




**TO:** Members of Council Finance & Administration Committee  
**FROM:** Matt Rubino, Director of Finance   
**CC:** Mayor Edward Kraus  
**DATE:** February 13, 2020  
**RE:** **2019 Operating Results Summary**

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**Overview**

A review of the General Fund operating results has been completed for the year ending December 31, 2019. The General Fund encompasses almost three quarters of the City’s operating budget and is monitored closely to assess the performance of estimated revenue and budgeted expenditures for the current year. A high level summary of the 2019 General Fund operating results is provided in Figure 1 below.

**2019 General Fund Operating Snapshot**

<b>2019 Operating Revenue</b> <b>\$ 43,646,706</b>	<b>2019 Operating Expenditures *</b> <b>\$ 39,603,417</b>
Change from 2018 <b>\$(637,096)</b>	Change from 2018 <b>\$1,332,280</b>
% Change from 2018 <b>-1.4%</b>	% Change from 2018 <b>+3.5%</b>
Budget Variance <b>\$(1,891,955)</b>	Budget Variance <b>\$1,888,251</b>
Budget Variance % <b>+4.2%</b>	Budget Variance % <b>+4.6%</b>

Figure 1

*\*Operating expenditures net of \$5.4 million in transfers to other funds.*

Total operating revenue from ongoing sources came in at \$43.6 million. 2019 collections missed the budget mark by 4.2% of the estimate. A drop in a specific source of income tax revenue was the single largest factor in the one-year decline in revenue. Total operating expenditures net of transfers out ended the year at \$39.6 million. The ongoing costs of general operations were 4.6% below the final approved budget and increased over 2018 operating costs by 3.5%. The favorable budget outcome was indicative of fiscal discipline employed by individual City departments. Total expenditures including transfers out were \$45.0 million for fiscal 2019, which was a 3.1% increase over 2018.

## Revenue

Total General Fund revenue for 2019 was estimated at \$45.5 million for ongoing sources and actual receipts came in at \$43.6 million. Actual revenue fell short of the budget estimate by 4.2% for a 1.4% decrease from 2018 receipts. The decrease is mostly attributable to an unanticipated 30% decline in revenue received from the business net profit component of income tax collections. A summary of General Fund revenue by major source is provided in Figure 2.

### 2020 General Fund Revenue Summary

Revenue by Source	2017 Actual	2018 Actual	2019 Budget	2019 Actual	% Chg 2018 Actual	Budget Variance	% Bud. Var.	2020 Approved Budget
Income Tax *	33,797,792	35,834,746	36,879,260	34,237,379	-4.5%	(2,641,881)	-7.2%	35,959,575
Property Tax	1,149,754	1,154,793	1,230,370	1,255,165	8.7%	24,795	2.0%	1,233,700
Local Tax	353,371	351,901	338,500	386,896	9.9%	48,396	14.3%	406,800
State Shared Tax	227,308	202,880	203,400	273,687	34.9%	70,287	34.6%	391,900
Charges For Services	3,278,647	3,347,360	3,319,607	3,528,928	5.4%	209,321	6.3%	3,433,900
Court Fines & Costs	265,271	312,679	278,700	281,809	-9.9%	3,109	1.1%	295,900
Lic, Permits, & Other Fines	714,054	676,145	626,195	743,014	9.9%	116,819	18.7%	899,900
Interest Income	488,062	909,978	1,250,000	1,160,720	27.6%	(89,280)	-7.1%	937,500
Misc & Reimbursement Rev	2,341,302	1,493,320	1,412,630	1,779,109	19.1%	366,479	25.9%	2,049,100
<b>Total General Fund Revenue</b>	<b>\$ 42,615,562</b>	<b>\$ 44,283,803</b>	<b>\$ 45,538,662</b>	<b>\$ 43,646,707</b>	<b>-1.4%</b>	<b>\$ (1,891,955)</b>	<b>-4.2%</b>	<b>\$ 45,608,275</b>

\* Includes retainer refund payment from prior tax year.

Figure 2

- General Fund (75% allocation) income tax receipts totaled \$34.2 million for gross collections and were 4.5% lower than last year's gross receipts.
- The trends for income tax revenue varied by income tax component with most of the growth experienced in withholding and individual collections. Withholding accounted for 76% of total collections in 2019.
- Business net profit income tax receipts dropped by 31.9% over 2018 collections as a result of variability in the returns of a few large filers.
- Refunds of \$508,200 netted against the gross collections and were recorded as an expenditure item in the General Fund.
- Real estate tax receipts (\$1,255,165) were 9.0% over the 2018 collections based on the new assessed valuation for collection year 2019. The total collection rate exceeded 98%, an indicator of low delinquency rates.
- Local taxes collected from lodging and admissions taxes (\$386,900 combined) increased by 9.9% from the previous year, the majority of the growth was from lodging taxes.
- Local Government Fund (LGF) revenue of \$237,125 was 39.5% higher than the 2018 allocation. A portion of the municipal direct distribution was restored in the state budget (HB166) and the additional \$55,000 in revenue was the primary reason for the growth.

- Total charges for services and programs increased by 5.4% as compared to 2018. The increase was somewhat better than expected as the collections for 2019 were 6.3% ahead of the budget estimate.
- Charges for Community Life programs for Recreation, Senior Services and the Arts Center totaled \$2.9 million and were 3.9% higher than the 2018 actual.
- Court cost revenue collection was 8.4% lower than 2018 collections. Court revenue was budgeted at flat levels in the 2019 budget. This revenue trend is directly correlated to the lower number of case filings at the Bedford Municipal Court.
- Revenue from building permit fees of \$598,125 was 42.6% higher than 2018 permit fees collected as a result of a strong commercial construction season.
- Investment earnings credited to the General Fund totaled \$1,160,725, an increase of 27.6% over 2018 earnings. The growth in investment income was the result of shifting funds from short-term cash equivalents to longer-term investment options in order to align the portfolio holdings with a lower interest rate outlook.
- Operating revenue has continued to exhibit stability over the past three years. As seen in Figure 3 below, operating revenue has increased each year since 2018 with a slight decline of 1.4% in 2019. The average annual nominal revenue since 2017 was \$43.5 million.

