

---

# ILLINOIS PENSION SYSTEMS

---





# Table of Contents

|                                                                                                                                                                              |                                                                                                                                    |                                                                                                                                                              |                                                                                                                                                                  |                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <br><b>Overview</b>                                                                         | <br><b>Budget Data</b>                           | <br><b>Pension system Comparison</b>                                      | <br><b>Future Outlook</b>                                                     | <br><b>Legislations</b> |
| <ul style="list-style-type: none"><li>• Indicators of a Healthy Pension System</li><li>• History</li><li>• Budget</li><li>• Pension Formula</li><li>• The Big Five</li></ul> | <ul style="list-style-type: none"><li>• Unfunded Liabilities</li><li>• Pension Expenditures by system</li><li>• Overview</li></ul> | <ul style="list-style-type: none"><li>• Funded Ratio</li><li>• Pension Liabilities compared to State GDP</li><li>• Unfunded Liabilities per capita</li></ul> | <ul style="list-style-type: none"><li>• FY27 Pension Funding</li><li>• Path to 90% Funding</li><li>• Flash Index</li><li>• Business Outmigration Trend</li></ul> | <ul style="list-style-type: none"><li>• Current IL House and Senate bills</li></ul>                        |



Overview

# Illinois Pension System History

## Creation of State Pension Systems (1911–1941)

- Illinois established key pension systems (TRS, SURS, SERS, GARS, JRS)

## Chronic Underfunding (1970s–1990s)

- The state consistently contributed less than actuarially recommended amounts, causing pension debt to grow.

## Financial Crisis (2003–2010)

- Reduced state contributions and investment losses during the Great Recession significantly increased unfunded liabilities.

## Constitutional Pension Protection (1970)

The Illinois Constitution guaranteed that public pension benefits cannot be "diminished or impaired." (Article XIII, Section 5 )

## Edgar Ramp Funding Plan (1995)

Illinois adopted a funding schedule targeting 90% funding by 2045, with contributions increasing gradually over time.

## Today: Tier II Reform and Recent Progress (2011–Present)

Illinois created Tier II benefits for new employees, made more consistent contributions, and modestly improved funding levels, though unfunded liabilities remain among the highest in the nation.



## Overview

Illinois state and local government pensions are divided into two primary categories: Tier 1 and Tier 2 as established by Public Act 96-0889 (Senate Bill 1946).

### Tier I

- **Applies to employees hired before January 1, 2011**

Generally provides:

- Earlier retirement eligibility.
- Higher lifetime benefits.
- 3% compounded Automatic Annual Increase (AAI).
- No Tier II-style salary cap.

### Tier II

- **Applies to employees hired on or after January 1, 2011.**

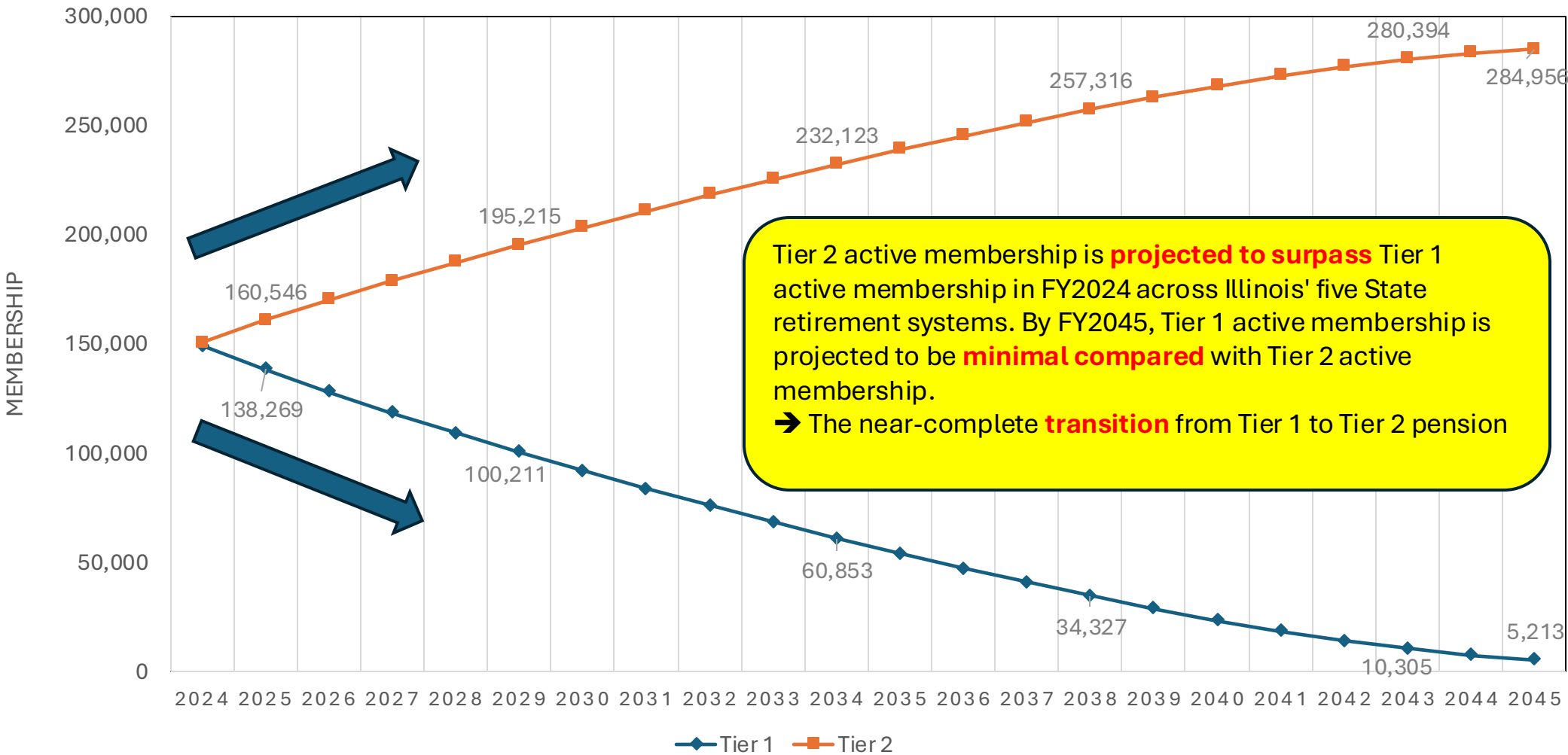
Generally includes:

- Higher retirement ages.
- Pensionable salary cap.
- Lower annual benefit increases after retirement.
- Lower overall lifetime benefits than Tier I.

➔ Created through pension reform legislation to reduce future pension costs.



PROJECTED ACTIVE MEMBERSHIP ACROSS ILLINOIS STATE RETIREMENT SYSTEMS BY PENSION TIER (FY2024-FY2045)

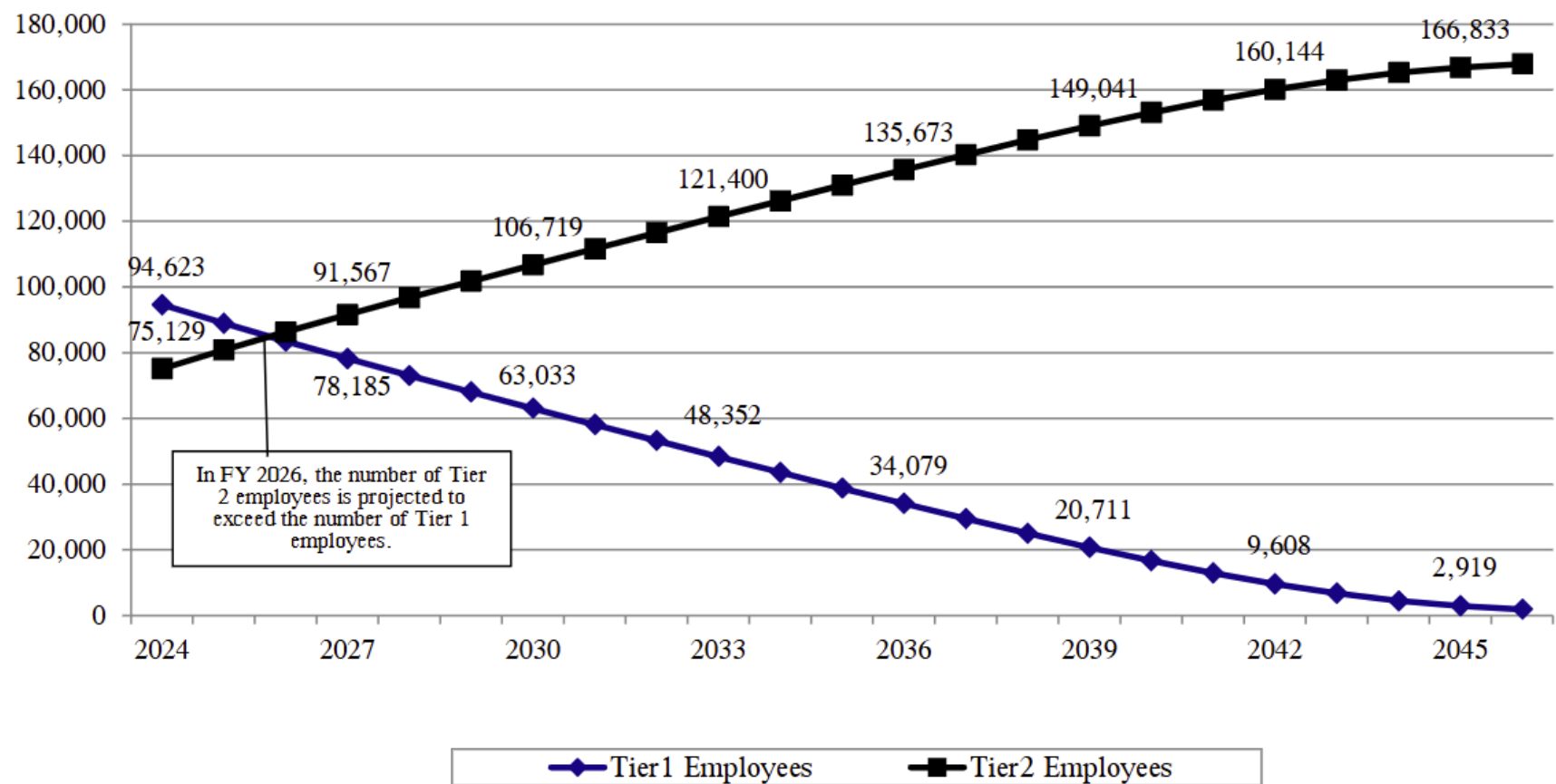




# TEACHERS' RETIREMENT SYSTEM

Projected Active Membership by Tier for FY 2024 - FY 2046

Projections based on June 30, 2024 Actuarial Valuations



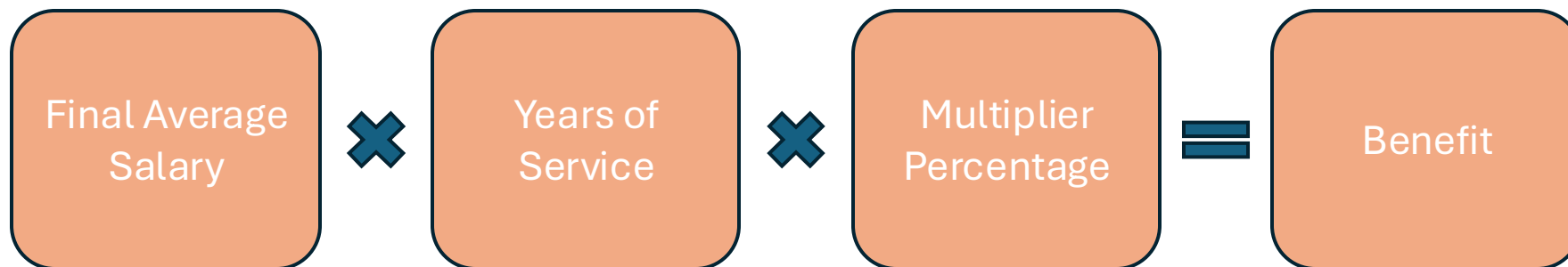
In FY 2026, the number of Tier 2 employees is projected to exceed the number of Tier 1 employees.

NOTE: The above membership projections include all active employees such as full-time, part-time, substitute, and hourly employees.

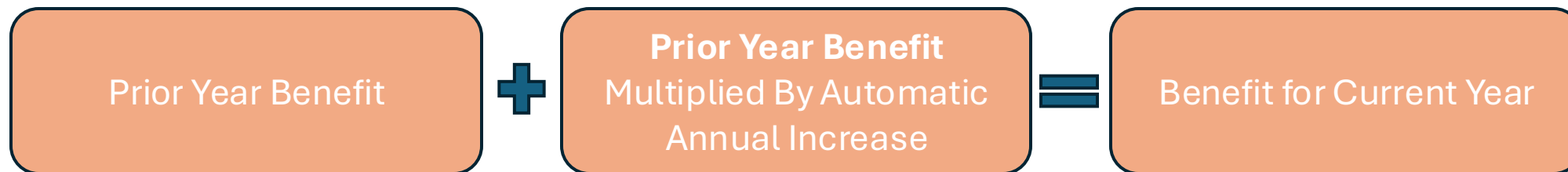


## Overview

### Sample Benefit Calculation for First Year of Retirement



### Sample Benefit Calculation for Subsequent Years of Retirement



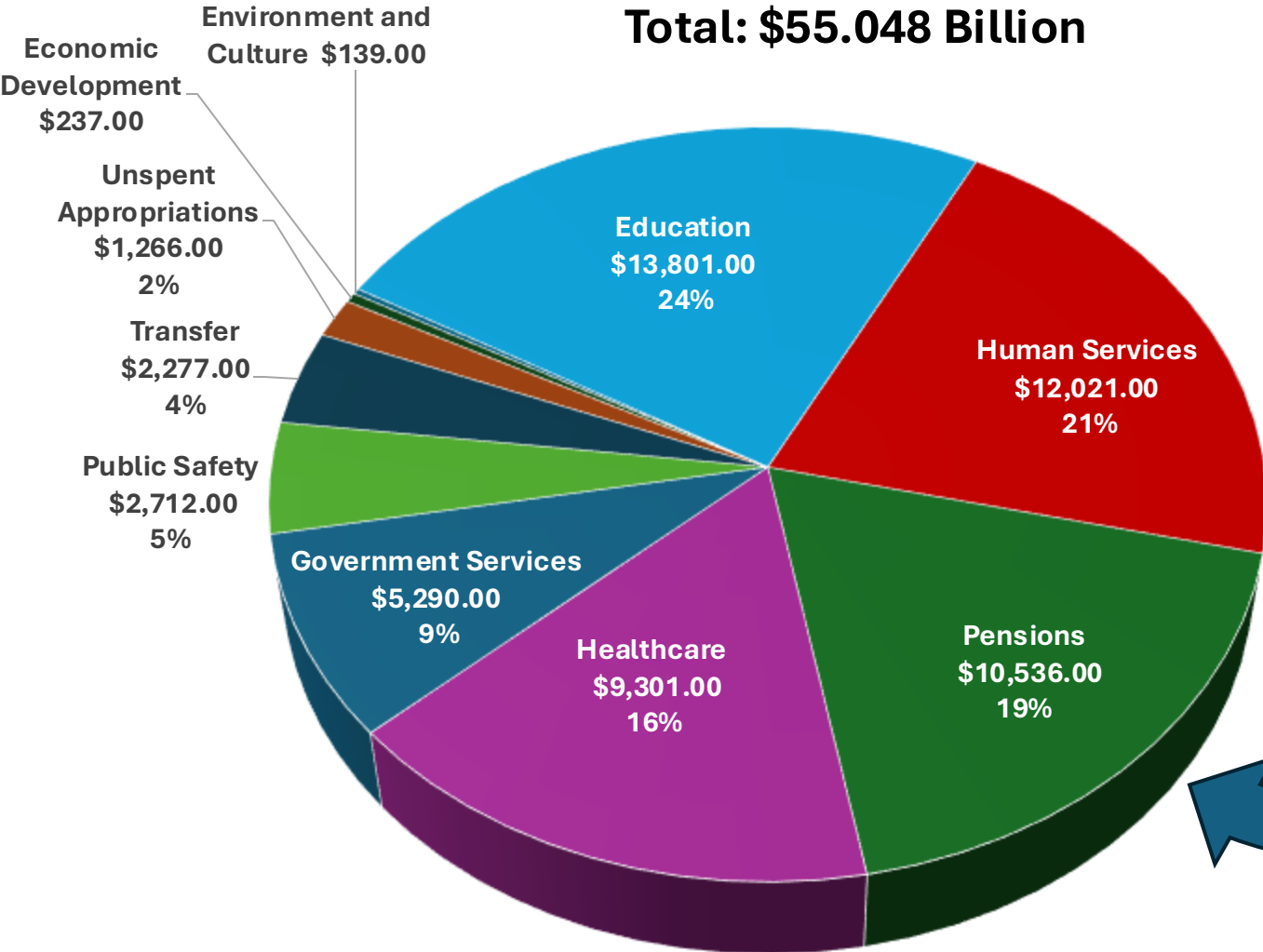
**Benefit multipliers** vary by pension system and employee classification, generally ranging from 1.67% to 3.0% per year of service.

