



2021 Proposed Budget Overview

Department of Finance

November 12, 2020

2020 Budget Update – As of Q3

2020 Operating Revenue Update

Revenue by Source	2019 Actual	2020 Budget	2020 YTD Actual	2020 Projection
Income Tax *	34,237,379	35,959,575	29,401,058	34,576,857
Property Tax	1,255,165	1,233,700	1,226,851	1,206,716
Local Tax	386,896	406,800	175,425	270,828
State Shared Tax	273,687	391,900	226,829	358,524
Charges For Services	3,528,928	3,433,900	1,412,367	1,880,210
Court Fines & Costs	281,809	295,900	176,758	178,320
Lic, Permits, & Other Fines	743,014	899,900	667,520	551,969
Interest Income	1,160,720	937,500	688,680	735,000
Misc & Reimbursement Rev	1,779,109	2,049,100	1,537,778	1,521,793
Total General Fund Revenue	\$ 43,646,707	\$ 45,608,275	\$ 35,513,266	\$ 41,280,217

- General Fund revenue totals \$35.5 million through October and the expected revenue loss for 2020 will end up being between \$3 and \$4 million

2020 Operating Revenue Update

- The 2020 projection for income tax revenue including the retainer is \$34.6 million for the General Fund
- Collections from withholding remained stable at a projected 1.7% over the 2019 actual collections
- Other non-tax revenue sources are expected to come in 35% below the original 2020 estimate or \$2.8 million
- Program revenue and charges for services exhibited the largest amount of loss at a 45% drop from the original estimate

2020 Income Tax Update

Income Tax Collection Summary - October 2020 (September Collections)

Income Tax Component Summary	2020 Budget Estimate	2020 Monthly Collection	2020 YTD Collection	% Chg from PY YTD	2019 YTD Collection
Withholding	\$ 34,542,650	\$ 2,543,925	\$ 28,980,028	1.9%	\$ 28,429,697
Individuals	4,530,500	561,413	3,731,368	-0.8%	3,763,307
Business Net Profit	7,578,200	1,045,712	5,312,743	1.9%	5,215,372
Utility Net Profit	98,800	-	24,484	-72.1%	87,699
Penalty & Interest	420,900	28,821	257,307	-23.9%	337,895
Gross Income Tax Receipts	\$ 47,171,050	\$ 4,179,871	\$ 38,305,930	1.2%	\$ 37,833,970
<i>Refunds & Adjustments</i>	<i>\$ (757,700)</i>	<i>\$ (32,330)</i>	<i>(688,426)</i>	<i>23.6%</i>	<i>\$ (556,786)</i>
Net Income Tax Receipts	\$ 46,413,350	\$ 4,147,542	\$ 37,617,504	0.9%	\$ 37,277,184

- The expected loss in collections was contained to individual collections and a moderation in growth of the collections from *withholding and net profit*

2020 Operating Budget Update

General Fund Operating Expenditures	2019 Combined Expenditures	2020 Approved Budget	2020 Revised Budget	2020 YTD Expenditures	% 2020 Rev. Budget	% 2020 vs 2019 Act.
Salaries & Wages	21,714,435	22,669,849	21,236,729	16,877,418	79.5%	-2.2%
Fringe Benefits	7,192,704	7,061,516	6,965,336	5,648,656	26.6%	-3.2%
Travel & Education	88,397	116,085	79,874	35,965	0.2%	-9.6%
Professional Services	7,082,940	7,883,704	7,257,839	5,705,906	26.9%	2.5%
Materials & Supplies	4,072,407	4,391,184	3,916,340	2,474,862	11.7%	-3.8%
Refunds, Chargebacks & Misc.	(27,353)	(133,700)	(133,880)	(71,560)	-0.3%	389.4%
Total Operating Expenditures	40,123,530	41,988,638	39,322,238	30,671,247	78.0%	-2.0%

- Total General Fund operating expenditures (excluding transfers out) through October at \$30.7 million or 78.0% of the revised 2020 budget.
- The operating expenditures will be about 2.0% under the 2019 actual expenditure mark if there is no deviation from the current budget

2020 Operating Result – *Current Estimate*

- General Fund revenue is currently projected to exceed expenditures by over \$3.5 million in 2020
- *Much better* than the \$5 to \$6 million draw down that was expected a few months ago
- A transfer from the Budget Stabilization Fund to cover the projected deficit is forthcoming in December

<i>General Fund Operating Forecast</i>	<i>2019 Actual</i>	<i>2020 Budget</i>	<i>2020 Projection</i>
Gen Fund Operating Revenue	43,646,707	41,280,217	41,280,217
<i>% Chg</i>		-5.4%	0.0%
<u>Operating Expenditures</u>			
Personal Services	28,907,138	29,731,365	28,202,065
Other Expenditures	11,221,688	12,257,273	11,120,173
Total Oper. Expenditures	40,128,826	41,988,638	39,322,238
<i>% Chg</i>		4.6%	-6.4%
Transfers Out	5,400,000	5,450,000	5,450,000
Total Expenditures	45,528,826	47,438,638	44,772,238
<i>% Chg</i>		4.2%	-5.6%
<i>Net Operating Result</i>	<i>(1,882,119)</i>	<i>(6,158,421)</i>	<i>(3,492,021)</i>
<i>Net Result %</i>	<i>-4.1%</i>	<i>-13.0%</i>	<i>-7.8%</i>

2021 Budget Overview

2021 Budget Development Timeline

Budget Development Step	Date
Recommended budget numbers completed	November 6 th
First Budget Hearing – Operating Budget	November 12 th
Second Budget Hearing – Capital	November 16 th
First Reading – Regular Council Meeting	November 16 th
Second Reading – Regular Council Meeting	December 7 th
Third Reading & Adoption – 2021 Operating & Capital Measures	December 21 st
2021 Budget Effective	January 1 st 2021

2021 Operating Budget Summary

- Budget Development Goals
- 2021 budget factors and challenges
- Changes and considerations of budget development
- Summary of 2021 budget parameters
- 2021 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

2021 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

Considerations for 2021 Budget Development

- Priority of charting a path to structural balance in the General Fund and rebuilding reserves over the next two to three years – *General Fund and the BSF*
- Income tax revenue budgeted by individual components and projected on a conservative basis – *the change in withholding provision could result in further revenue loss*
- Continued reliance on budget mitigation measures first implemented in 2020 as a reaction to the drop in operating revenues - *revisit these after Q1 of 2021*
- Continual refinement to push the operating budget to closely correlate with expected outcome - *2021 non-payroll budgets were targeted to 2019 actual*
- Recovering the losses to the City's financial position as a result of the COVID-19 induced recession – *a partial recovery in 2021 is expected*

How Has COVID-19 Impacted City Budgets?