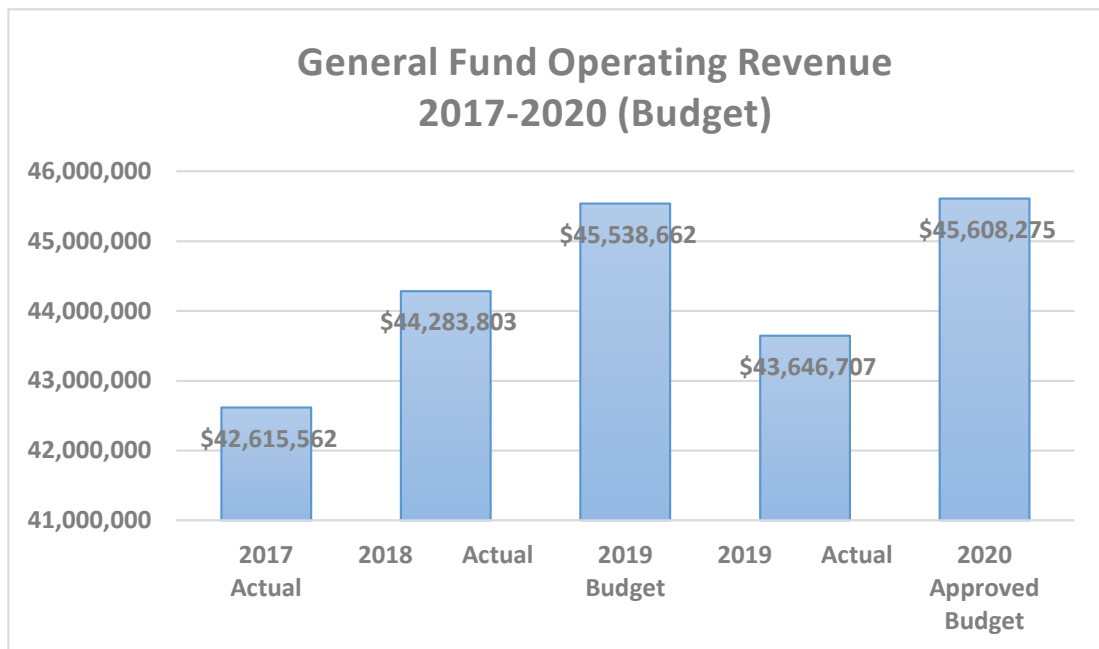


Figure 3

## Expenditures

The actual 2019 General Fund operating expenditures (excluding transfers out) totaled \$39,603,417 and were 4.6% under budget for the year. Operating expenditures did exhibit growth over 2018 and were 3.5% higher than actual 2018 operating expenditures. Total expenditures including transfers to other funds came in at \$45,003,417 for 2019. A summary of expenditures by budgetary category is provided in Figure 4 below.

2020 General Fund Budget Summary	2017 Actual	2018 Actual	2019 Budget	2019 Actual	% Chg 2018 Actual	Budget Variance	% Bud. Var.	2020 Approved Budget
<b>Total Operating Revenue</b>	<b>\$ 42,615,562</b>	<b>\$ 44,283,803</b>	<b>\$ 45,538,662</b>	<b>\$ 43,646,707</b>	<b>-1.4%</b>	<b>\$ (1,891,955)</b>	<b>-4.2%</b>	<b>\$ 45,608,275</b>
Personal Services	26,426,256	27,569,919	29,662,845	28,906,089	4.8%	(756,756)	-2.6%	29,731,365
Other Expenditures	9,820,410	10,701,218	11,828,823	10,697,327	0.0%	(1,131,496)	-9.6%	12,257,273
<b>Total Operating Expenditures</b>	<b>36,246,666</b>	<b>38,271,137</b>	<b>41,491,668</b>	<b>39,603,417</b>	<b>3.5%</b>	<b>(1,888,251)</b>	<b>-4.6%</b>	<b>41,988,638</b>
Transfers Out	4,900,700	5,395,020	5,400,000	5,400,000	0.1%	-	0.0%	3,800,000
<b>Total Expenditures</b>	<b>\$ 41,147,366</b>	<b>\$ 43,666,157</b>	<b>\$ 46,891,668</b>	<b>\$ 45,003,417</b>	<b>3.1%</b>	<b>\$ (1,888,251)</b>	<b>-4.0%</b>	<b>\$ 45,788,638</b>

Figure 4

- 2019 operating expenditures were 3.5% higher than the expenditures for 2018. The difference in expenditure rate is mostly attributable to expected growth in wages and planned operating costs and was not an indication of unplanned escalation in operating expenditures. Growth in operating costs was moderated to less than was planned for in the 2019 budget.
- Personal services expenditures totaled \$28.9 million and included wages and fringe benefit expenditures for City departmental employees. Actual personal services expenditures were higher than the prior year by 4.8% but were 2.6% under the budget.
- Other expenditures of \$10.7 million were flat as compared to 2018 operating expenditures. The cost pressures for fuel, materials, and road salt subsided during the latter half of 2019 due to a mild start to the winter season.
- Figure 5 provides a budgetary summary of operating expenditures by category.

### 2020 General Fund Summary by Expenditure Category

Expenditure by Category	2017 Actual	2018 Actual	2019 Budget	2019 Actual	% Chg 2018 Actual	Budget Variance	% Bud. Var.	2020 Approved Budget
Salaries	\$ 19,667,831	20,652,255	22,197,863	21,714,435	5.1%	(483,428)	-2.2%	22,669,849
Fringe Benefits	6,758,426	6,917,665	7,408,482	7,191,655	4.0%	(216,828)	-2.9%	7,061,516
Travel & Education	67,914	86,291	117,924	87,028	0.9%	(30,896)	-26.2%	116,085
Contractual Services	6,528,493	6,664,699	7,394,348	6,734,271	1.0%	(660,077)	-8.9%	7,883,704
Materials & Supplies	3,456,877	3,551,235	4,382,741	3,898,086	9.8%	(484,655)	-11.1%	4,391,184
Refunds & Chargebacks	(232,876)	399,016	(9,690)	(22,056)	-105.5%	(12,366)	127.6%	(133,700)
<b>Total Operating Expenditures</b>	<b>\$ 36,246,665</b>	<b>\$ 38,271,161</b>	<b>\$ 41,491,668</b>	<b>\$ 39,603,418</b>	<b>3.5%</b>	<b>\$ (1,888,250)</b>	<b>-4.6%</b>	<b>\$ 41,988,638</b>

Figure 5

- Salary expenditures totaled \$21.7 million for General Fund departments and were 5.1% higher than the 2018 cost of wages. The 2019 budget included funding for up to 2.25%

wage increases for City employees. In addition to wage increases, the budget was increased to fund the addition of three fire fighters and three police officers. The fiscal year ended with wage expenditures coming in 2.2% under the approved budget.

