



City of Naperville 2020 Budget Highlights

Each year, the City Council and City staff spend a significant amount of time envisioning how the municipality will operate, both in the short-term and into the future. As policy setters, the City Council's decisions regarding Naperville's finances set the tone for preparation and implementation of the City's annual operating budget and Capital Improvement Program.

The City of Naperville's 2020 budget is recommended at \$491.7 million, an overall increase of 8.9% from the \$451.4 million 2019 budget. As the City approaches a new decade, the 2020 budget builds on the concept and basis of refocusing the City's efforts to appropriately plan and position the City for the future. All resource requests in the budget recommendations adhere to the City's financial principles and directly correlate to the City's ends policies. Additionally, these requests seek to refocus efforts on projects, address areas of improvement, and adjust resource allocations to best refocus the City's service levels and financial goals.

The City's mission statement, ends policies, and financial principles are primary benchmarks in the budget development process. With service delivery at the core of each City department's daily efforts, those services are reflected in the final budget recommendation, which staff believes lays out the resources necessary to accomplish the City's goals and maintain the high-quality service levels Naperville's residents and the business community have come to expect.

These highlights encompass major changes, additions, or expenses being requested in the 2020 budget recommendation and how they directly tie back to the City's ends policies and goals.

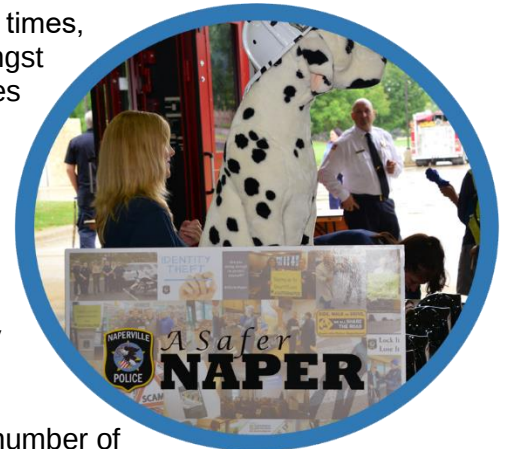
Public Safety - *Naperville will deliver highly-responsive emergency services to provide for a safe community*

The City's public safety ends policy focuses on maintaining response times, reducing the cost of service delivery, and reducing recidivism amongst the mental health community. The 2020 budget submission includes recommendations supporting this ends policy and associated goals. Below are major revenue and expenditure changes associated with the public safety ends policy.

Key Initiatives

The following key initiatives for 2020 align with this ends policy category and all have a direct impact on the budget; however, they do not have a specific associated revenue or expense.

- To address an increase in mental health calls, increase the number of crisis negotiators on each shift to assist with mental health/suicidal subject calls that begin to escalate.
- Follow up on Community Risk Reduction (CRR) initiatives focused on reducing specific risk factors for mental health issues, vehicle accidents, and aging community incidents.
- Fully implement a power shifting staffing model for personnel utilization at peak call times to enhance minimum staffing and provide the ability to staff up to two additional ambulances during the power shift work periods.





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- Expand the Fire Alarm Monitoring Program, including possible revision to the existing ordinance to promote safety and increase the number of direct-connect accounts.
- Implement a Senior Home Safety Survey program to identify fire and fall hazards for senior residents age 65 and older.

Revenues

- The City is projected to be reimbursed for **\$200,000** of increased expenses in 2020 that correlate to a \$1.3 million FEMA grant received in 2017 in partnership with the City of Aurora for emergency preparedness training. This training has included several practical exercises that have increased in complexity over the term of the grant and will culminate in a full two-to-three-day large-scale exercise in 2020. A product of participation in this training program has been the establishment of the City's all-hazards "Threat/Vulnerability Assessment Team, which provides threat assessments for City facilities.
- The City is projected to receive **\$386,000** in 2020 as part of a three-year SAFER grant valued at \$944,323 to maintain existing firefighter staffing levels.
- The City anticipates seeing continued increases in the standard ambulance billing revenues in 2020 by **\$128,000**. Additionally, the Fire Department has been working with the federal government and State of Illinois to establish costs for Ground Emergency Medical Transport (GEMT) supplemental funding program. This program would increase the reimbursement for Medicaid transports at an estimated amount of **\$900,000**.
- The State of Illinois Emergency Telephone Systems Act mandates that by July 1, 2020, every 9-1-1 system in Illinois must provide Next Generation 9-1-1 service. In 2020, **\$1 million** will be put towards this project that will replace the 10-year-old phone equipment currently utilized by PSAP and City Dispatch centers at both the main facility and the Backup Communications Center. The City has received a grant for **\$330,124** to fund a portion of this project.
- The City anticipates a stabilization in traffic fine revenues and parking fine revenues. The traffic fine stabilization reverses a historical decline and total revenues are projected at **\$1 million**. Parking fines have also stabilized at **\$170,000** after a significant jump in 2019 due to the implementation of the City's traffic citation technology investment.

