

Introduction

The Municipal Budget is the Village's annual implementation plan of its mission and strategic goals. The purpose of the budget is to align everyday operations and resources with community priorities outlined in planning documents such as the Long-Range Plan and the Comprehensive Plan. The Proposed FY21 Budget is presented as the coronavirus pandemic continues to negatively impact economic conditions. The budget implements the recommendations in the *2020 Update to the 2019-21 Long-Range Plan*. It is a responsive allocation of limited funds designed to achieve financial sustainability during the pandemic and into the future. Many of the actions reflected in this budget should not be used on an ongoing basis, and are intended to be used in the context of a financial response plan spanning a 21-month period from March 2020 through December 2021.

The proposed budget will be reviewed and discussed over multiple meetings in an open, transparent and participative process. The budget review process provides ample opportunity for dialogue among community members, the Village Council and staff in a series of public meetings.

Budget Review and Approval Schedule

Budget Introduction at Village Council Meeting	Tuesday, October 20
Budget Discussion at Village Council Meeting/Budget Public Hearing	Tuesday, November 10
Budget Coffee with the Council (Fire Station 2)	Saturday, November 14
Budget Discussion at Village Council Meeting/Motion to Estimate Levy	Tuesday, November 17
Tax Levy Public Hearing/Budget Adoption	Tuesday, December 1
Adopt Tax Levy	Tuesday, December 8

Village Budget Reflects Planning Documents and Reports

The Village's annual budget is the implementation document for plans and studies that have already been discussed or approved including:

- Long-Range Plan 2019-2021 (2020 Update)
- Comprehensive Plan (2017 Update)
- 2014 Stormwater Project Analysis
- 2012 Stormwater Utility Study
- 2019 Update to the Water Rate Study

Key Points

Uncertain Revenue Performance due to Economic Uncertainty: Many of the Village's revenue sources across multiple funds are dependent on the local economy's performance. The Proposed FY21 Budget was prepared with the economic effects of the pandemic still unfolding. The downturn in the economy which started in March is having a substantial negative impact on key revenues in 2020 and is likely to continue through 2021. Economic uncertainty results in a reduced ability to accurately forecast 2021 revenues. The Proposed FY21 Budget was prepared with great care and attention to detail and reflects staff's best assessment of revenues. The budget assumes that revenues will perform similarly to the third quarter of 2020; however the actual revenues for 2021 may vary significantly from the budget.

Follows the Recommendations of the 2020 Update to the 2019-21 Long-Range Plan: The Long-Range Plan includes recommendations to address a General Fund financial gap of up to \$8.3 million - the projected worst case scenario. The recommendations, an extension of the 2020 COVID-19 Financial Response Plan, are reflected in the Proposed FY21 Budget and are intended to position the Village for future financial sustainability. The Proposed FY21 Budget is the implementation of a 21-month plan to respond to the economic impacts of the pandemic.

Addresses a \$4.8 Million Gap in the General Fund: Without implementing the recommendations of the Long-Range Plan, staff estimates that the General Fund would have a financial gap of approximately \$4.8 million. Existing revenue sources are budgeted to generate \$46.6 million while expenses, prior to any reduction efforts, are projected to be \$51.4 million. The Proposed FY21 Budget addresses the \$4.8 million gap with the following actions:

Expense Reductions	\$2.3 million	<ul style="list-style-type: none"> • \$1,000,000 reduction in Risk Fund expenses • \$877,000 in personnel expenses • \$419,000 in non-personnel expenses
Revenue Enhancements	\$1.0 million	<ul style="list-style-type: none"> • 0.5% increase in Food & Beverage Tax (eff. 3/1/21) • Increase in Ambulance Fees (\$1,900 fee per call)
Use of Cash in the Major Buildings Fund	\$1.5 million	<ul style="list-style-type: none"> • The ending balance in this fund is budgeted to be \$2.0 million
Total	\$4.8 million	

Staffing Level Reduced by 1 FTE, Delay in Filling Some Vacancies: Total staffing levels will be reduced by 1.0 full-time equivalent (FTE) position to 303.35 FTE (down over 71 FTE since 2008) with the elimination of the Customer Service Specialist position in the Water Fund. The budget calls for one currently vacant Firefighter/Paramedic position to remain vacant for the year and that no seasonal employees be hired in 2021. Further, the budget calls for four currently vacant

positions to remain vacant for six months (Risk Manager, Building Division Manager, Public Services Coordinator and Management Analyst). The Management Analyst position can be changed to a social worker position, if so directed by the Village Council after review and consideration of the Human Services Ad Hoc Committee Report.

