



SHAKER HEIGHTS

General Fund Expenditures & Transfers
2025 Projection & 2026 Budget
November 10, 2025

City Council & Finance Committee
Joint Work Session

John Potts – Director of Finance

2026 Budget Timeline – Recap

The following is a recap of the timeline for the presentation of the 2026 budget (all designated as Joint Council / Finance Committee meetings).

October 27th – 2025 General Fund (GF) projected revenues; 2026 GF revenue budget

November 10th – 2025 GF projected expenditures and transfers; 2026 GF proposed expenditure budget and transfers

November 24th – 2026 proposed capital budget

December 1st – 2026 proposed operating and capital budgets (review); 2026 All Other Fund budgets

December 15th – 2025 clean-up ordinance; adoption of 2026 budget ordinances (operating and capital)

2025 Revenue Projection – Recap

2025 General Fund Revenue Projections

	Aug YTD	Sep-Dec Projection	2025 Projection	2025 Budget	Var to 2025 Budget	%
Income Tax	31,980,914	12,067,853	44,048,767	44,166,000	(117,233)	-0.3%
Property Tax	9,968,624	771,308	10,739,932	10,300,000	439,932	4.3%
Charges for Services	2,207,089	1,154,770	3,361,859	3,010,000	351,859	11.7%
Licenses & Permits	1,222,770	321,256	1,544,026	1,270,000	274,026	21.6%
Local Governmental Fund	648,503	318,578	967,081	930,000	37,081	4.0%
Fines & Forfeitures	300,663	147,756	448,419	460,000	(11,581)	-2.5%
Investment Earnings	2,224,934	1,095,988	3,320,922	2,500,000	820,922	32.8%
Other Taxes	79,735	42,028	121,763	102,500	19,263	18.8%
Miscellaneous	1,199,573	63,860	1,263,433	1,160,000	103,433	8.9%
Intergovernmental Revenue	141,770	0	141,770	140,000	1,770	1.3%
General Fund Revenues	49,974,575	15,983,397	65,957,972	64,038,500	1,919,472	3.0%

2025 Revenue Projection – Recap

2025 Revenue Budget: \$64.0 million

2025 Revenue Projection: \$66.0 million (↑ \$2.0 million)

- **Property Tax \$439K ↑ 4.3%**
Budget was conservative based upon the number of appeals we expected.
- **Charges for Services \$352K ↑ 11.7%**
Mainly stronger Court Costs and EMS Run actuals versus budget.
- **Investment Earnings \$821K ↑ 32.8%**
Interest rates did not decline as quickly as we had budgeted.
- **Licenses & Permits \$274K ↑ 21.6%**
Shaker Schools Permit Fee Revenue came in earlier than anticipated.

2025 Expenditures Projection (Exhibit 1)

2025 Expenditures Projection – utilized September YTD actuals plus projected wages and other expenses from October through December.

2025 Expenditures Budget: \$50.0 million

2025 Expenditures Projected: \$48.4 million (↓ \$1.6 million)

2025 Transfers Budget: \$14.0 million

2025 Transfers Projected: \$17.5 million (↑ \$3.5 million)

Finance has confidence in the 2025 expenditures projection: in 2024, actuals came in 3.2% below Projection and in 2023 actuals came in 3.3% below Projection.

2025 Expenditures Projection (Exhibit 1)

- Operating Expenditures are projected to be \$1.6M below budget
 - \$1.3M Compensation below budget – this is mainly Police as they were not at full budgeted capacity in 2025.
 - \$300K – Other expenses below budget. This is harder to predict for last few months of the year as departments like Public Works just don't know how the season (Fall/Winter) will affect their budget, etc.
- 2025 Operating Revenues \$1.9M above budget **combined** with 2025 Operating Expenditures \$1.6M below budget **yields** a \$3.5M surplus for 2025.

2025 Expenditures Projection (Exhibit 1)

- Proposal for \$3.5M surplus:
- \$225K – New Transfer to Street Lighting Assessment Fund
 - The actual expenses (First Energy) that are coming in for our street lights have exceeded our projections when we last did the analysis and raised the resident assessment (Resolution 24-32 for Years 2025-2027). This amount is needed to get back to a 20% reserve in this fund.
- \$500K – Increase Transfer to Self-Insurance Fund
 - We are not able to utilize any Self-Insurance Fund reserves when our Workers Comp claims go over budget. We are over budget by \$500K this year due to two serious injuries.

