



Public and Government Affairs

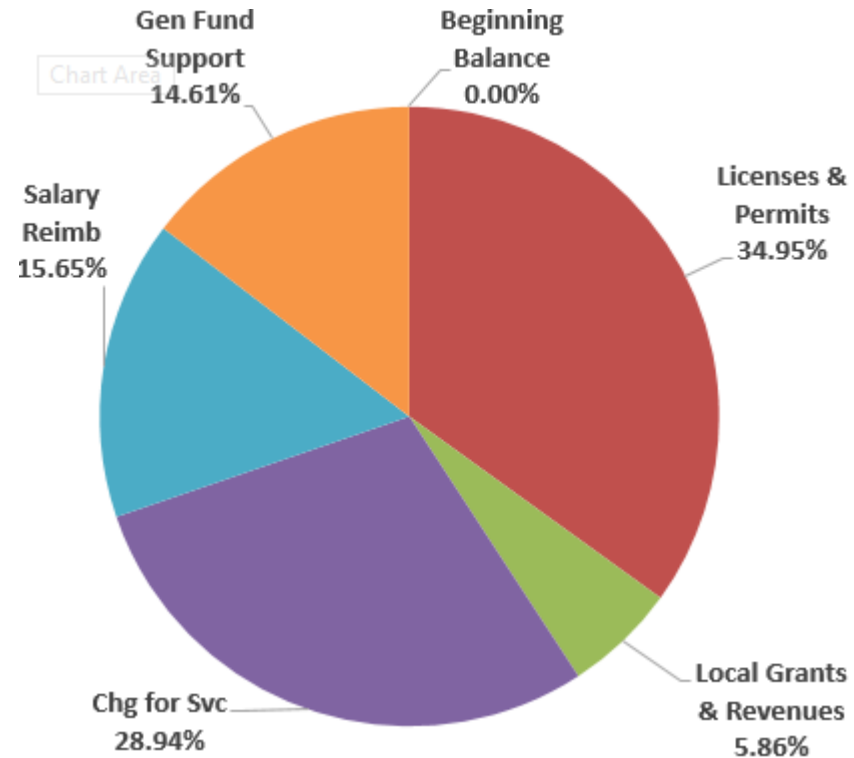
2020-2021 BUDGET PRESENTATION



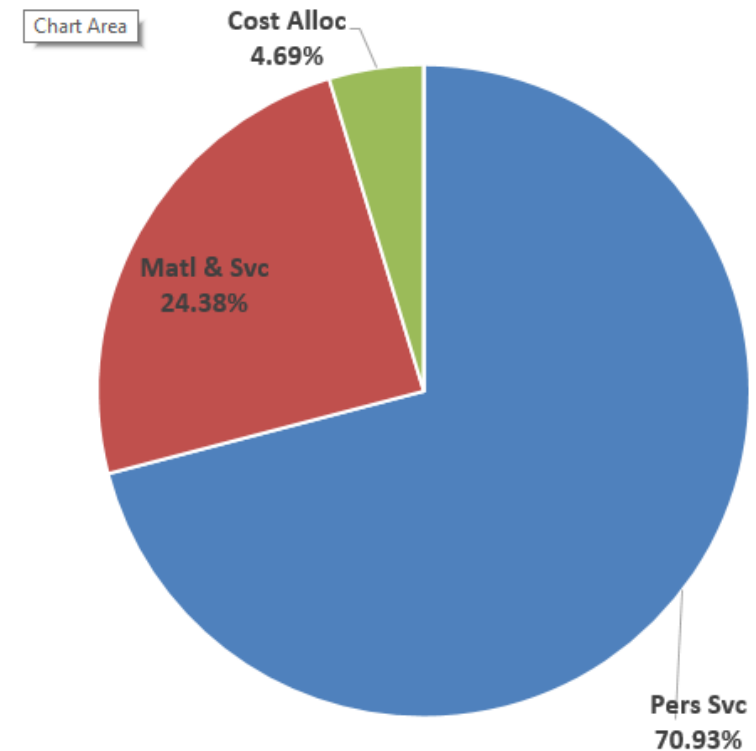
Public and Government Affairs

2020/21 Revenue and Expenses

Revenue



Expenditures

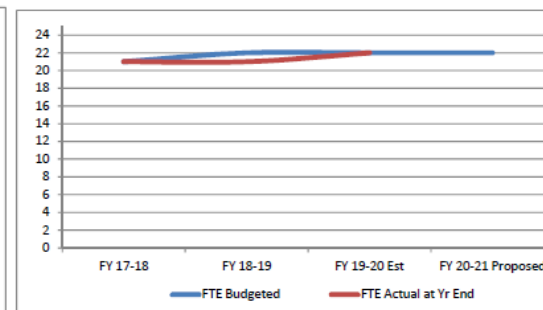
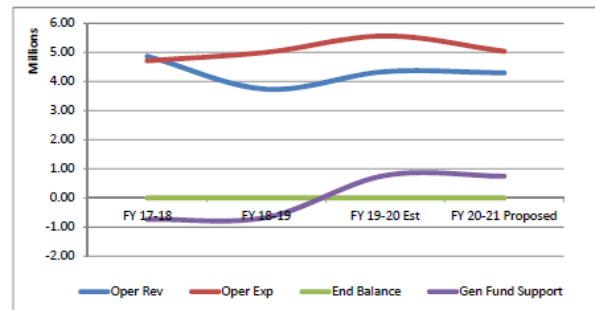


Public and Government Affairs

Summary of Revenue & Expenses

Public and Government Affairs
Summary of Revenue and Expense

	FY 17-18	FY 18-19	FY 19-20 Adopted Budgeted	FY 19-20 Amended Budgeted	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	678,883	2,016,763	294,634	454,618	454,618	0	-454,618	-100.0%
Licenses & Permits	1,930,855	1,854,267	1,806,468	1,806,468	1,734,210	1,780,827	-25,641	-1.4%
Local Grants & Revenues	387,490	383,605	310,879	310,879	304,661	298,568	-12,311	-4.0%
Charges for Service	1,866,210	738,831	1,462,840	1,493,332	1,492,572	1,418,114	-75,218	-5.0%
Other Revenues (Salary Reimb)	682,539	761,031	765,211	808,856	808,856	797,261	-11,595	-1.4%
Operating Revenue	4,867,094	3,737,734	4,345,398	4,419,535	4,340,299	4,294,770	-124,765	-2.8%
% Change	NA	-23.2%	16.3%	18.2%	16.1%	-1.0%		
Personnel Services	2,913,368	3,000,402	3,389,178	3,389,178	3,394,752	3,574,267	185,089	5.5%
Materials & Services	1,475,847	1,794,296	1,793,577	2,027,698	1,937,115	1,228,440	-799,258	-39.4%
Cost Allocation Charges	193,876	204,087	232,358	232,358	232,358	236,223	3,865	1.7%
Capital Outlay	127,528	4,651	0	0	0	0	0	0%