Property Tax Levy Increase for Required Contributions to Public Safety Pensions: The Proposed Budget includes a \$1.16 million increase in the levy for police and fire pensions - a 15.2 % increase in this portion of the levy (a 7.9% increase in the total levy). Per State law, the Village is required to make a contribution to the pension funds in this amount. All other components of the property tax levy remain unchanged. (See page 4-2).

\$22.3 Million Investment in Infrastructure: The Proposed FY21 Budget allows for continued substantial improvements in the Village's infrastructure, even as many of the revenues which support capital projects continue to struggle. Several planned capital projects were deferred in 2020 due to uncertainty of revenue sources. Many of these deferred projects are planned to be constructed in 2021 in addition to the projects planned for 2021. The investment includes \$6.7 million in streets, \$6.6 million in stormwater (including annual bond payments) and \$4.7 million for water. The improvements are designed to reduce the total life cycle cost of owning and operating the infrastructure systems. (See the Community Investment Program, Section 6).

Retirement of the Downtown Tax Increment Financing District: The Downtown Tax Increment Financing District expires in December, 2020. The final year of revenue collection and expenses in this fund are included in the Proposed FY21 Budget.

Funding for Priority Action Items: The Proposed FY21 Budget includes sufficient funding to complete the Priority Action Items included in the Long-Range Plan. The General Fund includes \$40,000 to complete the *Review Diversity, Equity and Inclusion Practices*. The Capital Projects Fund includes \$2.1 million for the replacement of the Enterprise Resource Planning System. A total of \$135,000 is included in multiple funds for the implementation of the High Schools Pedestrian Safety recommendations. Other Priority Action Items can be completed by staff within the General Fund budget (no additional funding required).

Active and Responsive Implementation of the Budget: In the same manner that the FY20 Budget is being actively implemented in response to rapidly changing financial circumstances due to the pandemic, the FY21 Budget will be actively implemented and responsive to actual revenue performance. Staff will monitor revenues and expenses on an ongoing basis and will provide monthly reports to the Village Council. Informal adjustments to the budget will likely be made as revenue performance becomes known. If revenues recover strongly and exceed budgeted amounts, such that the expense reduction efforts can be eased, a mid-year amendment to the FY21 Budget may be appropriate.

General Fund

The General Fund is the main operating fund of the Village and includes funding for the majority of Village services. The General Fund is not balanced for FY21 with expenses of \$49.17 million exceeding revenues of \$47.67 million. The budget includes the use of \$1.5 million of cash in the Major Buildings Fund to cover this difference (this appears as a revenue in the General Fund and an expense in the Major Buildings Fund). The General Fund balance will continue to be maintained near the recommended level of 40% of annual expenses.

Table 1: General Fund Revenues & Expenses, FY16 to FY21 (in millions)

Fiscal Year	Revenues	Expenses	Difference	Fund Balance	Fund Balance % of Expenses
FY21 Proposed Budget	\$49.17*	\$49.17	--	\$20.59	41.88%
FY20 Estimate	\$47.80**	\$47.79	\$0.01	\$20.59	43.09%
FY20 Budget	\$49.67	\$49.64	\$0.03	\$20.62	41.54%
FY19 Actual	\$49.59	\$47.98	\$1.61	\$20.58	42.89%
FY18 Actual	\$49.01	\$48.93	\$0.08	\$18.97	38.77%
FY17 Actual	\$46.28	\$46.27	\$0.01	\$18.89	40.82%
FY16 Actual	\$46.02	\$45.84	\$0.18	\$18.88	41.19%

* Includes the \$1.5 million transfer from the Major Buildings Fund. Without the transfer revenue would be \$47.67 million.