2025 Expenditures Projection (Exhibit 1)

- \$1.8M – Increase Capital Fund Transfer
 - Needed to make the Capital Fund “whole”. The Public Works Roof and Solar Project total cost was \$4.2M and we only had \$1.8M appropriated leaving \$2.4M that was used from the General Capital Fund requiring an additional transfer from the General Fund to make the Capital Fund whole.
 - The difference between the \$2.4M we said would be needed and the actual \$1.8M we are looking to transfer is because we de-obligated funds over the summer (this helps the Capital Fund) for projects that have been completed.

- \$1.0M – Increase Capital Fund Transfer
 - This surplus should be moved to the Capital Fund and appropriated as part of the 2026 Capital Budget for Lee Road needs (Transformational Project). We currently have a \$1.9M need (\$651K Construction & \$1.3M CMCI) that is not funded.

- After the additional transfers above, we are projecting a 2025 General Fund Reserve of 41.9%.

2025 Recap After Additional Transfers

	2025 Projection	2025 Budget	2025 Proj vs Budget
Total Operating Expenditures	48,352,931	49,976,026	(1,623,095)
General Capital Fund	11,740,000	8,950,000	2,790,000
Debt Service Fund	900,000	900,000	0
Police Pension Fund	1,100,000	1,100,000	0
Fire Pension Fund	1,600,000	1,600,000	0
Recreation Fund	1,000,000	1,000,000	0
Self Insurance Fund	1,000,000	500,000	500,000
Street Lighting Assessment Fund	225,000	0	225,000
Transfers Out	17,565,000	14,050,000	3,515,000
Total Disbursements (Expenditures + Transfers)	65,917,931	64,026,026	
Total General Fund Revenue	65,957,972	64,038,500	1,919,472
Surplus/(Deficit)	40,042	12,474	
Personal Services	34,268,390	35,591,275	(1,322,885)
Other Expenses	14,084,541	14,384,751	(300,210)
Total Operating Expenditures	48,352,931	49,976,026	(1,623,095)
Projected Year End GF Balance	27,593,669		
Projected Year End GF Reserve %	41.9%		



SHAKER HEIGHTS

2025 Expenditures & Transfers Projection Questions/Comments

2026 Budget – Primary Themes

- The Work From Home impact continues to make it difficult to forecast long term income tax trends.
- The expenditures operating budget is developed to be as stable as possible, however additional positions are recommended to be added from time to time based on Council priorities and the need to maintain superior service delivery to residents.
- The budget will grow based upon regular increases to personal services (e.g. COLA, bargaining unit negotiated increases, employer health care cost increases, etc.).
- 2026 Personal Services budget includes a 2.75% cost of living adjustment (COLA) and a 2.00% merit pay plan budgeted for all non-bargaining employees. For all bargaining units, increases tie to the 2nd year of the recently negotiated contracts (2025 – 2027).
- Health Care Equivalent costs are budgeted to increase 5.4% (2025 increase was 9.2%.)
- Inflationary pressures, tariffs and supply chain disruption continues to increase material, supply and project budgets.

2026 Revenue Budget – Recap

2026 General Fund Operating Revenue Budget

	Actual 2024	Budget 2025	Projection 2025	Budget 2026	Budget 2026 to Projected 2025	%
Income Tax	42,586,322	44,166,000	44,048,767	45,000,000	951,233	2.2%
Property Tax	8,308,255	10,300,000	10,739,932	10,650,000	(89,932)	-0.8%
Charges for Services	3,302,453	3,010,000	3,361,859	3,155,000	(206,859)	-6.2%
Licenses & Permits	1,162,808	1,270,000	1,544,026	1,150,500	(393,526)	-25.5%
Local Governmental Fund	894,248	930,000	967,081	980,000	12,919	1.3%
Fines & Forfeitures	440,578	460,000	448,419	450,000	1,581	0.4%
Investment Earnings	3,351,000	2,500,000	3,320,922	2,750,000	(570,922)	-17.2%
Other Taxes	117,540	102,500	121,763	117,500	(4,263)	-3.5%
Miscellaneous	1,316,623	1,160,000	1,263,433	1,235,000	(28,433)	-2.3%
Intergovernmental Revenue	142,313	140,000	141,770	140,000	(1,770)	-1.2%
General Fund Revenues	61,622,140	64,038,500	65,957,972	65,628,000	(329,972)	-0.5%

2026 Expenditures Budget

Overall

- A 2.75% COLA and a 2.00% merit pay plan budgeted for Non-Bargaining employees. For all bargaining units, recently completed negotiations will impact the 2026 as the 2nd year of the contracts (2025 to 2027).
- 5.4% increase in employer and employee health care premium equivalents.
- Most department staffing levels remain at prior year budgeted levels except as noted herein. *Vacancies are historically budgeted at the beginning of the year.*
- The 27th Pay will occur in 2026 (then again in 2031). The 27th Pay Reserve Fund will have a budgeted transfer to the General Fund to completely offset the impact on compensation coming from the 27th pay.