Operating Expenditure	4,710,619	5,003,436	5,415,113	5,649,234	5,564,225	5,038,930	-610,304	-10.8%
% Change	NA	6.2%	8.2%	12.9%	11.2%	-9.4%		
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0%
Total Expenditure	4,710,619	5,003,436	5,415,113	5,649,234	5,564,225	5,038,930	-610,304	-10.8%
Ending Balance (if applicable) (includes Reserve & Contingency)							0	0%
General Fund Support	(733,491)	(671,888)	775,081	775,081	769,308	744,161	-30,920	-4.0%
Beginning 16-17 entire budget in Gen Fund; PGA returning excess funds to Gen Fund from cable franchise fees								
Full Time Equiv Positions (FTE) Budgeted	21.0	22.0	22.0	22.0	22.0	22.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	21.0	21.0			22.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	1.0			0.0			





Public and Government Affairs

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	Public and Government Affairs	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Administration				
Office of the Director	5.00	938,077	938,077	197,822
Public, Educational and Government Access Channels	0.00	298,568	298,568	-
Communications, Engagement & Advocacy				
Communications & Engagement	15.00	3,332,843	3,332,843	480,398
Government Affairs	2.00	469,443	469,443	65,940
TOTAL	22.00	5,038,931	5,038,931	744,160
FY 19/20 Budget	22.00	5,649,234	5,649,234	775,081
\$ Increase (Decrease)	0.00%	-610,303	-610,303	-30,921
% Increase (Decrease)	0.00%	-10.80%	-10.80%	-3.99%

