

Rockford, Illinois  
A City That Works

# CITY HALL BUILDING

Performance Report  
1981 Through 1988



## Introduction

Dear Friends,

For many years we Rockfordians described our city in relation to other places and things: Illinois' second largest city, 70 minutes from O'Hare, just south of Wisconsin. Even our founders first labeled Rockford in relation to Chicago and Galena; they called it "Midway."

Today, we've emerged from the nationwide recession of the early '80s with renewed pride and self esteem. We've all come to appreciate more than ever the unique combination of livability and strong business environment this city offers.

This performance report is a snapshot of our growth and vitality, and of you—our people. You see, the rebuilding of Rockford has succeeded because of our willingness to work hard and to work together . . .

We've continued to make world class products. We've voted regularly to rebuild our infrastructure—our streets, sewers, water lines and bridges. And we've volunteered like no others to help our neighbors in need of helping hands.

And we've always taken time to enjoy our city—the arts, sports and festivals that make Rockford such a great place

to live. Many of these events still take place along the banks of the Rock River, demonstrating how her waters nourish our spirit today as they did our industry over 100 years ago.

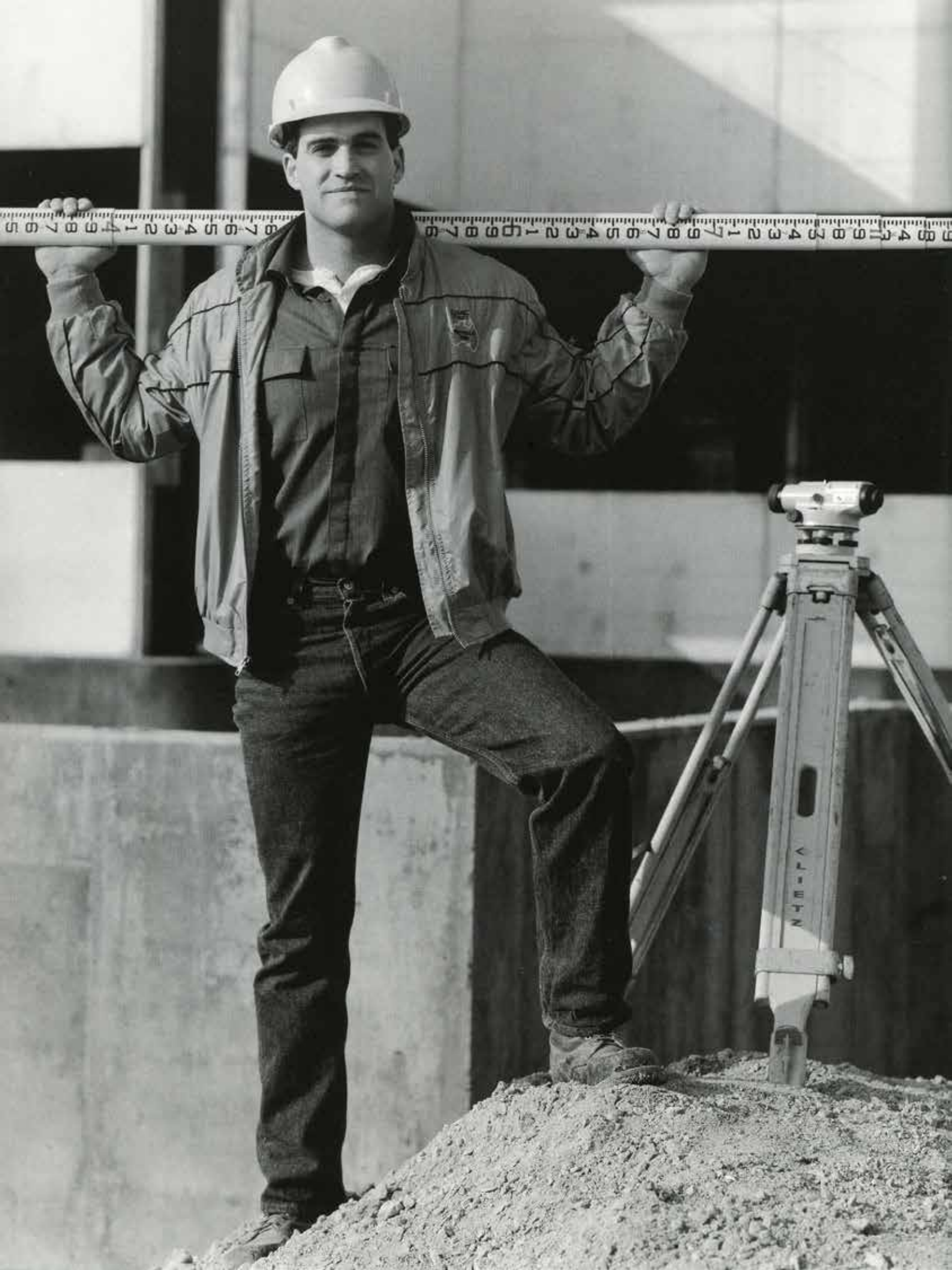
We hope you will enjoy this report about Rockford's emergence as a city for the future. After all, you've made it happen!