**Automatic Annual Increase (AAI)** is typically 3% annually, providing compounded growth in pension benefits after retirement.



Overview

FY 2026 EXPENDITURE BY SOURCE  
(\$ Millions)  
Total: \$55.048 Billion

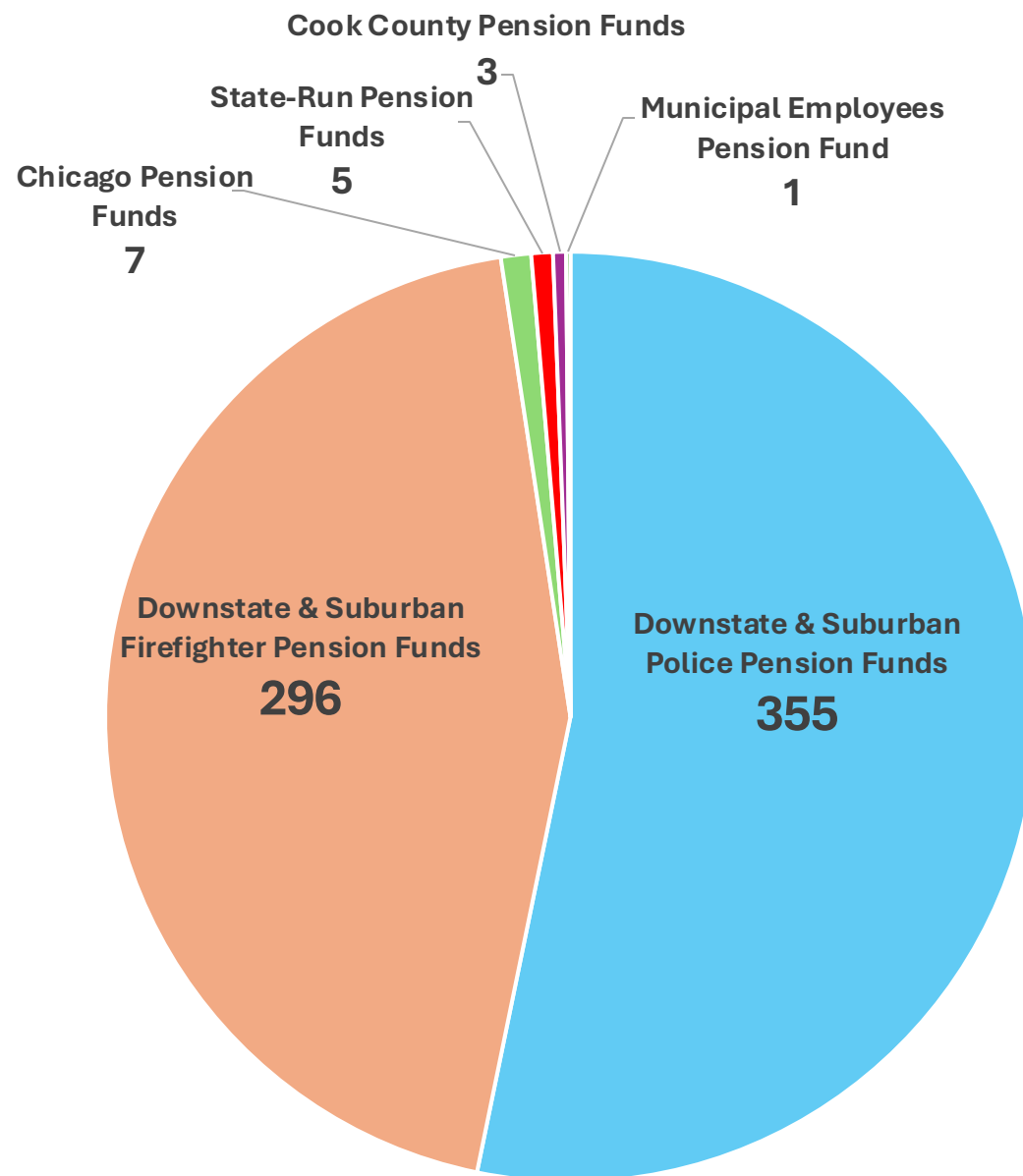


Pensions account for 19% of total General Funds Expenditure

Source: Office of the Governor, Feb 2026.



## Overview



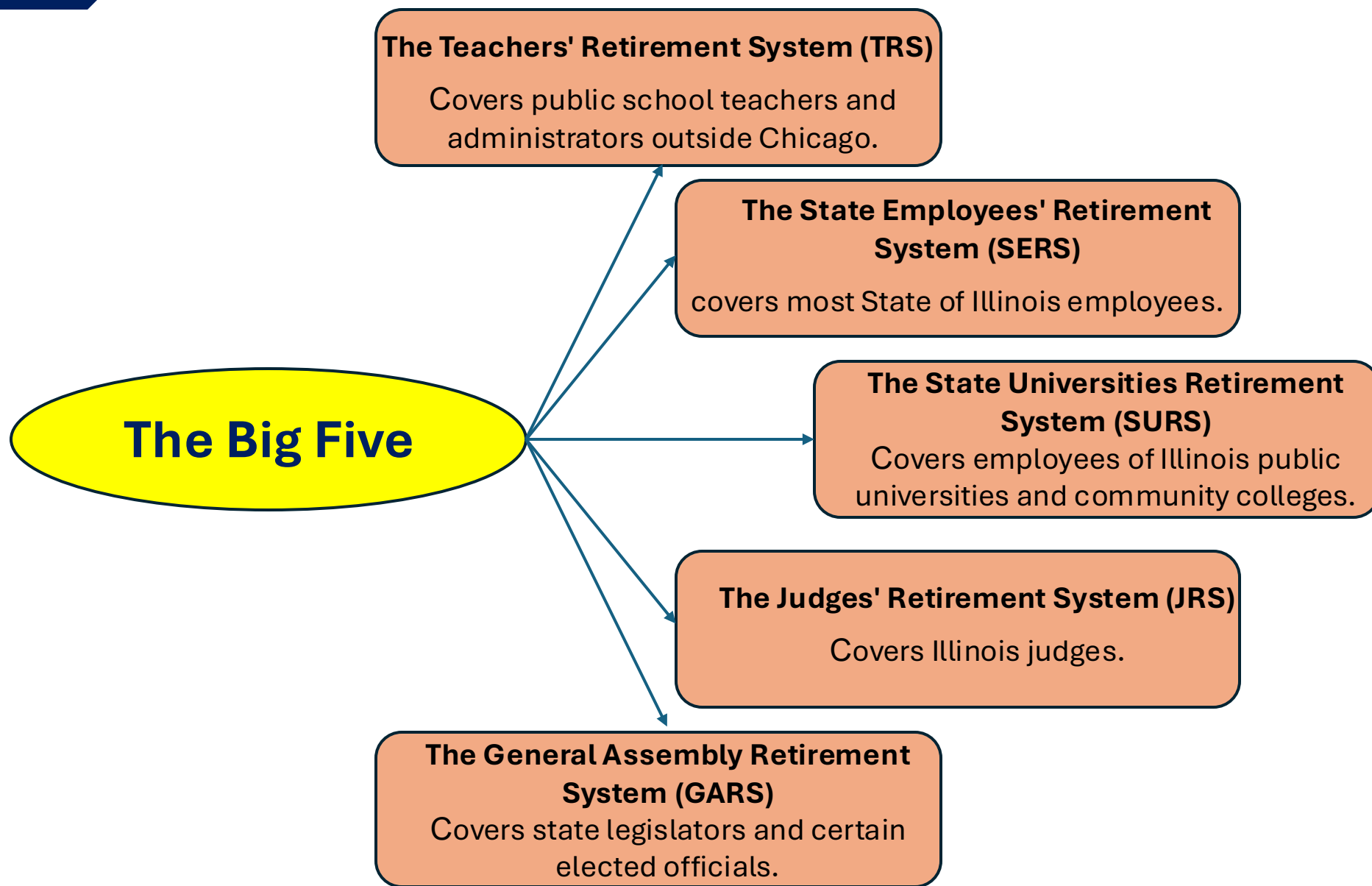
Illinois has a total of **667 government pension funds**, serving more than one million active and retired public employees  
→ The five state-run pension funds are **the most important** pension systems in Illinois

-  Downstate & Suburban Police Pension Funds
  - Cover police officers in suburban and downstate communities
-  Downstate & Suburban Firefighter Pension Funds
  - Cover firefighters in suburban and downstate communities
-  Chicago Pension Funds
  - Pension funds serving various groups of Chicago employees
-  State-Run Pension Funds
  - Cover downstate and suburban teachers, state employees, state university employees, judges, and Illinois lawmakers
-  Cook County Pension Funds
  - Pension funds serving Cook County employees
-  Municipal Employees Pension Fund
  - Covers suburban and downstate municipal workers



## Overview

# Pension Systems





## Overview

### STATE FUNDED RETIREMENT SYSTEMS

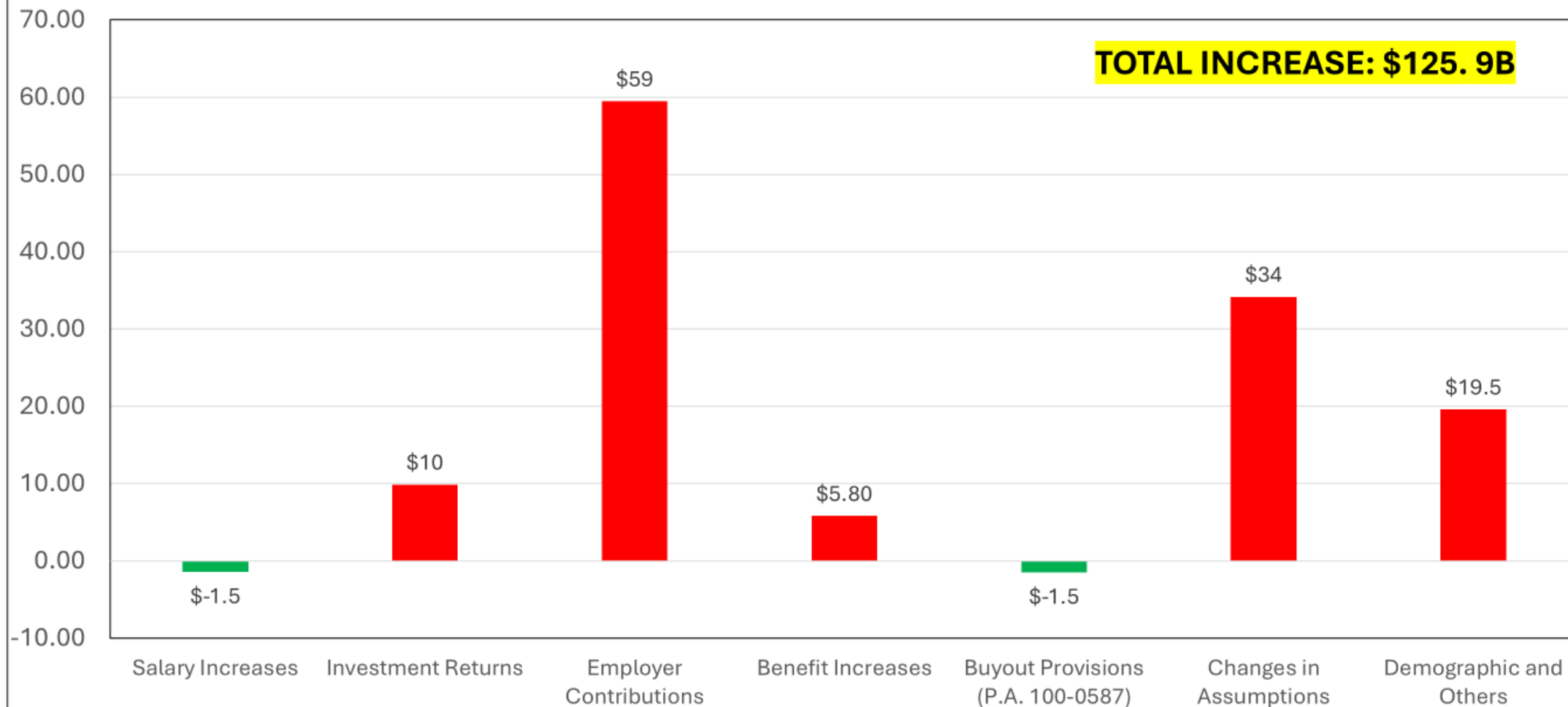
All Five Systems Combined

Change in Unfunded Liabilities

FY 1996 - FY 2025

(\$ in Billions)

