



Council Workshop FY20-21 Budget Discussion

May 5, 2020





Budget Calendar

Item	Date
Financial Forecast	December 10, 2019
Council Workshop – Policy Overview/Policy Discussions/Revenues	February 4, 2020
Council Workshop – G. O. Bond Project Prioritization	February 18, 2020
Council Workshop – G. O. Bond Project Prioritization Follow Up	March 3, 2020
Council Workshop – Budget Discussion/Follow-up Items/Draft CIP	March 17, 2020
Council Workshop – Budget Discussion/Forecast Updates	May 5, 2020
Council Workshop – Budget Discussion/Follow-up Items/Draft CIP	May 19, 2020
Voting Meeting – Tentative Budget Adoption	May 26, 2020
Voting Meeting – Final Budget Adoption/Property Tax Levy	June 9, 2020
Voting Meeting – Property Tax Adoption	June 23, 2020



Agenda

- What's in your book?
- FY21 Budget Development Update
 - Recommended Supplemental Requests for FY21



What's in your book?

- Summary by Fund
- FTE summary
- Supplemental summary
- Department budgets
- Variance report

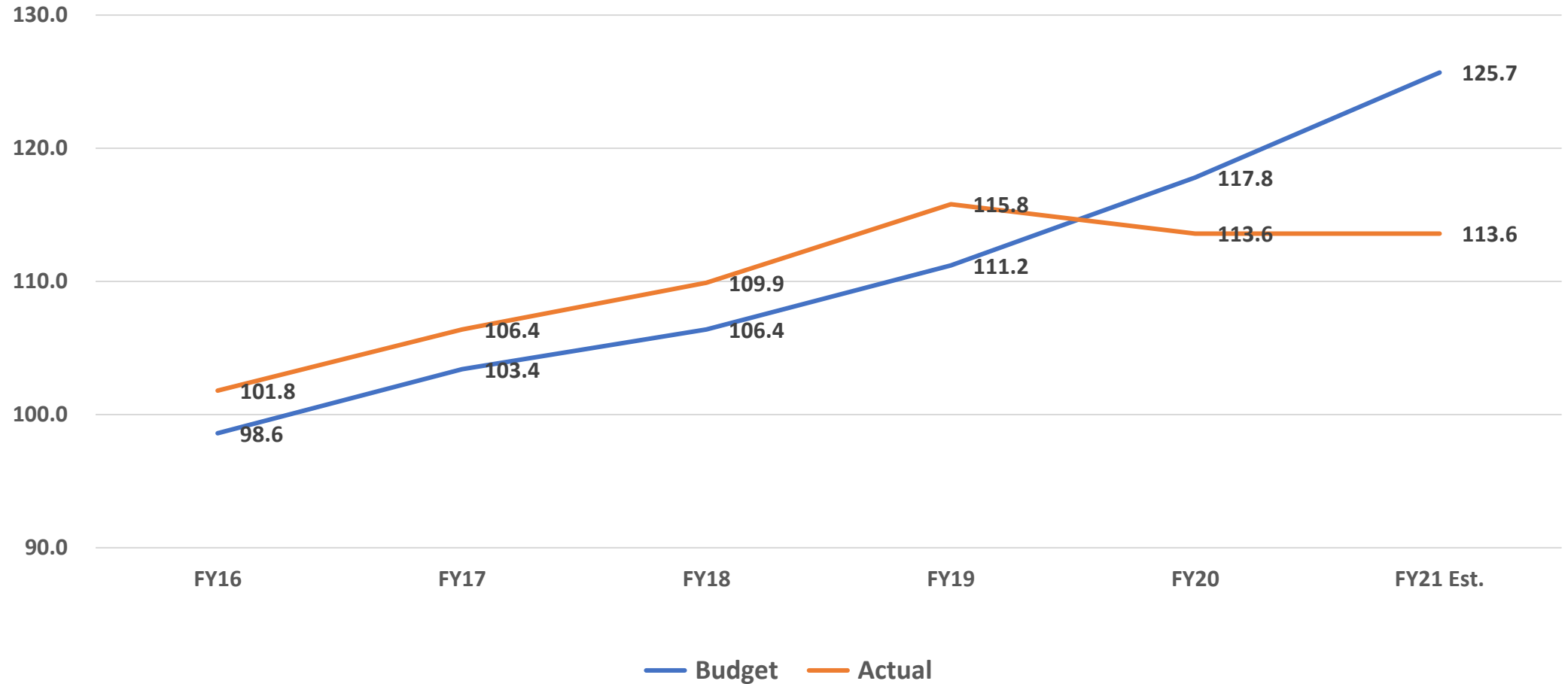


Budget Development Update

- Sales Tax Revenues
 - Still assessing the impact of COVID-19 on revenues
 - Tax returns for March activity due in April
 - Distributions for March activity in mid to late May
 - Activity for July through February
 - Sales tax is \$5.7 million higher than the same time last year (prior to closures)
 - State shared revenues are \$3.4 million higher than the same time last year (prior to closures)
 - State shared sales tax
 - State shared income tax
 - Vehicle license tax