Very truly yours,



John F. McNamara  
Mayor of Rockford  
1981-1989





## Growth

"Rockford's growth has been dynamic, particularly since 1985, when our east-side bank began growing 20% each year. The future? Our new building is an expression of our rock-solid confidence in this city's future." Don Pratt, President First Community Bank

For several years, Rockford's economy has continued to grow and diversify. In 1987, we ranked 31st in the nation in percentage increase of new construction over

1986. 1988 was even better—by 15%. In 1988, the City's Building Department issued more than 9,500 building permits for projects valued at \$75 million. In addition, 50% more zoning cases were reviewed and 20% more zoning clearances were issued in 1988 than 1987.

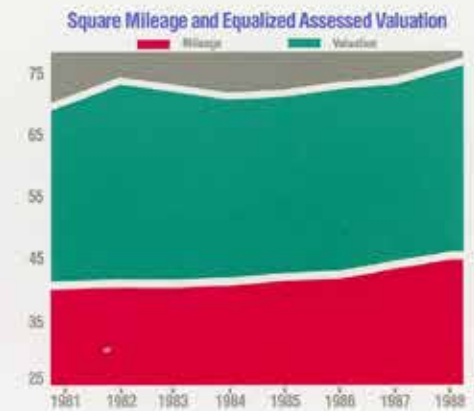
Two primary factors contributed to this increased activity: a thriving economy and the City's aggressive annexation program, which added 1.4 square miles of land and \$13

million in assessed valuation to the city in 1988 alone.

As the City reached out, so did our businesses—to foreign markets. Foreign trade has become big business in Rockford, Illinois and the City has been an active partner in our efforts to embrace the global economy.

During the last five years, 270 local businesses began exporting. During that same period, foreign trade totaled \$108 million with \$31 million sold in 1987 alone.

Doug Jury at the site of First Community National Bank and Trust's new \$7.9 Million building on Rockford's east side.







## Downtown

"There's a lot of momentum in downtown Rockford. Our business is doing very well and so are many others. Downtown is more than on its way back; it's *here*."

**Celia Miles**

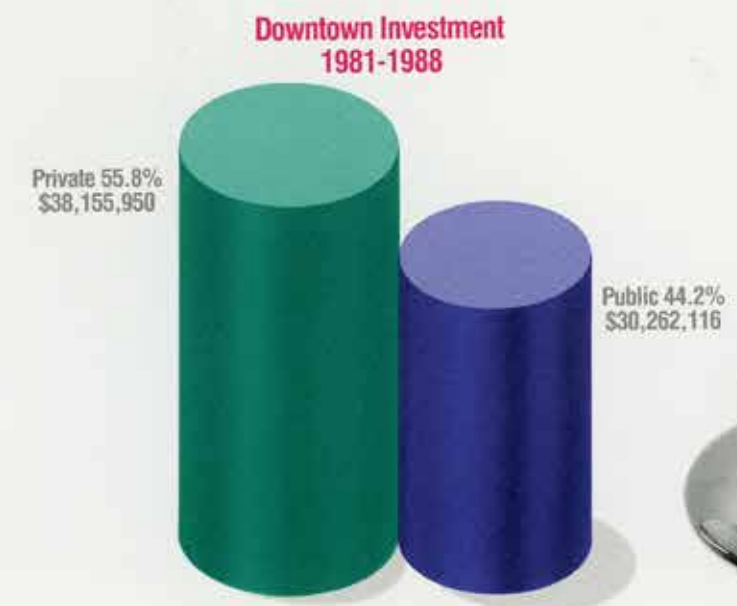
In 1981, the 10,000 seat Metro-Centre opened its doors downtown and brought "a world of entertainment" to the people of Rockford. It also began to bring the people of Rockford back downtown.

