



## 2020 Proposed Budget Overview

*Department of Finance*

*November 13, 2020*

# **2019 Budget Update**

# 2019 Operating Revenue Update

Operating Revenue By Fund Type *	2017	2018	2019	% Chg	2019	2019	% Chg
	ACTUAL	ACTUAL	Est.	From	YTD (Q3)	Projection	Fr 2018
<b>Total General Fund - 100</b>	<b>42,615,562</b>	<b>44,283,803</b>	<b>45,538,662</b>	<b>2.8%</b>	<b>33,781,165</b>	<b>43,769,643</b>	<b>-1.2%</b>
Other Operating Funds	14,966,489	19,548,649	19,187,783	-1.8%	15,897,127	20,331,379	4.0%
<b>Total Operating Fund Revenue</b>	<b>57,582,051</b>	<b>63,832,452</b>	<b>64,726,445</b>	<b>1.4%</b>	<b>49,678,292</b>	<b>64,101,022</b>	<b>0.4%</b>

*\* Includes transfers from the General Fund and Sewer Operating Fund*

- Total 2019 General Fund operating revenue through September 30 (Q3) totaled \$33.8 million or 74.2% of the budget estimate
- Total 2019 General Fund revenue is projected to come in 1.2% lower than 2018 actual receipts
- The difference in General Fund revenue was primarily the result of the unanticipated drop in net profit income tax collections

# 2019 Operating Revenue Update

- General Fund portion of net income tax receipts totaled \$28.0 million through October, running about 5.3% under 2018 YTD at 89% of the estimate for the year
- Income tax revenue includes the annual retainer refund of \$678,650 (General Fund share)
- The 2019 projection for income tax revenue including the retainer is \$34.1 million for the General Fund
- Property tax collections through October 2019 were just over \$1.1 million for the General Fund and \$3.1 million for other funds
- Program revenue for Recreation, Senior Services, and Arts Center combined totaled \$2.4 million running 3.3% over 2018 YTD receipts

# 2019 Income Tax Update

## *Income Tax Collection Summary - October 2019*

<b>Income Tax Component Summary</b>	<b>2019 Budget Estimate</b>	<b>2019 Monthly Collection</b>	<b>2019 YTD Collection</b>	<b>% Chg from PY YTD</b>	<b>2018 YTD Collection</b>
<b>Withholding</b>	\$ 35,073,900	\$ 2,686,386	\$ 28,429,697	-1.3%	\$ 28,798,279
<b>Individuals</b>	4,565,200	472,263	3,763,307	1.2%	3,719,984
<b>Business Net Profit</b>	8,237,700	719,721	5,215,372	-31.2%	7,576,167
<b>Utility Net Profit</b>	77,500	-	87,699	-42.9%	153,556
<b>Penalty &amp; Interest</b>	322,400	38,139	337,895	29.9%	260,097
<b>Gross Income Tax Receipts</b>	<b>\$ 48,276,700</b>	<b>\$ 3,916,509</b>	<b>\$ 37,833,970</b>	<b>-6.6%</b>	<b>\$ 40,508,084</b>
<i>Refunds &amp; Adjustments</i>	<i>\$ (850,000)</i>	<i>\$ (12,225)</i>	<i>(556,786)</i>	<i>-51.9%</i>	<i>\$ (1,158,323)</i>
<b>Net Income Tax Receipts</b>	<b>\$ 47,426,700</b>	<b>\$ 3,904,284</b>	<b>\$ 37,277,184</b>	<b>-5.3%</b>	<b>\$ 39,349,761</b>

- Weakness in the business net profit component of income tax collection has impacted total revenue for the year
- The unexpected loss in net profit revenue from a few large filers had resulted in a \$2.5 million loss in projected revenue for the year

# 2019 Operating Expenditure Update

<i>General Fund Expenditure Summary</i> <i>As of September 30, 2019 * Expenditures</i>	2017 Total	2018 YTD	2018 Total	2019 YTD	2019 vs 2018	% Chg 2018-2019	2019 Approved Budget	% of Budget Committed
Personal Services	26,426,257	21,130,841	27,569,920	22,068,766	937,925	4.4%	29,662,845	74.4%
Other Exp.	9,815,257	7,499,157	10,701,220	8,297,748	798,592	10.6%	11,828,823	70.1%
<b>Operating Exp.</b>	<b>36,241,514</b>	<b>28,629,997</b>	<b>38,271,140</b>	<b>30,366,514</b>	<b>1,736,517</b>	<b>6.1%</b>	<b>41,491,668</b>	<b>73.2%</b>
Transfers Out	4,900,700	3,811,000	5,395,020	4,375,000	564,000	14.8%	4,375,000	100.0%
<b>Total Expenditures</b>	<b>41,142,214</b>	<b>32,440,997</b>	<b>43,666,160</b>	<b>34,741,514</b>	<b>2,300,517</b>	<b>7.1%</b>	<b>45,866,668</b>	<b>75.7%</b>

*\* Prior YTD expenditures including encumbrances as of comparable period.*

- Total General Fund operating expenditures (excluding transfers out) through September were \$30.4 million or 74.4% of the approved 2019 budget.
- The operating expenditures as of September were 6.1% higher than the expenditures through the comparable period in 2018
- The approved budget anticipated a 8.2% increase in operating expenditures year-over-year

## 2019 Operating Expenditure Notes (General Fund)

- General Fund operating expenditures excluding encumbrances totaled \$30.4million through September or 73.2% of the approved budget through September
- General Fund regular salary expenditures through October were \$16.6 million or 82.0% of the 2019 approved budget of \$22.3 million – *includes impact of 3 new firefighters and 3 new police officers*
- Overtime utilization for all departments combined totaled \$845,400 through September and is projected to come is at \$1.1 million for the year
- Most departmental budgets are running at or below the approved operating budget – *on track to be approximately 3.5% under budget for the year*
- Total encumbrances through September were \$2.3 million and continue to decrease

## 2019 Operating Result – Current Estimate

- General Fund will most likely exceed revenues by almost \$500,000 in 2019 - *there is still an chance the operating result will “break even”*
- While operating budgets have generally been underspent the significant decline in net profit income tax collections impacted the overall operating picture for 2019
- The projected ending balance in the General Fund is expected to be \$18.8 million or 42.4% of expenditures

<i>General Fund Operating Forecast</i>	2019 Budget	2019 Projection
<b>Gen Fund Operating Revenue</b>	<b>45,538,662</b>	<b>43,769,643</b>
<i>% Chg</i>	2.8%	-3.9%
<b><u>Operating Expenditures</u></b>		
Personal Services	29,662,845	28,773,744
Other Expenditures	11,828,823	11,120,180
<b>Total Oper. Expenditures</b>	<b>41,491,668</b>	<b>39,893,924</b>
<i>% Chg</i>	8.4%	-3.9%
Transfers Out	4,375,000	4,375,000
<b>Total Expenditures</b>	<b>45,866,668</b>	<b>44,268,924</b>
<i>% Chg</i>	5.0%	-3.5%
<b><i>Net Operating Result</i></b>	<b><i>(328,006)</i></b>	<b><i>(499,281)</i></b>
<b><i>Net Result %</i></b>	<b><i>-0.7%</i></b>	<b><i>-1.1%</i></b>
<b>General Fund Reserve Analysis</b>		
Beginning Fund Balance	19,281,076	19,281,076
Ending Fund Balance	18,953,070	18,781,795



# **2020 Budget Overview**

# 2020 Budget Development Timeline

Budget Development Step	Date
Proposed Budget Document Completed	November 7 <sup>th</sup>
First Budget Hearing – Operating Budget	November 13 <sup>th</sup>
Second Budget Hearing – Capital	November 18 <sup>th</sup>
First Reading – Regular Council Meeting	November 18 <sup>th</sup>
Second Reading – Regular Council Meeting	December 2 <sup>nd</sup>
Third Reading & Adoption – 2020 Operating & Capital	December 19 <sup>th</sup>
2020 Budget Effective	January 1 <sup>st</sup> 2020

# 2020 Budget Document – Format and Sections

- Budget Message and Overview
- Lots of narrative and charts
- Budget exhibits – financial reports of the budget - **(1 new for 2020)**
- Departmental Summaries (Section 3) with the following components:
  - ✓ Budget summary table
  - ✓ Department description and functions
  - ✓ Funding sources with corresponding chart
  - ✓ 2019 accomplishments
  - ✓ Budget by expenditure category chart
  - ✓ Summary budget data
  - ✓ 2020 budget highlights
  - ✓ Capital budget summary – *if applicable*
  - ✓ Organizational chart
- Budget by line-item and fund - Appendix A
- Capital plan and overview – **added Debt Overview section**
- Draft appropriation measures - Appendix B & C



# 2020 Operating Budget Summary

- Budget Development Goals
- 2020 budget factors and challenges
- Changes and considerations of budget development
- Summary of 2020 budget parameters
- 2020 operating budget summary
- Overview of General Fund revenue by major source
- Overview of General Fund operating budget
- General Fund operating results forecast
- All funds budget summary
- Individual Departmental budgets

## 2020 Budget Development Goals

*An organization's budget reflects its vision, strategy, and priorities*

- Preserve core City service levels with an emphasis on customer service and innovation
- Allocate funding across City programs using priority-based budgeting decisions
- Cost-effective use of funding with an emphasis on interdepartmental collaboration
- Provide limited additional funding for initiatives that impact direct services to residents

## 2020 Budget Development Goals

*An organization's budget reflects its vision, strategy, and priorities*

- Allocate funding for economic development and marketing the City to businesses
- Investment in the priority infrastructure and general capital needs of the City
- Target structural balance in the General Fund and major operating fund budgets
- Building financial resiliency within the general operating funds of the City

## 2020 Factors | Challenges – Operating Budget

*Does the 2020 budget consider these factors?*

- Economic stability is the region and State level – *will Ohio experience a slow down in the next 12-18 months?*
- Impact of increasing personnel costs and the impact of approved collective bargaining agreements
- Inflationary pressures and decrease in short-term interest rates
- Income tax revenue trends for 2020 – *the business net profit component in particular will be monitored closely*