**General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax*

Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants

***PGA's budget reduction package to the General Fund subsidy totaled 12%*

Public and Government Affairs

Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources	By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources	N/A	N/A	N/A	2024

Public & Government Affairs

2019 Major Accomplishments

- COVID-19
 - Public Information Officers have staffed the County's Emergency Operations Center since activation in late February, providing essential communications, outreach, website, and strategic communications support.
 - Worked quickly and closely with TS to utilize Zoom to produce videos and webinars for the County's Government Channel and website
 - Engineered live BCC Zoom meetings to put them on our channel live, as well as streaming them to YouTube thus maximizing our reach to the community
 - Gathered 6,800+ survey responses from interested parties about how #ClackCo should reopen, setting another record.
- Government Affairs
 - Passed legislation in 2020 session for the NCPRD settlement withdrawing Happy Valley from the district (only one of three bills to pass the short session)
 - Positioned Willamette Falls Locks project for policy and funding action in 2020 and 2021 at the state legislature and Congress
 - Worked with more than a dozen Clackamas legislators to advocate for legislation to fund I-205 project and raise profile of project
- Updated MFR Strategic Results
 - Consolidated Delivery Model – Benefits to departments and our community
 - Redefined Our Customers
 - Equity, Diversity and Inclusion
 - Brand Identity
 - Community Engagement

Public & Government Affairs

2019 Major Accomplishments

- Community Impact
 - Over 4,000 YouTube subscribers which is far more than any other county in Oregon
 - Facebook page passed 10,000 followers, the first regular Facebook page of any Oregon county to do so (followers currently at 11.1k)
 - 180,000 #ClackCo Quarterly Newsletter households reach
 - 530,000 views on County's 367 videos
 - 3,000 Social media posts
 - 6 million Social media reach
 - 139,000 Unique readers of 420 email newsletters messages
 - Video coverage of major county events: Clayton Mohr Commons, Veterans Village, Census 2020, NCPRD Special Meeting
 - Aired May 2019 budget hearings live on the Government channel and YouTube; also posted the budget hearing videos for each department on the same day as their presentation
 - Thorough communications campaign continued on the Community Road Fund, in wake of the Vehicle Registration Fee vote
 - Created and managed the Youth Task Force, allowing better engagement and relationships with the County's next generation
- Launched the County's Redesigned Website
 - 5.3 million Website views

Public and Government Affairs

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$59,250	ClackCo Quarterly Newsletter – reduction costs of 1 printed newsletter, bringing down total printed editions to 2 per year.	External: Residents without access to technology impacted Internal: Impact on strategic outreach services to elected officials, departments and community organizations
\$20,000	Video Production Services	External: Decrease videos for external messaging on Government Chanel, YouTube, Social Media, etc. Internal: Departments will be charged for external messaging videos and internal training videos
\$8,100	Hamlets and Villages	External: Reduce diverse community engagement
\$4,500	Community Relations	External: Decrease materials and services (venues, supplies, meals, printing, advertising) for public/community events like the Fair, Community Leaders meetings, Leadership sponsorships, etc.

Public and Government Affairs

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$4,000	Willamette Falls Media Center (WFMC) Operations	External: Reduce WFMC part-time staff and hours of operation for residents to utilize WFM facilities and free video productions
\$3,000	Miscellaneous	Internal: Reduce memberships, subscriptions, dues, supplies and equipment



Questions?



Public and Government Affairs Department

Department Mission

The mission of the Department of Public and Government Affairs is to provide public engagement, intergovernmental and legislative relations, and consultation and communication services to the public, the Board of County Commissioners and all departments so they can build connections and trust between people and their government.