City Sales Tax Budget to Actuals





Glendale Projects in Process

- Development projects
- Construction sales tax



Budget Development

- General Fund and Revenues
 - Reduced FY20 revenue estimates
 - Assumed lower revenues as the base for FY21
 - Lower than FY19 actual revenue
 - Moderate growth in FY22
 - Conservative growth in FY23 through FY25
- Enterprise Funds
 - Not dependent on sales tax revenues
 - Moderate revenue growth



Budget Development

- Started with base budget from FY20
 - Added Police and Fire MOU increases
 - Added funding for known contractual obligations
 - Added market adjustments for salaries
 - Compensation study of all positions
 - Same methodology as 2016, 2018
 - Found 170 jobs (approximately 450 people) were below market
 - Adjustments were capped within new range
 - Added “placeholders”
 - Critical positions
 - Cost of living increases
 - Performance pay



Budget Development

- Impact of compensation changes

	General Fund	Other Funds	Total
Market Adjustments	\$ 702,687	\$ 626,576	\$1,329,262
Cost of Living (1.5%)	\$ 737,442	\$ 555,563	\$1,293,005
Performance (0.75%)	\$ 368,721	\$ 277,782	\$ 646,502

- “Placeholders”
 - Cost of Living
 - Only if economy improves
 - Performance
 - Only if economy improves and employee meets performance



General Fund Assumptions- Revenues

- State-Shared Income Tax
 - Based on state income tax collected 2 years ago
 - Reduced estimates beginning in FY23
- City Sales Tax
 - Reduced FY20 estimates by \$7.8 million from December forecast
 - Reduced Public Safety Sales Taxes by same percentages
- State-Shared Sales Tax
 - Reduced by same percentage as City Sales Tax
 - Consistent with Joint Legislative Budget Committee (JLBC) report
- One-time Revenues
 - \$9.2 million this year (FY20) and \$6.5 million in FY21
- Updated AZSTA repayment
 - \$1.8 million this year (FY20) and \$1.5 million in FY21



General Fund Assumptions- Expenditures

- Reductions
 - Reduced general fund capital spending
 - Deferred fire trucks in FY21 to FY22
 - Lowered vehicle replacement to \$1 million in FY21
 - Contingency to \$2 million in FY21 - FY25
- Increases
 - General fund supported debt service increasing by \$2.1 million
 - Continued funding for Police CAD and RMS Project
 - Worker's Compensation claims increases
 - Recommended supplementals in FY21



General Fund Recommended Positions

General Funded Positions	One-Time	Ongoing	Total	# of positions
New FTE - Budget and Finance – Payroll Specialist	\$-	\$67,277	\$67,277	1
New FTE -Human Resources – HR Analyst	-	93,647	93,647	1
Position Reclass - Admin Svc Supervisor to Business Analyst	-	12,251	12,251	Reclass
Position Reclass – 6 Fire Fighters to Captains	-	-	-	Reclass
Positions for Medical Response Unit– 4 Fire Fighters and Reclass 1 Engineer to Captain (Offset with Overtime)	-	445,030	445,030	4
Total General Fund	\$-	\$618,205	\$618,205	6



General Fund Required Increases

Department	Required Increases	One-Time	Ongoing	Total	Description
City Clerk	Advertising and Recording Fees	\$ -	\$ 8,000	\$ 8,000	Glendale Star publication fee increase
City Clerk	Election	25,000	125,750	150,750	Election fees
Dev. Svcs.	Zoning Re-Write	125,000	-	125,000	Third year of zoning code review project
Fire	Automatic Aid Dispatch Fees (CAD)	-	65,063	65,063	Automatic Aid (City of Phoenix) contract increase
Fire	Restock of EMS Supplies	-	120,000	120,000	Contractual obligation with ambulance service company
Fire	Mandated Fire Training (Online)	-	10,000	10,000	Mandatory online training, electronic training record management and tracking



General Fund Required Increases

Department	Required Increases	One-Time	Ongoing	Total	Description
HR	PSPRS Board Legal Fees	-	6,000	6,000	Legal obligation for outside legal council for PSPRS Board
HR	Judicial Selection Advisory Board	8,000	-	8,000	Survey process conducted prior to reappointment of presiding judge and city judges
PFR&SE	Salt River Irrigation Contract for Sahuaro Ranch	-	26,000	26,000	Irrigation contract price increase
PFR&SE	Office Lease - CVB	-	43,056	43,056	Annual rent at Renaissance
PFR&SE	Grant Match - Foothills Sports Complex Improv.	50,000	-	50,000	Grant match for improvements at Foothills Sports Complex
Police	RWC SUAll Upgrade	-	162,000	162,000	Regional Wireless Cooperative system upgrade
Police	Prisoner Housing	-	100,000	100,000	MCSO contract increase
Police	Animal Pickup/Rescue	-	6,338	6,338	Arizona Humane Society contract increase
Police	Software Maintenance (incl Axon)	-	191,715	191,715	Contractual increases for required department software
General Fund Required Increases Total		\$ 208,000	\$ 863,922	\$ 1,071,922	