- Overtime expenditures of \$1,204,108 were 7.3% higher than in 2018. Overtime utilization was generally within expectations except for Fire where overtime exceeded the original budget due to the necessity to cover staffing shortfalls resulting from extended medical leaves and retirements.
- Medical insurance and related expenditures came in just below \$5.1 million in 2019 and were well under the maximum budget of \$6.4 million. Total claims and fixed costs came in 12.4% higher than in 2018. Medical and prescription costs accounted for 76.1% of the total health care spend in 2019 and the administrative cost was 15.1% of the total.
- Costs for fuel, materials, and supplies totaled \$3.9 million and included expenditures for operating supplies, chemicals, road salt, and vehicle maintenance. Prices for fuel have remained below recent average rates through 2019 and increased by a modest 2.5% from 2018 to a total of \$378,900 expended in 2019.
- Utility expenditures (electric, natural gas and water) totaled \$2.1 million in 2019. Expenditures for gas and electric have remained flat since 2018 due in part to the fixed rate supply contracts for electricity and natural gas in place for 2019.
- Other operating expenditures include expenditures and encumbrances related to contracts and agreements for professional services, maintenance agreements, and other contractual services that are utilized by City departments. Total contractual and professional services expenditures were \$6.7 million and were underspent by 8.9% in 2019.
- A total of \$730,120 was encumbered in purchase orders and other contractual obligations at the end of the year.
- Operating expenditures were averaging under \$37.3 million for the two-year period prior to 2019. The actual expenditures increased by \$1.3 million (3.5%) in 2019. The increase was directly attributable to a budgeted increase in salaries and increased costs for materials including road salt.
- Operating expenditures (net of transfers) have increased by an average of 4.7% over the past three years. Most of the growth is attributable to increases in wages and additional staffing added in the area of public safety.
- Refer to Figure 6 for a summary of annual expenditures (including transfers out) for the past three years.

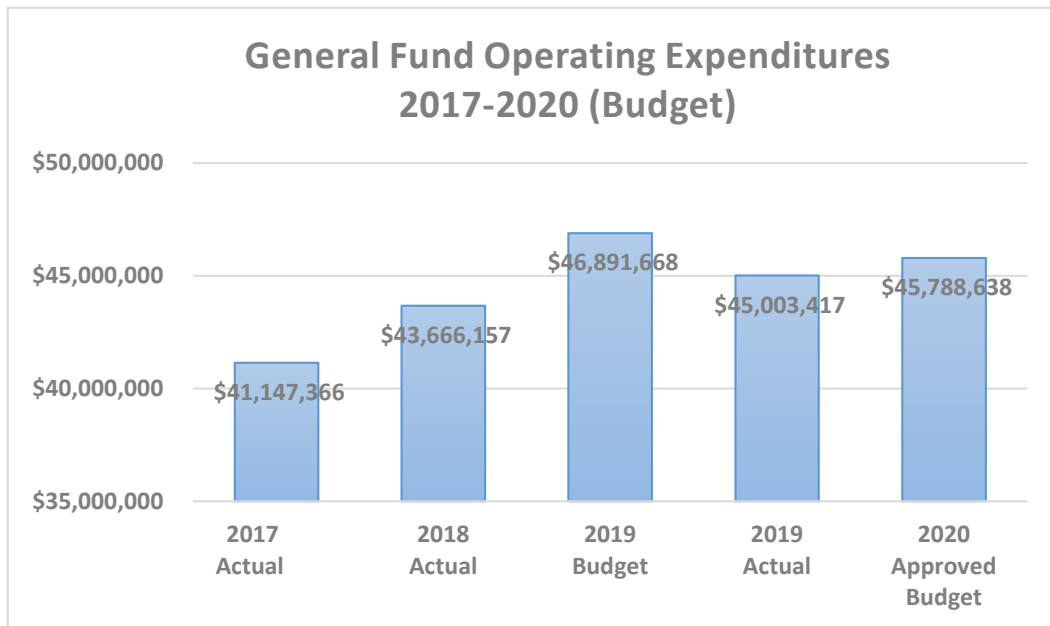


Figure 6

- Transfers out of the General Fund were approved to fund capital projects, budget stabilization, economic development, and employment related costs. The transfers were funded from ongoing revenues and General Fund reserves.
- Transfers out to other funds were originally budgeted at \$4,375,000 for 2019. An additional \$1.0 million in resource allocations from the General Fund was authorized by Council in December bringing the total transfers to \$5.4 million for the budget year.
- *A presentation of comparable departmental operating expenditures is provided in Exhibit B of the 2019 Operating Results.*

### **2019 Operating Results**

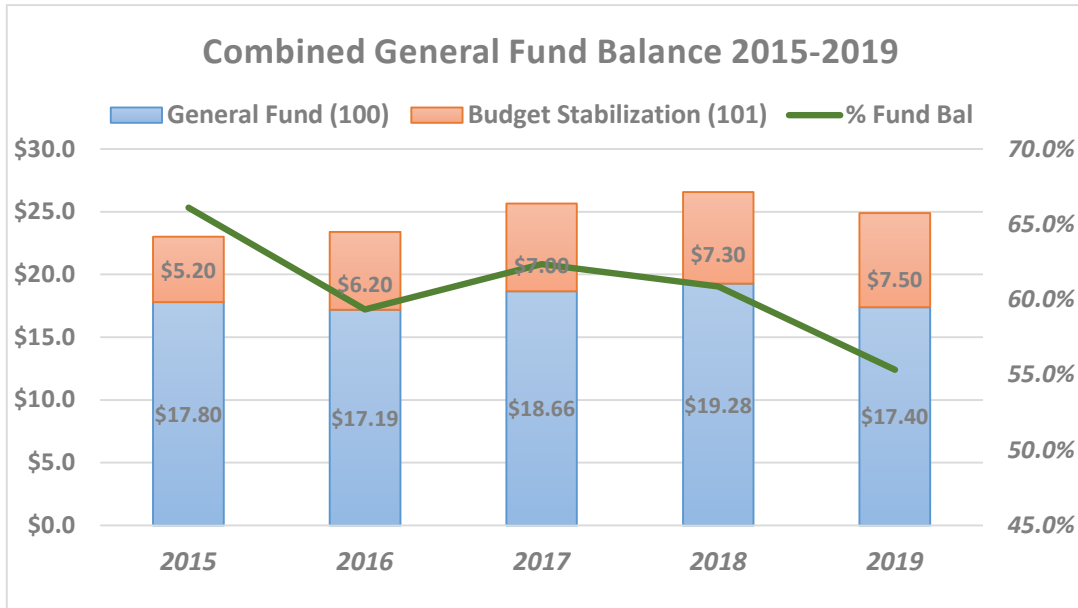
Through December 31, 2019, operating revenue exceeded operating expenditures by \$4.0 million. The final net operating result included additional expenditures for transfers approved by Council to supplement fund reserves, general capital, and economic development uses. The additional expenditures resulted in a net use of General Fund reserves of \$1.35 million for the year.

The budget for 2019 had assumed the net result less one-time commitments would be around \$140,100 operating result. The anomalous one-year decline of net profit income tax revenue was the primary reason for the operating deficit in the General Fund. The annual cash basis operating result had averaged over \$1 million in the two years prior to 2019

**General Fund Balance**

The budget planned for 2019 had assumed operating revenue levels would surpass total expenditures as had been the case in years past. An unforeseen drop in net profit income tax receipts during 2019 eroded the typical balance between ongoing revenue and expenditures. The imbalance resulted in a need to draw down a manageable amount (\$1.3 million) of reserves.