## 2020 Factors | Challenges – Operating Budget

### *Does the 2020 budget address these challenges?*

- Managing personnel expenditures and increasing employee health care costs – *a constant factor that will eventually require additional employee contribution levels*
- Balancing the priorities of the City in the context of shared but limited resources – *proposed addition of new requests*
- Investing General Fund resources in economic development to preserve and grow the City's tax base – *current deals have added to withholding collections*
- Growing need for investing in buildings and capital assets with limited resources - *continued cash funding of CIP will need to be evaluated*



## 2020 Budget Development Parameters

*Parameters guide the starting points for the budget*

- Revenue estimates were based on the trends used to project 2019 revenues as of September – *with feedback from Departments*
- The current budget estimate includes the impacts of the latest collection trends for tax revenue, charges for services and other sources of revenue.
- The *base* budgets for salary and fringe benefits were based on approved levels of staffing for 2020 and included increases of 2.25% in approved bargaining unit agreements

## 2020 Budget Development Parameters

- A wage increase for non-bargaining staff of up to 2.25% was included in the budget for salaries- *subject to Council approval*
- All other wage components were included per approved labor agreements or established City policies for non-bargaining staff.
- Budgeted positions held at 2019 funding levels all full time vacancies are included in the proposed budget – *unfilled positons in Police, Engineering and Planning*
- Health care budget lines were based on the expected increase in claims and fixed costs of *and budgeted in departmental budgets – expected increase of 4.3%*

## 2020 Budget Development Parameters

- Contractual services expenditures were developed using a zero-based budgeting approach
- Inflationary increases of 2.0% were applied to most budget lines for materials and supplies for the expected cost and utilization
- The base budget for general operating supplies and travel was based a two-year average the starting point
- The budget lines for non-capital equipment were held flat for 2020

## 2020 Operating Budget Summary

2020 Operating Budget Summary	2020 Proposed Budget	% Chg 2019 Bud.	% Chg 2019 Proj.
<b>General Fund</b>			
Total Operating Revenue	\$ 45,608,275	0.2%	4.2%
Operating Expenditures	\$ 41,988,638	1.2%	5.3%
Transfers Out	3,800,000	-13.1%	-13.1%
<b>Total General Fund Expenditures</b>	<b>45,788,638</b>	<b>-0.2%</b>	<b>3.4%</b>
<b>All Operating Funds</b>			
Total Operating Revenue*	\$ 66,553,733	2.8%	3.8%
<b>Total Operating Expenditures *</b>	<b>\$ 66,542,209</b>	<b>-1.9%</b>	<b>1.0%</b>

\* Excluding Capital and Trust & Agency Fund revenues.

- The 2020 Proposed General Fund operating budget is **\$42.0** million and totals **\$45.8** million including transfers out – *1.2% higher than the 2019 approved budget*
- The all funds operating budget for 2020 including the General Fund and other operating funds is **\$66.5** million - *\$62.7 million net of transfers from other funds*

# 2020 General Fund Budget

# 2020 General Fund Revenue – Summary

## 2020 General Fund Revenue Summary

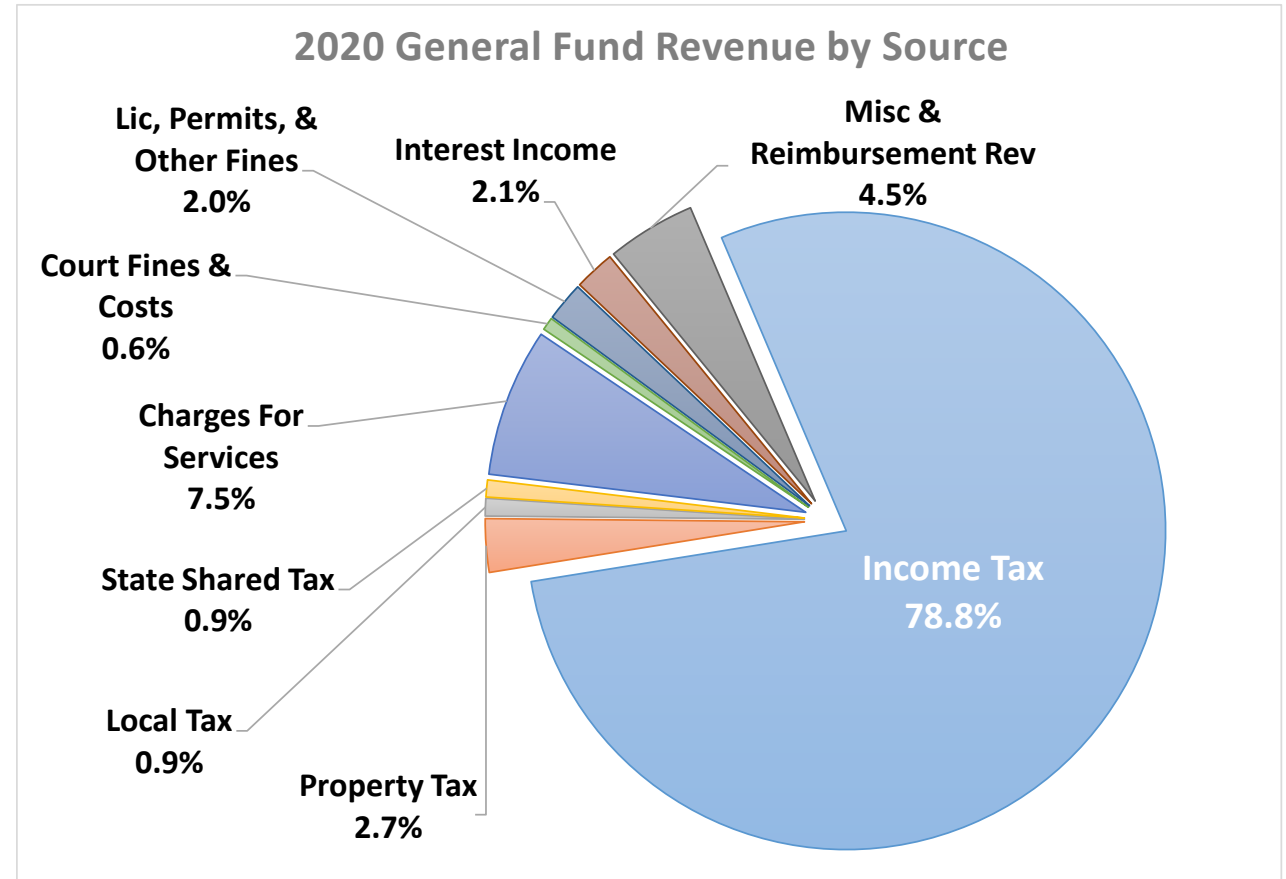
Revenue by Source	2018 Actual	2019 Budget	2019 YTD Actual	2019 Projection	2020 Proposed Budget	% Chg 2019 Est.	% Chg 2019 Proj.
Income Tax *	35,834,746	36,879,260	26,133,465	34,106,643	<b>35,959,575</b>	-2.5%	5.4%
Property Tax	1,154,793	1,230,370	1,233,743	1,230,370	<b>1,233,700</b>	0.3%	0.3%
Local Tax	351,901	338,500	287,973	399,413	<b>406,800</b>	20.2%	1.8%
State Shared Tax	202,880	203,400	168,818	297,015	<b>391,900</b>	92.7%	31.9%
Charges For Services	3,347,360	3,319,607	2,857,150	3,605,697	<b>3,433,900</b>	3.4%	-4.8%
Court Fines & Costs	312,679	278,700	219,899	299,684	<b>295,900</b>	6.2%	-1.3%
Lic, Permits, & Other Fines	676,145	626,195	587,595	863,517	<b>899,900</b>	43.7%	4.2%
Interest Income	909,978	1,250,000	896,743	1,268,895	<b>937,500</b>	-25.0%	-26.1%
Misc & Reimbursement Rev	1,493,320	1,412,630	1,395,778	1,698,409	<b>2,049,100</b>	45.1%	20.6%
<b>Total General Fund Revenue</b>	<b>\$ 44,283,803</b>	<b>\$ 45,538,662</b>	<b>\$ 33,781,165</b>	<b>\$ 43,769,643</b>	<b>\$ 45,608,275</b>	<b>0.2%</b>	<b>4.2%</b>

\* Includes retainer refund payment from prior tax year.

- General Fund operating revenue is estimated at **\$45.6** million for 2020 and is budgeted at 4.2% higher than the 2019 current projection - *flat as compared to the 2018 actual (0.1% increase)*
- The revenue budget was based on 2019 estimates including % collection trends observed through September/October