** Includes the \$2.54 million CARES Act grant. Without this grant, revenue would be \$45.25 million.

Addressing the Gap in 2020

Current year-end revenue projections show total revenues will be \$4.42 million less than the budgeted amount. This gap is being addressed by:

Expense Reductions	\$1.85 million
Obtaining a CARES Act grant	\$2.54 million
<u>Not Adding to Fund Balance as Originally Budgeted</u>	<u>\$0.03 million</u>
Total	\$4.42 million

Addressing the Gap in 2021

Without implementing the recommendations of the Long-Range Plan, staff estimates that the General Fund would have a financial gap of approximately \$4.8 million. The Proposed FY21 Budget addresses the \$4.8 million gap with the following actions

Expense Reductions	\$2.3 Million
Revenue Enhancements	\$1.0 Million
<u>Use of Cash in the Major Buildings Fund</u>	<u>\$1.5 Million</u>
Total	\$4.8 Million

Revenues

The General Fund derives its revenue from several sources, with the top four sources being property tax, sales tax, utility tax and state-shared revenues including income tax. Revenue performance shown in the Proposed FY21 Budget is based on the assumption that revenues will perform similarly to the third quarter of 2020.

Total General Fund revenue is budgeted to be \$49.17 million, a decrease of about \$500,000 compared to the FY20 Budget (1.0% decrease) and an increase of about \$3.92 million compared to the FY20 estimated revenues, excluding the CARES Act grant (8.7% increase). Notable changes in revenues from the 2020 Budget include:

- \$1.16 million increase in the property tax levy for required contributions to the Police and Fire pension funds.
- \$600,000 increase in the food and beverage tax revenue. The Food and Beverage Tax rate is proposed to be increased by 0.5% from 1.0% to 1.5% effective on March 1, 2021
- \$400,000 increase in ambulance fee revenue. Ambulance fees are proposed to be set at \$1,900 per call to align with the fees charged by other municipalities and fire districts in DuPage County.

Table 2 below summarizes the General Fund revenue for the Proposed FY21 Budget and previous years.

Table 2: Top Ten General Fund Revenues

Rank	Source	FY21 Proposed Budget	FY 20 Budget	FY 20 Estimate	FY 19 Actual	FY 18 Actual
1	Sales Tax	\$10,500,000	\$11,600,000	\$9,640,000	\$11,415,020	\$11,526,462
2	Property Taxes - Pensions	8,796,619	7,634,795	7,634,795	7,038,448	6,591,751
3	Property Taxes - Operations	6,022,145	6,022,145	6,022,145	5,908,188	5,906,795
4	State Income Tax	4,300,000	4,700,000	5,000,000	5,201,357	4,679,801
5	Utility Taxes	4,040,000	4,375,000	4,040,000	4,369,240	4,524,932
6	Food and Beverage Tax	2,264,000	1,970,000	1,440,000	1,964,440	1,854,362
7	Ambulance Fees	1,920,000	1,708,000	1,510,000	1,436,845	1,667,899
8	Home Rule Sales Tax	1,500,000	1,850,000	1,440,000	1,897,467	1,911,385
9	State Shared Local Use Tax	1,200,000	1,500,000	1,700,000	1,648,853	1,435,492
10	Building Related Permits	1,000,000	1,400,000	1,200,000	1,340,586	1,994,718
	Sub-total	\$41,542,764	\$42,759,940	\$39,626,940	\$42,220,444	\$42,093,597
	All Other Total	7,622,966	6,909,663	8,170,229	7,370,034	6,919,892
	Total General Fund Revenues	\$49,165,730	\$49,669,603	\$47,797,169	\$49,590,478	\$49,013,489

Revenues could be higher than the budgeted amounts if the economy performs better than expected driving sales tax, home rule sales tax, food and beverage tax, building permit fees and hotel taxes up. Further, Village sales tax revenues from on-line purchases may drive better performance. Information about the revenue performance of this tax, which originally was to be effective on July 1, 2020 and has been changed to an effective date of January 1, 2021, will be available in April 2021.

Expenses

Total General Fund expenses are budgeted to be \$49.17 million. This is a decrease of approximately \$470,000 compared to the FY20 Budget (1.0% decrease) and an increase of about \$1.4 million compared to the FY20 estimate of actual expenses (2.9% increase).

Without implementing the Long-Range Plan recommendation of reducing expenses, staff estimates that the General Fund would have expenses of approximately \$51.4 million. The proposed budget reflects \$2.3 million in expense reductions, summarized below.