The ending balance of \$17.4 million was in excess of 38% of total expenditures and exceeded the City’s fund reserve policy of 20% balance to expenditures. That ending mark was below the five-year average fund reserve of \$18.1 million. When the Budget Stabilization Fund’s balance of \$7.5 million is included in the unreserved balance the General Fund reserve ended 2019 at \$24.9 million or 54.7% of expenditures. Figure 7 includes a summary of total General Fund reserves (including the Budget Stabilization Fund) since 2015.



\*Combined balance of General Fund and Budget Stabilization Fund.

Figure 7

A summary of activity and ending balances for other operating funds is provided in Exhibit C of the 2019 Operating Results. This exhibit includes summary results for the operating and capital funds including Infrastructure, EMS Billing, Water Reclamation, and Grantwood Golf Course.

## 2020 General Fund Revenue Summary

Revenue by Source	2017 Actual	2018 Actual	2019 Budget	2019 Actual	% Chg 2018 Actual	Budget Variance	% Bud. Var.	2020 Approved Budget
Income Tax *	33,797,792	35,834,746	36,879,260	34,237,379	-4.5%	(2,641,881)	-7.2%	35,959,575
Property Tax	1,149,754	1,154,793	1,230,370	1,255,165	8.7%	24,795	2.0%	1,233,700
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Interest Income	488,062	909,978	1,250,000	1,160,720	27.6%	(89,280)	-7.1%	937,500
Misc & Reimbursement Rev	2,341,302	1,493,320	1,412,630	1,779,109	19.1%	366,479	25.9%	2,049,100
<b>Total General Fund Revenue</b>	<b>\$ 42,615,562</b>	<b>\$ 44,283,803</b>	<b>\$ 45,538,662</b>	<b>\$ 43,646,707</b>	<b>-1.4%</b>	<b>\$ (1,891,955)</b>	<b>-4.2%</b>	<b>\$ 45,608,275</b>

\* Includes retainer refund payment from prior tax year.

Figure 2

2020 Operating Budget Summary	2017 Actual	2018 Actual	2019 Budget	2019 Actual	% Chg 2018 Actual	Budget Variance	% Bud. Var.	2020 Approved Budget
<b>General Fund</b>								
Total Operating Revenue	\$ 42,615,562	\$ 44,283,803	\$ 45,538,662	\$ 43,646,707	-1.4%	\$ (1,891,955)	-4.2%	\$ 45,608,275
Operating Expenditures	\$ 36,246,665	\$ 38,271,161	\$ 41,491,668	\$ 39,603,418	3.5%	\$ (1,888,250)	-4.6%	\$ 41,988,638
Transfers Out	4,900,700	5,395,020	5,400,000	5,400,000	0.1%	-	0.0%	3,800,000
<b>Total General Fund Expenditures</b>	<b>41,147,365</b>	<b>43,666,181</b>	<b>46,891,668</b>	<b>45,003,418</b>	<b>3.1%</b>	<b>(1,888,250)</b>	<b>-4.0%</b>	<b>45,788,638</b>
<b>All Operating Funds</b>								
Total Operating Revenue*	\$ 57,582,051	\$ 63,832,452	\$ 64,726,445	\$ 64,259,075	0.7%	\$ (467,370)	-0.7%	\$ 64,753,733
Total Operating Expenditures *	\$ 67,661,084	\$ 63,745,995	\$ 67,562,179	\$ 64,464,676	1.1%	\$ (3,097,503)	-4.6%	\$ 66,542,209

\* Excluding Capital and Trust & Agency Fund revenues.



2020 General Fund Budget Summary	2017 Actual	2018 Actual	2019 Budget	2019 Actual	% Chg 2018 Actual	Budget Variance	% Bud. Var.	2020 Approved Budget
<b>Total Operating Revenue</b>	<b>\$ 42,615,562</b>	<b>\$ 44,283,803</b>	<b>\$ 45,538,662</b>	<b>\$ 43,646,707</b>	<b>-1.4%</b>	<b>\$ (1,891,955)</b>	<b>-4.2%</b>	<b>\$ 45,608,275</b>
Personal Services	26,426,256	27,569,919	29,662,845	28,906,089	4.8%	(756,756)	-2.6%	29,731,365
Other Expenditures	9,820,410	10,701,218	11,828,823	10,697,327	0.0%	(1,131,496)	-9.6%	12,257,273
<b>Total Operating Expenditures</b>	<b>36,246,666</b>	<b>38,271,137</b>	<b>41,491,668</b>	<b>39,603,417</b>	<b>3.5%</b>	<b>(1,888,251)</b>	<b>-4.6%</b>	<b>41,988,638</b>
Transfers Out	4,900,700	5,395,020	5,400,000	5,400,000	0.1%	-	0.0%	3,800,000
<b>Total Expenditures</b>	<b>\$ 41,147,366</b>	<b>\$ 43,666,157</b>	<b>\$ 46,891,668</b>	<b>\$ 45,003,417</b>	<b>3.1%</b>	<b>\$ (1,888,251)</b>	<b>-4.0%</b>	<b>\$ 45,788,638</b>

Figure 4

**2020 General Fund Summary by Expenditure Category**

Expenditure by Category	2017 Actual	2018 Actual	2019 Budget	2019 Actual	% Chg 2018 Actual	Budget Variance	% Bud. Var.	2020 Approved Budget
Salaries	\$ 19,667,831	20,652,255	22,197,863	21,714,435	5.1%	(483,428)	-2.2%	22,669,849
Fringe Benefits	6,758,426	6,917,665	7,408,482	7,191,655	4.0%	(216,828)	-2.9%	7,061,516
Travel & Education	67,914	86,291	117,924	87,028	0.9%	(30,896)	-26.2%	116,085
Contractual Services	6,528,493	6,664,699	7,394,348	6,734,271	1.0%	(660,077)	-8.9%	7,883,704
Materials & Supplies	3,456,877	3,551,235	4,382,741	3,898,086	9.8%	(484,655)	-11.1%	4,391,184
Refunds & Chargebacks	(232,876)	399,016	(9,690)	(22,056)	-105.5%	(12,366)	127.6%	(133,700)
<b>Total Operating Expenditures</b>	<b>\$ 36,246,665</b>	<b>\$ 38,271,161</b>	<b>\$ 41,491,668</b>	<b>\$ 39,603,418</b>	<b>3.5%</b>	<b>\$ (1,888,250)</b>	<b>-4.6%</b>	<b>\$ 41,988,638</b>