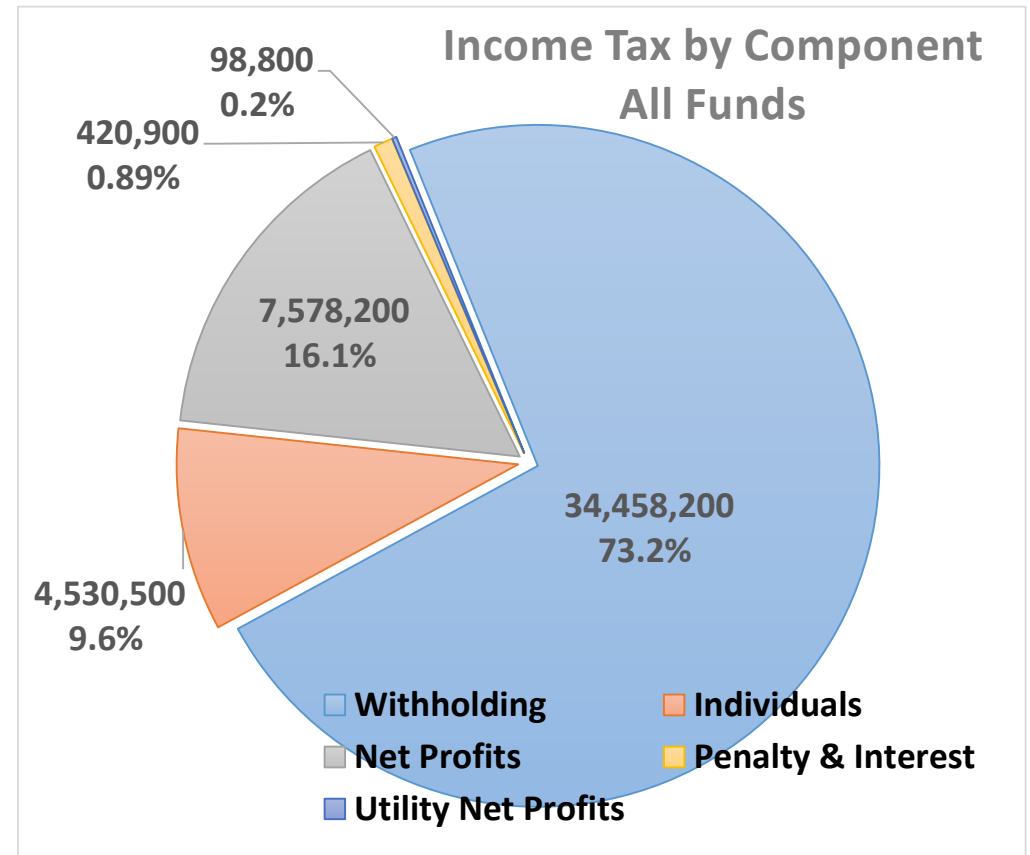
## 2020 General Fund Revenue – Where It Comes From

- Income tax revenue accounts for 78.8% of General Fund operating revenue – *similar level as previous years*
- User fees and charges are second at 7.5%
- Property tax is only 2.7% of operating revenue
- Non tax revenue sources account for a sizeable 18.5% of revenue – *this is where the strongest growth in revenue is occurring*



# Notes on General Fund Revenue Estimates

- Income tax revenue (General Fund portion) is budgeted at \$36.0 million
- 2020 revenue estimate is based on the assumption of a 5.4% increase from the 2019 projection and a return to 2018 levels
- Withholding collections continue to be highest component at 73.2% of the total
- *Reliance on the 16% net profit component was tested in 2019*





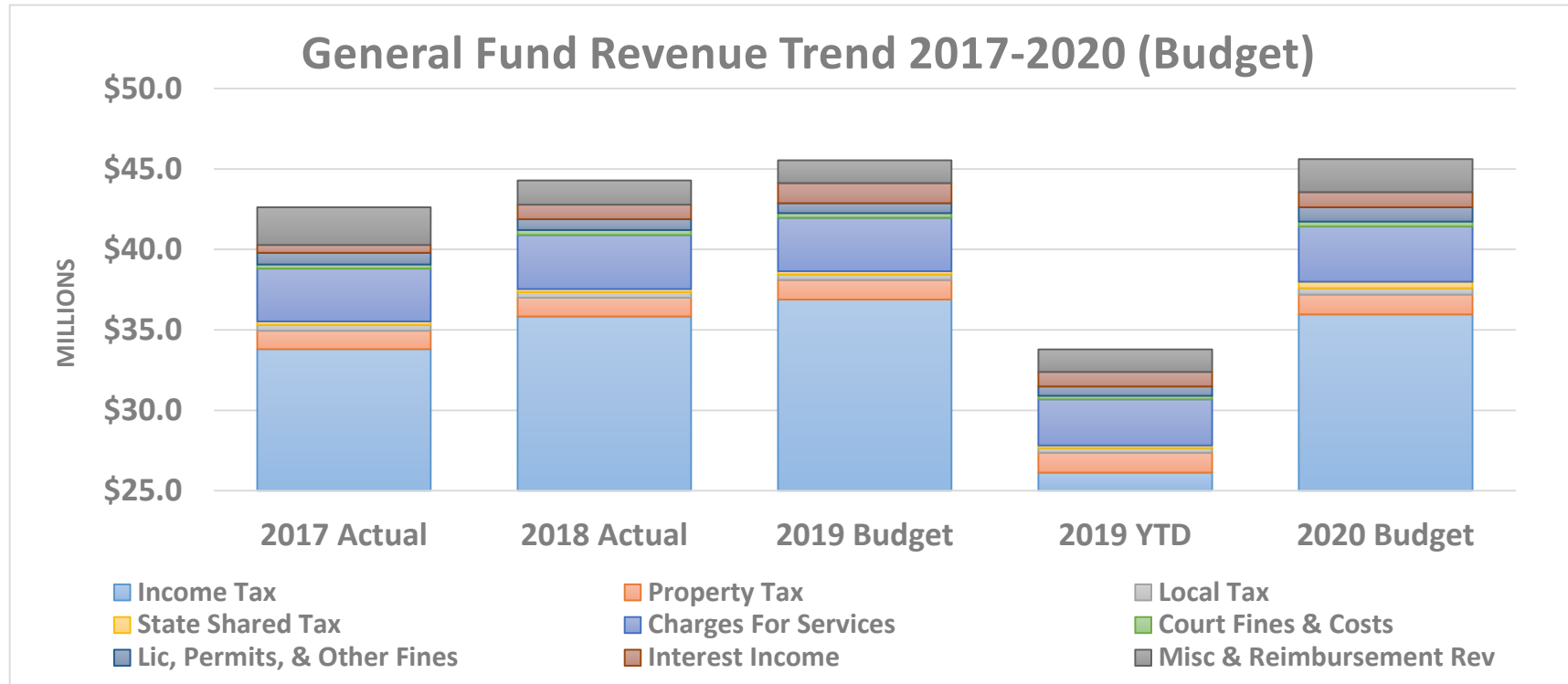
## Notes on General Fund Revenue Estimates

- The 2020 estimate for property tax revenue assumes a combined collection rate of approximately 98.1%. – *total collections came in at 100.4% in 2019*
- Unlike schools most of our millage is unvoted (3.30) and the effective rate does not equalize with value increases
- Local Government Fund (LGF) revenue is at \$347,500 and includes a restoration of the direct distribution from the State (\$170,000)
- Revenue for Community Life programming, fees and pass sales is estimated at \$2,876,000 in 2020

## Notes on General Fund Revenue Estimates

- Building permit and other inspection revenue is budgeted at \$883,900
- Jail inmate revenue is budgeted at 490,800 in 2020 and is based on the current 2019 projection – *contract plus other non-contract inmate revenue*
- The City's share of fines collected by the Bedford Municipal Court is budgeted at \$295,900
- Investment earnings are estimated to decrease to \$937,500 (26% decrease) as short term rates continue to fall – *portfolio strategy has been adjusted to assume continued decline in rates*

# General Fund Revenue Trend 2017-2020



- The slight upward trend in total revenue since 2017 has been tempered by the 2019 decline in net profit income tax receipts
- 2020 growth is driven primarily by the partial recovery in income tax collections and stability in non tax revenue sources

# 2020 General Fund Budget Overview

2020 General Fund Budget Summary	2018 Actual	2019 Budget	2019 YTD Actual	2019 Projection	2020 Proposed Budget	% Chg 2019 Bud.	% Chg 2019 Proj.
<b>Total Operating Revenue</b>	<b>\$ 44,283,803</b>	<b>\$ 45,538,662</b>	<b>\$ 33,781,165</b>	<b>\$ 43,769,643</b>	<b>\$ 45,608,275</b>	<b>0.2%</b>	<b>4.2%</b>
Personal Services	27,569,919	29,662,845	22,068,767	28,773,744	29,731,365	0.2%	3.3%
Other Expenditures	10,701,218	11,825,990	8,297,748	11,120,180	12,257,273	3.6%	10.2%
<b>Total Operating Expenditures</b>	<b>38,271,137</b>	<b>41,488,835</b>	<b>30,366,515</b>	<b>39,893,924</b>	<b>41,988,638</b>	<b>1.2%</b>	<b>5.3%</b>
<i>Transfers Out</i>	<i>5,395,020</i>	<i>4,375,000</i>	<i>4,375,000</i>	<i>4,375,000</i>	<i>3,800,000</i>	<i>-13.1%</i>	<i>-13.1%</i>
<b>Total Expenditures</b>	<b>\$ 43,666,157</b>	<b>\$ 45,863,835</b>	<b>\$ 34,741,515</b>	<b>\$ 44,268,924</b>	<b>\$ 45,788,638</b>	<b>-0.2%</b>	<b>3.4%</b>

- The recommended 2020 budget for the General Fund totals **\$45,788,638** for budgeted expenditures including transfers out to other funds
- Budgeted **operating** expenditures are **1.2% higher** than the 2019 approved budget and **5.3% over** 2018 actual levels

## 2020 General Fund Budget Overview

2020 General Fund Budget Summary	2019 Budget	2020 Proposed Budget	% Chg 2019 Bud.
<b>Total Operating Revenue</b>	<b>\$ 45,538,662</b>	<b>\$ 45,608,275</b>	<b>0.2%</b>
Personal Services	29,662,845	29,731,365	0.2%
Other Expenditures	11,825,990	12,257,273	3.6%
<b>Total Operating Expenditures</b>	<b>41,488,835</b>	<b>41,988,638</b>	<b>1.2%</b>
<i>Transfers Out</i>	<i>4,375,000</i>	<i>3,800,000</i>	<i>-13.1%</i>
<b>Total Expenditures</b>	<b>\$ 45,863,835</b>	<b>\$ 45,788,638</b>	<b>-0.2%</b>

### Factors contributing to the increase over the 2019 *operating* budget:

- Wage increase (2.25%) - \$278,000
- Health care budget lines were reduced by 5% to utilize excess reserves in health care fund (No. 605) – *decrease* of \$561,900
- Various departmental adjustments included in the base - \$322,700
- Requests for additional funding of - \$472,000