2026 Expenditures Budget

Police Department

- The Police Department's authorized sworn manpower limit is 68 (currently at 62).
- Addition of an Accounting Clerk to assist the only Finance related position currently staffing within the department, the Administrative Manager.
- No other significant variances in Other Expenses, which are decreasing \$17K from 2025 budget.

Fire Department

- Fire Department is at its full complement of 55 which includes all Firefighters/Paramedics, Lieutenants, Battalion Chiefs and the Fire Inspector.
- \$226K FEMA Training Grant was not fully utilized by end of 2024 or 2025 and is included in 2025 budget (\$190K remaining).
- No other significant variances in Other Expenses, which are decreasing \$81K from 2025 budget.

2026 Expenditures Budget

Recreation Department

- Senior Transportation Connections contract increase of \$20K for services to seniors.

Communications & Marketing Department

- A new ADA law requires state and local governments to make their websites and mobile apps accessible. Our compliance deadline is April 2027 (populations under 50,000). \$12K has been allocated for the department to ensure ADA compliance with our website.

Economic Development Department

- Housing Plan has been added to the budget for \$75K
- The SHDC Annual Contribution (subsidy) has been replaced with a quarterly, direct reimbursement from the General Fund to the SHDC fund for the Executive Director's salary.

Public Works Department

- No other significant variances in Other Expenses, which are decreasing \$57K from 2025 budget.

2026 Expenditures Budget

CAO Department (includes Culture & Engagement Office)

- Former Diversity Coordinator position not being filled in the 2026 budget.

Law Department

- Other Expenses reduction of \$17K mainly due to less outside counsel fees from 2025 which contained negotiations for all five collective bargaining units.

City Council

- Per Ordinance 23-35, Council compensation will increase from \$10,440 to \$12,500.

Municipal Court

- Main variance in Other Expenses due to postage from increased caseloads.

2026 Expenditures Budget

Human Resources & Civil Service Departments

- Intern Program budgeted for an increase from 3 to 8 interns for 2026.
- Main increase to Other Expenses to cover cost of new ID badge system/equipment and anticipated increase to Wellness budget due to mandatory components in union Wellness programs.

Contractual Charges & Statutory Expenses (CCSE) Department

- 27th Pay combined into the Compensation line
- Increase of \$50K for City-Wide Composting Program.
- LEEDS Certification \$25K within Sustainability budget
- Cuyahoga County Board of Health contract increasing \$50K.
- \$59K increase in Property Insurance Premiums (10%)

2026 Expenditures Budget

The following departments did not have a significant variance from the prior year budget:

- **Planning Department**
- **Building & Housing Department**
- **Mayor's Office**
- **Finance Department**
- **Information Technology Department**

2026 Transfers Budget

- \$1.5M – TRANSFER IN from 27th Pay Reserve Fund
- \$8.2M – General Capital Fund (funding 2027 capital)
- \$750K – Debt Service Fund
- \$2.7M – Police and Fire Pension Funds (reserve remains at 100%)
- \$1.3M – Recreation Fund (General Fund subsidy)
- \$500K – Self Insurance Fund
- \$150K – Street Lighting Assessment Fund

2026 Expenditures Budget

Exhibit 2 – Budgeted 2026 General Fund Expenditures & Transfers

- Police, Fire & Public Works personal services budget represents **69%** of the total City personal services budget and **65%** of the total City operating budget (personal services plus other expenses).