*All figures are based upon the actuarial value of assets.*

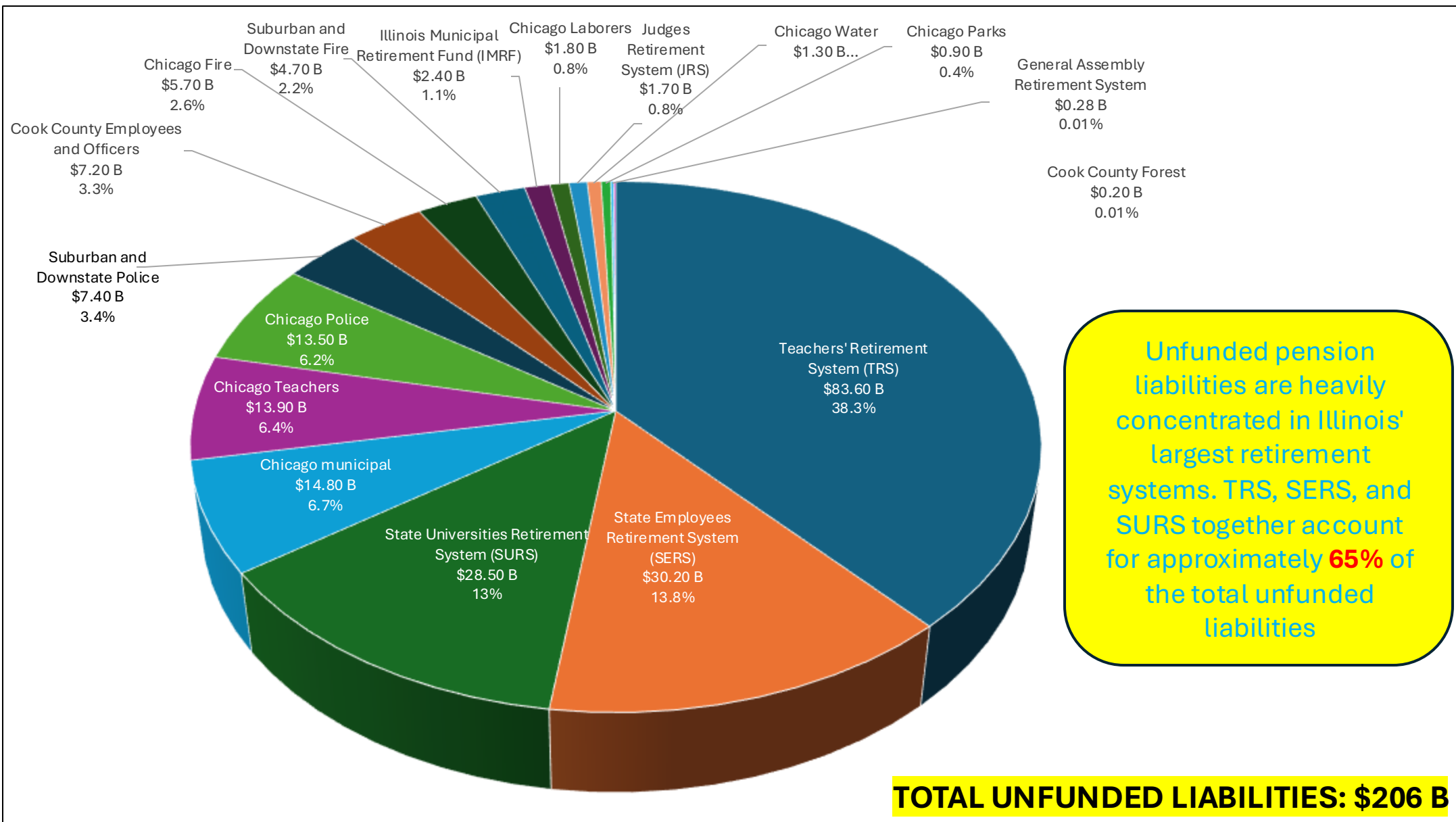


Source: Commission on Government Forecasting and Accountability



## Overview

# Illinois Public Retirement Systems: Unfunded Liabilities (FY2024)



Source: State of Illinois, Department of Insurance Public Pension Division



# Table of Contents



## Overview

- Indicators of a Healthy Pension System
- History
- Budget
- Pension Formula
- The Big Five



## Budget Data

- Unfunded Liabilities
- Pension Expenditures by system
- Overview



## Pension system Comparison

- Funded Ratio
- Pension Liabilities compared to State GDP
- Unfunded Liabilities per capita



## Future Outlook

- FY27 Pension Funding
- Path to 90% Funding
- Flash Index
- Business Outmigration Trend



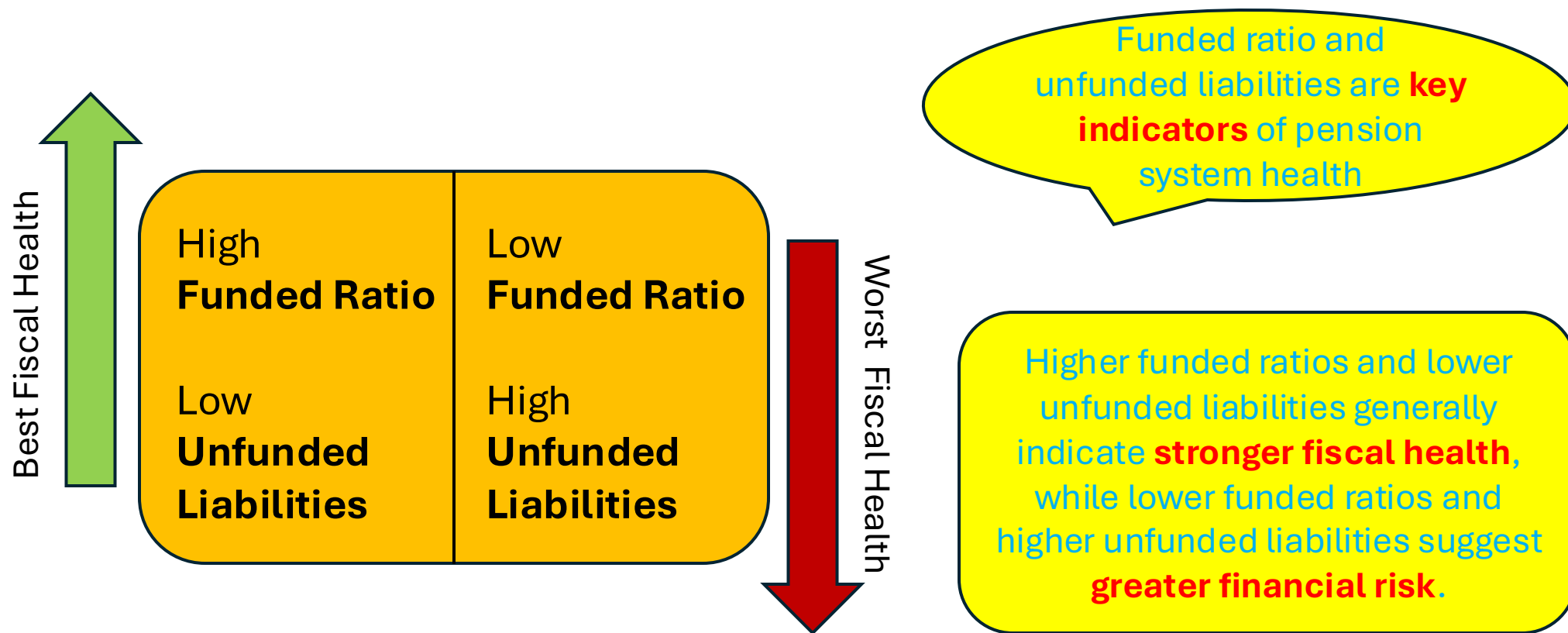
## Legislations

- Current IL House and Senate bills



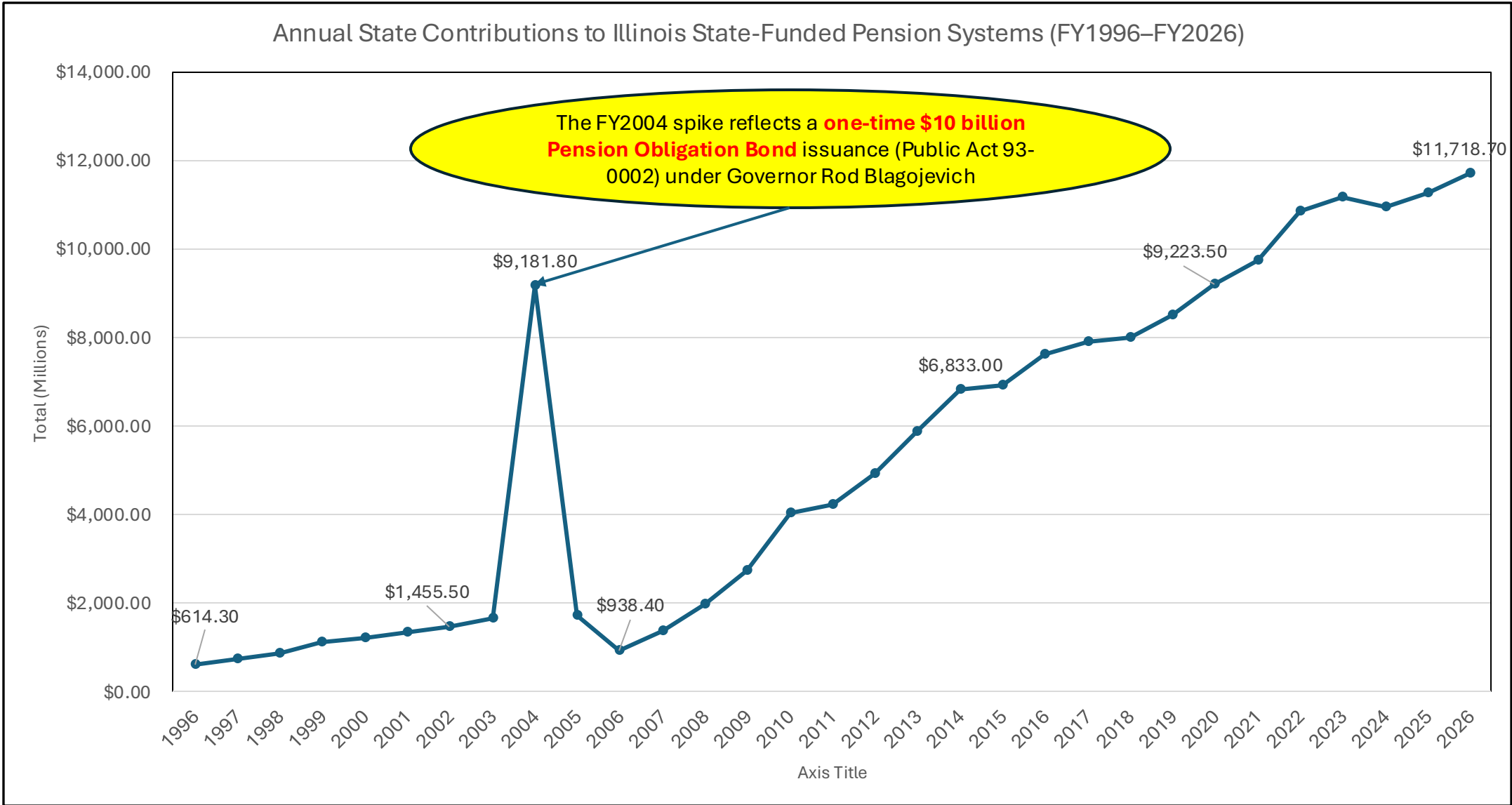
Budget Data

# Indicators of a Healthy Public Pension System





# Illinois State Pension Contributions by Fiscal Year (FY1996–FY2026)

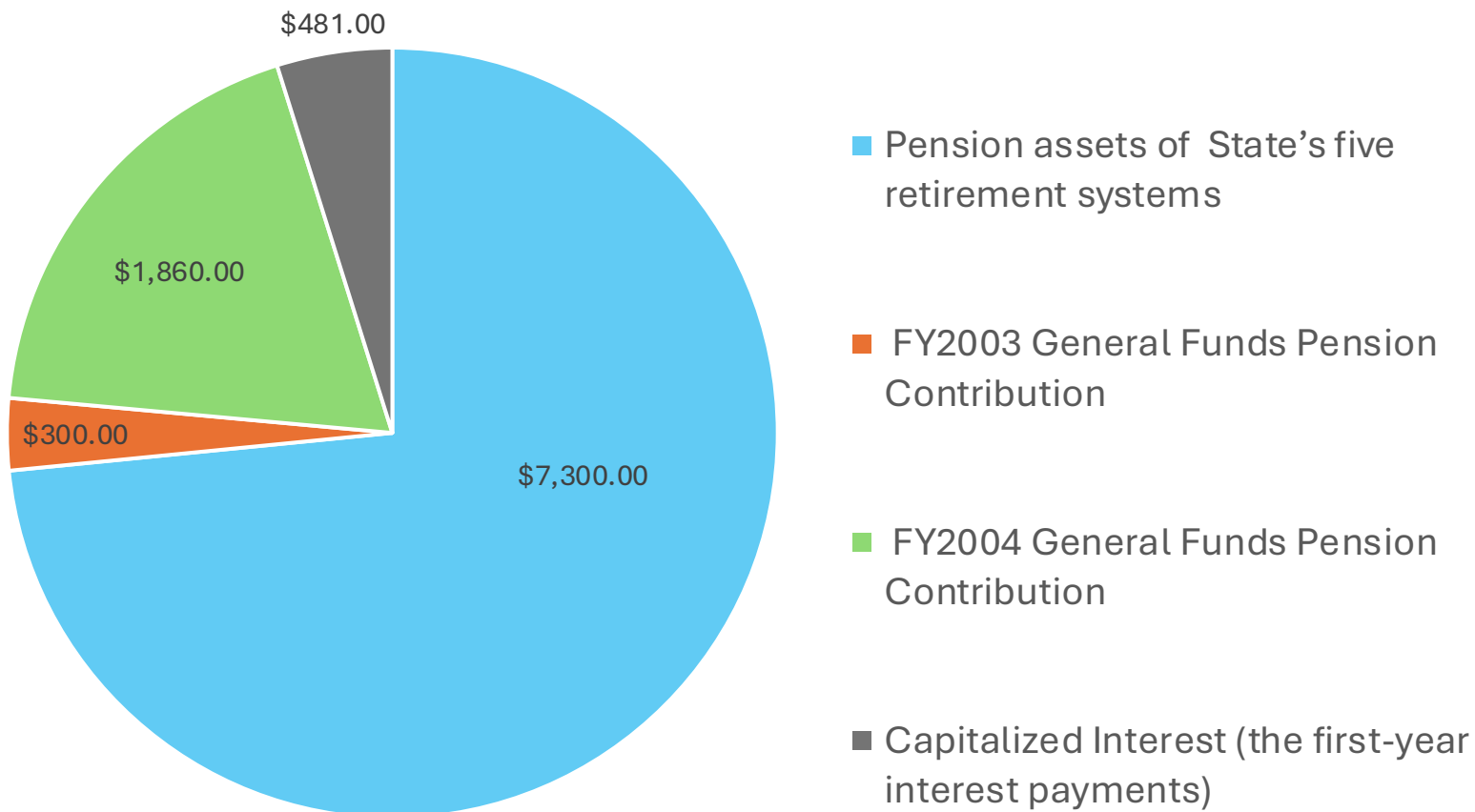


Source: Commission on Government Forecasting and Accountability



# State's 2003 Pension Borrowing

## \$10 Billion Pension Obligation Bond Expenditure

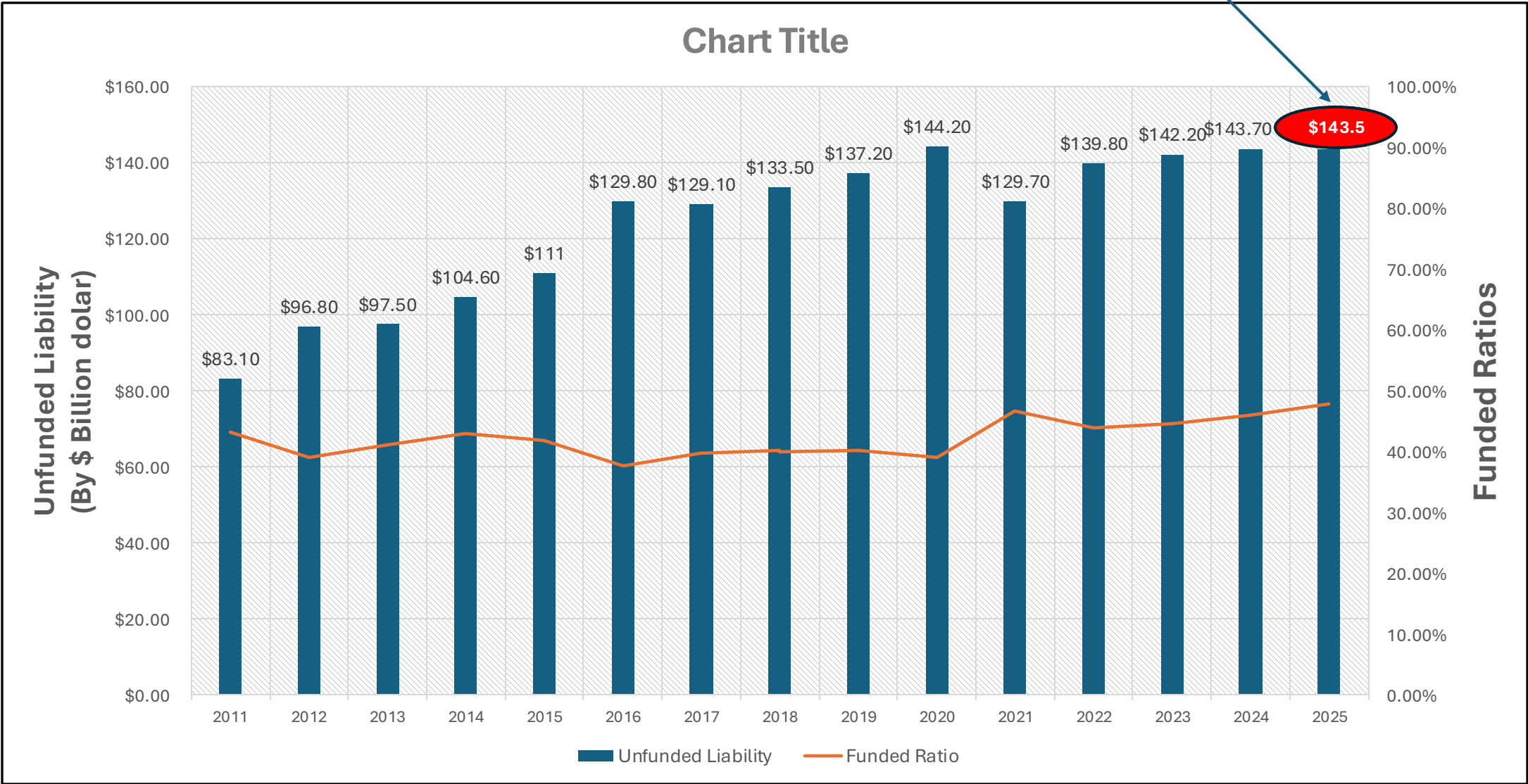


**73% (\$7.3B)** was deposited into the five state retirement systems to immediately increase pension assets and reduce unfunded liabilities.