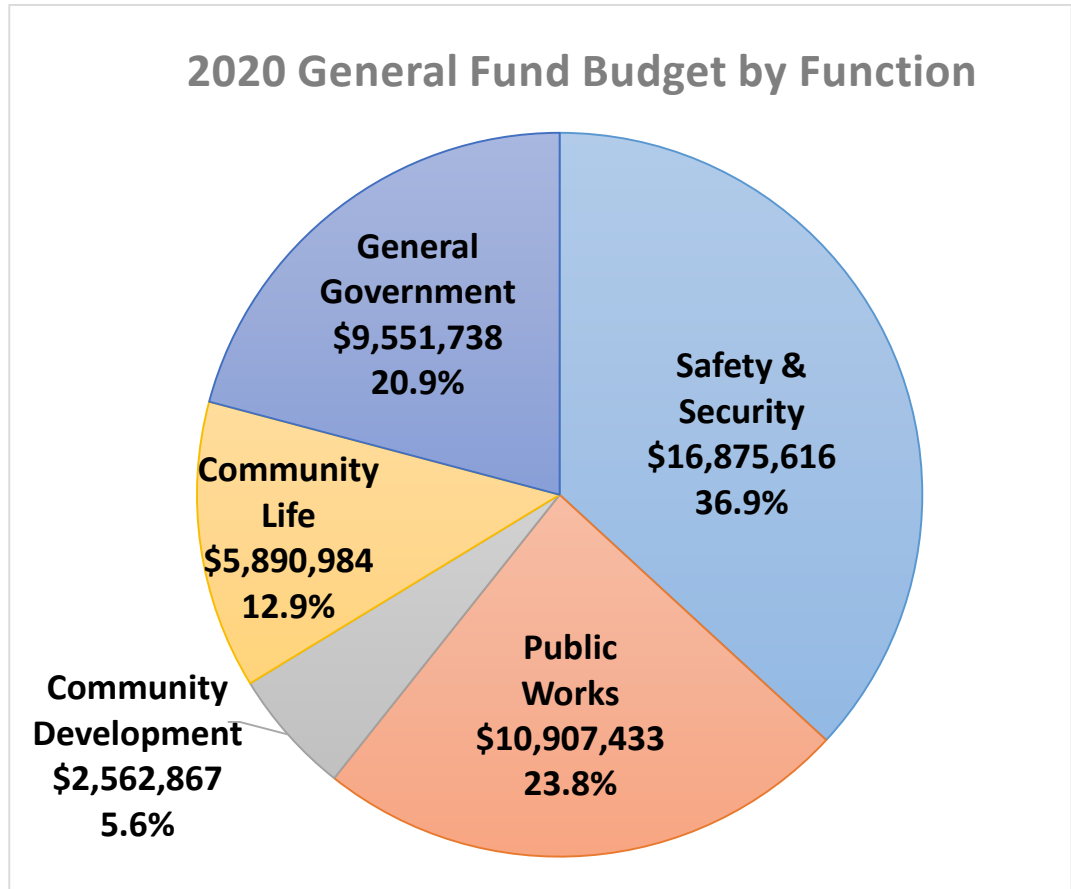
## 2020 General Fund Budget New Requests – refer to page 5

<u>Dept.</u>	<u>Budget Request</u>	<u>Amount</u>	<u>Funding</u>	<u>Action</u>
Fire	Increase overtime to cover new hire training and retirements (Requested \$80,000)	\$ 70,000	Permanent	Approved
Planning	Additional funding for professional services   Connectivity study and master plan related design services (one-time)	\$ 40,000	One-time	Approved
Service	Targeted salary adjustments for 12 full-time staff effective in 2020 to address salary compression issues in pay structure.	\$ 68,765	Permanent	Approved
Service	Increase uniform/ safety allowance to \$500 per person (from \$425)   Allowance covers 68 employees in the department.	\$ 5,100	Permanent	Approved
Recreation	Increase to part-time pay and other costs for new events and special programming (Requested \$37,000)	\$ 30,000	Permanent	Approved
Recreation	Entertainment for Concert in the Parks (Bands, Stage, Food Trucks, Etc.) New community park event planned for 2020 (Requested \$25,000)	\$ 20,000	Permanent	Approved
Recreation	Special Bicentennial add on entertainment for existing Special Events managed by the Recreation department.	\$ 6,000	One-time	Approved
Arts Center	Additional programming related to new special events   partially covered by program fees	\$ 12,250	Permanent	Approved
Bicentennial	One-time funding for recommended additional events that are included in the presented schedule for Solon 2020   partially covered by fees, donations	\$ 220,000	One-time	Approved

- Most of the requests included in the 2020 Proposed Budget impact direct services to residents - *\$472,115 in recommended requests, \$266,000 one time*
- Not all requests were approved for the proposed budget - *\$166,000 not funded*

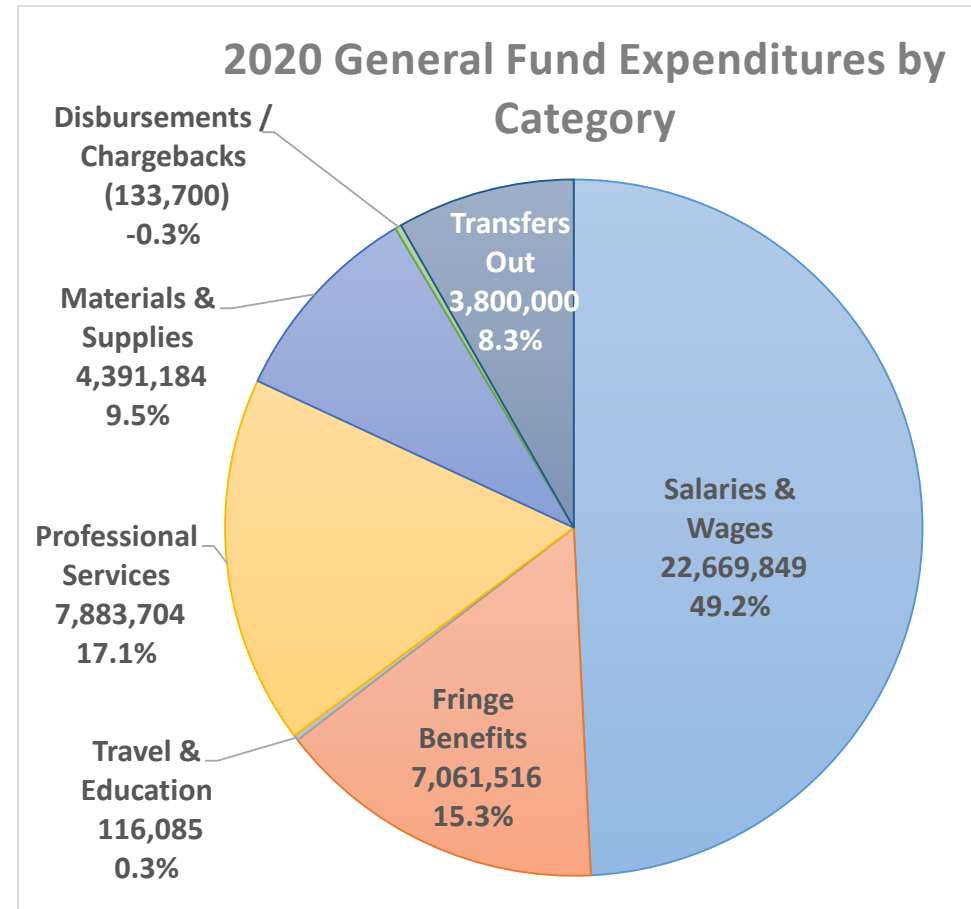
## 2020 General Fund Budget – Where It Goes

- The budget defines the City’s priorities and allocates resources among functional areas of the budget
- **62%** of the 2020 General Fund operating budget is allocated towards providing for the safety of and core services to our residents
- Administration and management of the City accounts for over 20% of resources allocated



# 2020 General Fund Budget by Expenditure Category

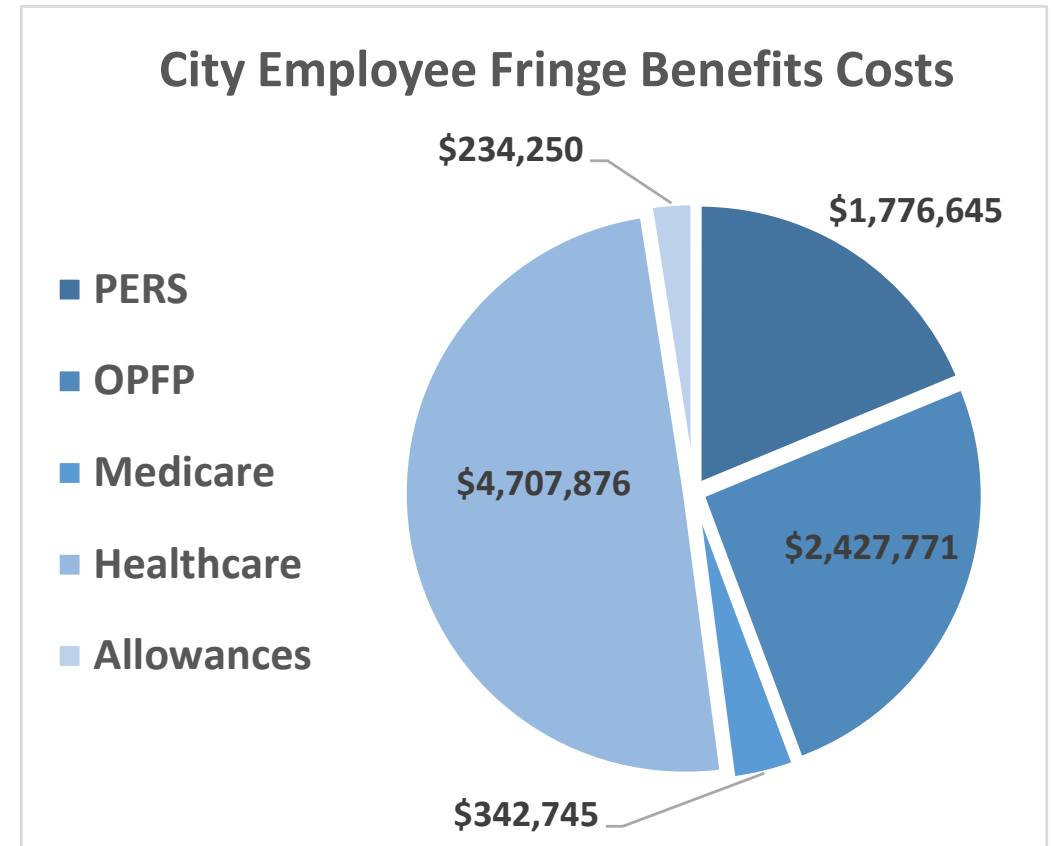
- The operating budget can also be compared by expenditure category or *how we spend our dollars*
- The majority of the City's budget (64.5%) is allocated towards compensation and fringe benefits expenditures
- The balance of operating expenditures are 27.2% of the total General Fund budget for 2020