From an article published by ICMA dated November 5th – what common impacts do we share with our peers?

- *Revenue declines – approaching \$4 million*
- *Position vacancies – we are holding seven full-time positions open in 2021*
- *Staffing reductions – part-time and seasonal employees*
- *Service cuts – nothing significant for Solon*
- *Wage and compensation cuts – no wage reductions for Solon employees*

How Has COVID-19 Impacted City Budgets?

From an article published by ICMA dated November 5th – what common impacts do we share with our peers?

- *Leadership – some local govt's have asked management for wage reductions*
- *Reserve utilization – the 2020 and 2021 budget rely on one-time reserve use*
- *Contingencies – what other mitigation or reductions measures are left is needed*
- *Creativity – or innovating to accomplish priorities with the same or less*

2021 Budget Development Parameters

Parameters guide the starting points for the budget

- Revenue estimates were based on the trends used to project 2020 revenues as of August – *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 2021 and included increases of 2.50% for bargaining unit employees in Police, Fire, Water Reclamation, and Building



2021 Budget Development Parameters

- A wage increase for non-bargaining staff of up to 2.50% 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.
- Health care budget lines were based on the expected increase in claims and fixed costs of and budgeted in departmental budgets – *employee monthly contribution will be set at 7.5% of projected costs*

2021 Budget Development Parameters

- Contractual services expenditures were developed using a zero based budgeting approach – increased by about 1% from the 2020 original budget
- Inflationary increases of 2.0% over the *2019 actual* 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 on the 2019 actual expenditures
- The budget lines for utilities and non-capital equipment were held flat for 2021

2021 Operating Budget Summary

2021 General Fund Budget Summary		2021 Proposed Budget	% Chg 2020 Bud.	% Chg 2020 Proj.
Total Operating Revenue		\$ 43,193,528	-5.3%	4.6%
Personal Services		28,361,445	-4.6%	0.6%
Other Expenditures		11,995,731	-2.1%	7.9%
 Total Operating Expenditures		40,357,176	-3.9%	2.6%
Transfers Out		3,680,000	-32.5%	-32.5%
 Total Expenditures		\$ 44,037,176	-7.2%	-1.6%

- The 2021 Proposed General Fund operating budget is **\$40.35** million – *3.9% lower than the 2020 original budget (prior to reductions approved in May of 2020)*
- The total budget for 2021 including the General Fund and other operating funds is **\$44.04** million – *7.2% lower than the original 2020 budget*

2021 General Fund Budget

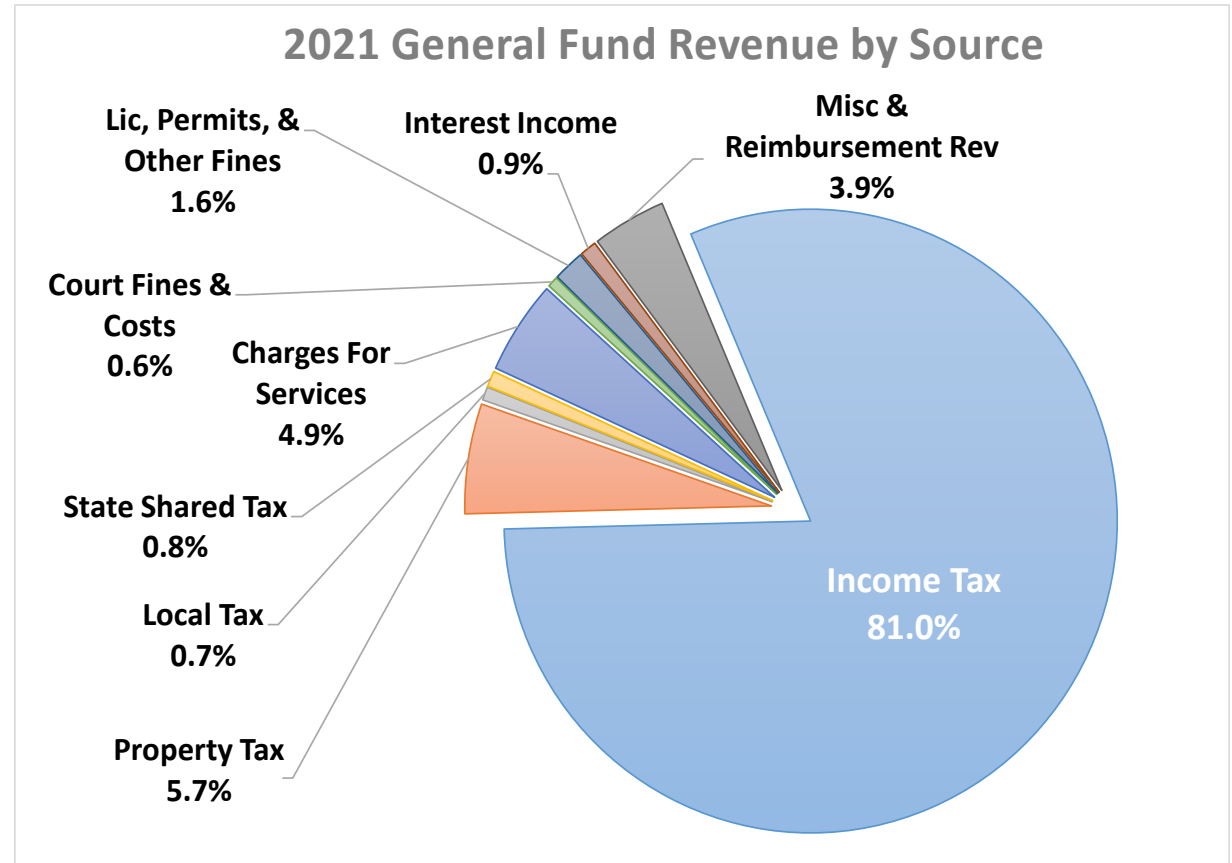
2021 General Fund Revenue – Summary

Revenue by Source	2019 Actual	2020 Budget	2020 YTD Actual	2020 Projection	2021 Proposed Budget	% Chg 2020 Est.	% Chg 2020 Proj.
Income Tax *	34,237,379	35,959,575	29,401,058	34,576,857	34,979,025	-2.7%	1.2%
Property Tax	1,255,165	1,233,700	1,226,851	1,206,716	2,462,746	99.6%	104.1%
Local Tax	386,896	406,800	175,425	270,828	298,800	-26.5%	10.3%
State Shared Tax	273,687	391,900	226,829	358,524	350,370	-10.6%	-2.3%
Charges For Services	3,528,928	3,433,900	1,412,367	1,880,210	2,100,427	-38.8%	11.7%
Court Fines & Costs	281,809	295,900	176,758	178,320	237,760	-19.6%	33.3%
Lic, Permits, & Other Fines	743,014	899,900	667,520	551,969	710,100	-21.1%	28.6%
Interest Income	1,160,720	937,500	688,680	735,000	375,000	-60.0%	-49.0%
Misc & Reimbursement Rev	1,779,109	2,049,100	1,537,778	1,521,793	1,679,300	-18.0%	10.4%
Total General Fund Revenue	\$ 43,646,707	\$ 45,608,275	\$ 35,513,266	\$ 41,280,217	\$ 43,193,528	-5.3%	4.6%