Figure 5

**2020 General Fund Transfers to Other Funds**

General Fund Use (Fund)	2017 Actual	2018 Actual	2019 Budget	2019 Actual	% Chg 2018 Actual	Budget Variance	% Bud. Var.	2020 Approved Budget
Budget Stabilization (101)	\$ 800,000	\$ 300,000	\$ 200,000	\$ 200,000	-33.3%	-	0.0%	\$ 100,000
Economic Development (263)	1,199,000	2,297,020	2,250,000	2,250,000	-2.0%	-	0.0%	\$ 1,200,000
Home Days (267)	20,000	30,000	50,000	50,000	66.7%	-	0.0%	\$ 50,000
Safety & Service Equipment (421)	177,000	832,000	700,000	700,000	-15.9%	-	0.0%	\$ 400,000
Facility Capital Repairs (435)	-	855,000	950,000	950,000	11.1%	-	0.0%	\$ 850,000
Capital Imprv Equipment (491)	887,000	881,000	600,000	600,000	-31.9%	-	0.0%	\$ 700,000
Workers Compensation (601)	250,000	-	250,000	250,000	-	-	0.0%	\$ 200,000
Employee Health Benefits Fund (605)	1,067,700	-	150,000	150,000	-	-	0.0%	\$ -
Accumulated Sick Leave (771)	500,000	200,000	250,000	250,000	25.0%	-	0.0%	\$ 300,000
<b>Total Transfers to Other Funds</b>	<b>\$ 4,900,700</b>	<b>\$ 5,395,020</b>	<b>\$ 5,400,000</b>	<b>\$ 5,400,000</b>	<b>0.1%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 3,800,000</b>

City of Solon Departmental Budget Summary 2017 - 2020 Budget	2017 Actual Expenditures	2018 Actual Expenditures	2019 Approved Budget	% Chg From 2018	2019 Actual Expenditures	% Chg From 2018	% Budget Var.
<b>GENERAL FUND</b>							
Police & Corr Personal Services	5,769,661	7,270,468	7,928,144	9.0%	7,572,121	4.1%	-4.5%
Police & Corr Other Exp.	1,441,021	1,262,836	1,415,878	12.1%	1,275,123	1.0%	-9.9%
<b>Total For Police Dept</b>	<b>7,210,682</b>	<b>8,533,304</b>	<b>9,344,022</b>	<b>9.5%</b>	<b>8,847,244</b>	<b>3.7%</b>	<b>-5.3%</b>
Fire Dept Personal Services	5,397,744	6,739,088	7,096,554	5.3%	7,249,613	7.6%	2.2%
Fire Dept Other Exp.	293,229	244,761	316,805	29.4%	251,332	2.7%	-20.7%
<b>Total For Fire Dept</b>	<b>5,690,973</b>	<b>6,983,850</b>	<b>7,413,359</b>	<b>6.2%</b>	<b>7,500,945</b>	<b>7.4%</b>	<b>1.2%</b>
Recreation Personal Services	2,300,522	2,616,090	2,636,615	0.8%	2,667,271	2.0%	1.2%
Recreation Other Exp.	953,389	814,762	873,700	7.2%	834,263	2.4%	-4.5%
<b>Total For Recreation</b>	<b>3,253,910</b>	<b>3,430,852</b>	<b>3,510,315</b>	<b>2.3%</b>	<b>3,501,534</b>	<b>2.1%</b>	<b>-0.3%</b>
Seniors Services Personal Services	455,095	614,817	703,197	14.4%	645,772	5.0%	-8.2%
Senior Services Other Exp.	164,181	169,839	235,700	38.8%	203,904	20.1%	-13.5%
<b>Total For Senior Services</b>	<b>619,276</b>	<b>784,656</b>	<b>938,897</b>	<b>19.7%</b>	<b>849,676</b>	<b>8.3%</b>	<b>-9.5%</b>
Arts Center Personal Services	631,645	733,660	777,173	5.9%	740,190	0.9%	-4.8%
Arts Center Other Exp.	176,894	138,953	184,200	32.6%	151,343	8.9%	-17.8%
<b>Total For The Arts Center</b>	<b>808,539</b>	<b>872,613</b>	<b>961,373</b>	<b>10.2%</b>	<b>891,533</b>	<b>2.2%</b>	<b>-7.3%</b>
Planning & Boards Personal Services	551,168	632,662	532,433	-15.8%	522,422	-17.4%	-1.9%
Planning & Boards Other Exp.	32,041	30,739	61,000	98.4%	50,777	65.2%	-16.8%
<b>Total For Planning Department</b>	<b>583,209</b>	<b>663,401</b>	<b>593,433</b>	<b>-10.5%</b>	<b>573,198</b>	<b>-13.6%</b>	<b>-3.4%</b>
Bus Development Mkt Personal Svcs			176,709		171,241		-3.1%
Bus Development Mkt Other Exp.	25,186	19,356	135,000	597.5%	50,772	162.3%	-62.4%
<b>Total Business Development &amp; Mkt</b>	<b>25,186</b>	<b>19,356</b>	<b>311,709</b>	<b>1510.4%</b>	<b>222,013</b>	<b>1047.0%</b>	<b>-28.8%</b>
Building Dept Personal Services	111,588	144,981	196,520	35.5%	169,427	16.9%	-13.8%
Building Dept Other Exp.	111,280	128,095	230,900	80.3%	180,507	40.9%	-21.8%
<b>Total For Building Department</b>	<b>222,868</b>	<b>273,076</b>	<b>427,420</b>	<b>56.5%</b>	<b>349,934</b>	<b>28.1%</b>	<b>-18.1%</b>
Engineering Dept Personal Services	956,310	1,138,144	1,298,873	14.1%	1,072,263	-5.8%	-17.4%
Engineering Dept Other Exp.	109,160	128,685	177,450	37.9%	126,019	-2.1%	-29.0%
<b>Total For Engineering Dept</b>	<b>1,065,470</b>	<b>1,266,829</b>	<b>1,476,323</b>	<b>16.5%</b>	<b>1,198,282</b>	<b>-5.4%</b>	<b>-18.8%</b>
Service Dept Personal Services	3,560,519	5,272,533	5,620,113	6.6%	5,460,580	3.6%	-2.8%
Service Other Exp.	1,320,304	1,638,220	2,155,700	31.6%	1,921,002	17.3%	-10.9%
<b>Total For Service Department</b>	<b>4,880,823</b>	<b>6,910,753</b>	<b>7,775,813</b>	<b>12.5%</b>	<b>7,381,582</b>	<b>6.8%</b>	<b>-5.1%</b>
Council Personal Services	256,275	295,352	299,396	1.4%	294,730	-0.2%	-1.6%
Council Other Exp.	20,873	21,649	40,500	87.1%	20,858	-3.7%	-48.5%
<b>Total For City Council</b>	<b>277,147</b>	<b>317,001</b>	<b>339,896</b>	<b>7.2%</b>	<b>315,589</b>	<b>-0.4%</b>	<b>-7.2%</b>
Mayor'S Office Personal Services	233,131	277,237	284,922	2.8%	283,073	2.1%	-0.6%
Mayor'S Office Other Exp.	11,312	16,649	16,100	-3.3%	11,843	-28.9%	-26.4%
<b>Total For Mayor'S Office</b>	<b>244,442</b>	<b>293,886</b>	<b>301,022</b>	<b>2.4%</b>	<b>294,915</b>	<b>0.4%</b>	<b>-2.0%</b>
Finance Dept Personal Services	447,551	579,433	607,469	4.8%	622,433	7.4%	2.5%
Finance Dept Other Exp.	1,593,570	2,131,987	1,835,900	-13.9%	1,623,193	-23.9%	-11.6%
<b>Total For Finance Department</b>	<b>2,041,122</b>	<b>2,711,420</b>	<b>2,443,369</b>	<b>-9.9%</b>	<b>2,245,627</b>	<b>-17.2%</b>	<b>-8.1%</b>
Law Dept Personal Services	159,027	159,027	159,266	0.2%	159,027	0.0%	-0.1%
Law Dept Other Exp.	215,992	218,597	242,000	10.7%	173,200	-20.8%	-28.4%
<b>Total For Law Dept</b>	<b>375,019</b>	<b>377,624</b>	<b>401,266</b>	<b>6.3%</b>	<b>332,228</b>	<b>-12.0%</b>	<b>-17.2%</b>
Human Resources Personal Services	120,892	146,521	191,971	31.0%	140,752	-3.9%	-26.7%
Human Resources Other Exp.	96,676	43,367	59,200	36.5%	50,222	15.8%	-15.2%
<b>Total For Human Resources</b>	<b>217,568</b>	<b>189,889</b>	<b>251,171</b>	<b>32.3%</b>	<b>190,973</b>	<b>0.6%</b>	<b>-24.0%</b>
Information Tech Personal Services	215,142	285,090	330,781	16.0%	330,751	16.0%	0.0%
Information Tech Other Exp.	104,226	81,238	97,300	19.8%	85,100	4.8%	-12.5%
<b>Total For Info Tech Dept</b>	<b>319,367</b>	<b>366,328</b>	<b>428,081</b>	<b>16.9%</b>	<b>415,852</b>	<b>13.5%</b>	<b>-2.9%</b>
Civil Service Personal Services		3,154	17,318		9,016	185.8%	-47.9%
Civil Service Other Exp.	11,789	18,545	23,600	27.3%	18,815	1.5%	-20.3%
<b>Total For Civil Service</b>	<b>11,789</b>	<b>21,700</b>	<b>40,918</b>	<b>88.6%</b>	<b>27,830</b>	<b>28.3%</b>	<b>-32.0%</b>