General Fund Recommended Supplementals

Department	Recommended Supplemental	One-Time	Ongoing	Total	Description
Fire	Particulate Hoods	\$ 114,100	\$ -	\$ 114,100	Fire Fighter safety and cancer prevention initiative
Fire	Turnouts	-	157,209	157,209	Replacement of 55 sets of coats and pants
Fire	Self-Contained Breathing Apparatus (SCBA)	-	10,000	10,000	Replacement of 10 SCBA air tanks
Fire	Medical Response Unit	130,424	4,200	134,624	Medical Response Unit
Public Affairs	Hootsuite	-	20,464	20,464	Social media management platform for user management, publishing and reporting.
Public Affairs	Archive Social	-	5,000	5,000	Records retention for the city's social media accounts
Transportation	Stadium Parking Lot Water Utility Increase	-	39,212	39,212	Increase to maintenance of parking lots
General Fund Recommended Supplemental Total		\$ 244,524	\$ 236,085	\$ 480,609	



General Fund Budget

	FY20-21 Budget
Beginning Fund Balance	\$ 43,944,553
Operating Revenue	233,911,044
One-Time Revenues	6,500,000
Total Revenues	240,411,044
Operating Expenditures	(224,472,886)
Net Transfers	(14,740,330)
Contingency	(2,000,000)
Total Surplus/(Deficit)	\$ (802,173)
Ending FB With Contingency	\$ 43,142,380
Ending FB Without Contingency	\$ 46,992,153



General Fund Summary

- Hold the line on costs
 - Maintain temporary hiring freeze
 - Reduced temporary staffing
 - Limited to essential travel
 - Closely monitor spending
- Watch revenues/economy closely
 - Provide monthly updates to Council
 - Consider reductions if recession is prolonged
 - Save “placeholders”

- Questions?



Special Revenue Funds

Highway User Revenue Fund (HURF)

Transportation Sales Tax

PSST - Police

PSST – Fire

- Transportation and PSST dependent on sales tax revenues
- HURF dependent on fuel sales
- Funds are legally restricted
- Transportation & HURF Funds are capital intensive



HURF Required Increases and Recommended Supplementals

Increase/Supplemental	One-Time	Ongoing	Total	Category	Description
FY20 ROW Supplemental Carryover	\$ 988,000	\$ -	\$ 988,000	Required	Carryover of One-Time funding from FY20 for ROW Maintenance
Shop Cost Increase	-	71,890	71,890	Recommended	Increase in shop charges
	\$ 988,000	\$ 71,890	\$ 1,059,890		



	FY18-19 Actuals	FY19-20 Budget	FY19-20 Revised	FY20-21 Budget	FY21-22 Budget	FY22-23 Budget	FY23-24 Budget	FY24-25 Budget
Beginning Fund Balance		\$ 8,710,071	\$ 8,710,071	\$ 6,173,383	\$ 1,432,838	\$ 2,311,687	\$ 2,578,077	\$ 2,934,317
Operating Revenue	17,430,835	16,924,349	16,139,537	16,141,537	17,896,906	17,766,626	18,119,899	18,480,215
Operating Expenditures	(10,361,281)	(12,993,829)	(12,005,829)	(12,001,637)	(12,477,687)	(12,959,867)	(13,223,289)	(13,493,172)
Capital Outlay	(172,840)	(3,220,395)	(3,440,732)	(4,480,445)	(340,370)	(340,370)	(340,370)	(340,370)
Pavement Management	(5,942,160)	(3,450,000)	(3,229,663)	(3,400,000)	(3,200,000)	(3,200,000)	(3,200,000)	(3,200,000)
Contingency	-	-	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Surplus/(Deficit)	\$ 954,554	\$ (2,739,875)	\$ (2,536,687)	\$ (4,740,545)	\$ 878,849	\$ 266,389	\$ 356,240	\$ 446,673
Ending Fund Balance With Contingency		\$ 5,970,196	\$ 6,173,383	\$ 1,432,838	\$ 2,311,687	\$ 2,578,077	\$ 2,934,317	\$ 3,380,990
Ending Fund Balance Without Contingency		\$ 5,970,196	\$ 6,173,383	\$ 2,432,838	\$ 4,311,687	\$ 5,578,077	\$ 6,934,317	\$ 8,380,990
Fund Balance Policy 15% Operating Revenue		\$ 2,538,652	\$ 2,420,931	\$ 2,421,231	\$ 2,684,536	\$ 2,664,994	\$ 2,717,985	\$ 2,772,032