Once reacquainted with our city's heart, many of them decided to set up shop. Together, the City and private business began reinvesting in downtown Rockford.

Beside playing host to government and successful retail and professional ventures, downtown has also become Rockford's home for the arts. Theater, music and visual arts groups have all taken residence in beautifully restored buildings.

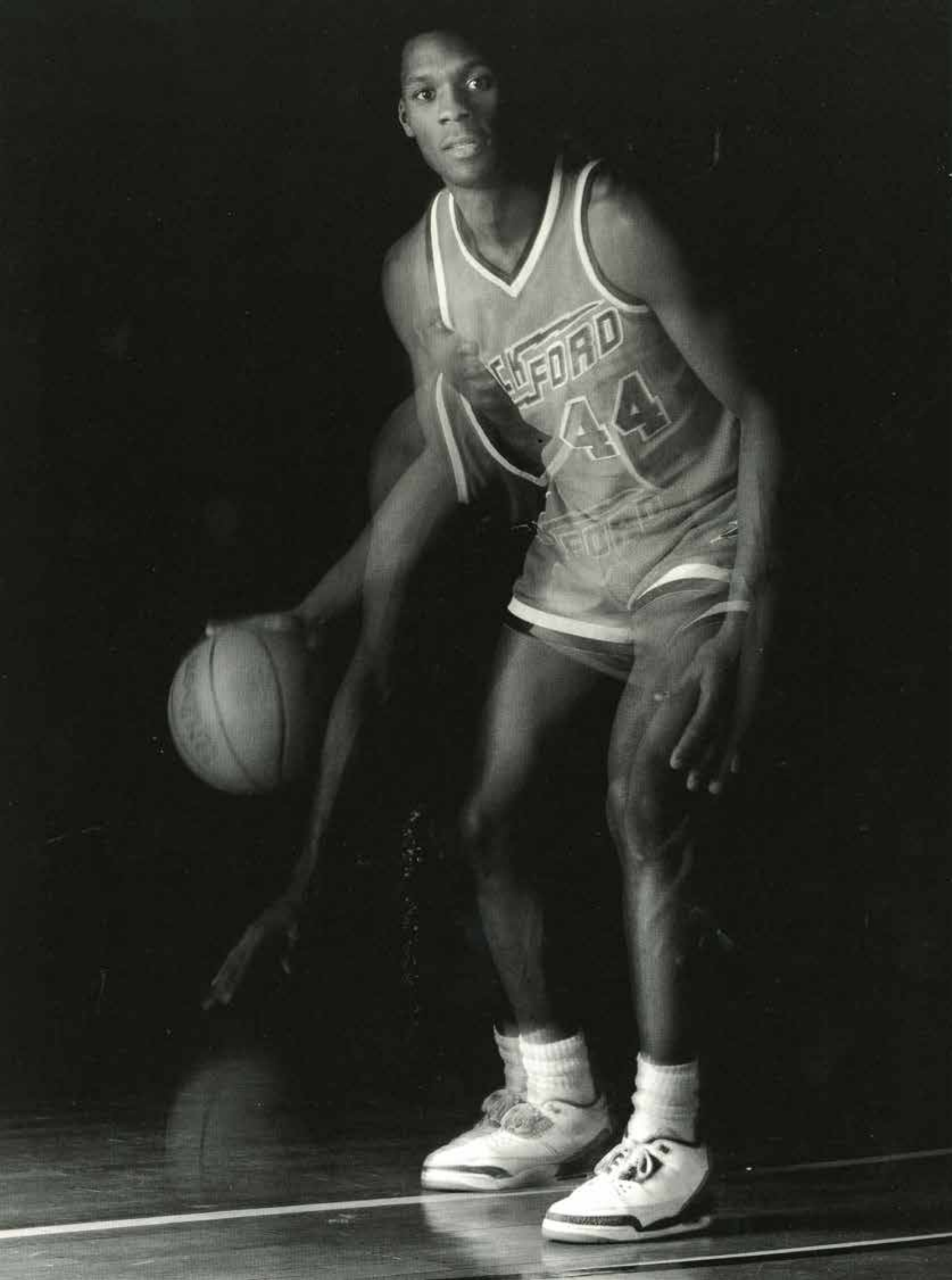
The future looks even brighter than today. Pioneer Life Insurance began a \$3 million renovation project across the street from their headquarters—the City broke ground on a 560 stall parking deck next door.