City of Solon Departmental Budget Summary 2017 - 2020 Budget	2017 Actual Expenditures	2018 Actual Expenditures	2019 Approved Budget	% Chg From 2018	2019 Actual Expenditures	% Chg From 2018	% Budget Var.
Facility Management Personal Svcs	85,393	535,453	537,337	0.4%	561,149	4.8%	4.4%
Facility Management Other Exp.	852	276,935	473,390		489,559	76.8%	3.4%
<b>Total For Facility Management</b>	<b>86,245</b>	<b>812,388</b>	<b>1,010,727</b>	<b>24.4%</b>	<b>1,050,708</b>	<b>29.3%</b>	<b>4.0%</b>
General Admin Personal Services	5,174,593	126,209	268,054	112.4%	234,257	85.6%	-12.6%
General Administration Other Exp.	3,138,435	3,316,005	3,254,500	-1.9%	3,179,498	-4.1%	-2.3%
<b>Total General Administration</b>	<b>8,313,028</b>	<b>3,442,214</b>	<b>3,522,554</b>	<b>2.3%</b>	<b>3,413,755</b>	<b>-0.8%</b>	<b>-3.1%</b>
<b>Total Operating</b>	<b>36,246,663</b>	<b>38,271,140</b>	<b>41,491,668</b>	<b>8.4%</b>	<b>39,603,417</b>	<b>3.5%</b>	<b>-4.6%</b>
<b>Total Personal Services</b>	<b>26,426,256</b>	<b>27,569,919</b>	<b>29,662,845</b>	<b>7.6%</b>	<b>28,906,089</b>	<b>4.8%</b>	<b>-2.6%</b>
<b>Total Other Expenditures</b>	<b>9,820,410</b>	<b>10,701,218</b>	<b>11,828,823</b>	<b>10.5%</b>	<b>10,697,327</b>	<b>0.0%</b>	<b>-9.6%</b>
<b>Total Departmental Expenditures</b>	<b>36,246,666</b>	<b>38,271,137</b>	<b>41,491,668</b>	<b>8.4%</b>	<b>39,603,417</b>	<b>3.5%</b>	<b>-4.6%</b>
<b>Transfers from General Fund</b>							
Trans To Fund 101	800,000	300,000	200,000	-33.3%	200,000	-33.3%	0.0%
Trans To Fund 263	1,199,000	2,297,020	2,250,000	-2.0%	2,250,000	-2.0%	0.0%
Trans To Homedays 267	20,000	30,000	50,000	66.7%	50,000	66.7%	0.0%
Trans To S/S Equip 421	177,000	832,000	700,000	-15.9%	700,000	-15.9%	0.0%
Trans To Fund 435 Facility Rep	-	855,000	950,000		950,000	11.1%	0.0%
Trans To Cap Imp 491	887,000	881,000	600,000	-31.9%	600,000	-31.9%	0.0%
Trans To Work/Comp 601	250,000	-	250,000		250,000		-
Trans To Employee Healthcare 605	1,067,700	-	150,000		150,000		-
Trans To Fund 771	500,000	200,000	250,000	25.0%	250,000	25.0%	0.0%
<b>General Fund Transfers</b>	<b>4,900,700</b>	<b>5,395,020</b>	<b>5,400,000</b>	<b>0.1%</b>	<b>5,400,000</b>	<b>0.1%</b>	<b>0.0%</b>
<b>TOTAL - GENERAL FUND</b>	<b>41,147,363</b>	<b>43,666,160</b>	<b>46,891,668</b>	<b>7.4%</b>	<b>45,003,417</b>	<b>3.1%</b>	<b>-4.0%</b>