Transportation Sales Tax Required Increases and Recommended Supplementals

Required/Recommended	One-Time	Ongoing	Total	Category	Description
GO Transportation Program Audit	\$ 97,223	\$ -	\$ 97,223	Required	Increase in cost of GO Audit
Regional ADA Contract Increase	-	315,250	315,250	Required	Contractual obligation for Regional ADA service
Fixed Route Contract Increase	-	341,171	341,171	Required	Contractual obligation for Fixed Route service
Shop Cost Increase	-	35,280	35,280	Recommended	Increase in shop charges
Transportation Sales Tax Total	\$ 97,223	\$ 691,701	\$788,924		



Transportation Sales Tax

	FY18-19 Actuals	FY19-20 Budget	FY19-20 Revised	FY20-21 Budget	FY21-22 Budget	FY22-23 Budget	FY23-24 Budget	FY24-25 Budget
Beginning Fund Balance		\$44,100,283	\$44,100,283	\$ 40,374,572	\$28,938,098	\$23,700,216	\$21,822,025	\$19,933,448
Operating Revenue	31,139,452	30,592,943	29,236,525	29,236,525	32,131,778	33,087,211	33,743,275	34,412,461
Operating Expenditures	(13,343,894)	(13,864,517)	(13,964,517)	(14,739,897)	(16,267,929)	(17,055,647)	(17,902,375)	(18,723,096)
Debt Service	(7,150,000)	(7,043,044)	(7,043,044)	(6,699,576)	(6,699,183)	(6,694,040)	(6,698,897)	(6,702,754)
Capital Outlay	(4,938,153)	(9,159,739)	(9,661,533)	(13,933,526)	(9,302,547)	(6,115,715)	(5,930,579)	(4,718,000)
Pavement Management	(7,560,785)	(2,750,000)	(2,293,143)	(2,200,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Contingency	0	0	0	(3,100,000)	(3,100,000)	(3,100,000)	(3,100,000)	(3,100,000)
Total Surplus/(Deficit)	\$ (1,853,380)	\$ (2,224,357)	\$ (3,725,712)	\$ (11,436,474)	\$ (5,237,881)	\$ (1,878,191)	\$ (1,888,576)	\$ (831,389)
Ending Fund Balance With Contingency		\$41,875,927	\$40,374,572	\$ 28,938,098	\$23,700,216	\$21,822,025	\$19,933,448	\$19,102,060
Ending Fund Balance Without Contingency		\$41,875,927	\$40,374,572	\$ 32,038,098	\$29,900,216	\$31,122,025	\$32,333,448	\$34,602,060
Fund Balance Policy 10% Operating Revenue		\$ 3,059,294	\$ 2,923,653	\$ 2,923,653	\$ 3,213,178	\$ 3,308,721	\$ 3,374,328	\$ 3,441,246



Public Safety Sales Tax – Police

	FY18-19 Actuals	FY19-20 Budget	FY19-20 Revised	FY20-21 Budget	FY21-22 Budget	FY22-23 Budget	FY23-24 Budget	FY24-25 Budget
Beginning Fund Balance		\$ 4,523,885	\$ 4,523,885	\$ 2,739,355	\$ 1,239,355	\$ 1,039,355	\$ 1,039,355	\$ 1,039,355
Operating Revenue	17,919,390	18,094,660	17,580,130	17,580,130	19,338,143	19,918,287	20,316,653	20,722,986
Operating Expenditures (Transfer Out)	(18,668,712)	(19,364,660)	(19,364,660)	(19,080,130)	(19,538,143)	(19,918,287)	(20,316,653)	(20,722,986)
Total Surplus/(Deficit)	\$ (749,322)	\$ (1,270,000)	\$ (1,784,530)	\$ (1,500,000)	\$ (200,000)	\$ -	\$ -	\$ -
Ending Fund Balance		\$ 3,253,885	\$ 2,739,355	\$ 1,239,355	\$ 1,039,355	\$ 1,039,355	\$ 1,039,355	\$ 1,039,355
Fund Balance Policy 5% Operating Revenue		\$ 904,733	\$ 879,007	\$ 879,007	\$ 966,907	\$ 995,914	\$ 1,015,833	\$ 1,036,149