- General Fund operating revenue is estimated at **\$43.2** million for 2021 and is budgeted at 4.6% higher than the 2020 projection
- The estimate for 2021 represents a partial recovery from the 2020 downturn but assumes we will still be 5.3% under the original baseline

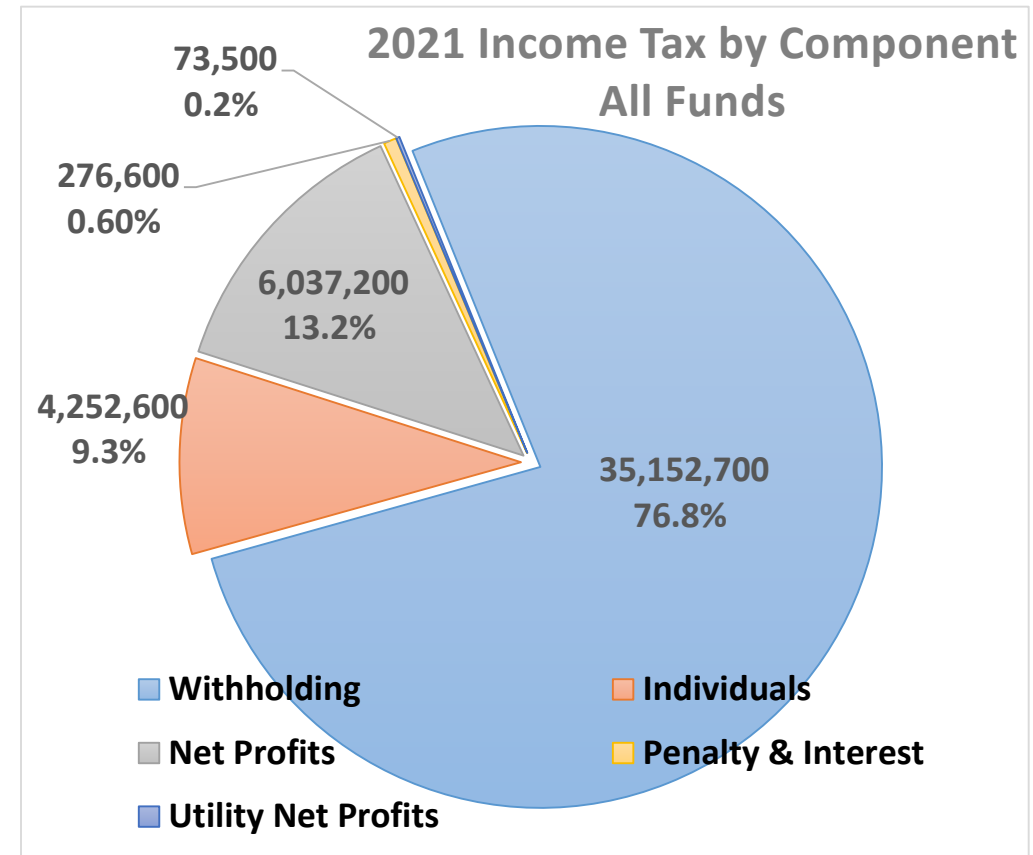
2021 General Fund Revenue – Where It Comes From

- Income tax revenue has risen to 81.0% of General Fund operating revenue
- User fees and charges have decreased to 4.9%
- Property tax has increased to 5.7% of operating revenue
- Other non tax revenue sources account for 12.6% of revenue – *a decrease from 18.7% in 2019*



Notes on General Fund Revenue Estimates

- Income tax revenue (General Fund portion) is budgeted at \$34.30 million
- 2021 revenue is based on the assumption of moderate but stable growth in withholding and flat net profit revenue
- Withholding collections continue to be highest component at 76.8% of the total
- *The impact of the law change to withholding is a continued concern*