Public and Government Affairs Department

Sue Hildick

FTE 22.00

Total Proposed \$ 5,038,931

General Fund Support \$ 744,160

Administration

Kellie Lute - Mgr

Total Proposed

\$1,236,645

Gen Fund \$197,822

Communications, Engagement & Advocacy

Deputy Director
Public Information Officer
& Policy Liaison
Chris Lyons - Mgr

Total Proposed

\$3,802,286

Gen Fund \$ 546,338

Office of the Director

Kellie Lute - Mgr

FTE 5.0

Total Proposed

\$938,077

Gen Fund \$197,822

Communications & Engagement

Deputy Director
Public Information Officer
& Policy Liaison

FTE 15.00

Total Proposed

\$3,332,843

Gen Fund \$ 480,398

Public, Educational & Government Access Channels

Kellie Lute - Mgr

FTE 0.0

Total Proposed

\$298,568

Gen Fund \$0

Government Affairs

Chris Lyons - Mgr

FTE 2.0

Total Proposed

\$469,443

Gen Fund \$65,940



Administration Line of Business

Office of the Director Program



Purpose Statement

The purpose of the Office of the Director is to provide operations and support services to the Public & Government Affairs team so they can achieve strategic and operational results for county elected officials, county administration and county departments.

Performance Narrative Statement

The Office of Director Program Proposed a budget of \$938,077. This is a 2.7% increase, primarily due to the increased cost of personnel. These resources support office materials and services, training, and operations and support services to achieve strategic and operational results for county elected officials, county administration and departments.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
	Result % of employees receive annual performance evaluations	100%	100%	90%	58%	90%
	Result % of departments rate PGA services as good or excellent	91%	94%	85%	77%	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Performance Narratives

1. Result: This is an annual performance measure. As noted in past years, 100% of PGA employees receive an annual performance and regular performance feedback.

2. Result: Survey completed February 2020. This figure is lower than the FY 18-19 actual, based on survey comments, due to the challenges in the first year of PGA's new account team structure and the long-term problem identifying clear lines of authority, expectations and accountability around projects.



Administration Line of Business

Office of the Director Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Licenses & Permits	732,409	844,208	754,122	723,774	412,606	(341,516)	-45.3%
Charges for Service					327,649	327,649	0%
Operating Revenue	732,409	844,208	754,122	723,774	740,255	(13,867)	-1.8%
Total Rev - Including Beginning Bal	732,409	844,208	754,122	723,774	740,255	(13,867)	-1.84%
Personnel Services	709,608	661,875	810,271	821,271	832,420	22,149	2.7%
Materials & Services	42,068	38,358	53,889	51,159	46,601	(7,288)	-13.5%
Cost Allocation Charges	42,148	57,618	51,726	51,726	59,056	7,330	14.2%
Operating Expenditure	793,824	757,851	915,886	924,156	938,077	22,191	2.4%
Interfund Transfers	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	793,824	757,851	915,886	924,156	938,077	22,191	2.42%
General Fund Support / (Returned to Gen Fund)	61,415	(86,357)	161,764	200,382	197,822	36,058	22.29%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	4.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00			-	-	0%

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Licenses and Permits Revenue = 45.3% reduction in revenue due to reduced franchise fee revenue.

Material and Services Expenditures = 13.5% reduction - cuts made to these categories due to reduced franchise fee revenue and increase in personnel.

Cost Allocation Charges Expenditures = 14.2% increase due to facilities, utilities etc.



Administration Line of Business


Public, Educational & Government (PEG) Access Channels Program

Purpose Statement

The purpose of the Public, Educational and Government Access Channels Program is to provide capital and institutional network funding to cable access channels in the County so they may deliver high quality and timely communications to the public.

Performance Narrative Statement

The Public, Educational & Government (PEG) Access Channels Program Proposed a budget of \$298,568. This is a 34% reduction, primarily due fewer cable TV subscribers. In addition, the six cable access channels did not spend all of the anticipated allocation from FY18/19 leaving an ending fund balance. These resources provide capital and institutional network funding for facilities and equipment to the cable access channels in the County so they may deliver high quality and timely communications to the public.

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
	Result: % of PEG access centers rate PGA's customer service as timely, responsive and effective	100%	100%	90%	Pending	90%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Grant Funding:** PEG funding is collected from the customers of cable providers in unincorporated Clackamas County and distributed to the County per language in the franchise agreements. The PEG fund is a dedicated fund that can only be used by PEG access centers for equipment and facilities. This fund supports the equipment and facility needs for the following six access centers: Willamette Falls Media Center for the Public access channel; CTV5, a Public access center in Canby; Clackamas County for the Government access channel; Clackamas Community College for the higher Education channel; North Clackamas School District Sabin-Schellenberg Center, and Oregon City School District for the K-12 Education channels. Clackamas County has service agreements with each access center.