# Illinois Pension Systems: Unfunded Liabilities and Ratios

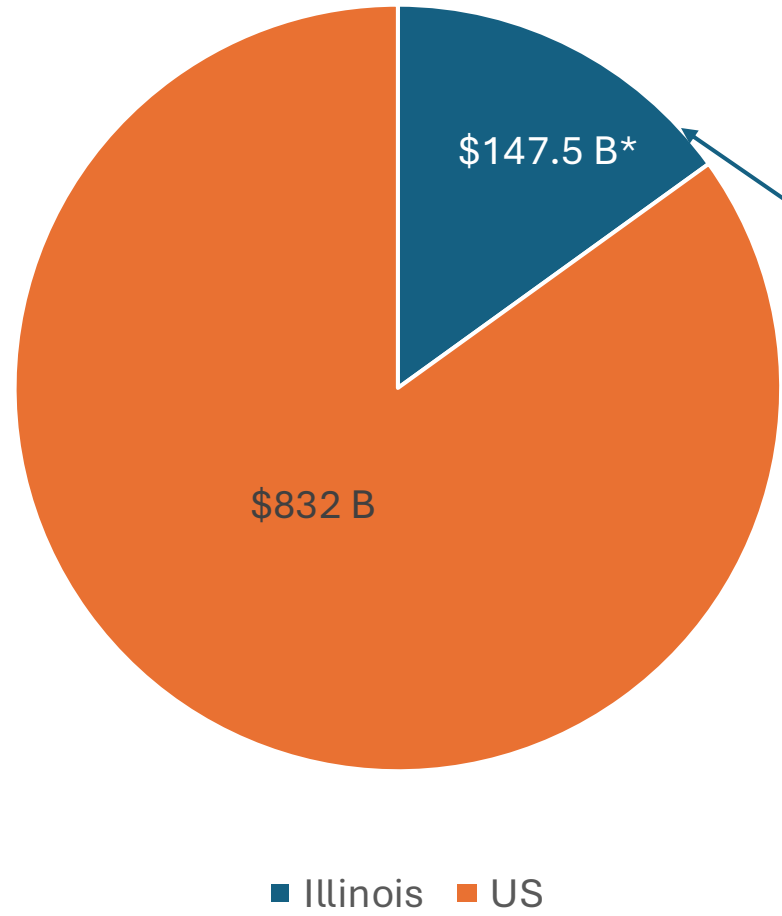
Illinois' pension debt remains **among the highest** in the nation, with the Funded ratio **consistently under 50%**. As of FY2025, the state-run pension systems' unfunded liabilities(The "Big Five") totaled approximately **\$143.5 billion**.



Source: Commission on Government Forecasting and Accountability



Illinois Compared to the Other 49 States: Unfunded Pension Liabilities

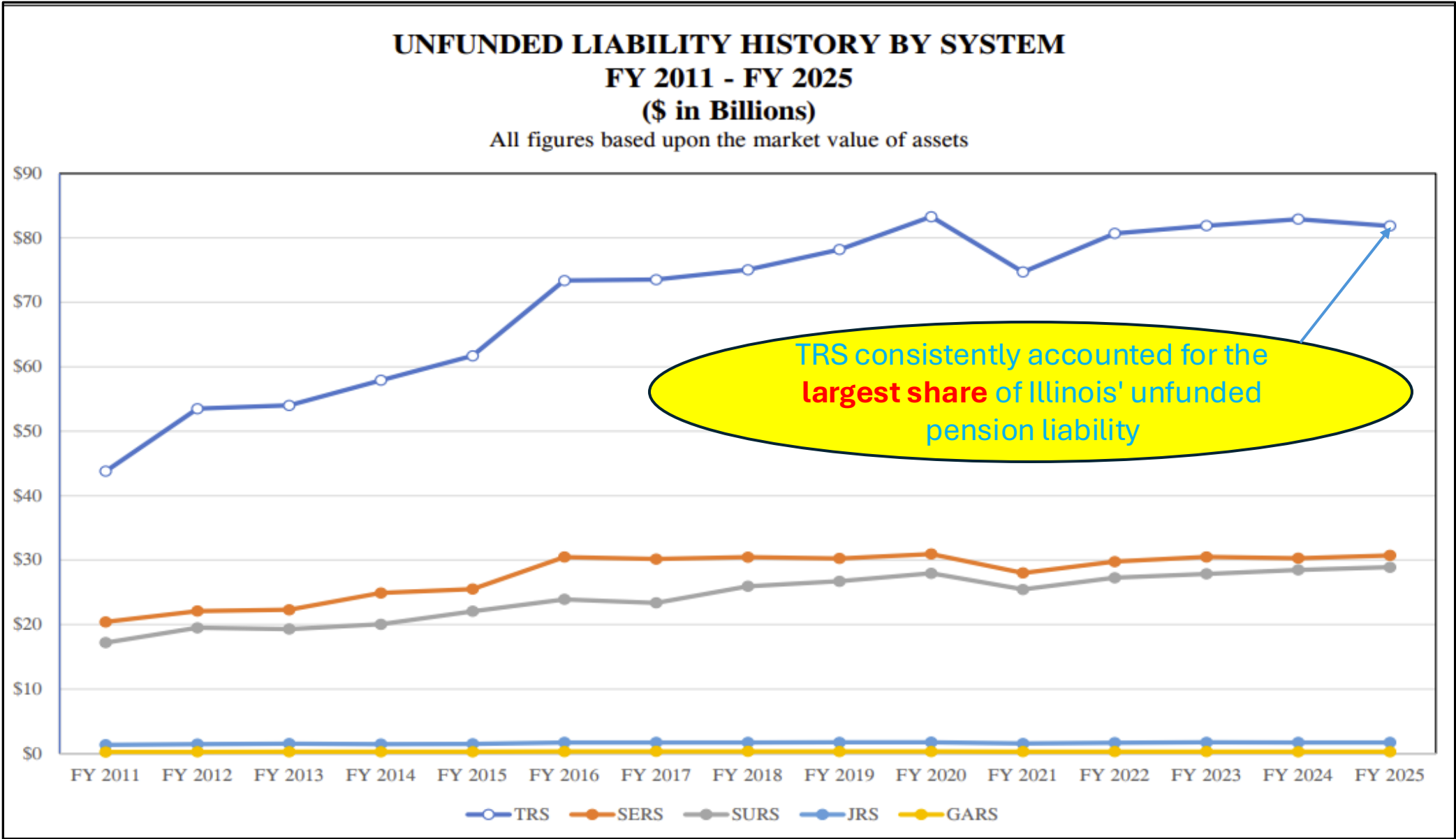


Illinois Unfunded Pension Debts accounts for **18%** of all unfunded pension debt in the nation. On average, each Illinoisan bears an estimated pension debt burden of approximately **\$38,800.**

Source: Truth in Accounting, \*Preliminary number



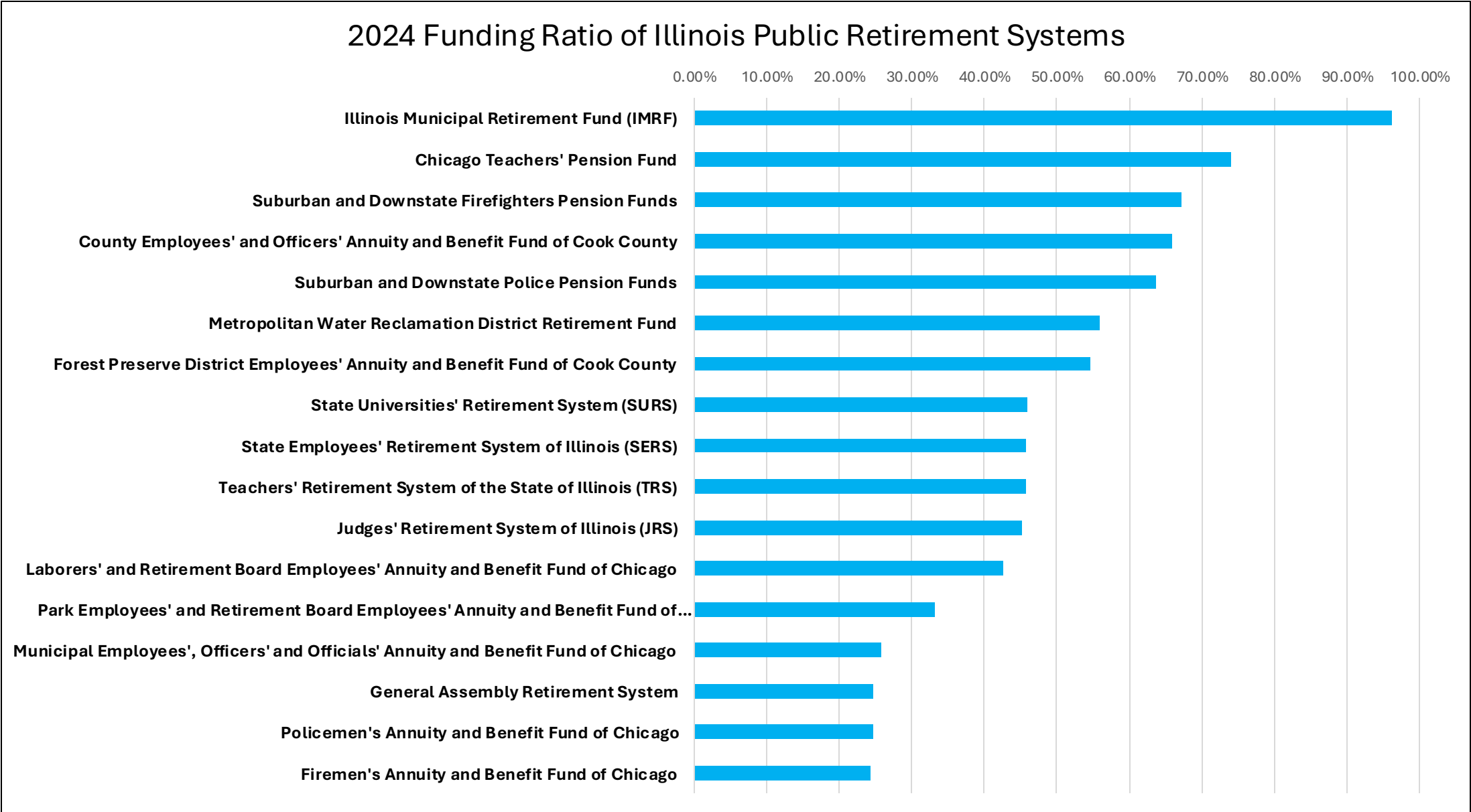
# Unfunded Liability History of State-Funded Pension Systems FY 2010 – FY 2025



Source: Commission on Government Forecasting and Accountability



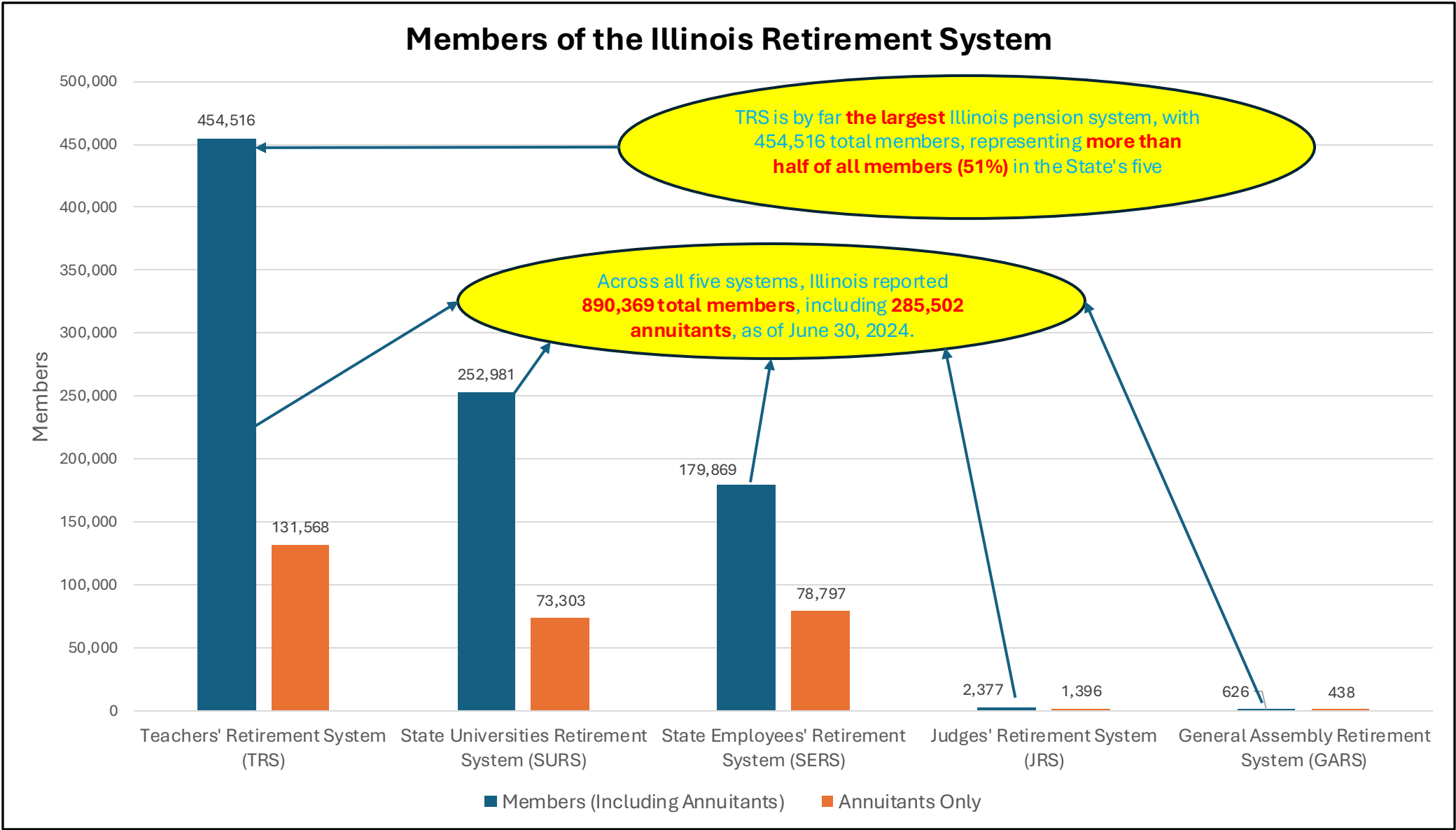
# Funding Ratio of Illinois Public Retirement Systems