City of Solon Departmental Budget Summary 2017 - 2020 Budget	2017 Actual Expenditures	2018 Actual Expenditures	2019 Approved Budget	% Chg From 2018	2019 Actual Expenditures	% Chg From 2018	% Budget Var.
<b>STREET CONST MAINT &amp; REP - 201</b>							
S. C. M. & R. SALARIES	780,000	734,600	735,000	0.1%	735,000	0.1%	0.0%
S. C. M. & R. OTHER	258,000	258,000	250,000	-3.1%	250,000	-3.1%	0.0%
TOTAL FOR S. C. M. & R. FUND	<b>1,038,000</b>	<b>992,600</b>	<b>985,000</b>	<b>-0.8%</b>	<b>985,000</b>	<b>-0.8%</b>	<b>0.0%</b>
<b>STATE HIGHWAY FUND- 202</b>							
TOTAL STATE HIGHWAY FUND	<b>84,950</b>	<b>80,000</b>	<b>75,000</b>	<b>-6.3%</b>	<b>75,000</b>	<b>-6.3%</b>	<b>0.0%</b>
<b>POLICE PENSIONFUND - 204</b>							
TOTAL POLICE PENSION FUND	<b>847,733</b>	<b>871,579</b>	<b>939,575</b>	<b>7.8%</b>	<b>923,708</b>	<b>6.0%</b>	<b>-1.7%</b>
<b>FIRE PENSION FUND - 205</b>							
TOTAL FIRE PENSION FUND	<b>1,315,073</b>	<b>1,339,105</b>	<b>1,434,772</b>	<b>7.1%</b>	<b>1,427,545</b>	<b>6.6%</b>	<b>-0.5%</b>
<b>EARNED INTERESTFUND - 206</b>							
TOTAL EARNED INTEREST FUND	-	-	-		-		
<b>CABLE TV FUND - 209</b>							
TOTAL CABLE TV FUND	<b>301,277</b>	<b>280,781</b>	<b>312,200</b>	<b>11.2%</b>	<b>282,349</b>	<b>0.6%</b>	<b>-9.6%</b>
<b>TREE PLANTING DEPOSIT - 211</b>							
TOTAL TREE PLANTING FUND	<b>47,606</b>	<b>34,193</b>	<b>50,000</b>	<b>46.2%</b>	<b>7,025</b>	<b>-79.5%</b>	<b>-85.9%</b>
<b>AMBULANCE BILLING FUND - 217</b>							
AMBULANCE SALARIES	287,334	295,647	323,156	9.3%	310,238	4.9%	-4.0%
AMBULANCE OTHER	410,591	158,174	433,650	174.2%	410,891	159.8%	-5.2%
TOTAL AMBULANCE BILLING FUND	<b>697,925</b>	<b>453,821</b>	<b>756,806</b>	<b>66.8%</b>	<b>721,128</b>	<b>58.9%</b>	<b>-4.7%</b>
<b>POLICE TRAININGCLASS - 240</b>							
TOTAL - POLICE TRAINING CLASS	<b>6,188</b>	<b>67</b>	<b>15,000</b>	<b>22308.1%</b>	-	<b>-100.0%</b>	
<b>POL/CORRECTIONSTRAINING - 241</b>							
TOTAL - POL TRAINING CLASS FD	-	<b>1,050</b>	<b>1,800</b>		<b>273</b>	<b>-74.0%</b>	<b>-84.8%</b>
<b>POLICE D.A.R.E.FUND- 242</b>							
D.A.R.E. WAGES	31,100	30,964	31,500	1.7%	20,408	-34.1%	-35.2%
D.A.R.E. OTHER	7,894	8,822	9,000	2.0%	6,929	-21.5%	-23.0%
TOTAL - D.A.R.E. FUND	<b>38,994</b>	<b>39,786</b>	<b>40,500</b>	<b>1.8%</b>	<b>27,336</b>	<b>-31.3%</b>	<b>-32.5%</b>
<b>ECONOMIC INCENTIVE FUND - 263</b>							
TOTAL - ECONOMIC INCENTIVE FND	<b>1,099,089</b>	<b>1,403,931</b>	<b>2,835,270</b>	<b>102.0%</b>	<b>2,593,904</b>	<b>84.8%</b>	<b>-8.5%</b>
<b>POL DEPT FOOD DRIVE FUND - 264</b>							
TOTAL - POL FOOD DRIVE FUND	-	-	450		-		
<b>HOMEDAYS FESTIVAL FUND - 267</b>							
TOTAL - HOMEDAYS FUND	<b>99,218</b>	<b>112,701</b>	<b>105,800</b>	<b>-6.1%</b>	<b>100,952</b>	<b>-10.4%</b>	<b>-4.6%</b>
<b>PACE ASSESSMENT FUND - 270</b>							
TOTAL - PACE ASSESSMENT FUND	-	-	9,186		9,186		0.0%
<b>GENERAL BOND RETIREMENT - 300</b>							
TOTAL - GEN BOND RETIREMENT FD	<b>766,296</b>	<b>767,218</b>	<b>777,101</b>	<b>1.3%</b>	<b>769,210</b>	<b>0.3%</b>	<b>-1.0%</b>
<b>INFRASTRUCTURECAP IMP - 400</b>							
TOTAL - FUND 400	<b>9,642,367</b>	<b>10,066,871</b>	<b>23,290,410</b>	<b>131.4%</b>	<b>14,682,598</b>	<b>45.9%</b>	<b>-37.0%</b>
<b>CITYWIDE TRAFFIC SIGNAL IMPROV</b>							
TOTAL - FUND 401	-	<b>68,550</b>	-		-	<b>-100.0%</b>	
<b>SAFETY &amp; SERVICE CAPITAL EQUIP.</b>							
TOTAL - FUND 421	<b>661,190</b>	<b>709,049</b>	<b>1,253,396</b>	<b>76.8%</b>	<b>786,287</b>	<b>10.9%</b>	<b>-37.3%</b>
<b>FACILITY REPAIR&amp; MAINT - A</b>							
TOTAL - FUND 435	<b>1,045,734</b>	<b>633,742</b>	<b>1,186,945</b>	<b>87.3%</b>	<b>651,931</b>	<b>2.9%</b>	<b>-45.1%</b>
<b>GENERAL CAPITALIMPROV - 491</b>							
TOTAL - FUND 491	<b>609,022</b>	<b>1,003,107</b>	<b>1,701,810</b>	<b>69.7%</b>	<b>946,824</b>	<b>-5.6%</b>	<b>-44.4%</b>
<b>SEWER REVENUE FUND - 511</b>							
SEWER REVENUE SALARIES	1,556,038	1,600,277	1,669,636	4.3%	1,622,548	1.4%	-2.8%
SEWER REVENUE OTHER	1,965,638	6,302,877	4,234,451	-32.8%	3,833,494	-39.2%	-9.5%
TOTAL - FUND 511	<b>3,521,676</b>	<b>7,903,154</b>	<b>5,904,087</b>	<b>-25.3%</b>	<b>5,456,042</b>	<b>-31.0%</b>	<b>-7.6%</b>
<b>SEWER PLANT R &amp; I FUND - 512</b>							

City of Solon Departmental Budget Summary 2017 - 2020 Budget	2017 Actual Expenditures	2018 Actual Expenditures	2019 Approved Budget	% Chg From 2018	2019 Actual Expenditures	% Chg From 2018	% Budget Var.
TOTAL - FUND 512	1,733,604	5,851,871	2,794,620	-52.2%	294,037	-95.0%	-89.5%
<b>GRANTWOOD FUND-550</b>							
GRANTWOOD SALARIES	609,410	591,427	612,633	3.6%	599,836	1.4%	-2.1%
GRANTWOOD OTHER	340,372	326,539	382,280	17.1%	311,695	-4.5%	-18.5%
TOTAL - FUND 550	949,781	917,966	994,913	8.4%	911,531	-0.7%	-8.4%
<b>WORKERS COMP FUND - 601</b>							
TOTAL - FUND 601	156,300	319,310	230,000	-28.0%	224,308	-29.8%	-2.5%
<b>MEDICAL SELF INSURANCE - 605</b>							
TOTAL - FUND 605	-	4,562,572	5,203,051		4,946,761	8.4%	-4.9%
<b>VARIOUS 700 FUNDS (702 TO 791)</b>							
700 FUNDS SALARIES	317,712	266,726	390,075	46.2%	382,829	43.5%	-1.9%
700 FUNDS OTHER	459,973	392,101	577,300	47.2%	467,103	19.1%	-19.1%
TOTAL FOR 700 FUNDS	777,685	658,827	967,375	46.8%	849,933	29.0%	-12.1%
<b>GRAND TOTAL ALL FUNDS</b>	<b>66,587,072</b>	<b>82,738,013</b>	<b>98,756,735</b>	<b>19.4%</b>	<b>82,676,283</b>	<b>-0.1%</b>	<b>-16.3%</b>