Table 3: FY21 General Fund Expense Reductions

Category	Reduction Amount	Key Drivers
Risk	\$1,000,000	<ul style="list-style-type: none"> • Reduction in transfer to Risk Fund due to exceptional performance in previous years
Personnel	\$887,000	<ul style="list-style-type: none"> • Do Not Hire Seasonal Employees • Leave one Firefighter/Paramedic Position Vacant • Leave Positions Vacant for 6 Months <ul style="list-style-type: none"> ○ Risk Manager ○ Building Division Manager ○ Public Services Coordinator ○ Management Analyst • Use Asset Forfeiture Fund for Two Police Officers • Turnover in Police Officer Positions (Retirements)
Non-Personnel	\$419,000	<ul style="list-style-type: none"> • Reduce Transfer to Fleet Fund (Delay Purchase of Four Vehicles) • Reduce Professional Services in Community Dev. • Reduce Staff Travel and Training
Total	\$2,306,000	

General Fund expenses fall into two major categories - Personnel and Non-Personnel, with Personnel expenses accounting for about 79% of the total.

Table 4: General Fund Expenses by Category FY20 Estimate vs. FY21 Budget

Category	FY21 Proposed Budget	FY20 Estimate	Change	% Change
Personnel	\$39,053,896	\$37,142,308	\$1,911,588	5.15%
Non-Personnel	\$10,111,834	\$10,646,204	(\$534,370)	(5.02%)
Total	\$49,165,730	\$47,788,512	\$1,377,218	2.88%

Despite cutting \$887,000 of personnel expenses, the budget for these expenses is \$840,370 more than the FY20 budget (\$1.9 million higher than the FY20 estimate). The increase is driven by the \$1.16 million increase in the required contribution to the police and fire pension funds.

Non-Personnel Expenses are budgeted to decrease by \$1.3 million from the 2020 Budget (a decrease of \$534,370 compared to the FY20 estimate). This decrease is driven by the reduction in the transfer to Risk Fund due to exceptional performance in previous years.

Fund Balance Maintained at the Recommended Level

The General Fund balance is budgeted to be maintained at the recommended level, equal to approximately 40% of annual expenses. This balance is consistent with Standard & Poor's guidelines to maintain the Village's [AAA bond rating](#). As shown in Table 1, the fund balance is budgeted to be \$20.6 million which is about 42% of the budgeted expenses. This balance is also compliant with the Village's [cash balance policy](#).



Property Tax Levy

The total municipal budget relies on several sources of revenues, but the property tax levy is one of the most significant sources of funding. Property taxes account for approximately 30% of the General Fund budget. The Village's property tax levy consists of five components that support specific services and obligations of the Village. The two most significant components of the levy are the levy for operations and the levy for pension obligations.

The property tax levy for the Proposed FY21 Budget is \$15.79 million. This is an increase of \$1.16 million over the FY20 property tax levy. The increase is due solely to the levy for required public safety pension contributions (See table 5).

Table 5: Village Property Tax Levy FY21 vs. FY20

Tax Levy Component	FY21 Proposed	FY20	Change	Percent Change
Corporate Levy*	\$3,086,645	\$3,086,645	--	--
Fire Protection*	\$2,935,500	\$2,935,500	--	--
Fire Pension	\$4,785,434	\$4,014,795	\$770,639	19.2%
Police Pension	\$4,011,185	\$3,620,000	\$391,185	10.8%
Capital	\$971,524	\$971,524	--	--
Total	\$15,790,288	\$14,628,464	\$1,161,824	7.9%

*NOTE: The Corporate Levy and Fire Protection Levy together are referred to as the Levy for Operations

No Change in Levy for Operations

The property tax levy for operations, which consists of the Corporate Levy and Fire Protection Levy, will remain unchanged in FY21.

Increase in Levy for Public Safety Pensions

In FY21, the Village will be required to contribute \$1.16 million more than in FY20, an increase of approximately 15.2%. This increase is primarily driven by:

- Changes to the Mortality Table in the Actuarial Model
- Amendments to Tier 2 Benefits
- Demographic Changes in the Actuarial Model

In 2019, separate mortality tables for the private sector and public sector were created. This is the first time the private sector and public sector were evaluated separately, as it was determined that public pensions have differing levels of mortality than private pensions. The updated public pension mortality tables increased the expected pension obligations by \$581,000.

The State of Illinois recently made three changes to Tier 2 public safety pension plans which enhanced the benefits to Tier 2 employees. The three changes to Tier 2 pension plans are as follows:

1. Expanding Surviving Spouse Benefits

A spouse of a deceased police officer or firefighter will now be eligible for two-thirds of the deceased's accrued pension benefits, regardless of how long the person worked before their death. Previously, employees hired after 2011 needed to work at least 10 years and vest before survivor benefits were available.