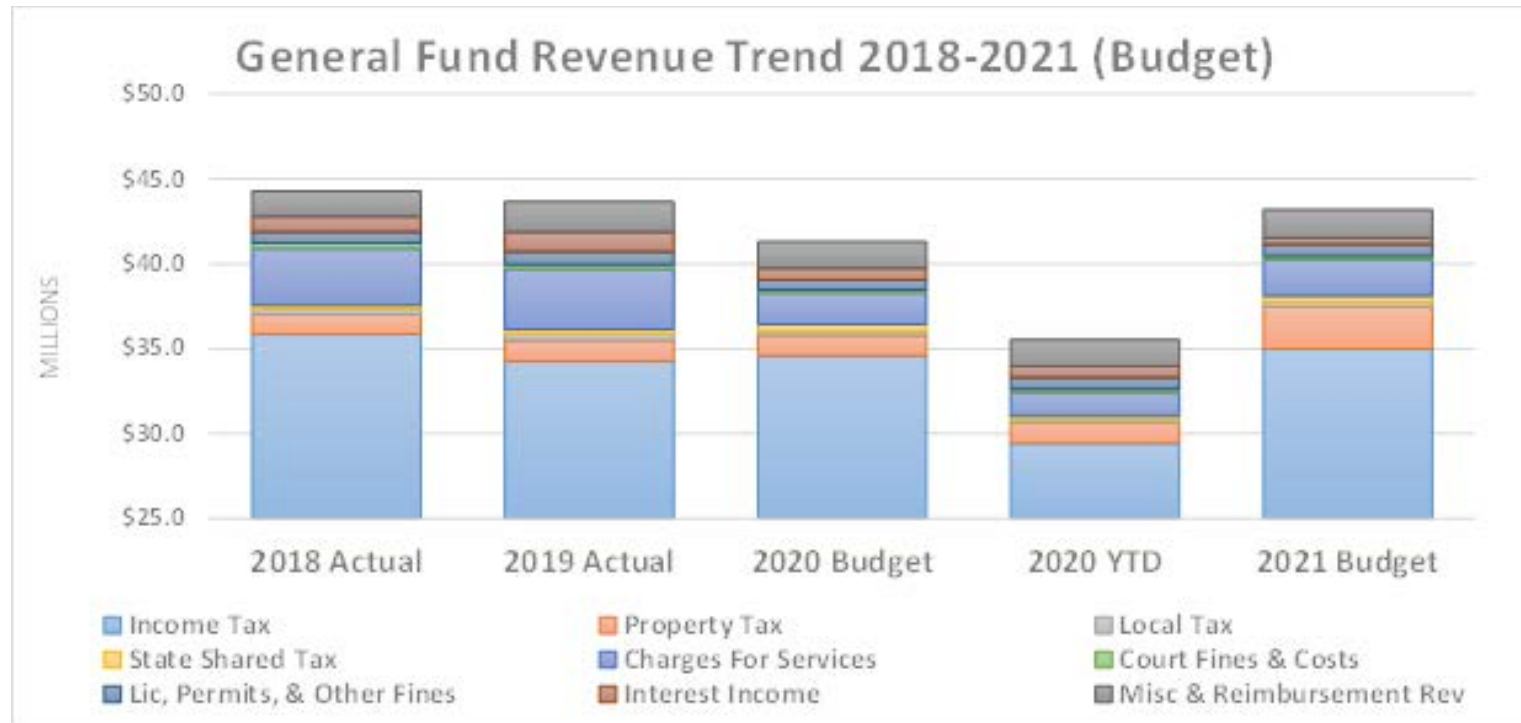
Notes on General Fund Revenue Estimates

- The 2021 estimate for property tax revenue includes a one-time allocation of an additional \$1.2 million from the unvoted millage – *drops off in 2022*
- Revenue for Community Life programming and admissions (\$1.6 million) is estimated to remain suppressed in 2021 with a partial recovery to about 55% of 2019 receipts – *the last “normal year”*
- The program revenue estimates were based on the anticipated rate of facility and program utilization in 2021 as the COVID pandemic will continue to be a negative factor for community life programming.

Notes on General Fund Revenue Estimates

- Building permits revenue is budgeted at \$573,000 in 2021 - *inclusive of additional building projects assumed to be taking place within the City in 2021*
- 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 \$237,760 in 2021 based on the assumption that fine revenue will begin to recover in 2021
- The budget from investment earnings is set at \$375,000 and represents a 49% decrease from 2020 projected investment income.

General Fund Revenue Trend 2018-2021



- The slight downward trend in total revenue in 2019 was mostly attributable to a decrease in the net profit component of income tax collections
- General Fund sources have become less diverse as other sources remain flat or impaired in 2021

2021 General Fund Budget Overview

2021 General Fund Budget Summary	2019 Actual	2020 Budget	2020 YTD Actual	2020 Projection	2021 Proposed Budget	% Chg 2020 Bud.	% Chg 2020 Proj.
Total Operating Revenue	\$ 43,646,707	\$ 45,608,275	\$ 35,513,266	\$ 41,280,217	\$ 43,193,528	-5.3%	4.6%
Personal Services	28,907,138	29,731,365	22,526,075	28,202,065	28,361,445	-4.6%	0.6%
Other Expenditures	11,221,688	12,257,273	8,145,171	11,120,173	11,995,731	-2.1%	7.9%
Total Operating Expenditures	40,128,826	41,988,638	30,671,246	39,322,238	40,357,176	-3.9%	2.6%
<i>Transfers Out</i>	<i>5,400,000</i>	<i>5,450,000</i>	<i>5,450,000</i>	<i>5,450,000</i>	<i>3,680,000</i>	<i>-32.5%</i>	<i>-32.5%</i>
Total Expenditures	\$ 45,528,826	\$ 47,438,638	\$ 36,121,246	\$ 44,772,238	\$ 44,037,176	-7.2%	-1.6%

- The recommended 2021 budget for the General Fund totals \$44,037,176 for budgeted expenditures including transfers out to other funds
- Budgeted **operating** expenditures are 3.9% lower than the 2020 original budget and 2.4% over the 2020 projection

2021 General Fund Budget Overview – Mitigation Measures

- Continuation of seven hiring freeze vacancies in 2021
- Change in the employee contribution towards health care for non-bargaining staff
- Moderation of overtime earning growth in budgets for Police, Fire and Service
- 20% reduction of part-time Recreation staffing costs – *as compared to 2019 actual levels*
- 10% reduction of part-time instructor staffing costs for most Arts Center programs

2021 General Fund Budget Overview – Mitigation Measures

- Deferment of some larger general capital items until 2022-2023
- Addition of planned debt financing for large capital items in 2021-2023
- Limitation of transfers from the General Fund to other funds in 2021
- Utilization of excess reserves in other funds to offset General Fund expenditures

2021 General Fund Budget – Additional Funding

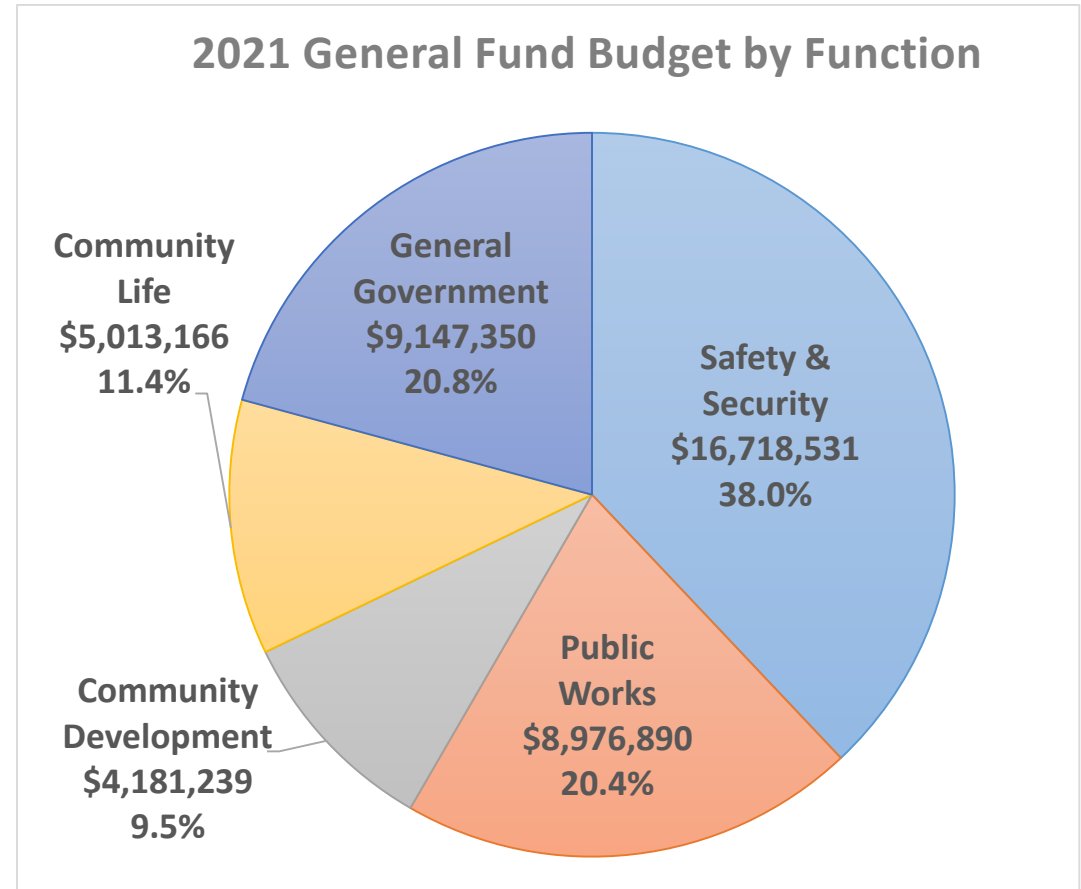
- Funding to restore some postponed Bicentennial events in 2021
- Funding for three Community events in 2021
- Increase for part-time staff in Senior Center to offset one less full-time position
- Funding in Service Department budget for new contract for recycling hauling service