Source: State of Illinois, Department of Insurance Public Pension Division



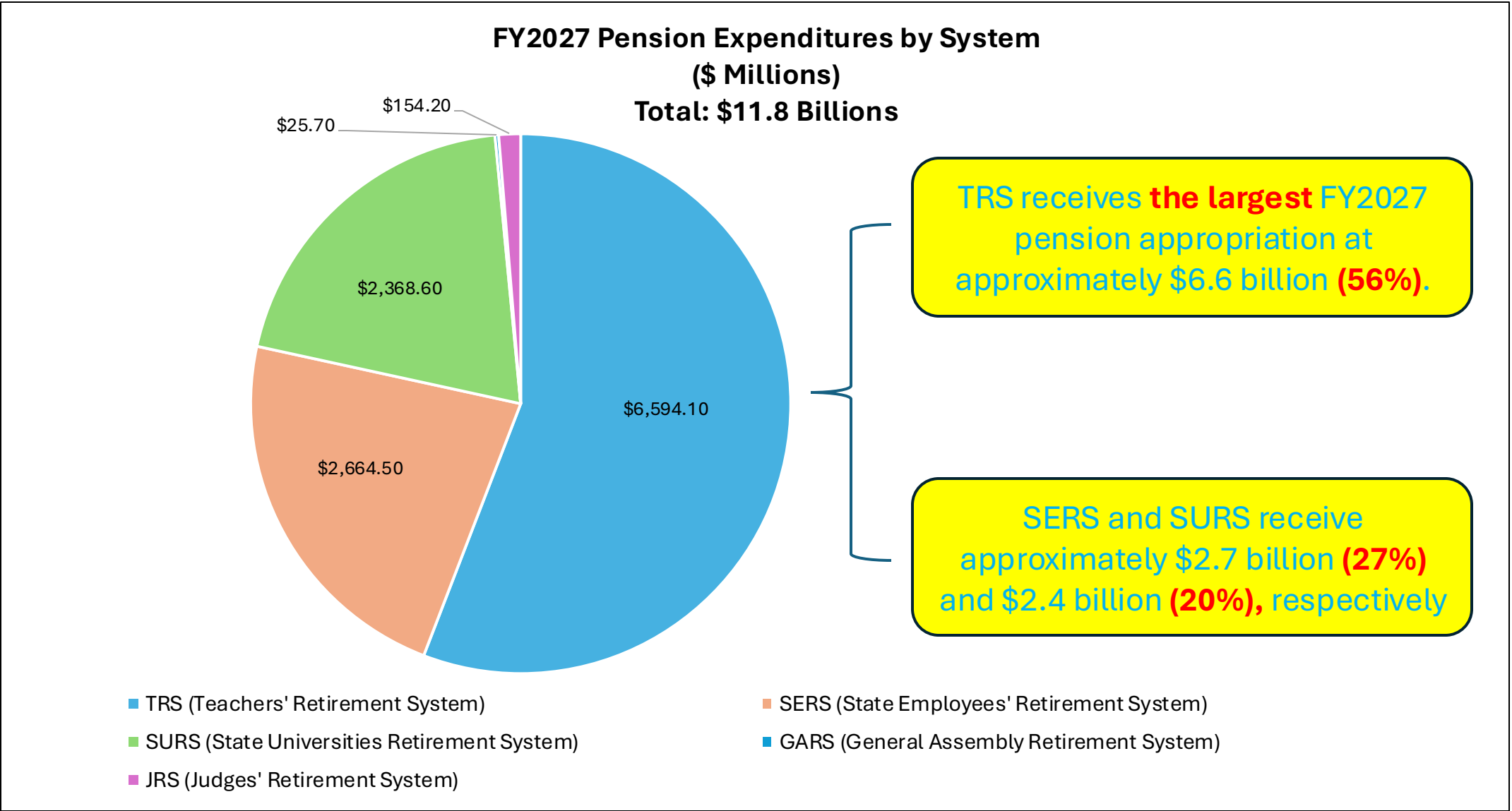
# Members of the Illinois State-Run Retirement System



Source: Office of the Governor. Illinois State Budget Fiscal Year 2026



# FY2027 Pension Expenditures by System



Source: Office of the Governor. Illinois State Budget Fiscal Year 2027

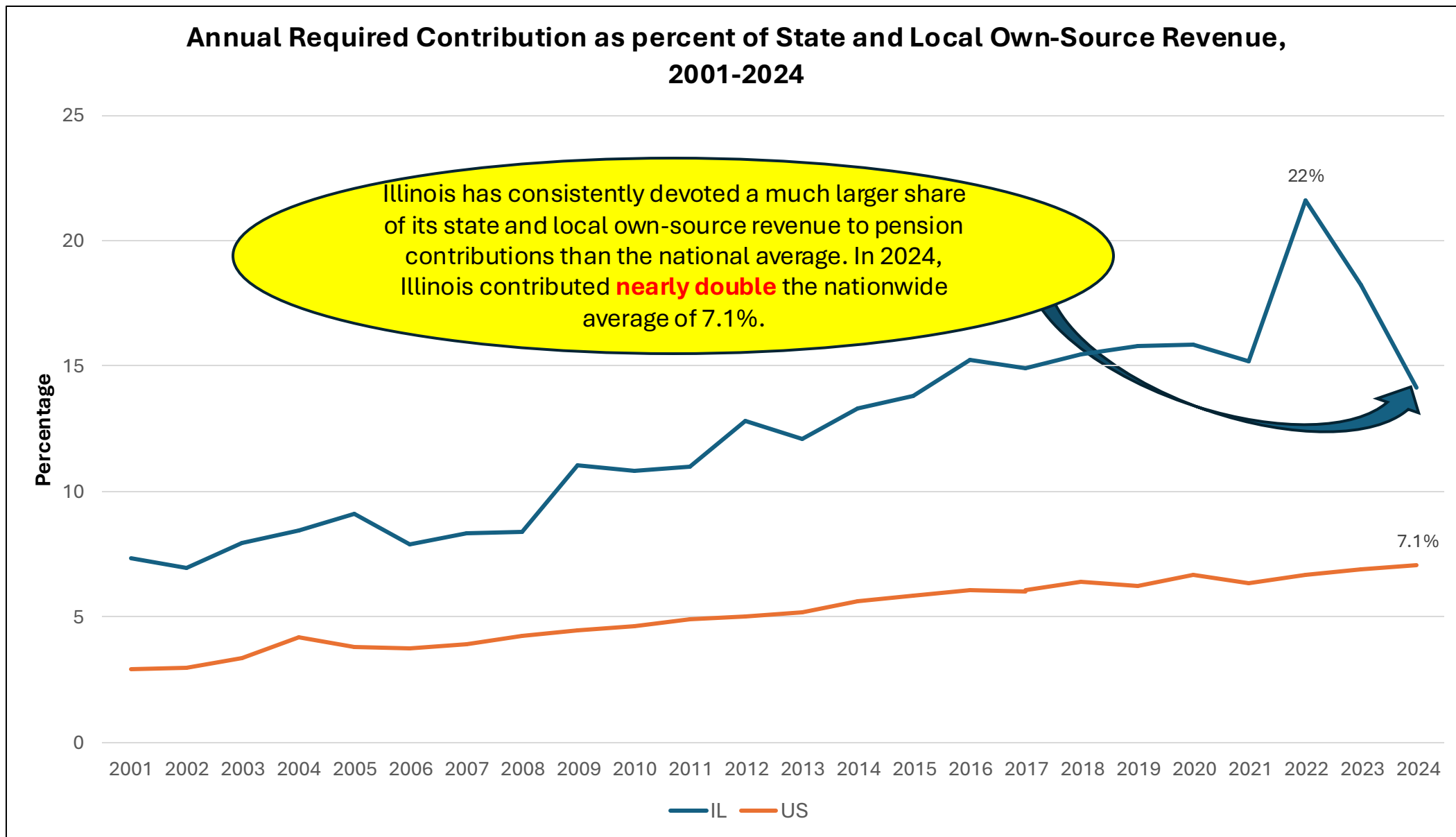


# Table of Contents

|                                                                                                                                                                              |                                                                                                                                    |                                                                                                                                                              |                                                                                                                                                                  |                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|                                                                                             |                                                  |                                                                           |                                                                               |  |
| <b>Overview</b>                                                                                                                                                              | <b>Budget Data</b>                                                                                                                 | <b>Pension system Comparison</b>                                                                                                                             | <b>Future Outlook</b>                                                                                                                                            | <b>Legislations</b>                                                                 |
| <ul style="list-style-type: none"><li>• Indicators of a Healthy Pension System</li><li>• History</li><li>• Budget</li><li>• Pension Formula</li><li>• The Big Five</li></ul> | <ul style="list-style-type: none"><li>• Unfunded Liabilities</li><li>• Pension Expenditures by system</li><li>• Overview</li></ul> | <ul style="list-style-type: none"><li>• Funded Ratio</li><li>• Pension Liabilities compared to State GDP</li><li>• Unfunded Liabilities per capita</li></ul> | <ul style="list-style-type: none"><li>• FY27 Pension Funding</li><li>• Path to 90% Funding</li><li>• Flash Index</li><li>• Business Outmigration Trend</li></ul> | <ul style="list-style-type: none"><li>• Current IL House and Senate bills</li></ul> |



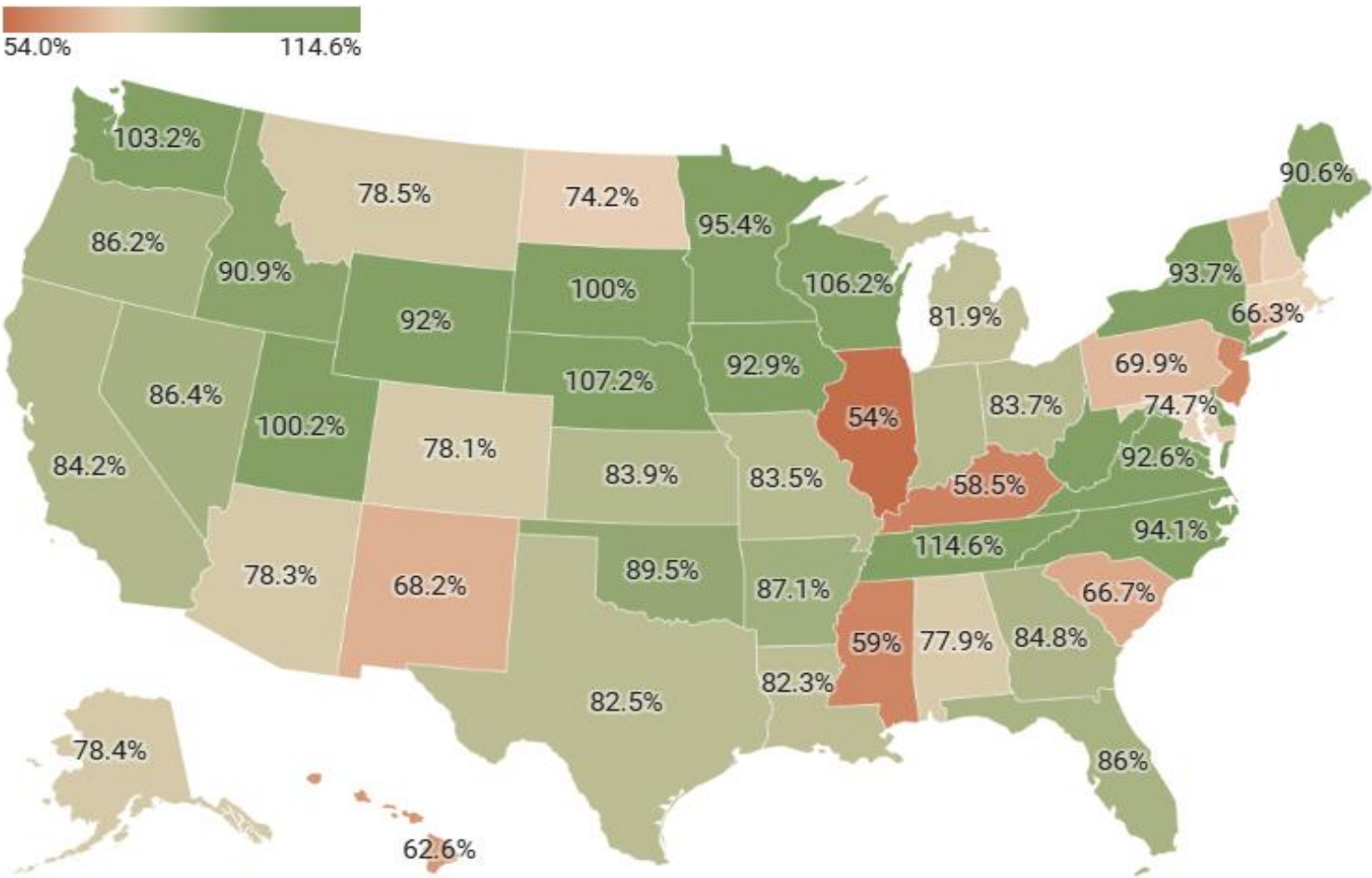
# Comparison of Pension Contributions: Illinois vs. Nationwide





Illinois' public pensions are worst funded in nation

Estimated funded ratio of major state and local pension systems, fiscal year 2025



Map: @illinoispolicy • Source: Equable Institute • Get the data • Created with Datawrapper

In FY2025, Illinois' public pension systems had a funded ratio of **54%**, the **lowest** among all U.S. states.

| Top 5 States with the Worst Public Pension Funded Ratios |     |
|----------------------------------------------------------|-----|
| Illinois                                                 | 55% |
| Kentucky                                                 | 59% |
| Mississippi                                              | 59% |
| New Jersey                                               | 60% |
| Hawaii                                                   | 63% |