Performance Narrative

Result: The County interacts on a regular basis with the six access center, primarily to keep apprised of their projects that utilize PEG funding and review expenditures to ensure they comply with FCC guidelines for usage of PEG funds.

In early June, an annual survey is sent to the six PEG access centers to measure this result.



Administration Line of Business

Public, Educational & Government (PEG) Access Channels Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	85,600	101,869	79,173	79,173	-	(79,173)	-100.00%
Local Grants & Revenues	327,490	323,605	310,879	304,661	298,568	(12,311)	-3.96%
Interfund Transfers	61,505	61,505	60,000			(60,000)	-100.00%
Operating Revenue	388,995	385,110	370,879	304,661	298,568	(72,311)	-19.50%
Total Rev - Including Beginning Bal	474,595	486,979	450,052	383,834	298,568	(151,484)	-33.66%
Materials & Services	320,063	403,155	450,052	383,834	298,568	(151,484)	-33.66%
Capital Outlay	52,663	4,651	-			-	0%
Operating Expenditure	372,726	407,806	450,052	383,834	298,568	(151,484)	-33.66%
Interfund Transfers	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	372,726	407,806	450,052	383,834	298,568	(151,484)	-33.66%
General Fund Support / (Returned to Gen Fund)			-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

PEG funds are dedicated and can only be used by our six PEG access centers for equipment and facilities. In past years, the access centers have not utilized their entire allocations.

Due to alternative broadcasting options, cable customers are "cutting their cable cord". As a result PEG revenue is declining and will continue to decline in



Communications & Engagement Advocacy Line of Business






Communications & Engagement Program

Purpose Statement

The purpose of the Communications and Engagement Program is to provide strategic outreach and information, engagement, consultation and coordination services to county elected officials, departments, employees and community organizations so they can build public trust and awareness, deliver high quality services, and achieve their strategic and operational results.

Performance Narrative Statement

The Communications & Engagement Program Proposed a budget of \$3,332,843, a slight reduction in current funding levels due to lower franchise fee revenue. These resources provide strategic outreach and information, engagement, consultation and coordination services to county elected officials, departments, employees and community organizations so they can build public trust and awareness, deliver high quality services, and achieve their strategic and operational results.

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	% of residents surveyed report that they are engaged with county government	28%	34%	50%	Pending	50%
 Result	% of residents surveyed report that they are aware of services provided by the county	63%	64%	60%	Pending	60%
 Result	% increase in social media followers (e.g., Facebook and Twitter)	13%	14%	50%	12%	50%
 Result	% of press releases result in external coverage	34%	36%	50%	43%	50%
 Output	# videos requested and provided	314	299	125	116	125

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Performance Narratives

1. Result: Biennial County Survey is being developed and will be released in the coming months.
2. Result: Biennial County Survey is being developed and will be released in the coming months.
3. Result: The 12% increase in social media followers at the six month mark is close to the FY 18-19 year-end actual of 14%



Communications, Engagement & Advocacy Line of Business

Communications and Engagement Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	93,283	1,382,471	75,000	75,000	-	(75,000)	-100.00%
Licenses & Permits	814,543	576,878	644,556	619,266	1,080,434	435,878	67.62%
Charges for Service (cost alloc shortfall)	1,584,705	677,326	1,433,332	1,492,572	981,249	(452,083)	-31.54%
Other Revenues	668,469	677,092	765,211	765,211	790,761	25,550	3.34%
Operating Revenue	3,067,717	1,931,296	2,843,099	2,877,049	2,852,444	9,345	0.33%
Total Rev - Including Beginning Bal	3,161,000	3,313,767	2,918,099	2,952,049	2,852,444	(65,655)	-2.25%
Personnel Services	1,900,360	2,016,762	2,230,155	2,224,742	2,381,932	151,777	6.81%
Materials & Services	798,450	913,083	1,077,290	1,083,236	793,427	(283,863)	-26.35%
Cost Allocation Charges	134,871	132,175	159,395	159,395	157,483	(1,912)	-1.20%
Capital Outlay	74,865	-	-	-	-	-	0%
Operating Expenditure	2,908,546	3,062,020	3,466,840	3,467,373	3,332,842	(133,998)	-3.87%
Total Exp - Including Special Categories	2,908,546	3,062,020	3,466,840	3,467,373	3,332,842	(133,998)	-3.87%
General Fund Support / (Returned to Gen Fund)	(252,454)	(251,747)	548,741	515,324	480,398	(68,343)	-12.45%
Full Time Equiv Pos (FTE) Budgeted	14.00	15.00	15.00	15.00	15.00		0%
Full Time Equiv Pos (FTE) Filled at Yr End	14.00	15.00	15.00	15.00	15.00		0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		0%