Public Safety Sales Tax - Fire

	FY18-19 Actuals	FY19-20 Budget	FY19-20 Revised	FY20-21 Budget	FY21-22 Budget	FY22-23 Budget	FY23-24 Budget	FY24-25 Budget
Beginning Fund Balance		\$ 971,128	\$ 971,128	\$ 544,271	\$ 519,271	\$ 519,271	\$ 519,271	\$ 519,271
Operating Revenue	8,954,164	9,111,495	8,784,639	8,784,639	9,663,103	9,952,996	10,152,056	10,355,097
Operating Expenditures (Transfer Out)	(8,861,053)	(9,211,495)	(9,211,495)	(8,809,639)	(9,663,103)	(9,952,996)	(10,152,056)	(10,355,097)
Total Surplus/(Deficit)	\$ 93,111	\$ (100,000)	\$ (426,856)	\$ (25,000)	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance		\$ 871,128	\$ 544,271	\$ 519,271	\$ 519,271	\$ 519,271	\$ 519,271	\$ 519,271
Fund Balance Policy 5% Operating Revenue		\$ 455,575	\$ 439,232	\$ 439,232	\$ 483,155	\$ 497,650	\$ 507,603	\$ 517,755



Special Revenue Funds Summary

- Hold the line on costs
 - Maintain temporary hiring freeze
 - Reduced temporary staffing
 - Limited to essential travel
 - Closely monitor spending
- Watch revenues/economy closely
 - Provide monthly updates to Council
 - Consider reductions if recession is prolonged
- Manage Capital Outlay to stay within fund balance policies



Special Revenue Funds

- Questions?



Enterprise Funds

Water & Sewer

Solid Waste

Landfill

- Supported primarily from user fees or charges
- Funds operate much like a business
- Moderate enterprise fund revenue growth
 - Assumes both recently adopted rate adjustments
- More capital-intensive operations



Water and Sewer Position Request Summary

Water and Sewer Funded Positions	One-Time	Ongoing	Total	# of positions
Budget and Finance – Customer Svc. Rep.	\$ -	\$62,140	\$62,140	1
Budget and Finance – Sr. Customer Svc. Rep.	-	67,277	67,277	1
Water Services – Business Analyst	10,000	102,012	112,012	1
Water Services – GIS Analyst	20,000	93,647	113,647	1
Total Water and Sewer	\$30,000	\$325,076	\$355,076	4



Water and Sewer Required Increases

Fund	Required Increase	One-Time	Ongoing	Total	Description
Water Fund	Chemical Cost Increase	\$ -	\$ 300,000	\$ 300,000	Increased usage of chemicals for water treatment
Water Fund	Raw Water Cost Increase	-	624,000	624,000	SRP and CAP water cost increases
Water Fund	Software License/Support Increase	-	76,000	76,000	Lucity software maintenance
Sewer Fund	Chemical Cost Increase	-	100,000	100,000	Increased usage of chemicals for water treatment
Water and Sewer Required Increases Total		\$ -	\$ 1,100,000	\$ 1,100,000	



Water and Sewer Recommended Supplemental

Fund	Recommended Supplemental	One-Time	Ongoing	Total	Description
Water and Sewer	Shop Cost Increase	\$ -	\$ 161,870	\$ 161,870	Increase in shop charges
	Water and Sewer Recommended Supplemental Total	\$ -	\$ 161,870	\$ 161,870	



Water and Sewer Forecast

	FY18-19 Actuals	FY19-20 Budget	FY19-20 Revised	FY20-21 Budget	FY21-22 Budget	FY22-23 Budget	FY23-24 Budget	FY24-25 Budget
Beginning Fund Balance		\$ 57,001,050	\$ 57,001,050	\$ 42,140,247	\$ 23,213,637	\$20,075,068	\$ 12,528,050	\$ 494,100
Operating Revenue	95,334,341	94,426,479	93,792,479	94,727,334	98,832,331	100,113,132	100,732,329	101,332,742
Revenue - CIP Reimbursement - IGA	2,379,249	38,898,000	14,102,767	27,369,500	14,894,250	2,260,000	1,478,000	1,215,000
Bond Proceeds	-	28,000,000	-	36,000,000	23,000,000	23,000,000	15,000,000	20,000,000
Operating Expenditures	(51,333,750)	(56,085,509)	(56,058,859)	(58,654,928)	(59,586,128)	(60,767,223)	(62,051,378)	(63,366,381)
Debt Service	(25,452,716)	(25,095,483)	(25,095,483)	(24,423,733)	(26,862,024)	(29,840,925)	(31,606,951)	(32,700,132)
Capital Outlay	(43,189,402)	(119,433,387)	(39,201,707)	(91,944,783)	(51,417,000)	(40,312,000)	(33,585,950)	(41,200,000)
Contingency	-	(2,400,000)	(2,400,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Total Surplus/(Deficit)	\$(22,262,278)	\$(41,689,900)	\$(14,860,803)	\$ (18,926,610)	\$ (3,138,570)	\$ (7,547,017)	\$(12,033,950)	\$ (16,718,771)
Ending Fund Balance W/Contingency		\$ 15,311,150	\$ 42,140,247	\$ 23,213,637	\$20,075,068	\$ 12,528,050	\$ 494,100	\$(16,224,671)
Ending Fund Balance W/O Contingency		\$ 17,711,150	\$ 44,540,247	\$ 27,613,637	\$26,475,068	\$20,928,050	\$ 10,894,100	\$ (3,824,671)
Fund Balance Policy 50% Operating Expenses		\$ 28,042,755	\$ 28,029,430	\$ 29,327,464	\$29,793,064	\$ 30,383,612	\$ 31,025,689	\$ 31,683,191