2. Increase Pensionable Salary Caps

Tier 2 public safety employees were subject to a pensionable salary cap that began at \$106,800 and has grown since 2011 at half of inflation or 3% per year, whichever is less. With the changes to the Tier 2 plan, the cap would grow at the Consumer Price Index, and will be retroactively applied to 2011.

3. Increase Final Average Salary

Tier 2 public safety employee's final average salary, which is used for calculating pension payments to the employee upon retirement, will now be based on the highest four out of the last five years rather than the highest eight of the last ten.

FAQ on Public Safety Pensions

What Does "Public Safety Pension" Mean?

Police officers and firefighters are eligible for pension benefits upon retirement if they meet certain eligibility criteria which are set by State of Illinois law. Each municipality that employs police officers and firefighters must maintain a fund to pay the pensions. The pension funds are invested using parameters established by the State of Illinois to increase the value of the fund over time. The level of pension benefits is determined by State law.

Who Pays for Public Safety Pensions?

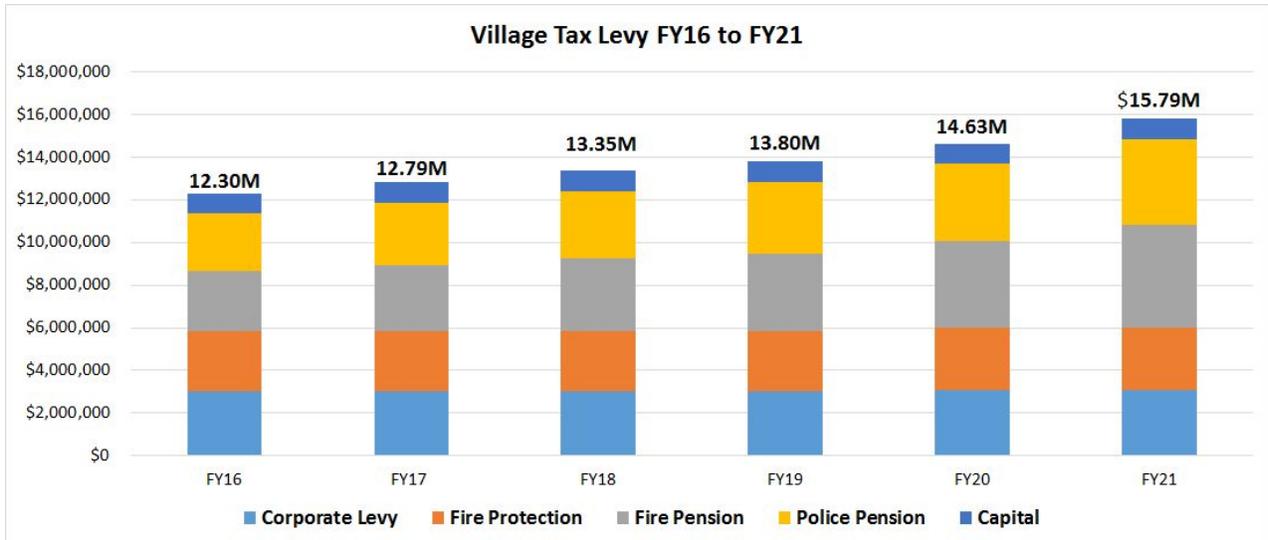
Both the employer and the employee are responsible for funding the public safety (police and fire) pension funds. Police officers contribute 9.91% and firefighters contribute 9.455% of their salary toward their pensions. This percentage is governed by State statute. The Village makes an annual contribution to each pension fund. The amount is based on an actuarial calculation that is determined by figuring the potential cost of the system based on statistical analysis which considers investment returns, employee contributions, and pension benefit payout costs

Does the Village Fund the Pensions at the Required Amount?

Yes, each year the Village makes the required annual contribution to both the Police and Fire Pension Funds.

What Does "Pension Levy" Mean?

The Village must contribute a minimum amount to its pension funds to meet the funding level required under state law. The funding level refers to the amount in the pension fund compared to the potential liability. This amount is the Village's annual property tax levy for pension contributions.



Equalized Assessed Valuation

The total Equalized Assessed Valuation (EAV) of all taxable property in the Village is estimated to increase by 4%. Since the increase in EAV will be less than the increase in the Village’s total levy, the tax rate is projected to increase slightly.