2021 General Fund Budget – Additional Funding

- Funding for contractual rate increase for SafeBuilt CBO and inspection services
- Additional funding in operating budget for equipment upgrades for Service
- Funding for economic development market study
- Consolidation of all credit card transaction fees into the Finance budget

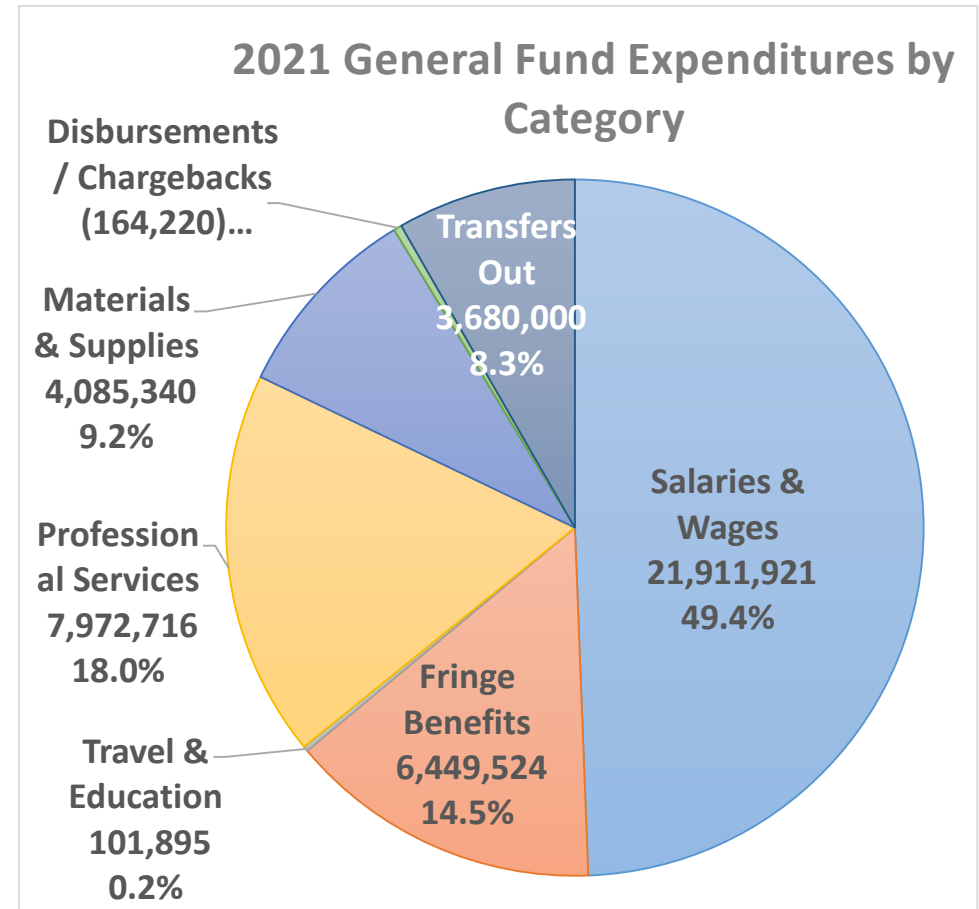
2021 General Fund Budget – Where It Goes

- The budget defines the City’s priorities and allocates resources among functional areas of the budget
- **58%** of the 2021 General Fund operating budget is allocated towards providing for the safety of and core services to our residents
- 20.8% of operating resources are allocated to administering the City and overhead



2021 General Fund Budget by Expenditure Category

- The operating budget can also be compared by expenditure category or *how we spend our dollars each year*
- The majority of the City's budget (63.9%) is allocated towards compensation and fringe benefits – almost unchanged from 2020
- Professional / Contractual services account for 18.0% of the budget and utilized by every department




2021 General Fund Budget by Expenditure Category

Expenditure by Category	2019 Actual	2020 Budget	2020 YTD Actual	2020 Projection	2021 Proposed Budget	% Chg 2020 Bud.	% Chg 2020 Proj.
Salaries	21,714,435	22,669,849	16,877,418	21,236,729	21,911,921	-3.3%	3.2%
Fringe Benefits	7,192,704	7,061,516	5,648,656	6,965,336	6,449,524	-8.7%	-7.4%
Travel & Education	88,397	116,085	35,965	79,874	101,895	-12.2%	27.6%
Contractual Services	7,082,940	7,883,704	5,705,906	7,257,839	7,972,716	1.1%	9.8%
Materials & Supplies	4,072,407	4,391,184	2,474,862	3,916,340	4,085,340	-7.0%	4.3%
Refunds & Chargebacks	(22,058)	(133,700)	(71,560)	(133,880)	(164,220)	22.8%	22.7%
Total Operating Expenditures	\$ 40,128,825	\$ 41,988,638	\$ 30,671,247	\$ 39,322,238	\$ 40,357,176	-3.9%	2.6%

- The budget for compensation is 3.3% lower than the 2020 original budget
- The decrease in the budget for fringe benefits has decreased as a direct result of the change in how health care is budgeted
- The increase in contractual services of 1.1% includes the rebuilt budget lines provide by each department