## 2020 General Fund Budget by Expenditure Category

- The operating budget allocates \$9.5 million in 2020 towards employee fringe benefits costs – including Police & Fire pension contributions
- Pension contributions total \$4.2 million and are mandatory expenditures – pension liabilities will impact the City’s future budgets
- The General Fund budgetary portion of employee healthcare costs is \$4.7 million



## 2020 General Fund Budget by Expenditure Category

Expenditure by Category	2018 Actual	2019 Budget	2019 YTD Actual	2019 Projection	2020 Proposed Budget	% Chg 2019 Bud.	% Chg 2019 Proj.
Salaries	20,652,255	22,287,268	16,598,935	21,577,654	22,669,849	1.7%	5.1%
Fringe Benefits	6,917,665	7,375,577	5,469,831	7,196,090	7,061,516	-4.3%	-1.9%
Travel & Education	86,291	117,561	60,992	89,770	116,085	-1.3%	29.3%
Contractual Services	6,664,699	7,386,840	5,108,109	7,075,570	7,883,704	6.7%	11.4%
Materials & Supplies	3,551,235	4,522,289	3,077,404	4,024,031	4,391,184	-2.9%	9.1%
Refunds & Chargebacks	385,638	(200,700)	49,391	(69,191)	(133,700)	-33.4%	93.2%
<b>Total Operating Expenditures</b>	<b>\$ 38,257,783</b>	<b>\$ 41,488,835</b>	<b>\$ 30,364,662</b>	<b>\$ 39,893,924</b>	<b>\$ 41,988,638</b>	<b>1.2%</b>	<b>5.3%</b>

- The budget for compensation is 1.7% higher than the 2019 budget
- The decrease in the budget for fringe benefits a direct result of the change in how health care is budgeted in 2020 – *use of reserves to offset budgetary impact*
- The contractual services budget is 6.7% higher than the 2019 allocation

## 2020 General Fund Budget by Expenditure Category

Expenditure by Category	2018 Actual	2019 Budget	2019 YTD Actual	2019 Projection	2020 Proposed Budget	% Chg 2019 Bud.	% Chg 2019 Proj.
Salaries	20,652,255	22,287,268	16,598,935	21,577,654	22,669,849	1.7%	5.1%
Fringe Benefits	6,917,665	7,375,577	5,469,831	7,196,090	7,061,516	-4.3%	-1.9%
Travel & Education	86,291	117,561	60,992	89,770	116,085	-1.3%	29.3%
Contractual Services	6,664,699	7,386,840	5,108,109	7,075,570	7,883,704	6.7%	11.4%
Materials & Supplies	3,551,235	4,522,289	3,077,404	4,024,031	4,391,184	-2.9%	9.1%
Refunds & Chargebacks	385,638	(200,700)	49,391	(69,191)	(133,700)	-33.4%	93.2%
<b>Total Operating Expenditures</b>	<b>\$ 38,257,783</b>	<b>\$ 41,488,835</b>	<b>\$ 30,364,662</b>	<b>\$ 39,893,924</b>	<b>\$ 41,988,638</b>	<b>1.2%</b>	<b>5.3%</b>

- The other expenditure budget (\$12.2 million) is 3.6% higher than the 2019 budget
- The General Fund budget includes \$859,000 in operating costs allocated (charged) to other budgets – *including street maintenance and other supplies*
- *The net effect of all the changes in 2020 is an increase of 5.3% over the 2019 projected expenditures – because we are on track to underspend the 2019 budget*

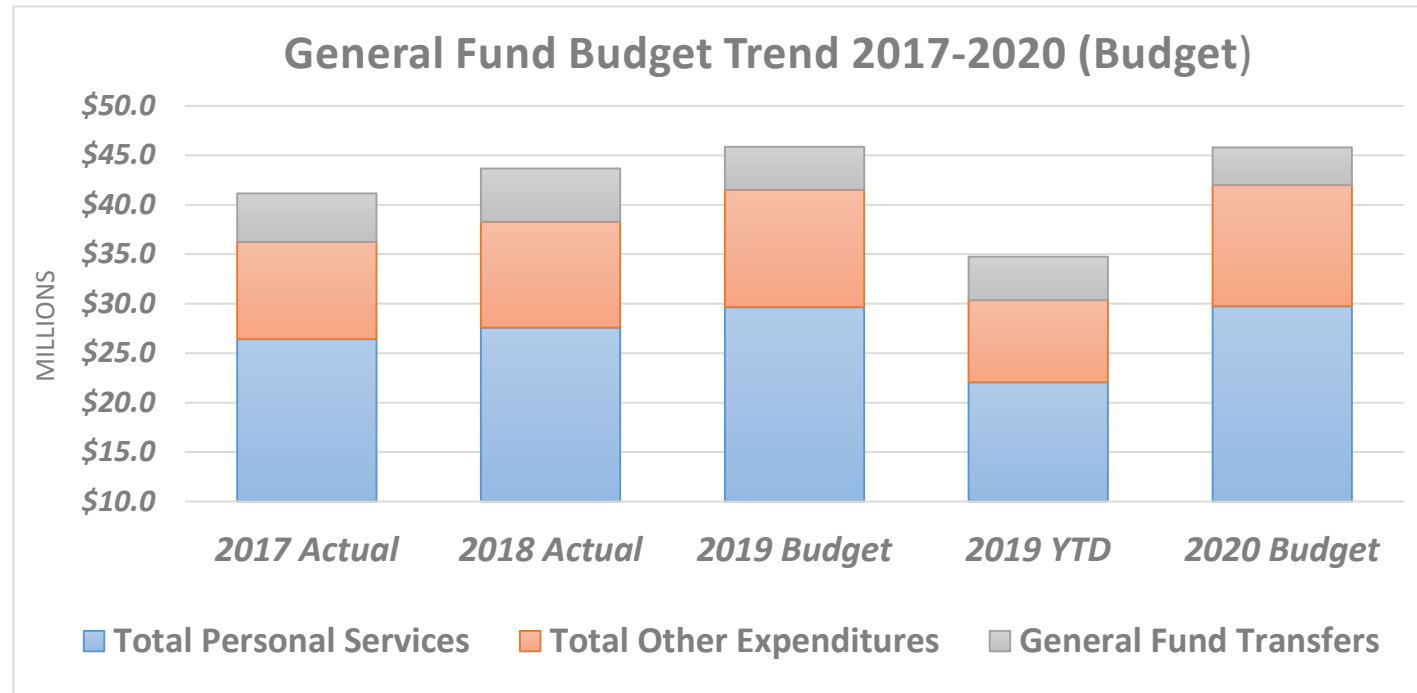
## 2020 General Fund Transfers

**\$3.80 million in General Fund support for:**

General Fund Use (Fund)	2019 Budget	2020 Proposed Budget	% Chg 2019 Bud.
Budget Stabilization (101)	\$ 200,000	\$ 100,000	-50.0%
Economic Development (263)	1,250,000	\$ 1,200,000	-4.0%
Home Days (267)	25,000	\$ 50,000	100.0%
Safety & Service Equipment (421)	700,000	\$ 400,000	-42.9%
Facility Capital Repairs (435)	950,000	\$ 850,000	-10.5%
Capital Imprv Equipment (491)	600,000	\$ 700,000	16.7%
Workers Compensation (601)	250,000	\$ 200,000	
Employee Health Benefits Fund (605)	150,000	\$ -	
Accumulated Sick Leave (771)	250,000	\$ 300,000	20.0%
<b>Total Transfers to Other Funds</b>	<b>\$ 4,375,000</b>	<b>\$ 3,800,000</b>	<b>-13.1%</b>

*Note: fund reserve in Fund 771 will be used to cover the cost of the 27<sup>th</sup> pay in 2020*

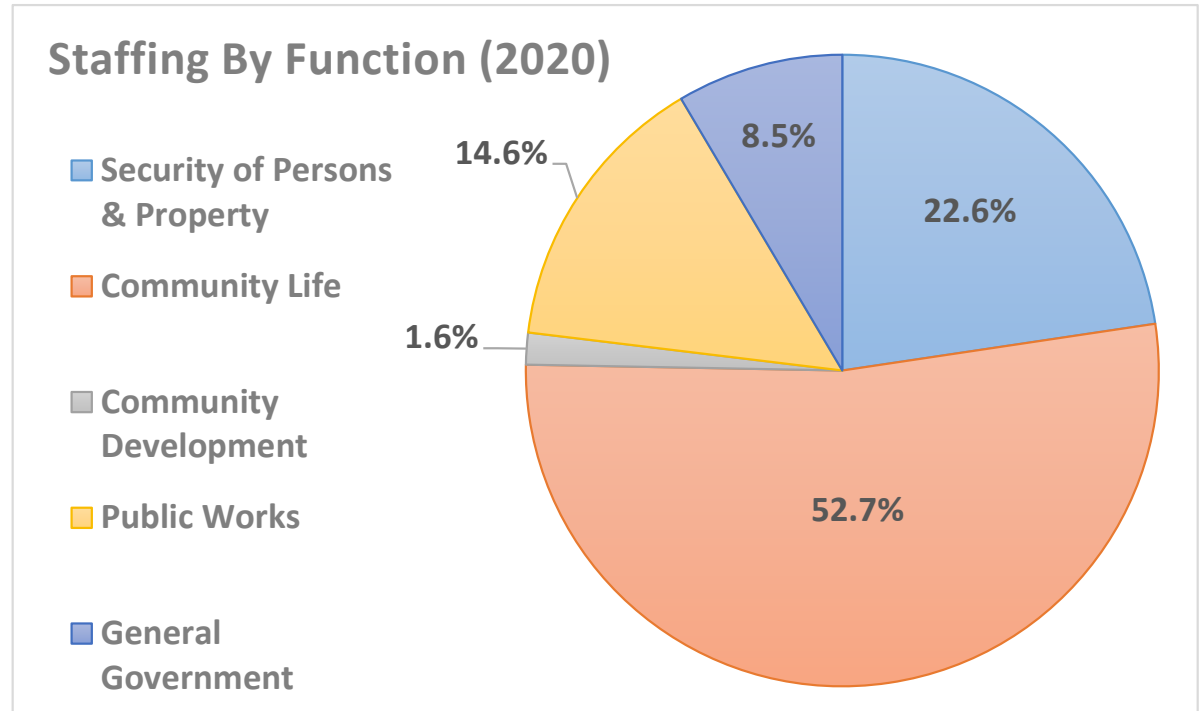
# 2020 General Fund Total Expenditure Trend



