW AGENT - Amount paid to escrow agent to refund bonded debt.

79850 BOND ISSUANCE COSTS - Amount paid for administrative fees in combination with the issuance of bonded debt.

79901 DEBT FINANCING – Amount paid for debt financing costs.

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.

83800 BONDED CAPITAL IMPROVEMENTS – Amount paid for bonded capital improvements.

83850 GRANT FUNDED CAPITAL IMPROVEMENTS – Amount paid for grant funded capital improvements.

83900 OTHER CAPITAL IMPROVEMENTS- Amount paid for capital improvements.

83901 REBUILD TRANSPORTATION CONSTRUCTION – Amount paid for transportation construction costs funded by the Rebuild Illinois grant.

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.

85200 LEAD SERVICE REPLACEMENT – Amount paid for replacement of lead service lines.

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.

86301 LEASED EQUIPMENT – Amount paid for the acquisition of leased equipment.

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

87010 VEHICLES/UPFITTING – POLICE – Amount paid to upfit Police vehicles.

87020 VEHICLE/UPFITTING – PUBLIC WORKS – Amount paid to upfit Public Works vehicles.

87030 VEHICLES/UPFITTING – OTHER – Amount paid to upfit other vehicles.

87100 LEASE PURCHASE VEHICLES – Amount paid to lease vehicles for purchase.

TRANSFERS OUT

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

91130 TRANSFER TO GEMT FUND – Amount of permanent transfers to the GEMT Fund.

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

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 of 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/LIABILITY FUND - Amount of permanent transfers to the Workers Compensation/Liability 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.

91830 TRANSFER TO POLICE PENSION FUND - Amount of permanent transfers to the Police Pension Fund.

91850 TRANSFER TO FIRE PENSION FUND - Amount of permanent transfers to the Fire Pension Fund.

Full Time Non Bargaining Unit Pay Plan - 2024						
PAY GRADE	MINIMUM	Pay Range				TITLES
		MID POINT		MAXIMUM		
1	45,760	56,056		66,351		Administrative Associate Video Evidence Technician
2	48,167	59,004		69,842		
3	50,574	61,953		73,332		Administrative Assistant Building Permit Coordinator
4	52,582	64,413		76,245		
5	54,590	66,873		79,157		
6	61,662	75,536		89,410		Accountant Human Resources Coordinator
7	63,981	78,377		92,772		
8	65,140	79,798		94,454		
9	66,301	81,219		96,135		Management Analyst Community Services Coordinator Code Compliance Coordinator Records Supervisor Executive Assistant
10	75,159	92,070		108,832		GIS Manager Senior Accountant
11	84,517	103,532		122,549		Public Works Superintendent (Street, Utility) Communications Coordinator
12	87,118	106,720		126,321		Airport Manager Assistant Transit Manager
13	90,853	111,294		131,736		Assistant Finance Director Transit Manager Recruitment Manager
14	100,130	122,659		145,188		Chief Building Official City Engineer Police Commander Planning Director Director of Financial Services
15	106,409	130,351		154,293		
16	109,577	134,232		158,888		Deputy Police Chief Deputy Fire Chief
17	112,745	138,112		163,480		Assistant City Manager Director of the Crime-Free Bureau Director of Streets, Facilities & Airport Director of Utilities, Transportation & Engineering Finance Director Human Resources Director Information Technology Director
18	118,945	145,709		172,472		Police Chief Fire Chief
MKT						City Manager

Part-Time Non Bargaining Unit Pay Plan - 2024			
PAY GRADE	TITLES	HOURLY PAY	
		MINIMUM	MAXIMUM
A	Office Associate	20.76	29.03
B	Community Service Officer Administrative Associate	22.00	31.90
C	Court Security Officer Maintenance Worker Airport Line Service	24.31	35.26
D	Multimedia Technician Telecommunicator Transit Grants Assistant	24.60	37.93

** fixed rates apply for seasonal laborer, and intern positions*