Stewart Square, a shopping, dining and office complex, opened its doors in 1988. And the State of Illinois will cut the ribbon on a new \$8 million office building in 1989.



Two participants in downtown Rockford's renaissance: Celia Miles, owner of The Shoe Gallery and Jerry Kortman, co-owner of JR Kortman Center for Design.





## Excitement

"Our fans are the best, most enthusiastic in the CBA. Even our opponents look forward to playing here! They know that when they play the Rockford Lightning, the crowd will be into the game in a big way . . . we thrive on that enthusiasm and energy on *both* sides of the court."

Dwayne McClain

Like our economy, Rockford's spirit and civic pride has blossomed since 1981. And why not? With each passing year there is more to cheer for on

the banks of the Rock River. The Lightning, our Continental Basketball Association team, made it to the Championship series in its first year and ranked third in CBA attendance in only its third season, 1988-89.

The Rockford Expos Class A baseball club prompted thousands of Rockford parents to take their children out to the ball game in the summer of 1988 at a brand new ball park down by the river.

From music festivals to rowing regattas to civil war re-enact-

ments, there are special events 40 out of 52 weeks each year in the Rockford area. Many of them receive vital support from the City and the Rockford Area Convention and Visitors Bureau.

And that support has paid off.

Since 1984, Rockford's special events and tourism sites have benefited from an average 15% yearly increase in attendance. And tourism pumped an estimated \$47.3 million into our economy in 1987 alone, a 10% increase over 1986.

Dwayne McClain, a standout player on the 1985 NCAA Champion Villanova basketball team, stood out for the Lightning during their quest for the CBA Championship in 1989.







# Partnership

"Our willingness and ability to form partnerships is extraordinary in Rockford . . . and once formed, our partnerships are extraordinarily productive."

Gary Marzorati

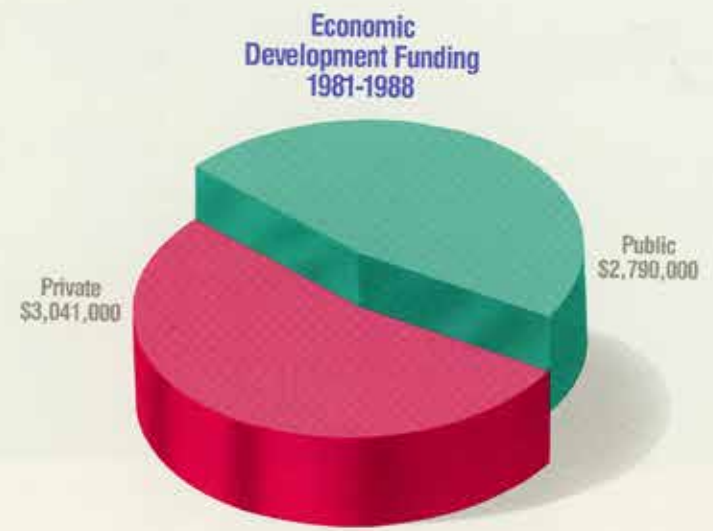
*Public/Private Partnership* is one of the most popular catch phrases of the 1980s. In Rockford, it is more than a phrase. It is a way of life. Take, for instance, the Mayor's Youth Policy Advisory Council. Recognizing the need for

a more child-centered community, these policy making civic leaders have worked tirelessly to assess the needs of children and recommend programs such as "Safe Place" to various public bodies and social service agencies.

At City Hall, the Financial Task Force, consisting of volunteer businesspeople, assesses the City's financial condition and recommends policies to keep it on solid ground. Their ideas have been adopted by

the City Council and have led to an increased bond rating, healthy cash reserves and a positive relationship with City workers.

The City has joined hands—and resources—with the privately managed economic development boards of the Council of 100 and the Local Development Corporation, forming a unique and successful partnership of trust that is the envy of cities all over the country.



Gary Marzorati, Trustee of the William S. Howard Charitable Trust, poses with a few of the beneficiaries of *Safe Place*, an after school program the Trust helps fund.





## Hard Work

"I take a lot of pride in doing everything I do as well as I can . . . it adds meaning to my life. And I think that feeling is pretty common in this city. People in Rockford like to set goals and they like to work hard to achieve them."