Overall Recap of 2026 Budget

➤	General Fund Operating Revenues Budget	\$65,628,000
➤	General Fund Operating Expenditures Budget	(\$53,480,134)
➤	General Fund Transfers Budget	<u>(\$12,114,400)</u>
➤	Budget Revenues exceed Disbursements	\$33,466

Projected General Fund Reserve end of 2026	42.1%
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SHAKER HEIGHTS

2026 Expenditures & Transfers Budget Questions/Comments

Next Budget Meeting

November 24, 2025 6:00 PM

Joint Council / Finance Committee Meeting:

- ***Presentation of 2026 Capital Budget by Department***
- ***Recap of Transformational Projects***
- ***Presentation of 10 Year Capital Plan (2026-2035)***



SHAKER HEIGHTS

Final Questions/Comments

EXHIBIT 1 - PROJECTED END OF YEAR 2025 - General Fund Expenditures & Transfers

	2025 Projection	2025 Budget	2025 Proj vs Budget
Police			
Personal Services	9,907,875	11,091,125	(1,183,250)
Other Expenses	2,210,174	2,178,966	31,208
Subtotal Police	12,118,049	13,270,091	(1,152,042)
Fire			
Personal Services	8,326,832	8,345,056	(18,224)
Other Expenses	862,138	1,052,138	(190,000)
Subtotal Fire	9,188,970	9,397,194	(208,224)
Recreation			
Personal Services	973,158	1,015,190	(42,032)
Other Expenses	393,832	421,832	(28,000)
Subtotal Recreation	1,366,990	1,437,022	(70,032)
Planning			
Personal Services	669,736	666,679	3,057
Other Expenses	71,242	81,242	(10,000)
Subtotal Planning	740,978	747,921	(6,943)
Building & Housing			
Personal Services	1,763,971	1,825,254	(61,283)
Other Expenses	180,058	263,558	(83,500)
Subtotal Building & Housing	1,944,029	2,088,812	(144,783)
Communications & Marketing			
Personal Services	530,845	493,215	37,630
Other Expenses	481,495	487,045	(5,550)
Subtotal C&M	1,012,340	980,260	32,080
Economic Development			
Personal Services	448,569	461,032	(12,463)
Other Expenses	678,414	594,414	84,000
Subtotal Economic Development	1,126,983	1,055,446	71,537
Public Works			
Personal Services	6,018,192	5,838,589	179,603
Other Expenses	4,969,376	4,969,376	0
Subtotal Public Works	10,987,568	10,807,965	179,603

EXHIBIT 1 - PROJECTED END OF YEAR 2025 - General Fund Expenditures & Transfers

	2025 Projection	2025 Budget	2025 Proj vs Budget
Mayor's Office			
Personal Services	239,763	237,925	1,838
Other Expenses	47,035	47,035	0
Subtotal Mayor's Office	286,798	284,960	1,838
Chief Administrator's Office			
Personal Services	624,044	530,087	93,957
Other Expenses	49,979	74,979	(25,000)
Subtotal Chief Administrator's Office	674,023	605,066	68,957
Finance			
Personal Services	869,641	822,210	47,431
Other Expenses	237,892	262,120	(24,228)
Subtotal Finance	1,107,533	1,084,330	23,203
Law			
Personal Services	753,468	761,135	(7,667)
Other Expenses	283,878	314,833	(30,955)
Subtotal Law	1,037,346	1,075,968	(38,622)
Council			
Personal Services	147,022	150,711	(3,689)
Other Expenses	40,413	44,800	(4,387)
Subtotal Council	187,435	195,511	(8,076)
Municipal Court			
Personal Services	2,087,573	2,383,573	(296,000)
Other Expenses	127,027	112,927	14,100
Subtotal Municipal Court	2,214,600	2,496,500	(281,900)
Human Resources			
Personal Services	418,201	433,129	(14,928)
Other Expenses	162,132	201,793	(39,661)
Subtotal Human Resources	580,333	634,922	(54,589)
Civil Service			
Personal Services	35,378	35,378	0
Other Expenses	92,852	104,247	(11,395)
Subtotal Civil Service	128,230	139,625	(11,395)