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Beginning Fund Balance = 100% reduction as this was a request to carryover funds from prior year for County Brand Identity project as identified in the Board of County Commissioners MFR plan.

Licenses and Permits Revenue = 67.62% increase in part due to added revenue sources from departments to reimburse PGA for services and materials purchased and paid for on behalf of departments.



Communications & Engagement Advocacy Line of Business



Government Affairs Program

Purpose Statement

The purpose of the Government Affairs Program is to provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments so they can build key partnerships to achieve policy goals important to Clackamas County, with special emphasis on the strategic results in the BCC Strategic Plan.

Performance Narrative Statement

The Government Affairs Program Proposed a budget of \$469,443, a 46.3% reduction as this is the last year of funding for the Willamette Falls Locks program. These resources provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments so they can build key partnerships to achieve policy goals important to Clackamas County, with special emphasis on the strategic results in the BCC Strategic Plan.

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	% of state legislative goals achieved or on target	94%	72%	70%	Pending	70%
 Result	% of federal legislative goals achieved or on target	40%	69%	50%	Pending	50%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Grant Funding:** In 2016, the Oregon State Legislature awarded \$500,000 to Clackamas County for the Willamette Falls Locks. This funding was earmarked for repairs of the Locks and an economic benefits study. In 2017, the Oregon State Legislature reallocated funds to be spent to support the Willamette Falls Locks State Commission. All funds for this grant will be expended in FY 19-20.

Performance Narratives

1. Result: The 2020 short Legislative Session for Oregon will begin February 3, 2020 and end March 8, 2020. The result for state goals will not be known until the Legislature adjourns at that time.

2. Result: The first session of the 116th Congress convened on January 3, 2020, and will end in late 2020. The result for federal goals will not be known until Congress adjourns at that time.



Communications, Engagement & Advocacy Line of Business

Government Affairs Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	500,000	532,423	300,445	300,445	-	(300,445)	-100.0%
Licenses & Permits	383,903	433,181	407,790	391,170	287,787	(120,003)	-29.4%
Local Grants & Revenues	60,000	60,000	-	-	-	-	0%
Charges for Service	220,000	-	-	-	109,216	109,216	0%
Other Revenues	14,070	83,939	43,645	43,645	6,500	(37,145)	-85.1%
Operating Revenue	677,973	577,120	451,435	434,815	403,503	(47,932)	-10.6%
Total Rev - Including Beginning Bal	1,177,973	1,109,543	751,880	735,260	403,503	(348,377)	-46.3%
Personnel Services	303,400	321,765	348,752	348,739	359,915	11,163	3.2%
Materials & Services	315,266	439,700	446,467	418,886	89,844	(356,623)	-79.9%
Cost Allocation Charges	16,857	14,294	21,237	21,237	19,684	(1,553)	-7.3%
Operating Expenditure	635,523	775,759	816,456	788,862	469,443	(347,013)	-42.5%
Total Exp - Including Special Categories	635,523	775,759	816,456	788,862	469,443	(347,013)	-42.5%
General Fund Support / (Returned to Gen Fund)	(542,450)	(333,784)	64,576	53,602	65,940	1,364	2.1%
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Reductions in Government Affairs are all due to the complete expenditure of the Willamette Falls Locks project funding in 19/20 along with a reduction in Franchise Fee revenue.

Beginning Fund Balance Revenue = 100% reduction

Licenses and Permits Revenue = 29.4% reduction

Other Revenue = 85.1% reduction

Material and Services Expenditures = 79.9% reduction