Table 6: Levy, EAV and Rate, 2016 to 2021

Year	Levy (millions)	EAV (billions)	Tax Rate
2021	\$15.79	\$2.74 (est)	.58 (est)
2020	\$14.63	\$2.64	.56
2019	\$13.80	\$2.55	.55
2018	\$13.35	\$2.44	.56
2017	\$12.79	\$2.31	.56
2016	\$12.30	\$2.16	.58

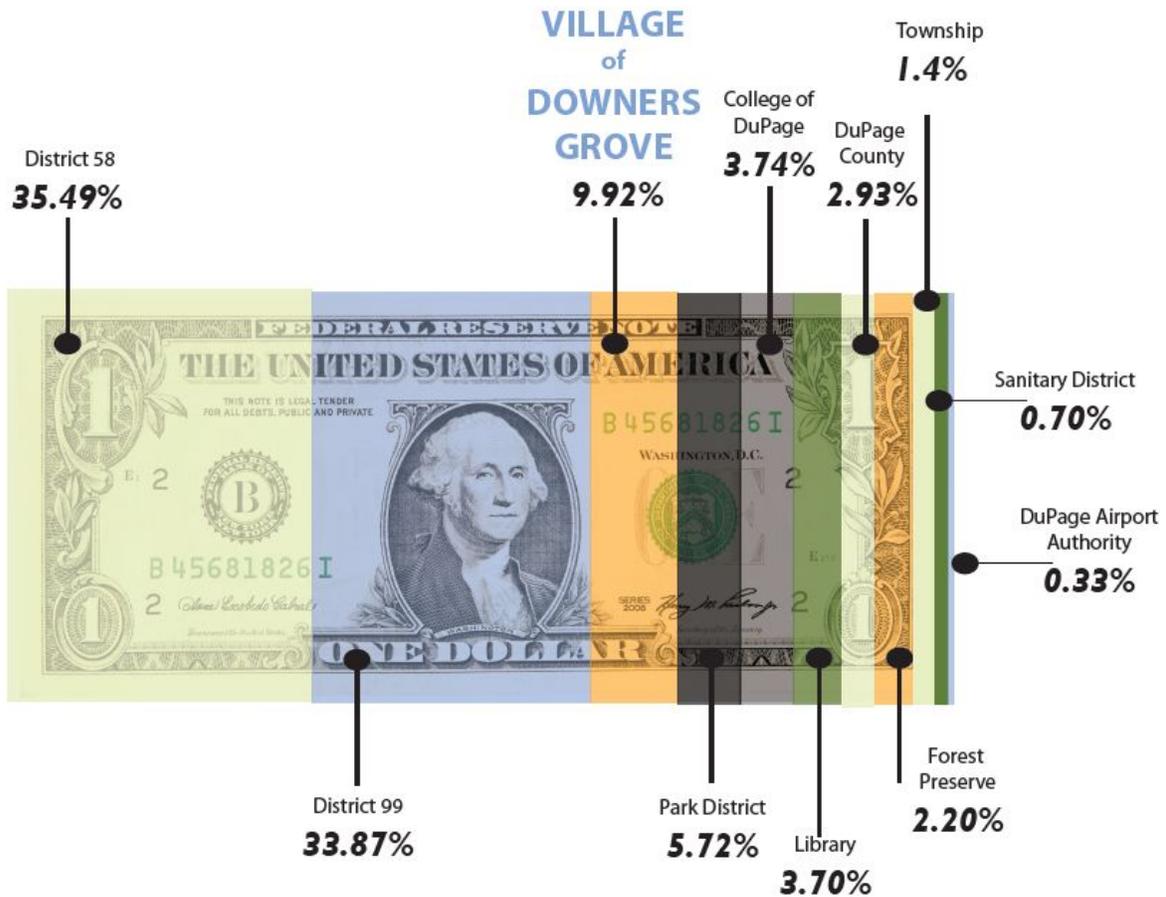
Village Tax Levy on a Typical Residential Property

In 2020, a typical residential property with a market value of \$350,000 (taxable value of \$116,667) paid \$653.80 to the Village. The taxable value of the same property is estimated to increase by 4% in 2021. With the increase in the Village property tax levy, a typical residential property is expected to pay about \$705.45 in Village property taxes, an increase of about \$52 (7.9%).