EXHIBIT 1 - PROJECTED END OF YEAR 2025 - General Fund Expenditures & Transfers

	2025 Projection	2025 Budget	2025 Proj vs Budget
Information Technology			
Personal Services	454,122	500,987	(46,865)
Other Expenses	125,750	137,750	(12,000)
Subtotal Information Technology	579,872	638,737	(58,865)
CCSE			
Personal Services	0	0	0
Other Expenses	3,070,854	3,035,696	35,158
Subtotal CCSE	3,070,854	3,035,696	35,158
Total Operating Expenditures	48,352,931	49,976,026	(1,623,095)
Total Operating Expenditures (prev page)	48,352,931	49,976,026	(1,623,095)
General Capital Fund	11,740,000	8,950,000	2,790,000
Debt Service Fund	900,000	900,000	0
Police Pension Fund	1,100,000	1,100,000	0
Fire Pension Fund	1,600,000	1,600,000	0
Recreation Fund	1,000,000	1,000,000	0
Self Insurance Fund	1,000,000	500,000	500,000
Street Lighting Assessment Fund	225,000	0	225,000
Transfers Out	17,565,000	14,050,000	3,515,000
Total Disbursements (Expenditures + Transfers)	65,917,931	64,026,026	
Total General Fund Revenue	65,957,972	64,038,500	1,919,472
Surplus/(Deficit)	40,042	12,474	
Personal Services	34,268,390	35,591,275	(1,322,885)
Other Expenses	14,084,541	14,384,751	(300,210)
Total Operating Expenditures	48,352,931	49,976,026	(1,623,095)
Projected Year End GF Balance	27,593,669		
Projected Year End GF Reserve %	41.9%		

Exhibit 2 - 2026 Budget - General Fund Operating Expenditures & Transfers

	2025 Budget	2025 Proj	2026 Budget	2026 Bud v 2025 Proj	% Var	2026 Bud v 2025 Bud	% Var
Police							
Personal Services	11,091,125	9,907,875	11,889,835	1,981,960	20.0%	798,710	7.2%
Other	2,178,966	2,210,174	2,162,384	(47,790)	-2.2%	(16,582)	-0.8%
Subtotal Police	13,270,091	12,118,049	14,052,219	1,934,170	16.0%	782,128	5.9%
Fire							
Personal Services	8,345,056	8,326,832	8,784,920	458,088	5.5%	439,864	5.3%
Other	1,052,138	862,138	971,636	109,498	12.7%	(80,502)	-7.7%
Subtotal Fire	9,397,194	9,188,970	9,756,556	567,586	6.2%	359,362	3.8%
Recreation							
Personal Services	1,015,190	973,158	1,066,846	93,688	9.6%	51,656	5.1%
Other	421,832	393,832	445,247	51,415	13.1%	23,415	5.6%
Subtotal Recreation	1,437,022	1,366,990	1,512,093	145,103	10.6%	75,071	5.2%
Planning							
Personal Services	666,679	669,736	702,617	32,881	4.9%	35,938	5.4%
Other	81,242	71,242	81,242	10,000	14.0%	0	0.0%
Subtotal Planning	747,921	740,978	783,859	42,881	5.8%	35,938	4.8%
Building & Housing							
Personal Services	1,825,254	1,763,971	1,924,313	160,342	9.1%	99,059	5.4%
Other	263,558	180,059	263,558	83,499	46.4%	0	0.0%
Subtotal Building & Housing	2,088,812	1,944,030	2,187,871	243,841	12.5%	99,059	4.7%
Communications and Marketing							
Personal Services	493,215	530,845	511,792	(19,053)	-3.6%	18,577	3.8%
Other	487,045	481,495	499,851	18,356	3.8%	12,806	2.6%
Subtotal C&M	980,260	1,012,340	1,011,643	(697)	-0.1%	31,383	3.2%
Economic Development							
Personal Services	461,032	448,569	479,304	30,735	6.9%	18,272	4.0%
Other	594,414	678,414	694,414	16,000	2.4%	100,000	16.8%
Subtotal ED	1,055,446	1,126,983	1,173,718	46,735	4.1%	118,272	11.2%
Public Works							
Personal Services	5,838,589	6,018,192	6,070,307	52,115	0.9%	231,718	4.0%
Other	4,969,376	4,969,376	4,912,471	(56,905)	-1.1%	(56,905)	-1.1%
Subtotal Public Works	10,807,965	10,987,568	10,982,778	(4,790)	0.0%	174,813	1.6%
Mayor							
Personal Services	237,925	239,763	242,333	2,570	1.1%	4,408	1.9%
Other	47,035	47,035	47,035	0	0.0%	0	0.0%
Subtotal Mayor	284,960	286,798	289,368	2,570	0.9%	4,408	1.5%
Chief Admin Officer							
Personal Services	530,087	624,044	447,521	(176,523)	-28.3%	(82,566)	-15.6%
Other	74,979	49,979	71,838	21,859	43.7%	(3,141)	-4.2%
Subtotal CAO	605,066	674,023	519,359	(154,664)	-22.9%	(85,707)	-14.2%
Finance							
Personal Services	822,210	869,641	850,157	(19,484)	-2.2%	27,947	3.4%
Other	262,120	237,892	268,470	30,578	12.9%	6,350	2.4%
Subtotal Finance	1,084,330	1,107,533	1,118,627	11,094	1.0%	34,297	3.2%
Law							
Personal Services	761,135	753,468	782,347	28,879	3.8%	21,212	2.8%
Other	314,833	283,878	297,825	13,947	4.9%	(17,008)	-5.4%
Subtotal Law	1,075,968	1,037,346	1,080,172	42,826	4.1%	4,204	0.4%