2021 General Fund Transfers

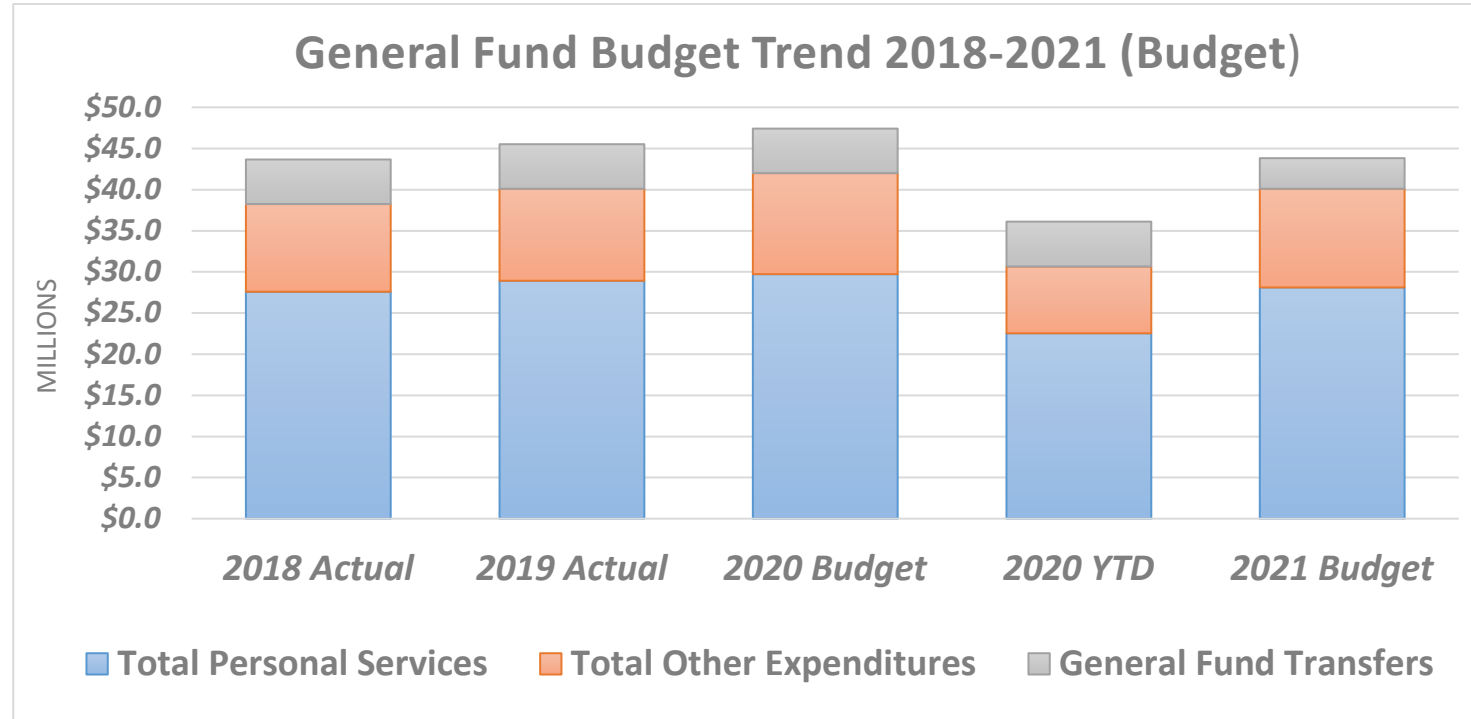
\$3.68 million in General Fund support for:



General Fund Use (Fund)	2019 Actual	2020 Budget	2020 YTD Actual	2020 Projection	2021 Proposed Budget	% Chg 2020 Bud.
Budget Stabilization (101)	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
Economic Development (263)	2,250,000	2,850,000	2,850,000	\$ 2,850,000	\$ 2,850,000	0.0%
Home Days (267)	50,000	50,000	50,000	\$ 50,000	\$ 30,000	-40.0%
Safety & Service Equipment (421)	700,000	400,000	400,000	\$ 400,000	\$ 260,000	-35.0%
Facility Capital Repairs (435)	950,000	850,000	850,000	\$ 850,000	\$ -	0.0%
Capital Imprv Equipment (491)	600,000	700,000	700,000	\$ 700,000	\$ 140,000	-80.0%
Workers Compensation (601)	250,000	200,000	200,000	\$ 200,000	\$ 150,000	0.0%
Employee Health Care (605)	150,000	-	-	\$ -	\$ -	0.0%
Accumulated Sick Leave (771)	250,000	300,000	300,000	\$ 300,000	\$ 250,000	-16.7%
Total Transfers to Other Funds:	\$ 5,400,000	\$ 5,450,000	\$ 5,450,000	\$ 5,450,000	\$ 3,680,000	-32.5%

- The deferral of certain capital items and reliance on other fund resources limited the budget for transfers out of the General Fund

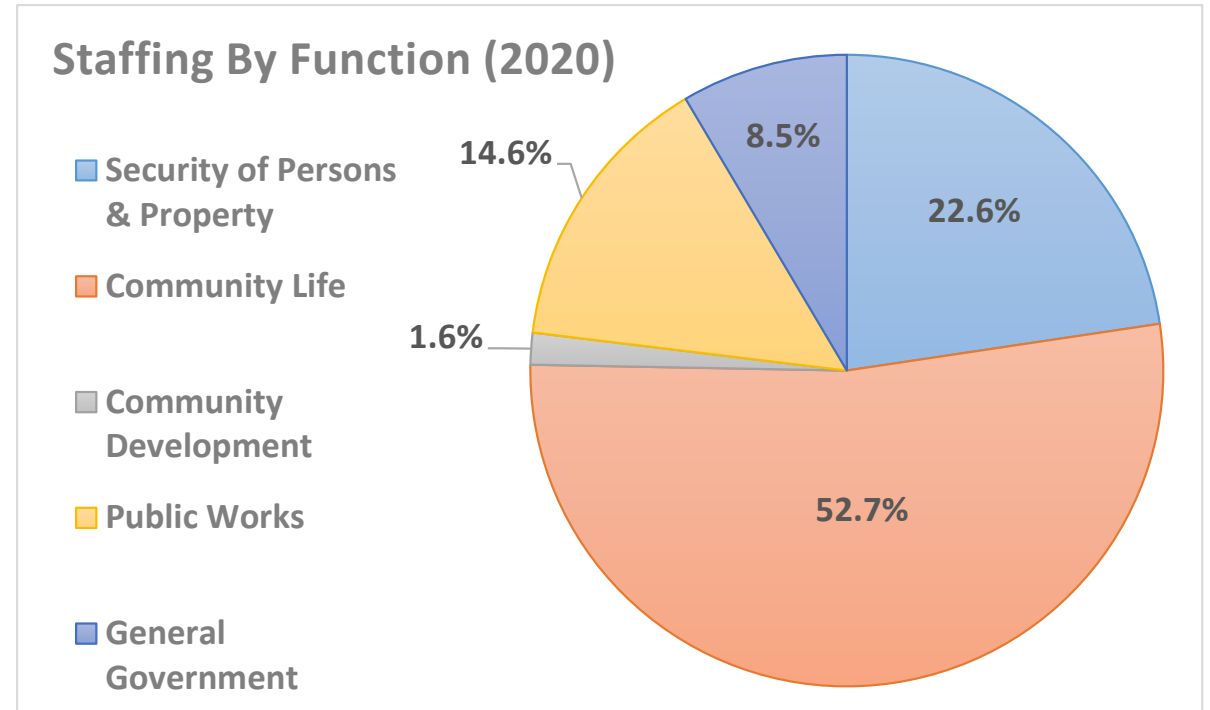
2021 General Fund Total Expenditure Trend