## City of Solon

## YTD Fund Balance Summary \*

As of December 31, 2019

Exhibit C

<b>Fund No.</b>	<b>Fund Name</b>	<b>Beginning Balance (1/1/2019)</b>	<b>2019 Actual Revenue</b>	<b>2019 Actual Expenditures *</b>	<b>Ending Balance (12/31/2019)</b>	<b>Encumbrances</b>	<b>Unencumbered Bal.</b>
100	General Fund	19,281,076	43,646,707	45,528,826	17,398,957	730,124	16,668,833
101	Budget Stabilization Fund	7,300,000	200,000	-	7,500,000	-	7,500,000
	<b>Combined General Fund</b>	<b>26,581,076</b>	<b>43,846,707</b>	<b>45,528,826</b>	<b>24,898,957</b>	<b>730,124</b>	<b>24,168,833</b>
201	Street Maint & Repair	44,131	1,156,384	985,000	215,515	-	215,515
202	State Highway Fund	8,669	93,844	75,000	27,512	-	27,512
204	Police Pension Fund	709,983	986,980	923,708	773,256	-	773,256
205	Fire Pension Fund	627,430	1,480,483	1,427,545	680,368	-	680,368
209	Cable TV Fund	223,587	338,611	287,560	274,638	14,016	260,622
211	Tree Planting Deposits Fund	70,381	1,840	11,518	60,703	2,845	57,858
217	Emergency Medical Serv Fund	449,400	589,682	721,236	317,847	9,938	307,909
240	Police Dept Training	38,515	600	-	39,115	-	39,115
241	Police Corrections Training Class	4,423	-	273	4,150	252	3,898
242	D.A.R.E. Program	17,624	25,226	27,336	15,514	-	15,514
263	Economic Incentive Fund	1,912,504	2,252,000	2,593,904	1,570,600	35,000	1,535,600
264	Police Dept Food Drive Fund	451	-	-	451	-	451
267	Homedays Festival	31,172	94,844	105,135	20,881	-	20,881
270	PACE Assessment Fund	-	9,186	9,186	-	-	0
300	Bond Retirement Fund	985,257	782,715	769,210	998,762	-	998,762
400	Income Tax Cap Improv Fund	19,146,919	11,768,528	17,860,168	13,055,280	7,339,791	5,715,488
401	Citywide Traffic Signal Improv	170,469	-	-	170,469	-	170,469
421	Service & Safety Equip Fund	740,110	1,156,486	1,170,005	726,591	463,622	262,968
435	Facility Maint & Repair Fund	1,814,294	950,000	896,687	1,867,607	406,566	1,461,041
476	Old City Hall Renovation	17,744	-	-	17,744	-	17,744
491	General Capital Improv Fund	1,157,075	816,345	1,071,254	902,165	541,253	360,912
511	Sewer Revenue Fund	3,656,008	5,612,735	5,499,123	3,769,620	197,691	3,571,930
512	Sewer Plant R&I Fund	3,277,785	1,873,211	1,946,311	3,204,685	180,005	3,024,679
517	Forest Hills Waterline Loop	8,603	-	-	8,603	-	8,603
550	Grantwood Park Fund	215,758	987,229	911,533	291,454	20,392	271,062
601	Workers Compensation Fund	275,428	250,000	225,862	299,566	4,910	294,656
605	Medical Self Insurance	1,793,360	5,750,010	4,947,961	2,595,409	-	2,595,409
702	Inspection Deposit Fund	125,270	-	-	125,270	-	125,270
703	Cemetery Endowment Fund	5,501	-	-	5,501	-	5,501
704	Unclaimed Monies Fund	32,210	16,565	-	48,775	-	48,775
705	Guaranteed Deposit Fund	5,259	-	-	5,259	-	5,259
720	Traffic Violations Fund	-	110,345	110,345	-	-	0
731	D.A.R.E. Scholarship Fund	374	-	-	374	-	374
740	Police Dept Donations	6,542	9,382	4,017	11,906	-	11,906
741	Comm Improve Corp (CIC) Fund	4,000	-	-	4,000	-	4,000
743	Law Enforc Trst Drug Money	91,882	130	2,319	89,694	-	89,694
744	Law Enforc Trst OMVI	22,367	17,250	13,476	26,141	-	26,141
745	Law Enforc Trust Other	47,278	1,836	-	49,114	-	49,114
747	Police Dog Donation Fund	8,175	235	-	8,410	-	8,410
748	Law Enforc Trust Immobil.	11,615	770	-	12,385	-	12,385
749	Fire Dept Donations	9,940	5,001	7,339	7,602	-	7,602
750	Fire Dept Guaranteed Deposits	9,760	1,625	1,000	10,385	-	10,385
751	Finance Dept Guaranteed Dep	8,721	-	-	8,721	-	8,721
753	Building Dept Guarant. Dep	177,510	9,200	4,700	182,010	-	182,010
754	Engineering Dept Guarant Dep	349,508	125,060	35,000	439,568	-	439,568
756	Special Donations Fund	3,664	-	-	3,664	-	3,664
757	Senior Services Donations	14,918	7,569	4,003	18,484	444	18,040
760	Blue Heron Donations	1,848	-	-	1,848	-	1,848
771	Accum. Leave & Contingncy	1,039,501	250,000	369,500	920,001	-	920,001
791	JEDD Income Tax	36,558	319,923	298,245	58,237	-	58,237
	<b>Total All Funds</b>	<b>65,990,559</b>	<b>81,698,535</b>	<b>88,844,283</b>	<b>58,844,811</b>	<b>9,946,850</b>	<b>48,897,961</b>
<i>* Unaudited cash basis results as of month-end</i>							
	<b>Total Operating Funds</b>	<b>37,653,761</b>	<b>64,259,075</b>	<b>65,049,915</b>	<b>36,862,921</b>	<b>1,015,168</b>	<b>35,847,753</b>
	<b>Total Capital Funds **</b>	<b>26,324,397</b>	<b>16,564,570</b>	<b>22,944,425</b>	<b>19,944,541</b>	<b>8,931,238</b>	<b>11,013,303</b>
<i>** Includes 400 funds and fund 512.</i>							
<i>** Beginning year cash balance not inclusive of prior year encumbrances.</i>							