Solid Waste Recommended Supplemental

Recommended	One-Time	Ongoing	Total	Description
Shop Cost Increase	\$ -	\$ 127,355	\$ 127,355	Increase in shop charges
Solid Waste Recommended Total	\$ -	\$ 127,355	\$ 127,355	



Solid Waste Forecast

	FY18-19 Actuals	FY19-20 Budget	FY19-20 Revised	FY20-21 Budget	FY21-22 Budget	FY22-23 Budget	FY23-24 Budget	FY24-25 Budget
Beginning Fund Balance		\$ 5,239,718	\$ 5,239,718	\$ 5,148,206	\$ 4,862,389	\$ 2,946,348	\$ 3,022,304	\$ 5,169,531
Operating Revenue	18,191,412	19,343,549	19,343,549	19,677,459	21,743,563	22,537,310	23,015,442	23,505,141
Operating Expenditures	(16,475,246)	(16,068,001)	(16,168,001)	(16,204,437)	(16,576,392)	(16,631,050)	(16,839,877)	(17,209,086)
Capital Outlay	(3,250,430)	(2,774,046)	(3,067,060)	(3,558,839)	(6,883,213)	(5,630,304)	(3,828,338)	(340,780)
Contingency	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Total Surplus/(Deficit)	\$(1,534,264)	\$ 301,502	\$ (91,512)	\$ (285,817)	\$ (1,916,042)	\$ 75,956	\$ 2,147,227	\$ 5,755,275
Ending Fund Balance W/Contingency		\$ 5,541,220	\$ 5,148,206	\$ 4,862,389	\$ 2,946,348	\$ 3,022,304	\$ 5,169,531	\$ 10,924,806
Ending Fund Balance W/O Contingency		\$ 5,743,470	\$ 5,350,456	\$ 5,264,640	\$ 3,548,598	\$ 3,824,554	\$ 6,171,781	\$ 12,127,057
Fund Balance Policy 10% Op Revenue		\$ 1,921,910	\$ 1,921,910	\$ 1,954,700	\$ 2,121,232	\$ 2,167,348	\$ 2,214,610	\$ 2,263,035



Landfill Required Increases and Recommended Supplementals

Supplemental Request	One-Time	Ongoing	Total	Category	Description
Attorney Services	\$ 350,000	\$ -	\$ 350,000	Required	Outside legal services for Landfill litigation
Household Hazardous Waste Program Increase	-	20,000	20,000	Required	Increase program to meet demand
Landfill - Glendale Works Program	-	50,000	50,000	Recommended	Expansion of the Glendale Works program.
	\$ 350,000	\$ 70,000	\$ 420,000		



Landfill Forecast

	FY18-19 Actuals	FY19-20 Budget	FY19-20 Revised	FY20-21 Budget	FY21-22 Budget	FY22-23 Budget	FY23-24 Budget	FY24-25 Budget
Beginning Fund Balance		\$ 6,749,353	\$ 6,749,353	\$ 1,038,986	\$ 1,006,400	\$ 3,066,244	\$ 4,930,118	\$ 6,976,000
Operating Revenue	11,019,726	11,490,427	11,790,222	12,143,500	13,098,387	13,561,501	14,035,332	14,626,159
Bond Proceeds	-	2,400,000	-	2,500,000	10,900,000	4,715,000	4,100,000	-
Operating Expenditures	(8,824,568)	(9,656,403)	(9,756,403)	(9,827,334)	(9,652,053)	(9,855,136)	(10,063,488)	(10,277,260)
Debt Service	-	-	-	-	(192,190)	(1,030,140)	(1,392,611)	(1,696,249)
Capital Outlay	(3,055,399)	(7,244,186)	(7,244,186)	(4,348,752)	(11,594,300)	(5,027,350)	(4,133,350)	(861,400)
Contingency		(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Surplus/(Deficit)	\$ (860,242)	\$(3,510,162)	\$(5,710,367)	\$ (32,586)	\$ 2,059,844	\$ 1,863,875	\$ 2,045,882	\$ 1,291,249
Ending Fund Balance With Contingency		\$ 3,239,191	\$ 1,038,986	\$ 1,006,400	\$ 3,066,244	\$ 4,930,118	\$ 6,976,000	\$ 8,267,249
Ending Fund Balance Without Contingency		\$ 3,739,191	\$ 1,538,986	\$ 2,006,400	\$ 4,566,244	\$ 6,930,118	\$ 9,476,000	\$ 11,267,249
Fund Balance Policy 15% Op Revenue		\$ 1,625,557	\$ 1,670,526	\$ 1,718,786	\$ 1,803,915	\$ 1,868,985	\$ 1,935,716	\$ 2,020,050



Enterprise Funds Summary

- Hold the line on costs
 - Maintain temporary hiring freeze
 - Reduced temporary staffing
 - Limited to essential travel
 - Closely monitor spending
- Watch revenues/economy closely
 - Provide monthly updates to Council
 - Consider reductions if recession is prolonged
- Manage Capital Outlay to stay within fund balance policies

- Questions?