Table 7: Impact of Property Tax Levy on a Typical Residential Property

	FY21	FY20	Difference
Equalized Assessed Value	\$121,334	\$116,667	\$4,667
Village Tax Amount	\$705.45	\$653.80	\$51.65

The Village portion of the property tax bill is generally about 9.9% of the total tax bill. Below is a breakdown of the percentage of distribution to local government entities from a typical tax bill. The information, as well as the property tax history of each parcel, is available on the DuPage County website at www.dupageco.org.



Continued Investment in Infrastructure

The Village's strategic goal to provide *Top Quality Infrastructure* requires a commitment to ongoing investment in maintenance, as well as investment in replacing or building new infrastructure. Since 2010, the Village has created and followed plans for sustainable funding for infrastructure. As a result, the Village has made major investments in streets, the stormwater system, the water systems and sidewalks.

The Proposed FY21 Budget includes \$22.3 million for continued investment in the Village's water, streets, stormwater, sidewalk and other systems. Many planned capital projects were deferred in 2020 due to uncertainty of revenue sources. Many of these deferred projects are planned to be constructed in 2021 in addition to the projects planned for 2021.

The Village maintains several major infrastructure systems: streets, sidewalks, stormwater and water. In addition, the Village manages public facilities, traffic and streetlight systems and the parking deck and parking lots. The Village has both long and short-term spending plans for each of its major systems. Short-term spending plans are in the annual Community Investment Plan. (See Section 6)

Streets - The Proposed FY21 Budget includes \$6.7 million for street maintenance projects, including resurfacing, crack-filling and patching. Street maintenance projects are funded by the Motor Fuel Tax, Home Rule Sales Tax, Property Tax and Telecommunications Tax. (See pages 4-30 to 4-34)

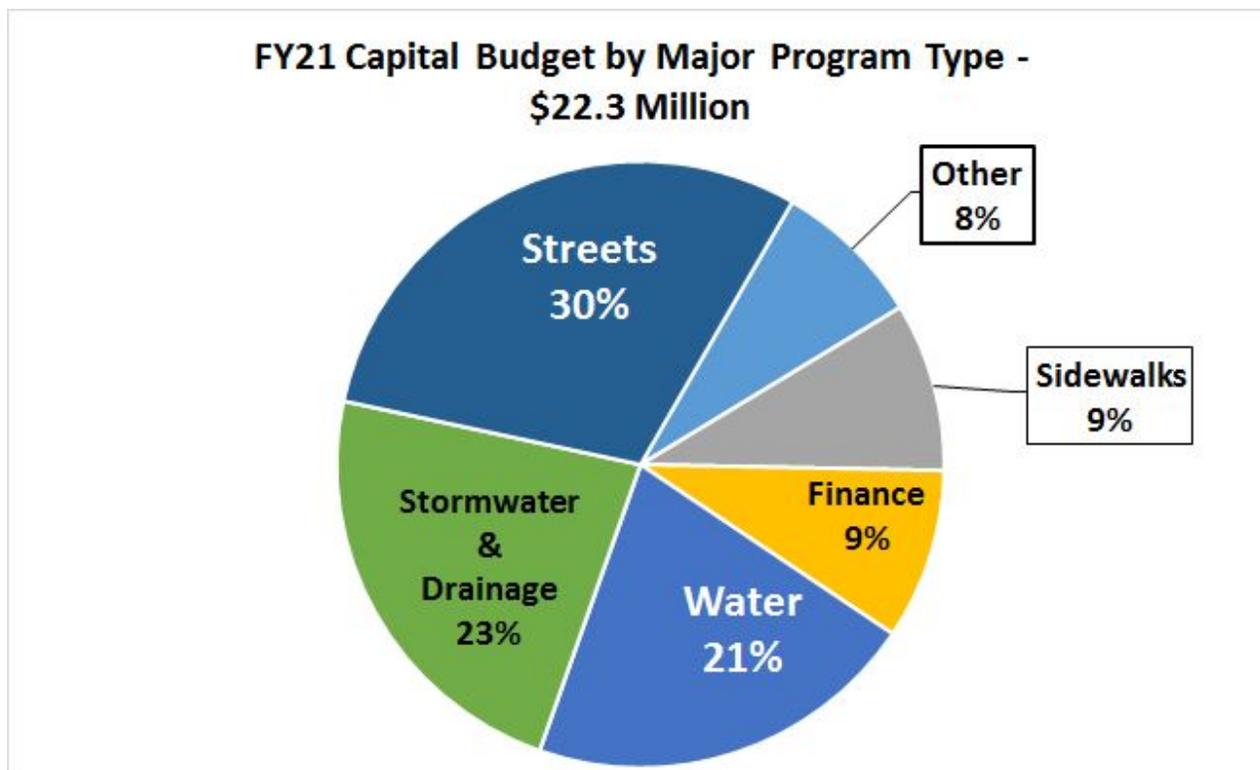
Stormwater - The Proposed FY21 Budget includes \$9.3 million of investment in the stormwater management system including \$6.6 million for stormwater capital projects and \$2.7 million for annual maintenance activities. Over \$5.0 million in revenues for stormwater expenses are provided by stormwater utility fees. The budget calls for the current utility fee of \$13.48 per Equivalent Runoff Unit to remain in place with no increase. See the [2016 Stormwater Utility Report](#) for additional information (See page 4-21).