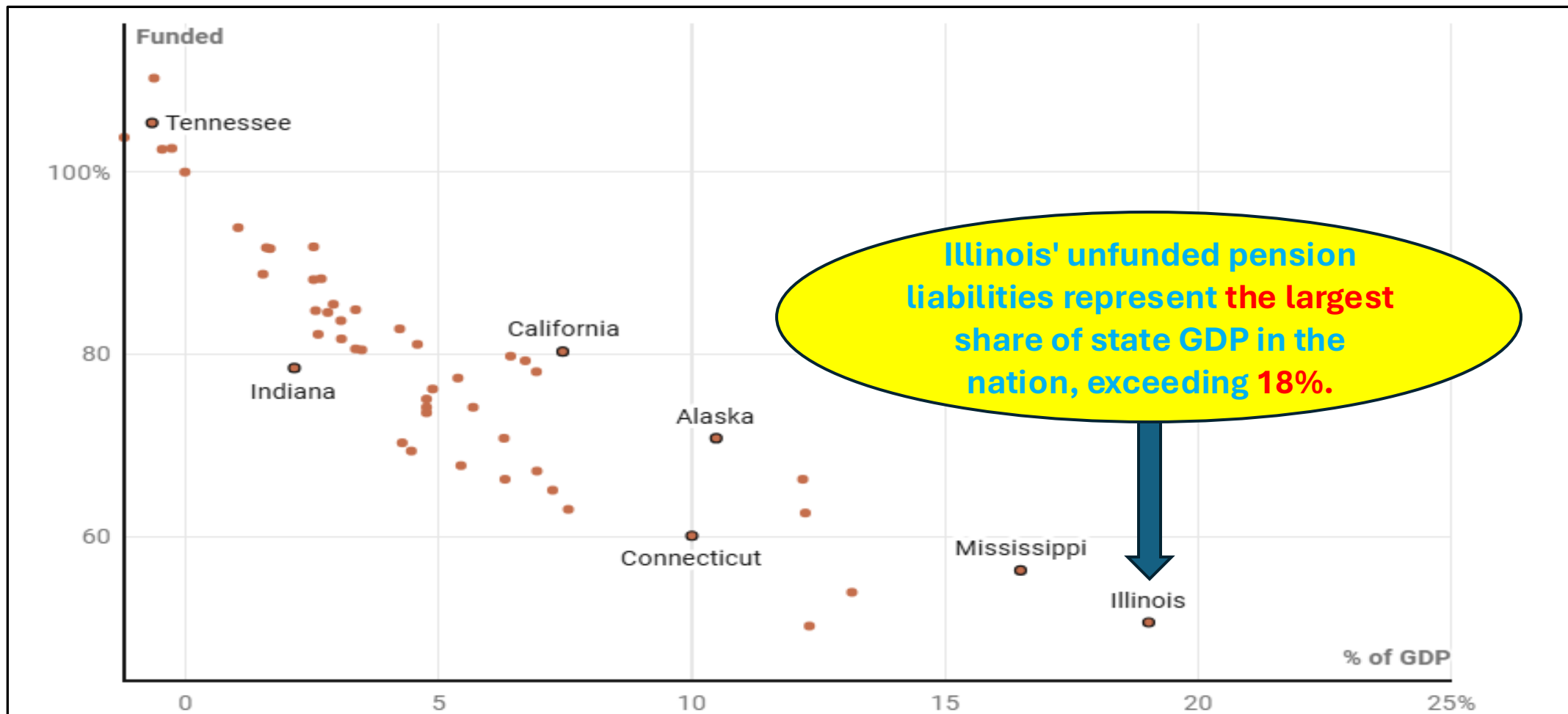
Note: This ranking includes all Illinois public pension systems, not just the State's five major retirement systems (TRS, SERS, SURS, JRS, and GARS).



# Unfunded Pension Liabilities Compared to State GDP

## Illinois unfunded liabilities take up largest GDP share

State unfunded liabilities as a percentage of GDP vs funding ratios.





## 3 of Illinois' 5 state pensions rank among worst in U.S.

Ranking of 175 U.S. public pension systems by funded ratio in 2024, showing bottom 10. Three of Illinois' five statewide systems made the list.

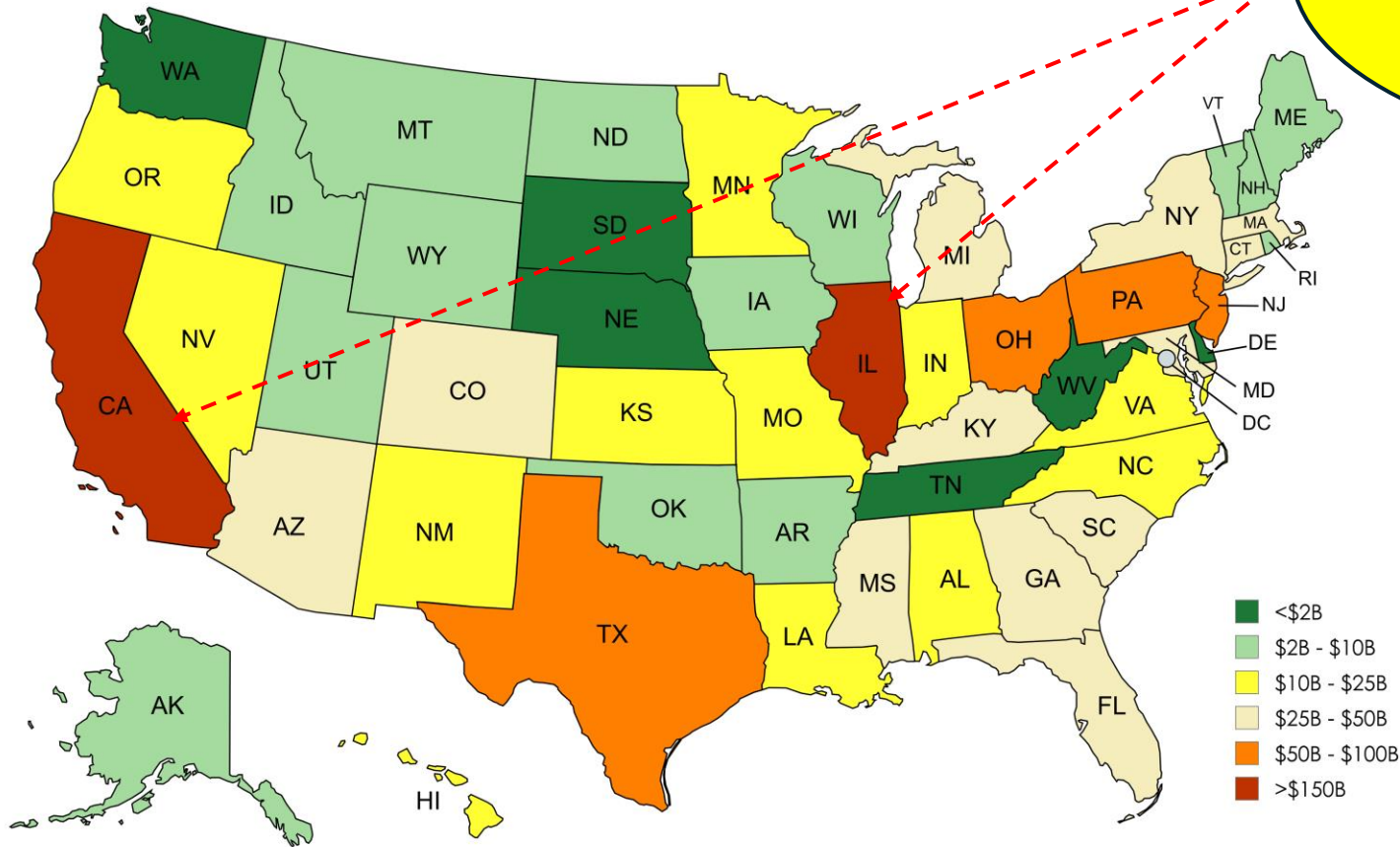
| Rank | Plan                                                | Funded ratio |
|------|-----------------------------------------------------|--------------|
| 10   | Missouri State Employees' Retirement System         | 52.0%        |
| 9    | New Jersey Public Employees State, Local Divisions* | 51.3%        |
| 8    | New Jersey State Police Retirement System           | 51.1%        |
| 7    | <b>Illinois Teachers Retirement System</b>          | 45.4%        |
| 6    | <b>Illinois Judges Retirement System</b>            | 43.3%        |
| 5    | <b>Illinois State Employees Retirement System</b>   | 43.3%        |
| 4    | Arizona Elected Officials                           | 42.2%        |
| 3    | New Jersey Teachers                                 | 38.0%        |
| 2    | Kentucky State Employees, Non-Hazardous             | 26.0%        |
| 1    | California judges**                                 | 2.2%         |

TRS, SERS, and JRS all ranked among the nation's ten worst-funded public pension systems in 2024

\* Indicates two plans administered by the same retirement system that have been averaged to produce this figure. \*\* Indicates a pay-as-you-go plan that does not use traditional pre-funding methods.



# Unfunded Pension Liabilities by States



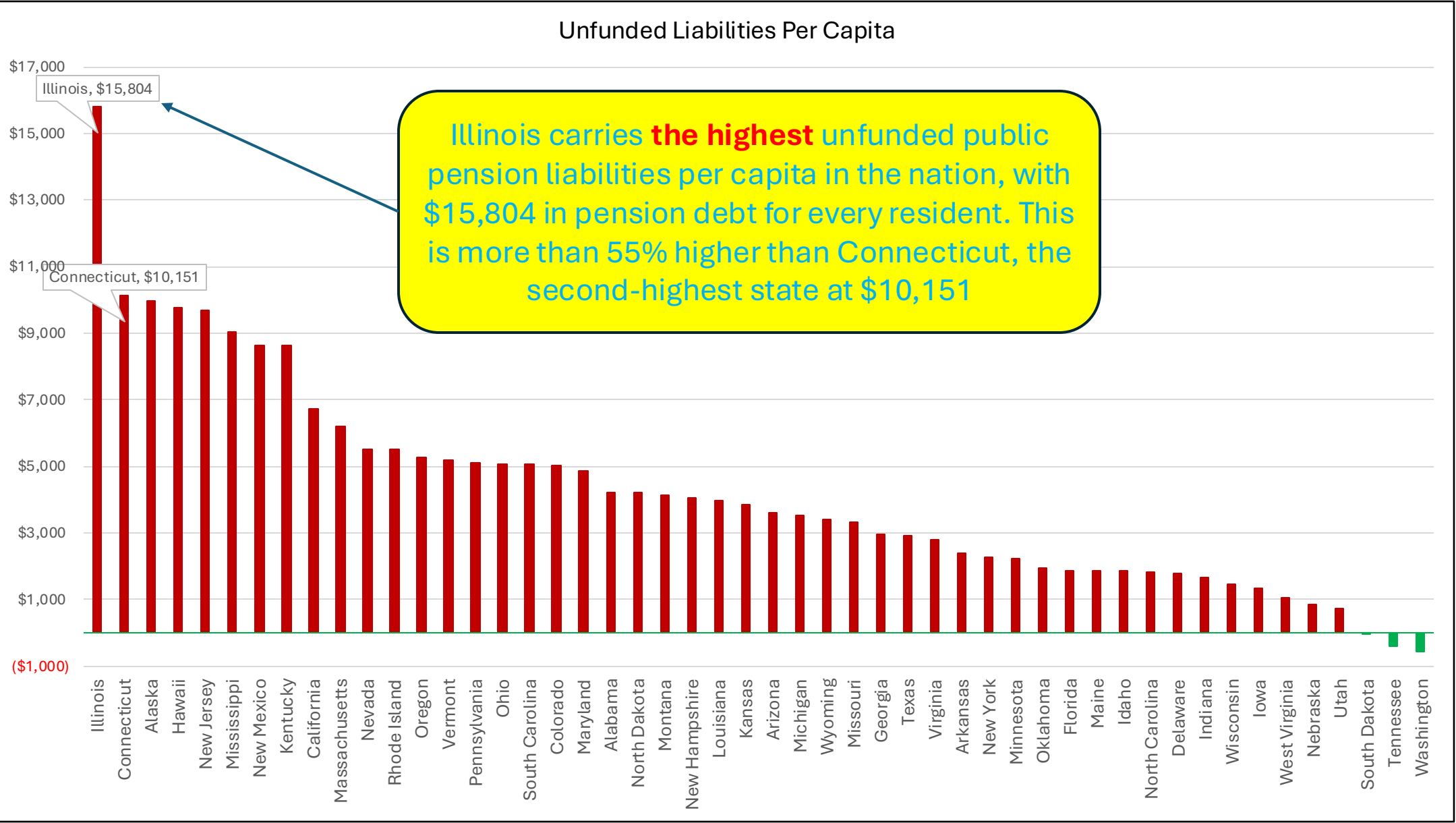
Illinois' unfunded pension liabilities reached **\$201 billion** in FY2024, joining California as **the only two states** with pension debt exceeding \$200 billion.

## Top 5 States by Unfunded Pension Liabilities (FY2024)

|              |        |
|--------------|--------|
| California   | \$265B |
| Illinois     | \$201B |
| New Jersey   | \$92B  |
| Texas        | \$91B  |
| Pennsylvania | \$67B  |



# Unfunded Pension Liabilities Per Capita





# Table of Contents

| <br>Overview                                                                                | <br>Budget Data                                  | <br>Pension system Comparison                                             | <br>Future Outlook                                                            | <br>Legislations |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Indicators of a Healthy Pension System</li><li>• History</li><li>• Budget</li><li>• Pension Formula</li><li>• The Big Five</li></ul> | <ul style="list-style-type: none"><li>• Unfunded Liabilities</li><li>• Pension Expenditures by system</li><li>• Overview</li></ul> | <ul style="list-style-type: none"><li>• Funded Ratio</li><li>• Pension Liabilities compared to State GDP</li><li>• Unfunded Liabilities per capita</li></ul> | <ul style="list-style-type: none"><li>• FY27 Pension Funding</li><li>• Path to 90% Funding</li><li>• Flash Index</li><li>• Business Outmigration Trend</li></ul> | <ul style="list-style-type: none"><li>• Current IL House and Senate bills</li></ul>                 |



# Fiscal 2027 Actuarial Recommendation and Appropriation

## Fiscal 2027 Actuarial Recommendation and Appropriation

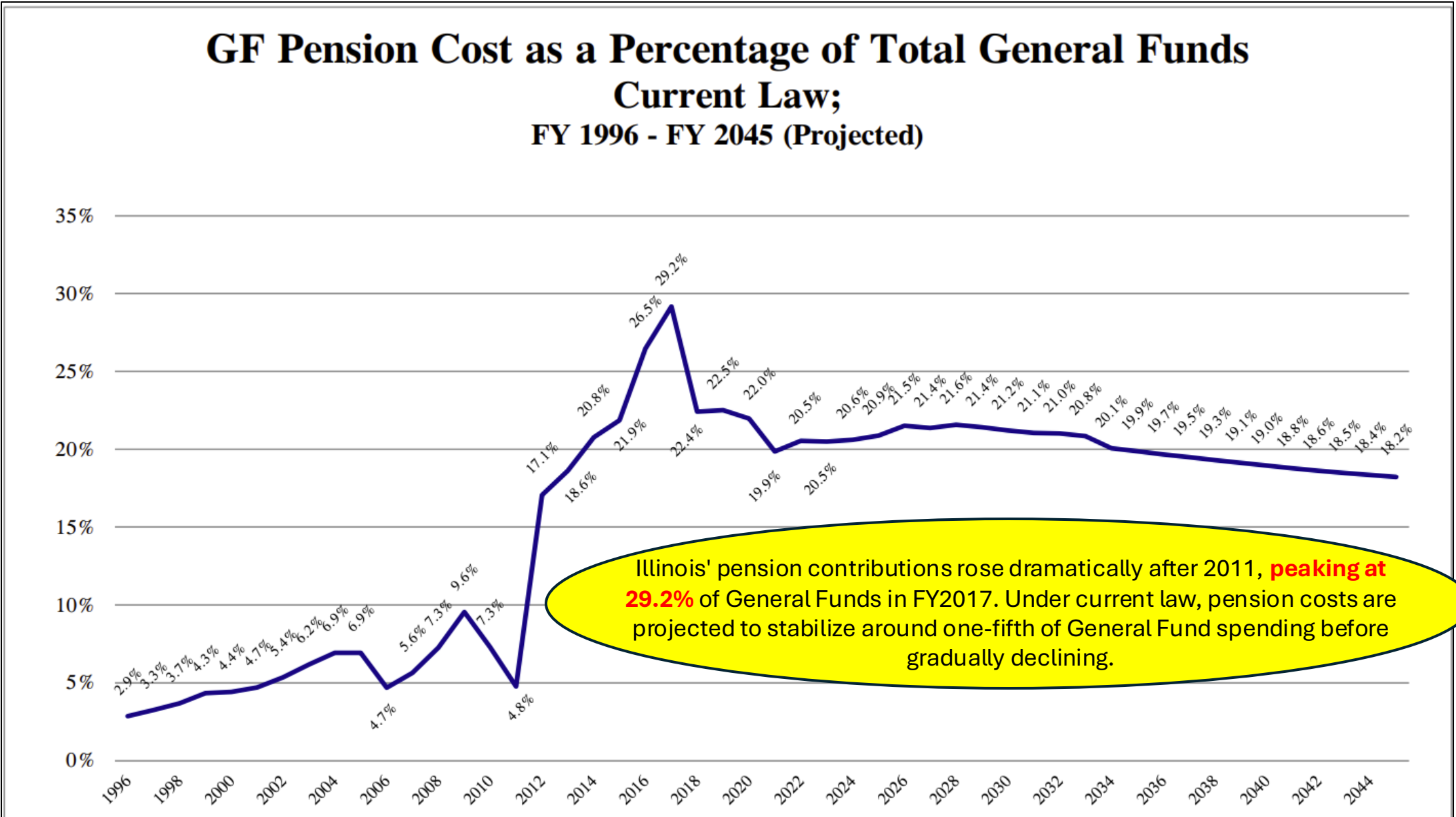
| Contributions              | TRS     | SERS     | SURS     | JRS      | GARS    | Total   |
|----------------------------|---------|----------|----------|----------|---------|---------|
| Actuarial Recommendation   | \$11.1B | \$3.01B  | \$2.64B  | \$162.0M | \$27.9M | \$17.0B |
| Passed State Appropriation | \$6.59B | \$2.664B | \$2.37B  | \$154.2M | \$25.7M | \$11.8B |
| Difference                 | \$4.58B | \$345.8M | \$273.5M | \$7.80M  | \$2.20M | \$5.21B |