Other Funds Recommended Positions

General Funded Positions	One-Time	Ongoing	Total	# of positions
New FTE – Community Service Rep (Grant)	\$ -	\$80,000	\$80,000	1
New FTE – Risk Management Analyst	-	93,647	93,647	1
New FTE – Network Engineer	-	112,530	112,530	1
Total Other Fund	\$ -	\$286,177	\$286,177	3



Other Funds Required Increases and Recommended Supplementals

Fund Description	Department	Required/Recommended	One-Time	Ongoing	Total	Category	Description
CDBG	Community Svcs.	Shop Cost Increase	\$ -	\$ 430	\$ 430	Recommended	Increase in shop charges
CDBG Total			\$ -	\$ 430	\$ 430		
Arts Commission	Econ. Dev.	Temporary Pay Budget Increase	\$ -	\$ 15,536	\$ 15,536	Recommended	Increase Temp Pay
Arts Commission	Econ. Dev.	Community Activities Budget Line Increase	-	55,000	55,000	Recommended	Increase in Community Activities for new programs and projects
Arts Commission Total			\$ -	\$ 70,536	\$ 70,536		
Airport	Transportation	Airport Operational Increases	\$ -	\$ 22,807	\$ 22,807	Recommended	Various Airport operational increases
Airport	Transportation	Shop Cost Increase	-	8,370	8,370	Recommended	Increase in shop charges
Airport Total			\$ -	\$ 31,177	\$ 31,177		
Training Facility	Fire	Audio/Video Equipment Replacement	\$ 23,500	-	\$ 23,500	Recommended	Audio visual equipment for lecture hall and 12 classrooms
Training Facility	Field Ops.	Sewage Ejector Pump Renewal	60,000	-	60,000	Recommended	Renewal of sewage ejector pump
Training Facility	Various	Shop Cost Increase	-	5,780	5,780	Recommended	Increase in shop charges
Training Facility Total			\$ 83,500	\$ 5,780	\$ 89,280		



Other Funds Required Increases and Recommended Supplementals

Fund Description	Department	Required/Recommended	One-Time	Ongoing	Total	Category	Description
Housing Public Activities	Community Svcs.	Housing Authority Reasonable Accommodation Enhancement	\$ 12,030	\$ 18,100	\$ 30,130	Required	Reasonable Accommodation Enhancement
Housing Public Activities	Community Svcs.	Shop Cost Increase	-	7,630	7,630	Recommended	Increase in shop charges
Housing Public Activities Total			\$ 12,030	\$ 25,730	\$ 37,760		
Risk Management	HR	Risk Management Insurance Premiums Increase	\$ -	\$ 596,509	\$ 596,509	Required	Increase in insurance premiums
Risk Management	HR	Employer's Council Memberships	-	15,000	15,000	Required	Membership and services in the Employers Council
Risk Management Total			\$ -	\$ 611,509	\$ 611,509		
Workers Comp	HR	Worker's Compensation Trust Fund Increase	\$ -	\$ 1,730,585	\$ 1,730,585	Required	Increase in insurance premiums, claims, and admin fees
Worker's Comp Total			\$ -	\$ 1,730,585	\$ 1,730,585		
Benefits Trust	HR	Medical/Prescription Increase	\$ -	\$ 858,334	\$ 858,334	Required	Increase in medical and prescription claims
Benefits Trust	HR	Dental Increase	-	53,388	53,388	Required	Increase in dental claims
Benefits Trust	HR	Vision Increase	-	6,167	6,167	Required	Increase in vision claims
Benefits Trust	HR	EAP/Traumatic Event Counseling Services	-	40,000	40,000	Required	Increase to Usage in Traumatic Event Service Counseling
Benefits Trust	HR	Life Insurance Increase	-	37,079	37,079	Required	Increase to Life Insurance Premiums
Benefits Trust	HR	Tobacco Cessation Program	\$ -	\$ 25,000	\$ 25,000	Recommended	Comprehensive Tobacco Cessation Program.
Benefits Trust Total			\$ -	\$ 1,019,968	\$ 1,019,968		