Water - The Proposed FY21 Budget includes \$4.7 million for water infrastructure projects. A [water rate study](#) completed in 2019 recommended that water revenues should be increased in FY21 (effective 7/1/2020) and subsequent years by 4.6%. This is to continue proactive management of the water system through infrastructure investment, ensure the opportunity to utilize low interest rate loans from the IEPA, maintain minimum cash balances and offset the decline in usage. Per the recommendations of the COVID-19 Financial Response Plan, the rate increase planned for 2020 did not take place. (See pages 4-24 to 4-25).

Sidewalks - The Proposed FY21 Budget includes \$270,000 for sidewalk maintenance and repair, \$500,000 for Ogden Avenue sidewalks, \$845,000 for crosswalk and accessibility improvements

and \$165,000 for Jefferson-Brookbank sidewalk connection. It also includes \$220,000 for construction of additional sidewalks near elementary schools. Staff plans on preparing a plan for this project in the first half of 2021. (See pages 4-28 to 4-30 and 4-39)

Trees - The Proposed FY21 Budget includes \$220,000 in the General and Capital Funds for the installation of parkway trees. Approximately 620 trees are planned to be planted in 2021. This is a significant increase in tree planting to make up for the smaller number of trees planted in 2020 as the spring plantings were deferred.



Funding for Priority Action Items

The Village is currently working on nine Priority Action Items. The Proposed FY21 Budget includes sufficient funding to complete these items. The General Fund includes \$40,000 to complete the *Review Diversity, Equity and Inclusion Practices*. The Capital Projects Fund includes \$2.1 million for the replacement of the Enterprise Resource Planning System. A total of \$135,000 is included in multiple funds for the implementation of the High Schools Pedestrian Safety recommendations. Other Priority Action Items can be completed by staff within the General Fund budget (no additional funding required).

Table 8: Funding for Priority Action Items

Priority Action Item	Resources in FY21 Budget
Create a Plan for the Future of Downtown	To be completed within budgeted expenses The FY21 Property Tax Levy includes the final year levy for the Downtown TIF Fund
Implement the Recommendations of the High School Pedestrian Safety Plan	A total of \$135,000 is included in multiple funds for the implementation of the High Schools Pedestrian Safety recommendations.
Review and Consider the Recommendations of the Human Service Ad Hoc Committee Report	The HSAHC Report will be presented to the Village Council in November. The Management Analyst position could be changed to a social worker position.
Consider Regulations and Taxes on Recreational Marijuana	To be completed within budgeted expenses
Replace the Enterprise Resource Planning System	\$2.1 million is included in the Capital Projects Fund
Develop an Outdoor Dining Program for 2021 and Beyond	To be completed within budgeted expenses
Consider Amendments to Design Review Regulations and Review Process	To be completed within budgeted expenses
Review Diversity, Equity and Inclusion Practices	\$40,000 in the General Fund to pay for a consultant to assist with this item
Negotiate and Execute Collective Bargaining Agreements	To be completed within budgeted expenses

Active Management of the Budget

In the same manner that the FY20 Budget was actively implemented in response to rapidly changing financial circumstances due to the pandemic, the FY21 Budget will be actively implemented and responsive to actual revenue performance. Staff will monitor revenues and expenses on an ongoing basis, and will provide monthly reports to the Village Council. Informal adjustments to the budget will likely be made as revenue performance becomes known. If revenues recover strongly and exceed budgeted amounts, such that the expense reduction efforts can be eased, a mid-year amendment to the FY21 Budget may be appropriate.