- General Fund operating expenditures will have increased by an average of **4.8%** since 2018 - *the most significant cost drivers continue to be personnel related expenditures*

2021 Budgeted Staffing Levels

- Total staffing levels had increased by 10.6% from 2018 to 2020
- Actual full-time positions have held steady at an average of 274 since 2018
- The budget for 2021 does not include any funding filling additional full-time positions



2021 General Fund Budgeted Operating Result

- A goal of budget development is to achieve balance between revenue and ongoing operating expenditures
- The General Fund budget relies on a use of General Fund reserve of \$843,648 to cover proposed operating costs – *less than 2%*
- The projected ending balance is expected to be \$13.0 million and within the City’s reserve policy of 20% - *ending balance ratio 29.4%*

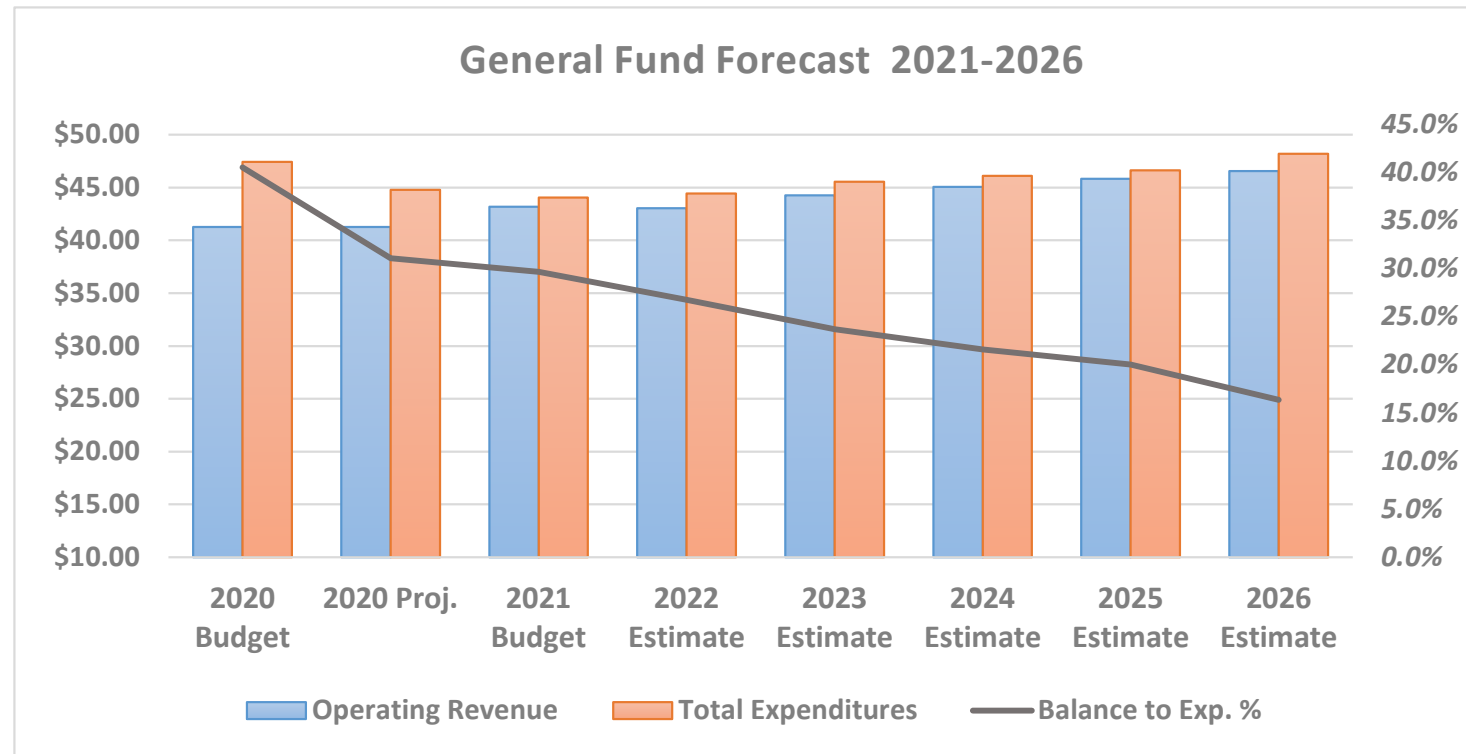
<i>General Fund Operating Forecast</i>	2021 Budget
Gen Fund Operating Revenue	
	43,193,528
<i>% Chg</i>	<i>4.6%</i>
Operating Expenditures	
Personal Services	28,361,445
Other Expenditures	11,995,731
Total Oper. Expenditures	40,357,176
<i>% Chg</i>	<i>2.4%</i>
Transfers Out	3,680,000
Total Expenditures	44,037,176
<i>% Chg</i>	<i>-1.9%</i>
Net Operating Result	(843,648)
Net Result %	-1.9%
General Fund Reserve Analysis	
Beginning Fund Balance	13,804,469
Ending Fund Balance	12,960,821
<i>Balance to Expenditure %</i>	<i>29.4%</i>