- General Fund operating expenditures will have increased by an average of **4.3%** since 2017 - *the most significant cost drivers have been employment related expenditures and contractual services*

## 2020 Budgeted Staffing Levels

- The 2020 budget funds 281 full time positions and 395 part-time positions
- The majority of full-time positions (224) are within public safety and public works
- The majority of part time positions are within the community life area
- Total staffing levels (positions) have increased by 11.7% since 2017
- That increase almost exclusively in part-time positions, actual full-time positions have remained flat

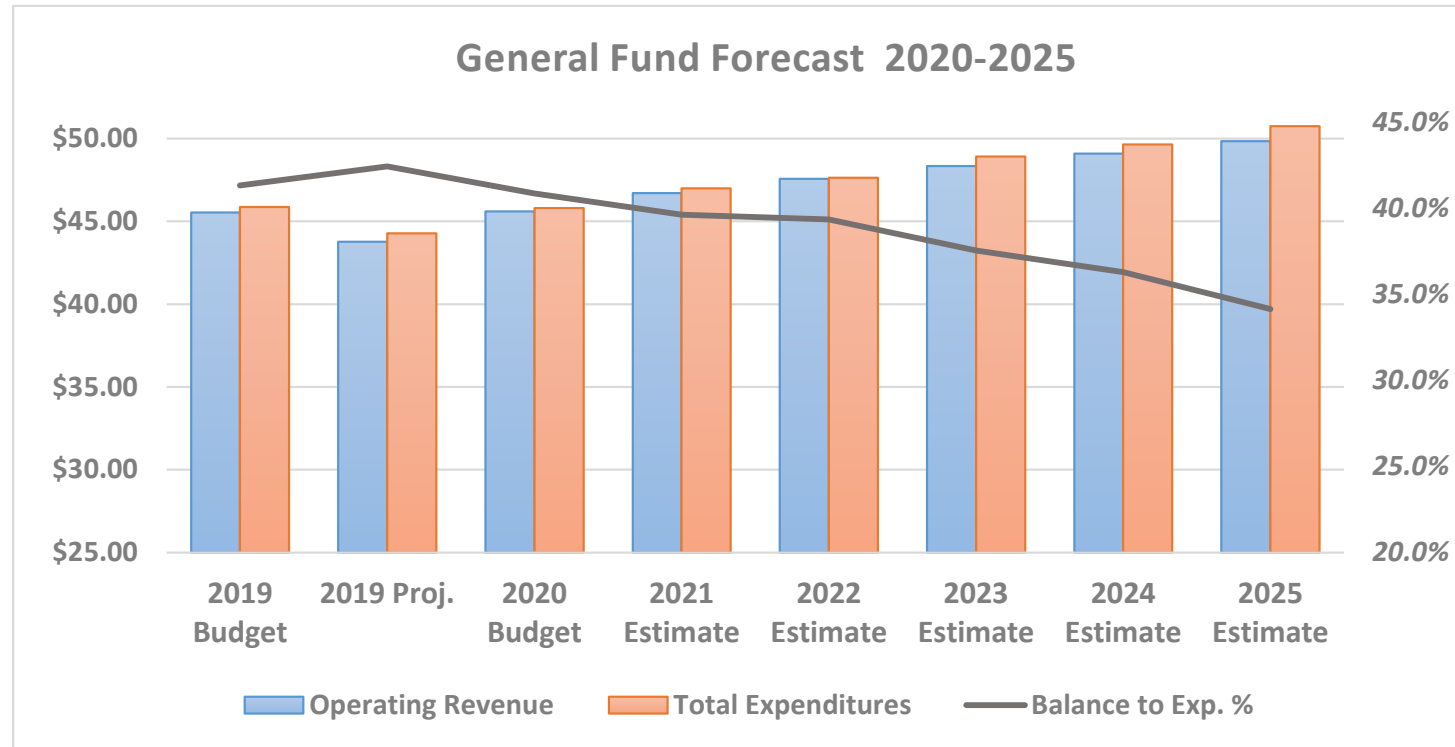


## 2020 General Fund Budgeted Operating Result

- *A goal of budget development is to achieve balance between revenue and **ongoing** operating expenditures*
- The General Fund budget is structurally balanced but we are requesting to use \$80,363 in reserve partially fund the one-time requests proposed for 2020
- The projected ending balance is expected to be \$18.7 million and within the City's reserve policy of 20% - **ending balance ratio 40.8%**

<i>General Fund Operating Forecast</i>	<b>2020 Budget</b>
<b>Gen Fund Operating Revenue</b>	<b>45,608,275</b>
<i>% Chg</i>	<i>4.2%</i>
<b><u>Operating Expenditures</u></b>	
Personal Services	29,731,365
Other Expenditures	12,257,273
<b>Total Oper. Expenditures</b>	<b>41,988,638</b>
<i>% Chg</i>	<i>5.3%</i>
Transfers Out	3,800,000
<b>Total Expenditures</b>	<b>45,788,638</b>
<i>% Chg</i>	<i>3.4%</i>
<b>Net Operating Result</b>	<b>(80,363)</b>
<b>Net Result %</b>	<b>-0.2%</b>

# General Fund Forecast (5 Year)



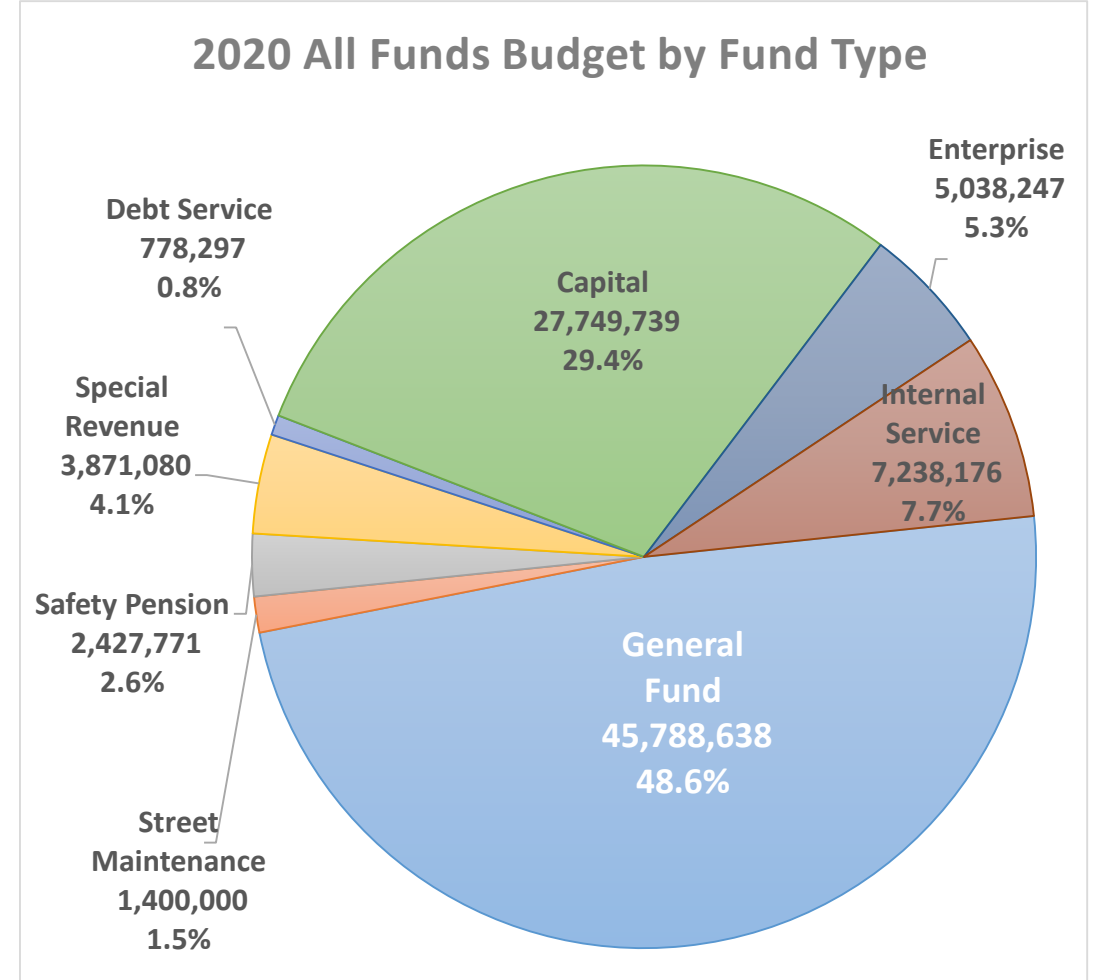
- The forecast for the General Fund assumes that operating expenditures will begin to structurally exceed revenue starting in 2023 – *this is a forecast not a prediction*