JF Gaziano

Rockford, Illinois is truly a city that works . . . from private business to Police and Fire to the Street and Sewer Departments of government.

Since 1981, the City's workforce has been reduced, through attrition, by more than 10%. At the same time, services have been added and upgraded, making for a City government that's strong and efficient in 1988.

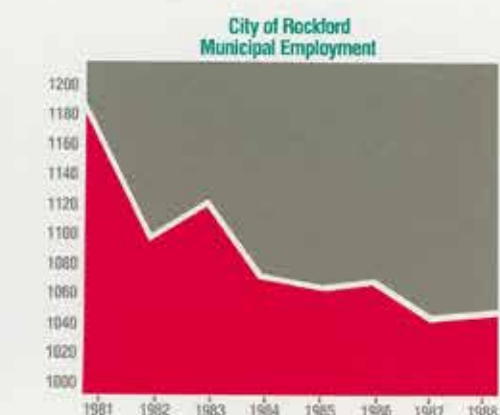
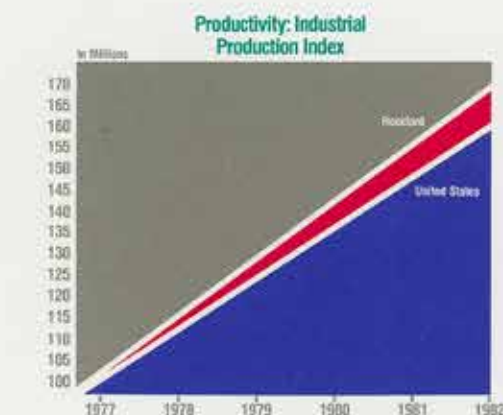
But that should come as no surprise in a community like Rockford, which has always been known for its proud and productive workers.

How did businesses in Rockford respond to the devastating

recession of the early 1980s? By investing in new manufacturing technologies and producing more goods and services than ever before, at a rate exceeding that of the nation at large.

Literally, our manufacturing companies and their workers pulled themselves up by their bootstraps. Today, they're still burning up the charts, fueled by an old-fashioned work ethic and a stout-hearted will to win.