General Fund Forecast

<i>General Fund Forecast 2020-2025 (\$ millions)</i>	2020 Budget	2020 Proj.	2021 Budget	% Chg 2020	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate
Operating Revenue	\$41.28	\$41.28	\$43.19	4.6%	\$43.05	\$44.27	\$45.05	\$45.83
Operating Expenditures								
Personal Services	\$29.73	\$28.20	\$28.36	0.6%	\$28.20	\$28.67	\$29.09	\$29.51
Other Expenditures	\$12.26	\$11.12	\$12.00	7.9%	\$12.06	\$12.22	\$12.31	\$12.40
Total Oper. Expenditures	\$41.99	\$39.32	\$40.36	2.6%	\$40.26	\$40.90	\$41.39	\$41.91
Transfers Out	\$5.45	\$5.45	\$3.68	-32.5%	\$5.50	\$5.50	\$5.50	\$5.50
Total Expenditures	\$47.44	\$44.77	\$44.04	-1.6%	\$44.44	\$45.56	\$46.09	\$46.65
Net Operating Result	-\$6.16	-\$3.49	-\$0.84	-75.8%	-\$1.18	-\$1.09	-\$0.84	-\$0.62
Net Result %	-13.0%	-7.8%	-1.9%	-75.4%	-2.7%	-2.4%	-1.8%	-1.3%
Balance to Exp. %	40.5%	31.1%	29.7%	-4.5%	26.7%	23.7%	21.6%	20.0%

- 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

2021-2025 General Fund Forecast



- The forecast for the General Fund assumes that operating expenditures will continue to exceed revenue starting until revenue rebounds from COVID or we revisit thr operating model— ***this is a forecast not a prediction***

Managing General Fund Operating Capacity

- What variables can be “adjusted” to free up additional operating capacity over the forecast period?
- Balancing a decrease in operating budgets with 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*

Considerations for 2021 and Beyond

- ✓ Lessened reliability in a large singular source of revenue (net profit income tax) from a few major filers
- ✓ Fairly addressing budgetary pressures from wage and employee benefit costs
- ✓ Continual refinement of budgeting approach based on expected results and revenue estimates
- ✓ Optimizing the transformational benefits of new information systems

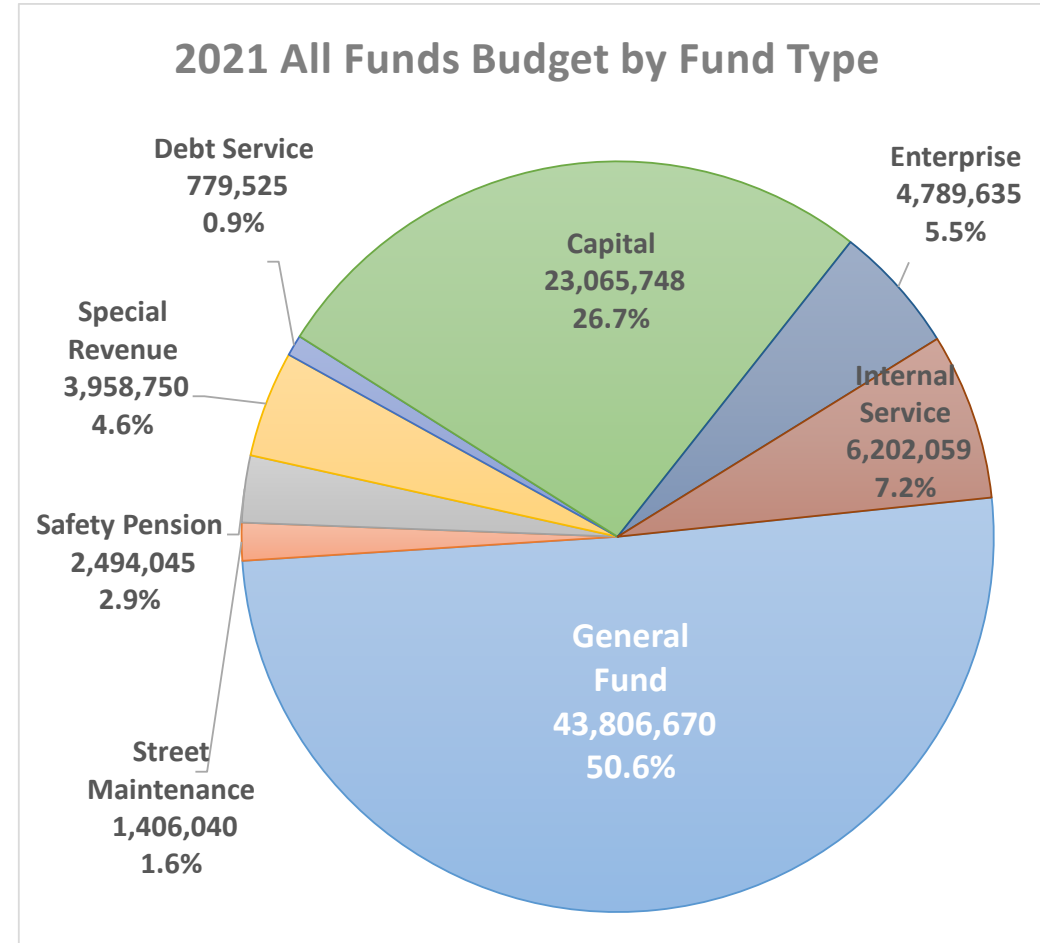
Considerations for 2021 and Beyond

- ✓ Continual investment in City Facilities and avoid creating a backlog of deferred maintenance
- ✓ Ability of General Fund reserve to support capital needs and deferring debt financing into the near future
- ✓ Management of other critical fund reserves for health care, employee retirements, infrastructure, general capital, Water Reclamation, and Grantwood

Other Operating Funds

2021 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 2021 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 2021 Highlights

Funds 201/201 Street Maintenance – budget of \$1,406,000 to utilize Solon's share of gasoline and vehicle registration revenue

Funds 204 & 205 Police and Fire Pensions – City's share of pension costs (\$ 2.5 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 \$521,560

Fund 263 Economic Incentive Fund – \$2.9 million in for job creation and retention programs funded with transfer or General Fund resources to support economic development

Major Operating Funds – Some 2021 Highlights

Fund 209 Cable TV Fund– budget of \$243,000 used to support City technology and media needs and distribute shared revenue to the Solon School District

Fund 300 Bond Retirement– budget of \$779,525 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 (\$ 3.9 million) for Water Reclamation operations

Fund 550 Grantwood Park – the operating budget of \$879,806 is funded with user fee revenue and fund balance will need to be monitored in 2021

Appropriation Measures

2021 Appropriation Ordinances

- Appropriation of operating and capital will be submitted for approval as two separate pieces of legislation – *Appendix B and C*
- The operating appropriation ordinance includes the budgets for operating, enterprise and trust & agency funds for 2021
- Capital Funds will be appropriated in a separate appropriations ordinance and budgets will be authorized past 2021 to accommodate multi-year project expenditures
- Permanent appropriations will be effective January 1, 2020 if approved by Council at the December 21st meeting

Up Next - 2021 Capital Plan Overview

- An overview of the 2021-2025 capital budget and five-year capital plan will be presented at the November 16th budget hearing

- **Remaining Questions?**