# Other Operating Funds

## 2020 Budget by Fund Type

- The total operating budget of \$66.5 million includes the budgets for other operating funds – *all the other stuff*
- The General Fund comprises over *two-thirds* of the City's 2020 operating budget and 48.6% when capital is factored in the total
- *Refer to Exhibit A1, A2 and D in Section 2 of the Budget Document*



## Major Operating Funds – Some Highlights

***Fund 201 / 202 Street Maintenance*** – budget of \$1.4 million in 2020 to utilize Solon’s share of motor fuel tax and vehicle registration revenue

***Funds 204 & 205 Police and Fire Pensions*** – City’s share of pension costs (\$2.4 million) for Police and Fire personnel are funded with property tax revenue

***Fund 217 EMS Billing Fund*** – revenue from EMS charges is used to support EMS costs and equipment, budget is \$382,620 in 2020

***Fund 263 Economic Incentive Fund*** – \$2.8 million in for job creation and retention programs funded with transfer or General Fund resources to support economic development

## Major Operating Funds – Some Highlights

***Fund 209 Cable TV Fund***– budget of \$423,200 in 2020 used to support City technology and media needs and distribute shared revenue to the Solon School District

***Fund 300 Bond Retirement***– budget of \$778,300 to pay debt service on State issued loans for water and sewer lines

***Fund 511 Water Reclamation Fund*** – enterprise fund to track the operating expenses (\$ 4.1 million) for Water Reclamation operations

***Fund 550 Grantwood Park*** – the 2020 operating budget of \$984,750 is funded with user fee revenue and fund balance will be used for capital

# **2020 Departmental Budget Summaries**

## Departmental Summary – Police

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>% Chg</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>2019</b>
<b>General Fund</b>	7,210,682	8,533,304	9,344,022	6,858,852	<b>9,258,371</b>	-0.9%
<b>Police Pension Fund</b>	847,733	871,579	939,575	704,991	<b>960,716</b>	2.3%
<b>Police Training</b>	6,188	67	15,000	-	<b>15,000</b>	
<b>Police Correctional Training</b>	-	1,050	1,800	273	<b>2,000</b>	11.1%
<b>DARE Program Fund</b>	38,994	39,786	40,500	22,641	<b>41,200</b>	1.7%
<b>All Funds</b>	<b>8,103,597</b>	<b>9,445,787</b>	<b>10,340,897</b>	<b>7,586,757</b>	<b>10,277,287</b>	-0.6%

- Budget continues funding for provision of jail services with renewal of contracts
- Funding included for the hire of a civilian corrections supervisor
- Continuation of funding for regional dispatch services
- Mandatory training requirements are expected to increase in 2020

## Departmental Summary – Fire

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 YTD</b>	<b>2020 Budget</b>	<b>% Chg 2019</b>
<b>General Fund</b>	5,690,973	6,983,850	7,413,359	5,738,513	7,617,245	2.8%
<b>Fire Pension Fund</b>	1,315,073	1,339,105	1,434,772	1,098,174	1,467,055	2.3%
<b>EMS Billing Fund</b>	697,925	453,821	756,806	627,748	382,620	-49.4%
<b>All Funds</b>	<b>7,703,971</b>	<b>8,776,775</b>	<b>9,604,937</b>	<b>7,464,435</b>	<b>9,466,920</b>	<b>-1.4%</b>

- Planned retirements will be replaced in early 2020
- Additional funding for training to meet contractual requirements
- Continued investment in updating of safety equipment and gear for personnel

## Departmental Summary – Recreation

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>% Chg</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>YTD</b>	<b>Budget</b>	<b>2019</b>
<b>General Fund</b>	3,253,910	3,430,852	3,510,315	2,868,468	3,851,387	9.7%
<b>Home Days Fund</b>	99,091	99,091	120,800	111,651	120,800	0.0%
<b>All Funds</b>	<b>3,353,001</b>	<b>3,529,943</b>	<b>3,631,115</b>	<b>2,980,119</b>	<b>3,972,187</b>	<b>9.4%</b>

- Adjusted the budget for part-time and seasonal staff based on program participation
- Additional funding recommended for new community events planned for 2020
- One-time allocation of funding for the Solon Bicentennial events
- Increased support for the revamped format of the Home Days Festival



## Departmental Summary – Senior Services

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 YTD</b>	<b>2020 Budget</b>	<b>% Chg 2019</b>
<b>General Fund</b>	619,276	784,656	938,897	635,900	996,919	6.2%
<b>All Funds</b>	<b>619,276</b>	<b>784,656</b>	<b>938,897</b>	<b>635,900</b>	<b>996,919</b>	<b>6.2%</b>

- Funding for full and part time staff based on updated configuration
- Additional funding for Senior Transportation program and ride-sharing
- Continued support of Solon Spins bike sharing program for adults
- Additional funding for senior trips based on current participation

## Departmental Summary – Center for the Arts

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget	% Chg 2019
<b>General Fund</b>	808,539	872,613	961,373	644,207	992,678	3.3%
<b>All Funds</b>	<b>808,539</b>	<b>872,613</b>	<b>961,373</b>	<b>644,207</b>	<b>992,678</b>	<b>3.3%</b>

- Budget includes funding for new youth and adult theater programs
- Addition of part-time instructor for new program offerings
- Budget includes an Increase in revenue associated with new program offerings
- Funding for continuation of Fall Fest and Bicentennial related events

## Departmental Summary – Business Development & Marketing

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget	% Chg 2019
General Fund	25,186	19,356	311,709	160,684	303,795	-2.5%
<i>Economic Incentive Fund</i>	1,099,089	1,403,931	2,835,270	2,508,904	2,835,270	0.0%
<b>All Funds</b>	<b>1,124,275</b>	<b>1,423,287</b>	<b>3,146,979</b>	<b>2,669,588</b>	<b>3,139,065</b>	<b>-0.3%</b>

- Funding for professional services including a strategic economic development plan
- Allocation in budget for business marketing related events and meetings
- Enhanced focus on communication and advertising of the City as a place for business development
- Economic Incentive Fund activity is administered by the Department

# Departmental Summary – Planning & Community Development

	<b>2017</b>	<b>2018</b>	<b>2019</b>		<b>2020</b>	<b>% Chg</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>2019 YTD</b>	<b>Budget</b>	<b>2019</b>
<b>General Fund Planning</b>	583,209	663,401	593,433	443,601	623,050	5.0%
<b>General Fund Building</b>	222,868	273,076	427,420	270,202	441,022	3.2%
<b>Total General Fund</b>	<b>806,077</b>	<b>936,477</b>	<b>1,020,853</b>	<b>713,803</b>	<b>1,064,072</b>	<b>4.2%</b>

- Staffing budget was modified to fund two Planner I positions with no additional funding needed
- Additional Funding for architectural services and City’s share of Connectivity Study
- Budget includes allocations for building inspection services and Energov annual support

## Departmental Summary – Engineering & Construction

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 YTD</b>	<b>2020 Budget</b>	<b>% Chg 2019</b>
<b>General Fund</b>	1,065,470	1,266,829	1,476,323	905,137	1,415,007	-4.2%
<b>Infrastructure Fund</b>	9,642,367	10,066,871	23,290,410	8,032,245	20,903,850	-10.2%
<b>All Funds</b>	<b>10,707,837</b>	<b>11,333,700</b>	<b>24,766,733</b>	<b>8,937,382</b>	<b>22,318,857</b>	<b>-9.9%</b>

- Funding included for the vacant assistant construction admin position
- Department will begin to implement recommendations from operational audit in 2020
- Adjustments for expected costs of traffic engineering services and Energov annual support

## Departmental Summary – Service

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 YTD</b>	<b>2020 Budget</b>	<b>% Chg 2019</b>
<b>General Fund</b>	4,880,823	6,910,753	7,775,813	5,558,587	7,542,426	-3.0%
<b>Street Maintenance Fund</b>	1,038,000	992,600	985,000	738,751	1,292,500	31.2%
<b>State Highway Maintenance</b>	84,950	80,000	75,000	60,250	107,500	43.3%
<b>Tree Deposit Fund</b>	47,606	34,193	50,000	1,387	50,000	0.0%
<b>All Funds</b>	<b>6,051,379</b>	<b>8,017,546</b>	<b>8,885,813</b>	<b>6,358,975</b>	<b>8,992,426</b>	<b>1.2%</b>

- Budget includes allocation to fund salary adjustments as recommended by Director
- Funding for existing vacant positions will be realigned into a new Tree Division
- Additional funding for snow & ice on-call pay and employee safety allowance increase
- Increase in state gasoline tax revenue will offset additional expenditures to the Street Maintenance Funds ( \$325,000)

## Departmental Summary – Clerk of Council

	2017 Actual	2018 Actual	2019 Budget	2019 Actual	2020 Budget	% Chg 2019
General Fund	277,147	317,001	339,896	242,004	332,355	-2.2%
<b>All Funds</b>	<b>277,147</b>	<b>317,001</b>	<b>339,896</b>	<b>242,004</b>	<b>332,355</b>	<b>-2.2%</b>

- Budget includes funding for full-time and part-time staffing
- Office will be participating in the implementation of new agenda management system
- Continued funding for annual codification update and bookbinding for minutes and ordinances
- Funding for additional ward newsletter distribution costs

## Departmental Summary – Mayor’s Office

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget	% Chg 2019
General Fund	244,442	293,886	301,022	231,873	311,011	3.3%
<b>All Funds</b>	<b>244,442</b>	<b>293,886</b>	<b>301,022</b>	<b>231,873</b>	<b>311,011</b>	<b>3.3%</b>

- Staffing budget includes Mayor and one full-time administrative staff
- Budget includes funding for conference travels anticipated in 2020
- Meeting expenditure budget is appropriated at amounts permitted by ordinance
- Management of marketing services for Solon Bicentennial budgeted in the General Admin. Budget



## Departmental Summary – Finance Department

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 YTD</b>	<b>2020 Budget</b>	<b>% Chg 2019</b>
<b>General Fund</b>	2,041,122	2,711,420	2,443,369	1,731,092	2,409,896	-1.4%
<b>All Funds</b>	<b>2,041,122</b>	<b>2,711,420</b>	<b>2,443,369</b>	<b>1,731,092</b>	<b>2,409,896</b>	<b>-1.4%</b>