Other Funds Required Increases and Recommended Supplementals

Fund Description	Department	Required/Recommended	One-Time	Ongoing	Total	Category	Description
Fleet Services	Field Ops.	Shop Cost Increase	\$ -	\$ 10,010	\$ 10,010	Recommended	Increase in shop charges
Fleet Services Total			\$ -	\$ 10,010	\$ 10,010		
Technology	IT	SimpliCity Annual Maintenance	\$ -	\$ 1,080,202	\$ 1,080,202	Required	SimpliCity annual subscription fees
Technology	IT	GlendaleOne Ongoing Subscription	-	53,952	53,952	Required	GlendaleOne annual subscription fees
Technology	IT	Software Maintenance for IT projects	-	101,100	101,100	Recommended	Annual software maintenance
Technology	IT	PACE Program - Munis Ongoing Training	-	24,275	24,275	Recommended	15 training days with Munis Implementation Consultants (IC's)
Technology Total			\$ -	\$ 1,259,529	\$ 1,259,529		



Other Funds

- Questions?



Technology Projects

Department	Technology Projects	One-Time	Ongoing	Total	Description
Police	Motorola PremierOne CAD/RMS	\$ 2,120,360	\$ -	\$ 2,120,360	Computer Aided Dispatch (CAD) and Records Management (RMS)
Police	AXON Interview Room Solution	170,000	32,000	202,000	Replace existing 10-year old equipment in eight (8) interview rooms
Police	In Vehicle Tablets	-	279,861	279,861	Tablet replacements
Court	Computer Equipment/System Annual Increase	-	2,000	2,000	Increase for the network and case management system
Court	Jail Court Picture-in-Picture Capability	10,200		10,200	Picture-in-picture capability to the visual display outside the court
Court	Alternative Communication Network	-	2,100	2,100	Annual cost of the Court's Alternative Communication Network (ACN)
City Attorney's Office	Justware Replacement	55,000	45,000	100,000	Replacement for Justware
Field Ops	Lucity Asset Management System - Phase 2	42,000	-	42,000	Cost accounting, performance metrics reporting, and contract and project management
PFRSE	Lucity Asset Management System	50,000	-	50,000	Implementation of Lucity Asset Management functionality related to PFRSE
Strategic Initiatives	Website Analytics Platform		15,000	15,000	Website analytics platform
IT	Additional Storage Capacity	80,000	5,000	85,000	Additional storage capacity for City Servers
Technology Total		\$ 2,527,560	\$ 380,961	\$ 2,908,521	



Technology Projects

- Questions?



Budget Calendar

Item	Date
Financial Forecast	December 10, 2019
Council Workshop – Policy Overview/Policy Discussions/Revenues	February 4, 2020
Council Workshop – G. O. Bond Project Prioritization	February 18, 2020
Council Workshop – G. O. Bond Project Prioritization Follow Up	March 3, 2020
Council Workshop – Budget Discussion/Follow-up Items/Draft CIP	March 17, 2020
Council Workshop – Budget Discussion/Forecast Updates	May 5, 2020
Council Workshop – Budget Discussion/Follow-up Items/Draft CIP	May 19, 2020
Voting Meeting – Tentative Budget Adoption	May 26, 2020
Voting Meeting – Final Budget Adoption/Property Tax Levy	June 9, 2020
Voting Meeting – Property Tax Adoption	June 23, 2020



Next Steps

- Follow up items
- Review of CIP



General Fund Forecast

	FY18-19 Actuals	FY19-20 Budget	FY19-20 Revised	FY20-21 Budget	FY21-22 Budget	FY22-23 Budget	FY23-24 Budget	FY24-25 Budget
Beginning Fund Balance		\$ 43,523,000	\$ 43,523,000	\$ 43,944,553	\$ 43,142,380	\$ 43,752,300	\$ 41,431,758	\$ 37,430,270
Operating Revenue	229,896,055	235,682,261	229,924,639	233,911,044	250,070,565	254,554,356	259,326,732	263,552,847
One-Time Revenues	-	-	9,163,424	6,500,000	-	-	-	-
Total Revenues	229,896,055	235,682,261	239,088,062	240,411,044	250,070,565	254,554,356	259,326,732	263,552,847
Operating Expenditures	(227,066,297)	(218,476,090)	(221,492,026)	(224,472,886)	(230,786,877)	(235,287,489)	(240,610,805)	(246,072,833)
Net Transfers	(15,756,356)	(15,324,710)	(15,324,710)	(14,740,330)	(15,673,768)	(18,587,409)	(19,717,415)	(18,452,458)
Contingency	-	(1,849,773)	(1,849,773)	(2,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Total Surplus/(Deficit)	\$(12,926,598)	\$ 31,688	\$ 421,553	\$ (802,173)	\$ 609,920	\$ (2,320,541)	\$ (4,001,488)	\$ (3,972,444)
Ending FB With Contingency		43,554,688	43,944,553	\$ 43,142,380	43,752,300	41,431,758	37,430,270	33,457,826
Ending FB Without Contingency		45,404,461	45,794,326	\$ 46,992,153	50,602,073	51,281,531	50,280,043	49,307,599