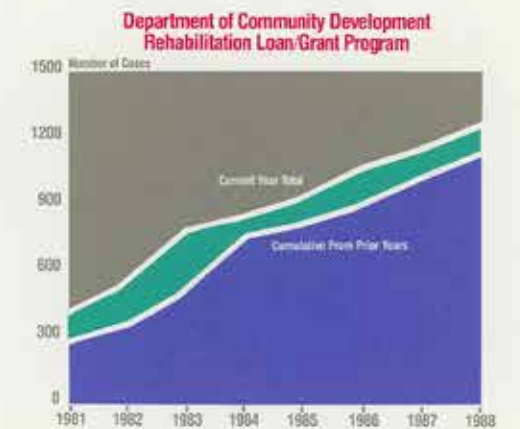
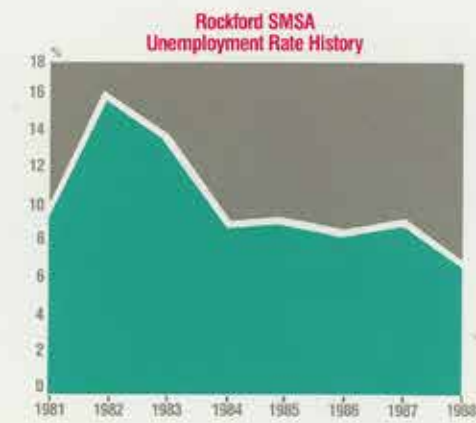
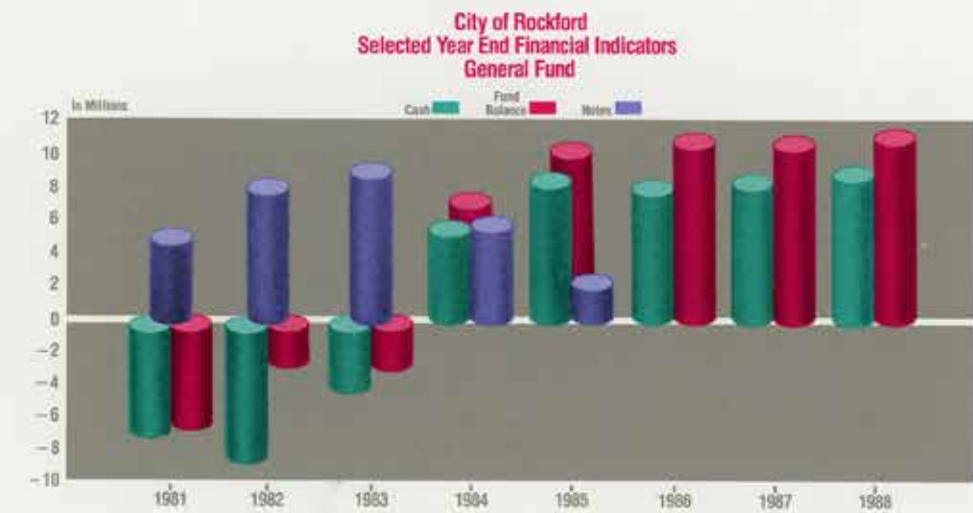
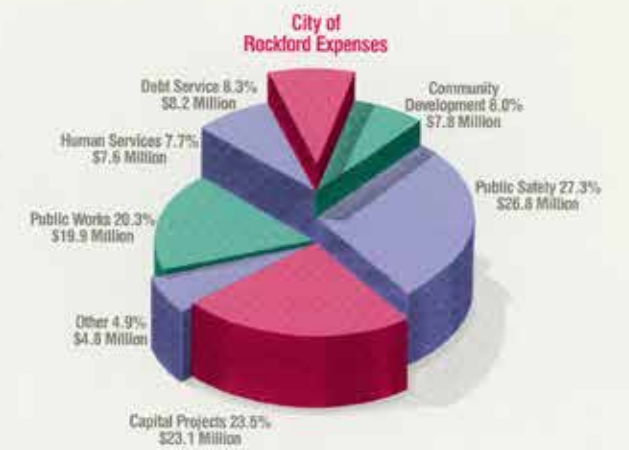
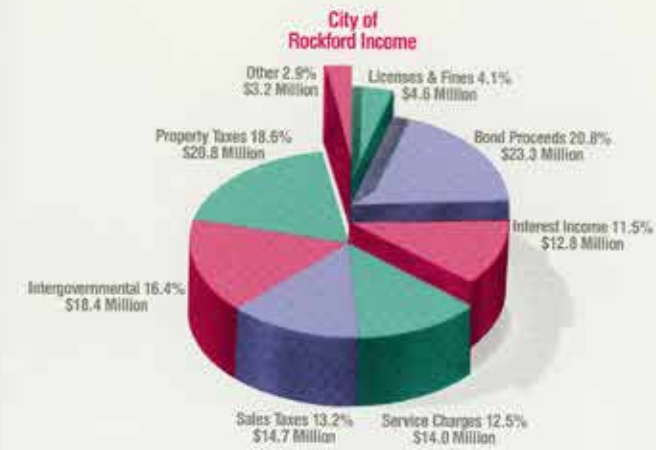
JF Gaziano of the City of Rockford's Street and Sewer Department reviews drawings at the recently completed Westminster Street project.







## Trends



Fireman Bob Abt and Police Officer Irma Olson chat with Ammon Taylor at Fire Station Two in downtown Rockford.