- Department will be leading the ERP implementation project in 2020
- Finance Department administers the budget and procurement for the shared Facility Management program
- Renewal of agreements for annual financial audit and financial statement preparation
- Department staff administer utility billing for water reclamation

## Departmental Summary – Law Department

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget	% Chg 2019
<b>General Fund</b>	375,019	377,624	401,266	260,747	385,413	-4.0%
<b>All Funds</b>	<b>375,019</b>	<b>377,624</b>	<b>401,266</b>	<b>260,747</b>	<b>385,413</b>	<b>-4.0%</b>

- Budget for compensation is set to the ordinance authorizing pay rates for Director and Prosecutor
- Funding for outside legal costs were adjusted downward for 2020
- Budget includes the City’s estimated share of Bedford Municipal court costs

## Departmental Summary – Human Resources

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget	% Chg 2019
<b>General Fund</b>	217,568	189,889	251,171	143,858	206,476	-17.8%
<b>All Funds</b>	<b>217,568</b>	<b>189,889</b>	<b>251,171</b>	<b>143,858</b>	<b>206,476</b>	<b>-17.8%</b>

- Part-time administrative position is filled and funded in 2020
- Continued funding for employee group training and employee assistance program
- Management of the City's employee healthcare plans and separate fund budget
- The City's Tuition Reimbursement Program is appropriated at 2019 utilization levels and was moved to the General Administration budget

## Departmental Summary – Information Technology

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>% Chg</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>YTD</b>	<b>Budget</b>	<b>2019</b>
<b>General Fund</b>	319,367	366,328	428,081	328,767	411,057	-4.0%
<b>Cable TV Franchise Fund</b>	301,277	280,781	312,200	180,484	423,200	35.6%
<b>All Funds</b>	<b>620,644</b>	<b>647,109</b>	<b>740,281</b>	<b>509,252</b>	<b>834,257</b>	<b>12.7%</b>

- Budget for staffing includes Director and two full-time positions
- Management of contractual services and technology upgrades for City government channel
- Providing technical support for the Permit & Code Enforcement system (EnerGov) and the ERP implementation project
- Staff will continue to manage equipment replacement programs and other upgrades

## Departmental Summary – Facility Management

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget	% Chg 2019
FACILITY MANAGEMENT PERSONEL	85,393	535,453	537,337	422,115	568,719	5.8%
FACILITY CONTRACTUAL SERVICES	-	-	-	-	-	
FACILITY MATERIALS/SUPPLIES	852	762	76,500	57,759	85,200	11.4%
FACILITY MNGMT CAPITAL OUTLAY	-	276,173	396,890	339,420	465,465	
<b>TOTAL FACILITY MANAGEMENT</b>	<b>86,245</b>	<b>812,388</b>	<b>1,010,727</b>	<b>819,295</b>	<b>1,119,384</b>	<b>10.8%</b>

- Budget includes funding for Facility manager and part-time custodial staff
- Facility Management budget was updated for 2020 to include additional lines of facility maintenance costs
- Budget incorporates single source availability of various building maintenance services

## Departmental Summary – General Administration

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget
GEN ADMIN PERSONAL SERVICES	5,174,593	126,209	268,054	170,132	270,328
GEN ADMIN TRAVEL & EDUCATION	-	400	-	60	-
GEN ADMIN CONTRACTUAL SERVICES	2,722,135	2,821,204	2,846,130	1,885,005	3,003,500
GEN ADMIN MATERIALS/SUPPLIES	156,925	191,752	79,100	87,670	103,800
GEN ADMIN CAPITAL OUTLAY	59,256	9,258	-	1,560	4,000
GENERAL ADMIN OBLIGATIONS	200,118	293,392	329,270	357,335	354,100
<b>TOTAL GENERAL ADMINISTRATION</b>	<b>8,313,028</b>	<b>3,442,214</b>	<b>3,522,554</b>	<b>2,501,762</b>	<b>3,735,728</b>

- Costs for all City utilities are estimated based on current
- Adjusted City wide budget for office supplies and postage based on current usage
- Budget for annual property and casualty insurance plans through NORMA pool
- Budget includes statutory expenditures for audit costs, property tax collection fees, election reimbursement costs
- Includes continuation funding for general marketing and communications services for the City

## Departmental Summary – Water Reclamation

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget	% Chg 2019
Water Reclamation Fund	3,521,676	7,903,154	5,904,087	4,619,645	4,053,490	-31.3%
Water Reclamation Plant R&I	1,733,604	5,851,871	2,794,620	176,313	2,831,920	1.3%
<b>All Funds</b>	<b>5,255,280</b>	<b>13,755,025</b>	<b>8,698,707</b>	<b>4,795,959</b>	<b>6,885,410</b>	<b>-20.8%</b>

- User rates are expected to remain unchanged for the next two years
- Allocation of funding for a renewable energy study
- Increased costs related to additional testing and permitting costs
- Funding in budget for sewer billing expenditures and 50% of the cost of a sewer billing clerk
- ERP project will include implementation of new utility billing system

## Departmental Summary – Grantwood

	2017 Actual	2018 Actual	2019 Budget	2019 YTD	2020 Budget	% Chg 2019
Grantwood Golf Course Fund	949,781	917,966	994,913	734,671	984,757	-1.0%
<b>All Funds</b>	<b>949,781</b>	<b>917,966</b>	<b>994,913</b>	<b>734,671</b>	<b>984,757</b>	<b>-1.0%</b>

- Grantwood operations will remain program fee supported in 2020
- Continuation of greens fees and other charges at current rates
- Anticipated operating and supplies costs were maintained at 2019 levels
- Replacement of equipment will be funded from available cash resources generated from operations



## General Fund Operating Capacity

- What variables can be “adjusted” to free up additional operating capacity?
- Decrease budget allocations for operating budget and while maintaining the desired level of services for residents
- Fine-tune the mix of cash and new debt to fund projects
- Reduce subsidies from the General Fund to other operating funds
- Utilize reserves in other funds on a temporary basis to allow revenue to “catch up”
- *All while targeting structural balance in the General Fund*

# General Fund Forecast

<i>General Fund Forecast 2019-2024 (\$ millions)</i>	2019 Budget	2019 Proj.	2020 Budget	% Chg 2019	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate
<b>Operating Revenue</b>	<b>\$45.54</b>	<b>\$43.77</b>	<b>\$45.61</b>	<b>4.2%</b>	<b>\$46.71</b>	<b>\$47.56</b>	<b>\$48.34</b>	<b>\$49.09</b>
<b><u>Operating Expenditures</u></b>								
Personal Services	\$29.66	\$28.77	\$29.73	3.3%	\$30.43	\$31.18	\$31.96	\$32.75
Other Expenditures	\$11.83	\$11.12	\$12.26	10.2%	\$12.46	\$12.61	\$12.86	\$13.04
<b>Total Oper. Expenditures</b>	<b>\$41.49</b>	<b>\$39.89</b>	<b>\$41.99</b>	<b>5.3%</b>	<b>\$42.89</b>	<b>\$43.79</b>	<b>\$44.82</b>	<b>\$45.79</b>
Transfers Out	\$4.38	\$4.38	\$3.80	-13.1%	\$4.10	\$3.85	\$4.10	\$3.85
<b>Total Expenditures</b>	<b>\$45.87</b>	<b>\$44.27</b>	<b>\$45.79</b>	<b>3.4%</b>	<b>\$46.99</b>	<b>\$47.64</b>	<b>\$48.92</b>	<b>\$49.64</b>
<b>Net Operating Result</b>	<b>-\$0.33</b>	<b>-\$0.50</b>	<b>-\$0.08</b>	<b>-83.9%</b>	<b>-\$0.09</b>	<b>\$0.12</b>	<b>-\$0.38</b>	<b>-\$0.35</b>
<b>Net Result %</b>	<b>-0.7%</b>	<b>-1.1%</b>	<b>-0.2%</b>	<b>-84.4%</b>	<b>-0.2%</b>	<b>0.3%</b>	<b>-0.8%</b>	<b>-0.7%</b>
<b>Balance to Exp. %</b>	<b>41.3%</b>	<b>42.4%</b>	<b>40.8%</b>	<b>-3.7%</b>	<b>39.6%</b>	<b>39.3%</b>	<b>37.5%</b>	<b>36.3%</b>

- The five-year forecast for the General Fund shows increased pressure on the ability to balance ongoing revenue with projected expenditures in the two to three year range

## Considerations for 2020 and Beyond

- ✓ Lessened reliability in a large singular source of revenue (net profit income tax) from a few major filers
- ✓ Addressing budgetary pressures from wage and employee benefit costs that make up a majority of the operating budget
- ✓ Continual refinement of budgeting approach based on expected results and trends
- ✓ Optimizing the transformational benefits of three major information systems – *Tyler EnerGov, iCompass, and soon to be selected ERP system*

## Considerations for 2020 and Beyond

- ✓ Continual investment in City facilities and clearing of backlog of rehabilitation projects
- ✓ Ability of General Fund reserve to support capital needs and deferring debt financing into the near future – *a revised financing plan will be presented in 2020*
- ✓ *Utilization of other fund reserves to offset General Fund costs*
- ✓ Management of other critical fund reserves for health care, employee retirements, infrastructure, general capital, Water Reclamation, and Grantwood

## 2020 Appropriation Ordinances

- Appropriation of operating and capital will be submitted for approval as two separate pieces of legislation
- The operating appropriation ordinance includes the budgets for operating, enterprise and trust & agency funds for 2020 (\$70.2 million)
- Capital Funds will be appropriated in a separate ordinance and budgets will be authorized past 2020 to accommodate multi-year project expenditures (\$24.9 million)
- Permanent appropriations will be effective January 1, 2020 if approved by Council on December 16<sup>th</sup> meeting

## Up Next - 2020 Capital Plan Overview

- An overview of the 2020 capital budget and five-year capital plan will be presented at the November 18<sup>th</sup> budget hearing
  
- **Questions?**