Illinois' FY2027 pension appropriation was \$11.80 billion, \$5.21 billion below the \$17.02 billion recommended by actuarial recommendation



# Pension Costs in General Funds Expenditures

**GF Pension Cost as a Percentage of Total General Funds**  
**Current Law;**  
**FY 1996 - FY 2045 (Projected)**



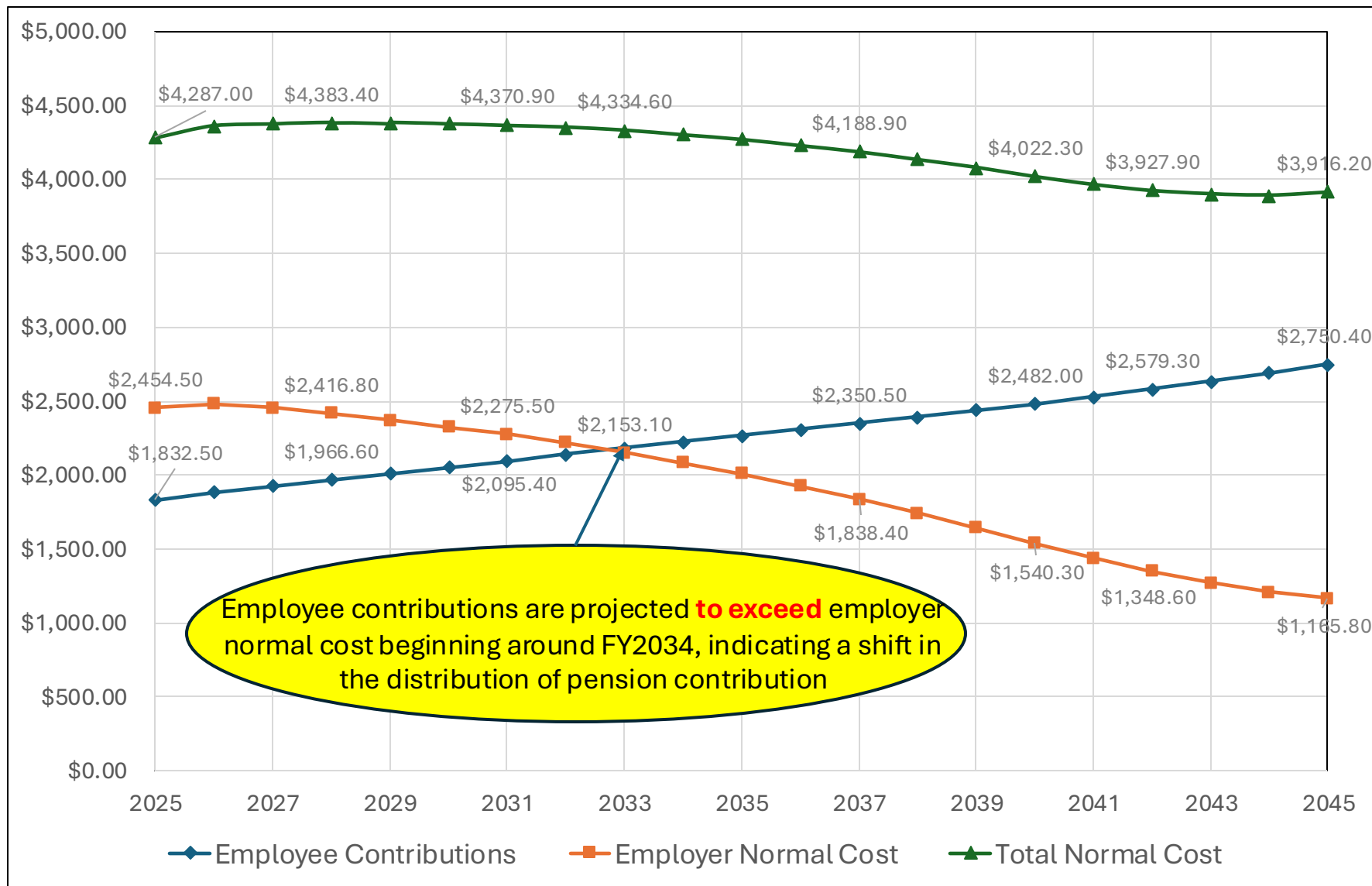
Illinois' pension contributions rose dramatically after 2011, **peaking at 29.2%** of General Funds in FY2017. Under current law, pension costs are projected to stabilize around one-fifth of General Fund spending before gradually declining.

Source: Commission on Government Forecasting and Accountability



## Future Outlook

# Projected Normal Costs based on Public Act 88-0593



What is normal cost?

Normal cost is the **contribution** necessary, when added to investment income, **to pay for benefits earned** each year



## Future Outlook

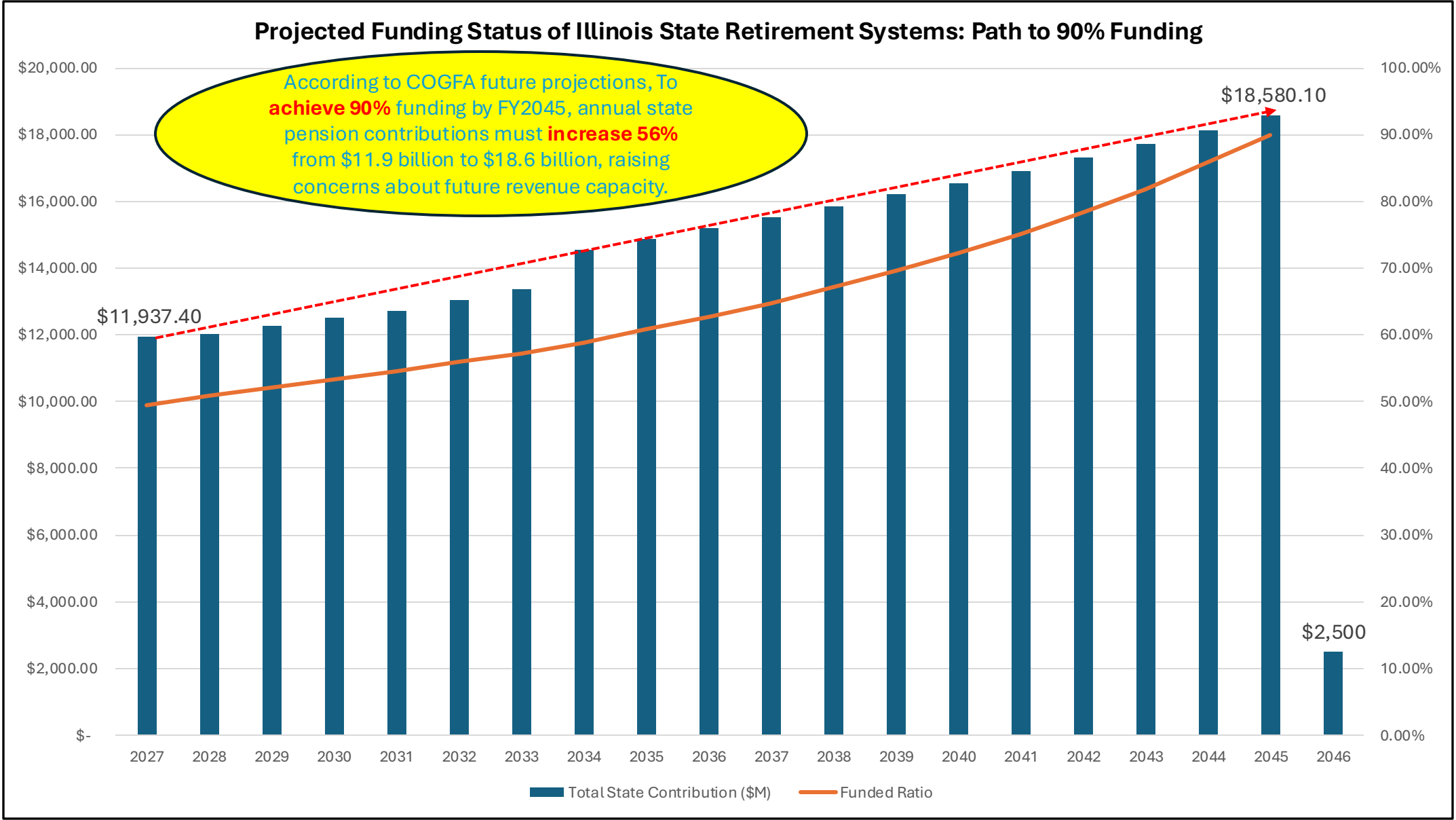
- The Edgar ramp is a legislatively mandated funding program for Illinois' pension systems
- It requires that Illinois continually increase payments into the funds with the goal of a funding ratio of 90% by 2045
- However, keeping up with the Edgar Ramp will require significant (and increasing) financial commitments

## The Edgar Ramp

| FUNDED RATIO PROJECTION |  |              |
|-------------------------|--|--------------|
| Fiscal Year Analysis    |  |              |
| Fiscal Year             |  | Funded Ratio |
| 2026                    |  | 48.1%        |
| 2027                    |  | 49.5%        |
| 2028                    |  | 50.9%        |
| 2029                    |  | 52.2%        |
| 2030                    |  | 53.4%        |
| 2031                    |  | 54.6%        |
| 2032                    |  | 55.9%        |
| 2033                    |  | 57.2%        |
| 2034                    |  | 58.9%        |
| 2035                    |  | 60.8%        |
| 2036                    |  | 62.7%        |
| 2037                    |  | 64.8%        |
| 2038                    |  | 67.1%        |
| 2039                    |  | 69.6%        |
| 2040                    |  | 72.2%        |
| 2041                    |  | 75.2%        |
| 2042                    |  | 78.4%        |
| 2043                    |  | 81.9%        |
| 2044                    |  | 85.8%        |
| 2045                    |  | 90.0%        |
| Per: COGFA              |  |              |