## Financials

General Fund *	1987	1988-Unaudited	Balance Sheet	1987	1988-Unaudited
<b>Revenues and Additions:</b>			<b>Assets:</b>		
Property Taxes	\$10,381,662	\$10,038,685	Cash and Investments	\$ 8,906,605	\$ 9,778,863
Sales Taxes	11,645,549	12,420,317	Property Taxes Receivable (Net)	10,076,180	10,974,535
Replacement Tax	3,305,242	3,257,258	Due From State of Illinois & Other Government Agencies	2,305,767	2,233,558
State Income Tax	3,813,615	4,022,699	Due From Other Funds	1,408,716	1,416,702
Federal, State and County Reimbursements	1,500,657	1,538,690	All Other	566,126	615,591
Vehicle Licenses	1,227,121	1,214,143	<b>Total Assets</b>	<b>\$23,263,394</b>	<b>\$25,019,249</b>
Other Licenses, Permits	1,872,247	2,135,421(2)			
Service Charged to Enterprise Funds	606,759	678,587	<b>Liabilities and Fund Balance:</b>		
Fines—Magistrate Fines	686,610	656,516	Bank Overdraft	\$ 643,777	\$ 1,160,114
All Other Revenue	1,904,208	2,010,932	Accounts Payable	1,167,621	929,318
<b>Additions:</b>			Accrued Payroll	442,088	617,289
Transfer From Revenue Sharing Fund	320,000	38,382	Due to Other Funds	1,628,051	2,055,200
Transfer From Other Funds	309,105	311,452	Deferred Revenue	8,514,054	8,939,606
<b>Total Revenue and Additions</b>	<b>\$37,572,775</b>	<b>\$38,323,082</b>	All Other Liabilities	298,048	346,432
<b>Expenditures and Other Deductions:</b>			General Obligation Notes Payable	—0—	—0—
General Government	\$ 3,172,519	\$ 3,376,870	Fund Balance:		
Public Safety	21,751,407	23,015,773	Reserved for Encumbrances and Others	280,980	683,654
Police and Fire Pensions	2,793,100	2,510,488	Unreserved	10,288,775	10,287,636
Streets, Alleys and Bridges	4,815,738	4,622,671	<b>Total Liabilities and Fund Balance</b>	<b>\$23,263,394</b>	<b>\$25,019,249</b>
Community Development	544,153	555,062			
Sanitation and Sewers	675,803	597,589			
Interest, Other	—0—	—0—			
Transfers to Other Funds	2,131,147	2,104,068			
<b>Subtotal Expenditures</b>	<b>\$35,883,867</b>	<b>\$36,782,521</b>			
Revenues Over (Under)					
Expenditures Before Capital Expenditures	\$ 1,688,908	\$ 1,540,561			
Capital Expenditures	1,440,932	1,139,026			
<b>Total Expenditures and Other Deductions</b>	<b>\$37,324,799</b>	<b>\$37,921,547</b>			
Revenues Over (Under)					
Expenditures	\$ 247,976	\$ 401,535			
Adjustment to Fund Balance	\$ (406,062)(3)	\$ —0—			
<b>Fund Balance at Year End</b>	<b>\$10,569,755</b>	<b>\$10,971,290</b>			

### \*Statement of Revenues, Expenditures and Changes in Fund Balance (Note 1) (Fiscal Years Ending December 31)

- Notes: 1. From Audits by Coopers and Lybrand, Certified Public Accountants, for the year ended December 31, 1987. The City's accounting principles conform to generally accepted accounting principles for local government units as prescribed by the Government Accounting Standards Board (GASB) in its Statements and Interpretations and the Industry Audit Guide issued by the American Institute of Certified Public Accountants and amendments thereto. The accrual basis of accounting is used for all funds except for certain modifications such as: revenues are recorded as received except for revenues that are both measurable and available to finance the City's operations; and, vacation and sick leave are recorded when paid.
2. Actual revenues (unaudited) exceeded budgeted amounts by \$108,423 for liquor licenses, \$45,488 for franchise permits, and by \$336,123 for inspections.
3. Represents a residual equity transfer to the Health Insurance Fund, an internal service fund created in fiscal year 1986 to account for health insurance claims relating to City employees and retirees.

Mayor John F. McNamara (center with bow tie) poses with Rockford's City Council Aldermen: Leonard Jacobson, Victory Bell, Teresa Ingrassia, Christine Cacciapaglia, Thomas Przytulski, John Anderson, John Gustafson, Michael Markley, Ernst Shafer, Kenneth Staaf, Patrick Curran, David Johnson, Franklin Beach and John Devereueawax.



Credits

Design/Copy/Production:

GrahamSpencer  
Advertising/Design

Photography:

Pitkin Photography: Cover,  
6, 7, 9, 10, 16.  
GrahamSpencer: Pages 4, 8,  
12, 14.

Typography:

Professional Graphics

Laser Duotones and Film Assembly:

Professional Graphics

Printing:

Johnson Press

Graph Illustration:

McLeod Studios

Special thanks to the workers of the City of Rockford. It is your enthusiasm and dedication that make this City work!

Statistical graph and chart information supplied by the City of Rockford except Economic Development Chart on page 11 which was supplied by the Council of 100 and Rockford Local Development Corporation and Productivity Chart on page 13 which was supplied by the Council of 100. Please note that 1988 figures and statistics are estimated and unaudited.



**The City of Rockford**  
**425 East State Street**  
**Rockford, Illinois 61104**