Exhibit 2 - 2026 Budget - General Fund Operating Expenditures & Transfers

	2025 Budget	2025 Proj	2026 Budget	2026 Bud v 2025 Proj	% Var	2026 Bud v 2025 Bud	% Var
City Council							
Personal Services	150,711	147,022	175,393	28,371	19.3%	24,682	16.4%
Other	44,800	40,413	48,800	8,387	20.8%	4,000	8.9%
Subtotal City Council	195,511	187,435	224,193	36,758	19.6%	28,682	14.7%
Municipal Court							
Personal Services	2,383,573	2,087,573	2,326,798	239,225	11.5%	(56,775)	-2.4%
Other	112,927	127,027	129,690	2,663	2.1%	16,763	14.8%
Subtotal Municipal Court	2,496,500	2,214,600	2,456,488	241,888	10.9%	(40,012)	-1.6%
Human Resources							
Personal Services	433,129	418,201	481,272	63,071	15.1%	48,143	11.1%
Other	201,793	162,132	216,793	54,661	33.7%	15,000	7.4%
Subtotal Human Resources	634,922	580,333	698,065	117,732	20.3%	63,143	9.9%
Civil Service							
Personal Services	35,378	35,378	38,389	3,011	8.5%	3,011	8.5%
Other	104,247	92,852	104,247	11,395	12.3%	0	0.0%
Subtotal Civil Service	139,625	128,230	142,636	14,406	11.2%	3,011	2.2%
Information Technology							
Personal Services	500,987	454,122	532,143	78,021	17.2%	31,156	6.2%
Other	137,750	125,750	137,750	12,000	9.5%	0	0.0%
Subtotal IT	638,737	579,872	669,893	90,021	15.5%	31,156	4.9%
CCSE							
Personal Services	0	0	1,485,600	1,485,600	0.0%	1,485,600	0.0%
Other	3,035,696	3,070,854	3,334,996	264,142	8.6%	299,300	9.9%
Subtotal CCSE	3,035,696	3,070,854	4,820,596	1,749,742	57.0%	1,784,900	58.8%
Total Operating Expenditures	49,976,026	48,352,932	53,480,134	5,127,202	10.6%	3,504,108	7.0%
From 27th Pay Reserve Fund	0	0	(1,485,600)	(1,485,600)		(1,485,600)	
To General Capital Fund	8,950,000	11,740,000	8,200,000	(3,540,000)		(750,000)	
To Debt Service Fund	900,000	900,000	750,000	(150,000)		(150,000)	
To Police Pension Fund	1,100,000	1,100,000	1,200,000	100,000		100,000	
To Fire Pension Fund	1,600,000	1,600,000	1,500,000	(100,000)		(100,000)	
To Recreation Fund	1,000,000	1,000,000	1,300,000	300,000		300,000	
To Self Insurance Fund	500,000	1,000,000	500,000	(500,000)		0	
To Street Lighting Assessment Fund	0	225,000	150,000	(75,000)		150,000	
Transfers	14,050,000	17,565,000	12,114,400	(5,450,600)		(1,935,600)	
Total Disbursements (Expenditures + Transfers)	64,026,026	65,917,932	65,594,534	(323,398)	-0.5%	1,568,508	2.4%
Total General Fund Revenue	64,038,500	65,957,972	65,628,000	(329,972)	-0.5%	1,589,500	2.5%
Surplus/(Deficit)	12,474	40,040	33,466	(6,574)		20,992	
Personal Services	35,591,275	34,268,390	38,791,887	4,523,497	13.2%	3,200,612	9.0%
Other	14,384,751	14,084,542	14,688,247	603,705	4.3%	303,496	2.1%
Total Operating Expenditures	49,976,026	48,352,932	53,480,134	5,127,202	10.6%	3,504,108	7.0%
Projected Year End GF Cash Balance		27,593,669	27,602,135				
Projected Year End GF Reserve %		41.9%	42.1%				