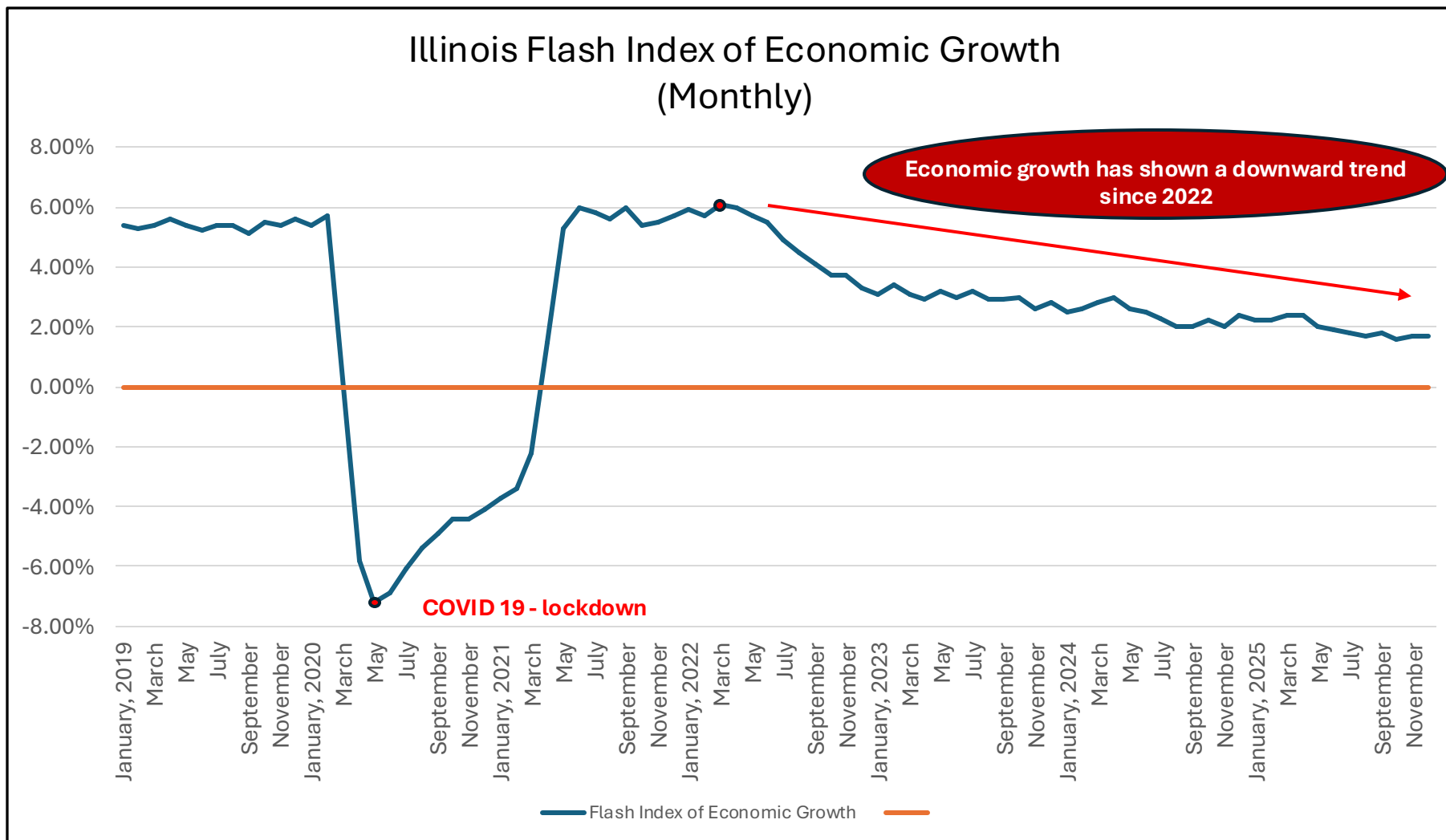
## Future Outlook



Source: Commission on Government Forecasting and Accountability



# Flash Index of Economic Growth

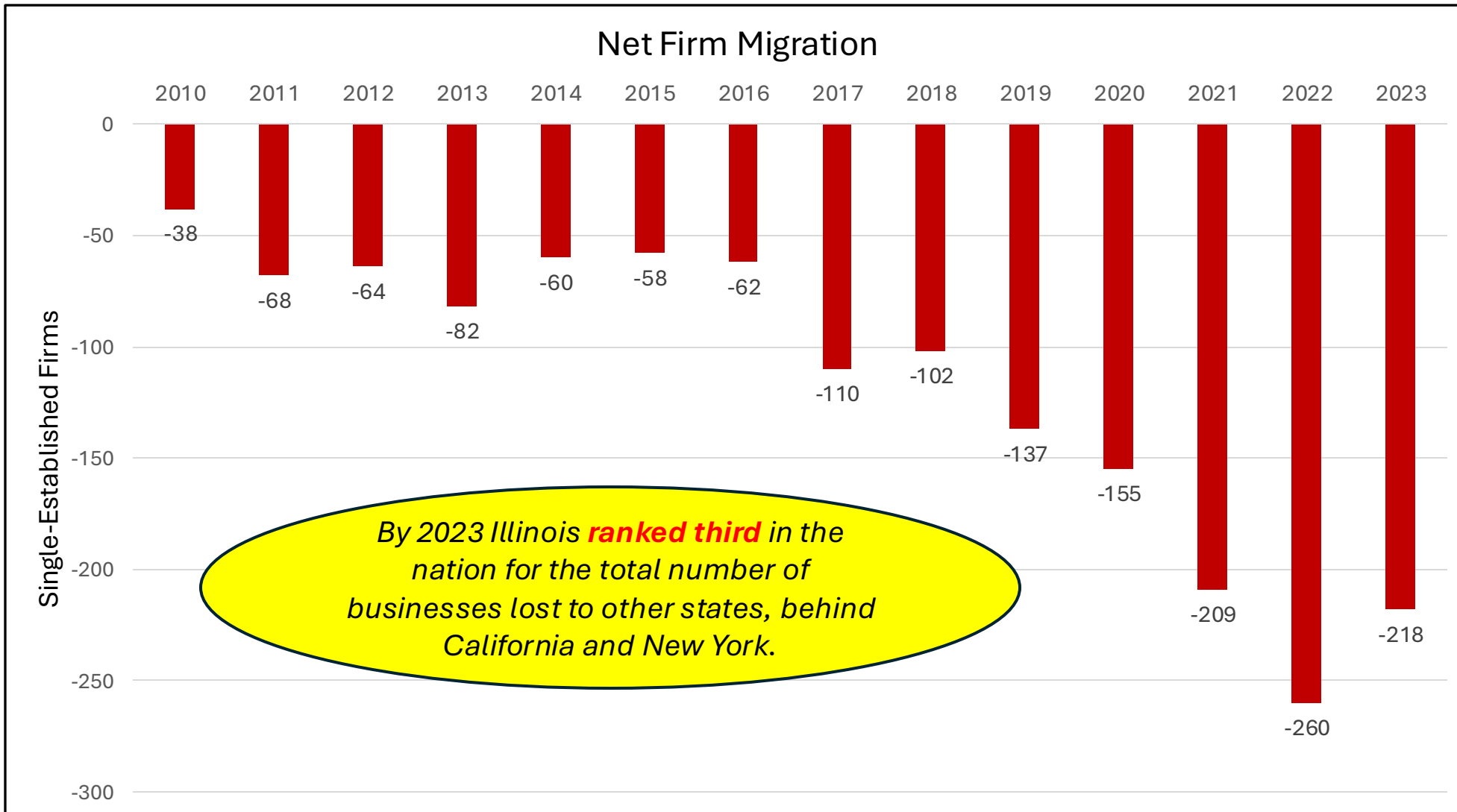


**Source:** University of Illinois, Institute of Government and Public Affairs. The Flash Index is calculated as a weighted average of Illinois growth rates in corporate profits, consumer spending, and personal income. Before these growth rates are measured, tax revenues from corporate income, individual income, and retail sales are first adjusted for inflation.



# Business Migration Trends in Illinois

The trend of businesses leaving Illinois has **steadily increased** since about 2017.





## Future Outlook

# 2025 Illinois Job Creation Data

*In 2025, Illinois lost 1,700 jobs, making it one of 16 states that experienced job losses that year. Compared to neighboring states, Illinois was the only state to record a job decline.*

| Industry                           | Change        | % ▼    |
|------------------------------------|---------------|--------|
| <b>Total nonfarm</b>               | <b>-1,700</b> | -0.03% |
| Information                        | 4,500         | 4.83%  |
| Mining, logging, construction      | 7,700         | 3.22%  |
| Private education, health services | 17,800        | 1.77%  |
| Local government                   | 8,200         | 1.34%  |
| State government                   | 500           | 0.33%  |
| Transportation, utilities          | 900           | 0.26%  |
| Other services                     | 200           | 0.08%  |
| Financial activities               | -100          | -0.03% |
| Wholesale trade                    | -900          | -0.30% |
| Leisure, hospitality               | -3,200        | -0.52% |
| Professional, business services    | -6,000        | -0.65% |
| Manufacturing                      | -9,300        | -1.62% |
| Retail trade                       | -17,600       | -3.05% |
| Federal government                 | -4,400        | -5.37% |



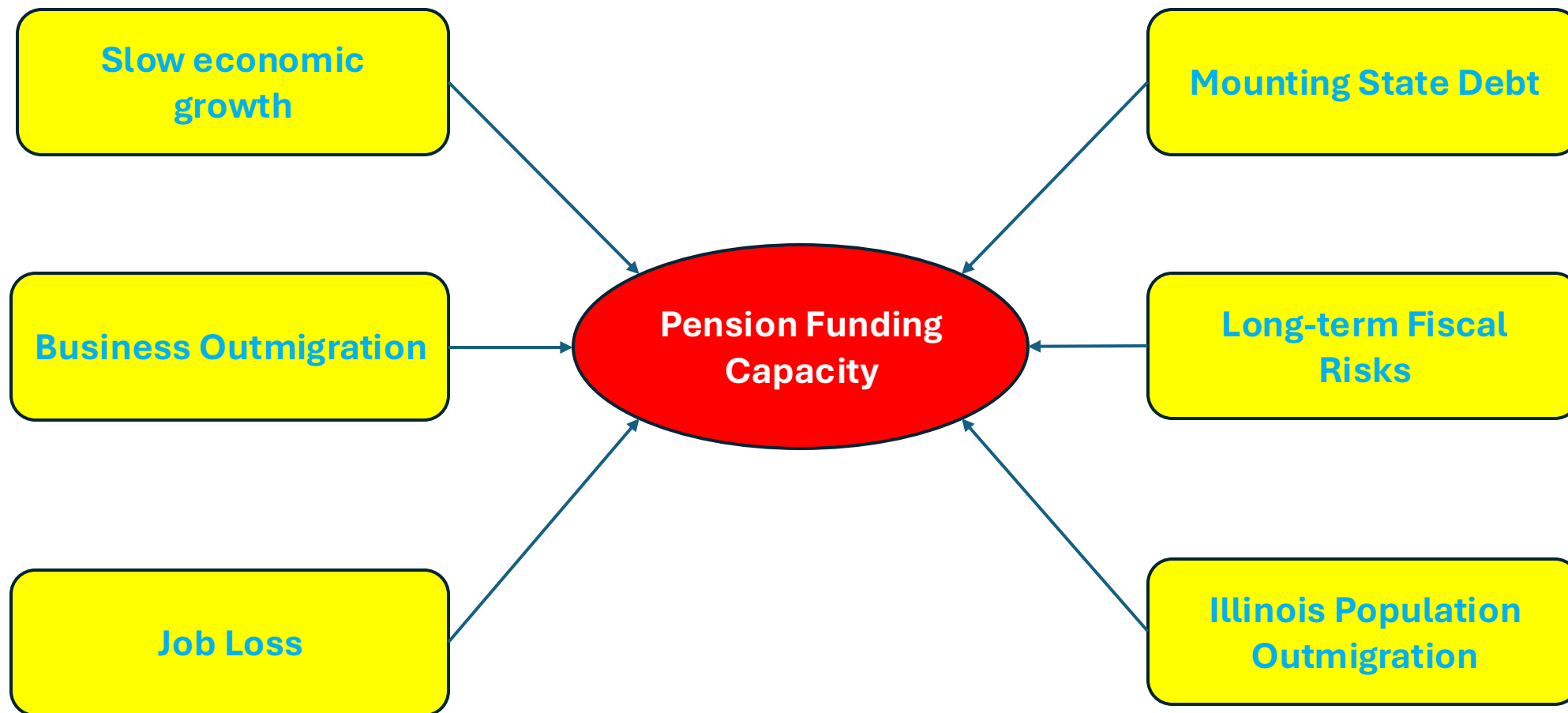
## Future Outlook

# Projected Demand for the Top 10 Occupations in Illinois: Regardless of Education Level

| Occupation Title                 | 2025 Job Estimated | 2030s Job Estimated | 5 Years Growth |
|----------------------------------|--------------------|---------------------|----------------|
| General Managers                 | 178,150            | 175,960             | -2,190         |
| Laborers and Material Movers     | 163,582            | 160,526             | -3,056         |
| Retail Salespersons              | 136,058            | 129,842             | -6,216         |
| Stockers and Order Fillers       | 132,846            | 130,552             | -2,294         |
| Fast Food Workers                | 131,101            | 128,557             | -2,544         |
| Cashiers                         | 121,285            | 109,625             | -11,660        |
| Customer Service Representatives | 111,677            | 104,516             | -7,161         |
| Janitors and Cleaners            | 102,652            | 99,745              | -2,907         |
| Personal Care Aides              | 93,870             | 98,494              | +4,624         |
| Waiters and Waitresses           | 85,379             | 81,892              | -3,487         |
| Total                            | 1,256,600          | 1,219,709           | - 36,891       |

Among the 10 most in-demand occupations in Illinois in 2025, **nine are projected to experience employment declines**, while only personal care aides show growth. This results in a projected **net loss of 36,891 jobs** over five years.

Source: The Illinois Board of Higher Education





# Table of Contents



## Overview

- Indicators of a Healthy Pension System
- History
- Budget
- Pension Formula
- The Big Five



## Budget Data

- Unfunded Liabilities
- Pension Expenditures by system
- Overview



## Pension system Comparison

- Funded Ratio
- Pension Liabilities compared to State GDP
- Unfunded Liabilities per capita



## Outlook

- FY27 Pension Funding
- Path to 90% Funding
- Flash Index
- Business Outmigration Trend



## Legislations

- Current IL House and Senate bills



# Illinois Pension Legislation...

| Bill Title | Description                                                                                                                                                                                                                                                                   |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HB0079     | Requires annuitants receiving a sheriff's law enforcement employee annuity to be considered a participating employee if they return to work as a school security guard with a participating employer for more than 999 hours annually                                         |
| HB1648     | This bill clarifies that firefighter pension and disability benefits cannot be transferred or assigned, except that beneficiaries may authorize direct payments to certain fire service-related associations or for hospitalization insurance.                                |
| SB1281     | This bill applies the Retirement Systems Reciprocal Act to Downstate firefighters and police who retire or receive survivor benefits on or after the effective date and choose to participate. It also makes the change a state mandate that is not subject to reimbursement. |
| SB2342     | Requires the State Employees' Retirement System to create a defined contribution retirement plan by July 1, 2027, allowing employees to choose between it and the existing defined benefit plan. New hires would not be required to participate in the pension system         |
| SB2826     | Amends the Illinois Municipal Retirement Fund (IMRF) Article of the Illinois Pension Code. Provides that no person who has earned creditable service through employment by the Fund shall be eligible to serve as a trustee.                                                  |
| SB3075     | Requires all five state-funded retirement systems to create defined contribution plans by July 1, 2028, allowing employees to choose between defined contribution and existing pension plans. New employees would not be required to join the pension system                  |
| SB3389     | Allows Downstate Teacher pension employers to create a self-managed retirement plan as an alternative to the traditional pension, with employees able to choose between the two options. Classified as an unfunded mandate                                                    |



# Additional Illinois Legislation...

| Bill Title    | Description                                                                                                                                                                                                                                                                                                           |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SB3404</b> | <b>Allows public safety and municipal pension members to choose an accelerated lump sum payout in exchange for reduced future benefits, with large counties and municipalities required to offer the option and make annual contributions to support it. Effective immediately, classified as an unfunded mandate</b> |
| <b>SB3430</b> | <b>Allows public pension members to take an accelerated lump-sum payment in exchange for reduced future benefits, authorizes \$700 million in state bonds to fund payments, and allows the state to withhold local government funds to cover bond debt service. Effective immediately</b>                             |



# Sources

- **Commission of Government Forecasting & Accountability**  
*State Retirement Systems Overview*  
<https://cgfa.ilga.gov/Upload/2025%20Special%20Pension%20Briefing.pdf>
- **Office of the governor**  
*Illinois State Budget Fiscal Year 2026*  
<https://budget.illinois.gov/content/dam/soi/en/web/budget/documents/budget-book/fy2026-budget/Fiscal-Year-2026-Operating-Budget.pdf>
- **Equable Institute**  
*Funded Ratio Ranking by States*  
<https://equable.org/state/illinois/>
- **Equable Institute**  
*State of Pensions 2025*  
[https://equable.org/wp-content/uploads/2025/07/Equable-Institute\\_State-of-Pensions-2025\\_Final.pdf](https://equable.org/wp-content/uploads/2025/07/Equable-Institute_State-of-Pensions-2025_Final.pdf)
- **Reason Foundation**  
*Study: Illinois, Connecticut, Alaska, Hawaii, New Jersey and Mississippi have the most per capita pension debt*  
<https://reason.org/data-visualization/state-pension-debt/>
- **Illinois Policy**  
*Report shows Illinois government pension crisis worst in U.S.*  
<https://www.illinoispolicy.org/report-shows-illinois-government-pension-crisis-worst-in-u-s>
- **Illinois Policy**  
*Pensions 101: Understanding Illinois' massive, government-worker pension crisis.*  
<https://www.illinoispolicy.org/reports/pensions-101-understanding-illinois-massive-government-worker-pension-crisis/>



# Sources

- **Civic Federation**  
*State Retirement Systems Overview*  
[https://www.civicfed.org/sites/default/files/illinois\\_pension\\_primer\\_visual\\_guide.pdf](https://www.civicfed.org/sites/default/files/illinois_pension_primer_visual_guide.pdf)
- **Civic Federation**  
*State Retirement Systems Overview*  
[https://www.civicfed.org/sites/default/files/illinois\\_pension\\_primer\\_visual\\_guide.pdf](https://www.civicfed.org/sites/default/files/illinois_pension_primer_visual_guide.pdf)
- **Illinois Policy**  
*Illinois loses 1,700 jobs in 2025 while nation adds 584,000*  
<https://www.illinoispolicy.org/illinois-loses-1700-jobs-in-2025-while-nation-adds-584000/>
- **Illinois Board of Higher Education (IBHE)**  
*Illinois Workforce Demand 2025-2030*  
[https://www.ibhe.org/assets/files/Workforce\\_data/2025-2030\\_Top\\_10\\_Occupations\\_In\\_Demand\\_Narrative\\_Report.pdf](https://www.ibhe.org/assets/files/Workforce_data/2025-2030_Top_10_Occupations_In_Demand_Narrative_Report.pdf)
- **University of Illinois System**  
*Flash Index*  
<https://igpa.uillinois.edu/flash-index>
- **U.S. Bureau of Economic Statistics**  
*Illinois Firm Migration*  
<https://www.bls.gov/opub/ted/2024/in-2023-more-firms-migrated-to-florida-on-net-than-any-other-state.htm>

---

# THANK YOU!