Expenditures

- The Police Department seeks the addition of four new police officer positions. These positions would comprise a unit within the patrol division and will address community concerns and create effective responses in a proactive, targeted manner. The team will utilize data generated by the Crime Analysis Team and collaborate with other City departments and outside law enforcement agencies. The unit will also meet and collaborate with Homeowner's Associations, Naperville business groups, and other entities with the goal of partnering with the community to solve problems directly impacting the safety of the community. The total projected cost of these new officers, including supplies, equipment, and compensation would be **\$497,800**.



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- Enhanced officer safety through a **\$135,000** investment in advanced safety gear, including Strategic Response Team (SRT) vests, ballistic vests, and uniform costs.
- Develop the officer and civilian workforce through a **\$50,000** increase in training. This additional training expense includes crime scene certifications and certifications for newly promoted and hired personnel. The department will utilize the state's online learning system to help police officers satisfy the state laws continuing education mandates. The increased training budget provides enhanced technical training and equipment for patrol officers regarding persons driving under the influence in response to the legalization of cannabis in Illinois.
- The Police Department has requested an armored vehicle to be utilized in SWAT callouts. The current unit is a shared unit between three counties: DuPage, Will, and Kane. The recommended unit, a Bearcat, is an armored rescue vehicle that gives law enforcement teams a great range of operational capabilities. This asset is ideally suited for use in rescuing downed victims in active gunfire incidents and is also used to provide protection when moving into or evacuating personnel from danger areas. This vehicle is often used to place teams and equipment near crisis sites to provide as many tactical options as close to the threat as possible while limiting exposure and preserving safety for all parties involved. This additional unit would cost **\$315,000**.
- Replace the Fire Department's self-contained breathing apparatus (SCBA) equipment following the National Fire Protection Association updated standards. This **\$1.25 million** investment is for the air-paks and compressor units that are used to provide breathing air when performing firefighting duties. The new units provide heads-up displays that give firefighters vital information about their current air supply; the unit is chemical, biological, radiological, and nuclear compliant, with no need for a second mask or extra fit testing time. The air-packs utilize Bluetooth technology that sends a signal back to the command post that notifies command of breathing patterns, air supply, location, and air-pak alarms.
- Aurora and Naperville are currently sharing the Mission Critical Radio Communication System. The current hardware and software are reaching end-of-life. The **\$728,000** replacement in 2020 will enhance system redundancy, resiliency, improve user experience, functionality, and reduce hardware by utilizing virtualized applications.
- Continue the progressive replacement of fire suppression and rescue equipment. 2020 replacements include a ladder truck replacement, a pumper truck replacement, and an ambulance replacement. The total cost of these 3 units is **\$2.2 million**. Replacing these units is recommended to maintain appropriate responses to public safety events.



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High Performing Government - *Naperville will provide reliable, efficient, and high-quality services*

The City's high performing government ends policy focuses on improving customer convenience, including online services such as electronic payment, building permits, service requests, and licensing. The policy also focuses on improving transparency, communication, and providing quality service levels to businesses and residents. High-performing government consists of three major components: continuity of existing service levels across all City departments, addressing service level concerns through implementing solutions for those areas, and providing resources to achieve City goals. The 2020 budget submission includes numerous recommendations supporting this ends policy. Below are the major revenue and expenditure changes associated with the high-performing government ends policy. Due to the far-reaching scope of this ends policy, changes/additions/expenses are grouped by category.



Key Initiatives

Below are key initiatives for 2020 that align with this ends policy category and have a direct impact on the budget; however, not all items have earmarked expenses associated with them.

- Provide energy efficiency and renewable energy grant opportunities to residential and commercial electric customers that will reduce energy consumption. Continue providing rebates for residential thermostat, air conditioning units, heat pumps, and electric charging stations.
- Work collaboratively to incorporate safety education, training, and reporting into a citywide safety structure.
- Investigate opportunities for a Citywide customer service center. Review call data, evaluate staffing opportunities and training requirements, and develop consolidation recommendations.
- Continue to make improvements to the City's utility billing operations, including the implementation of the utility billing module in the new ERP system. Modify the City's e-billing procedures and simplify other related billing activities to improve residents' experience.
- Complete a water asset evaluation and capital program development study of the City's water distribution and supply to provide additional data for comprehensive decision making and strategic planning for replacement and rehabilitation of water assets.
- Conduct asset condition assessment and asset replacement prioritization for capital maintenance programs for the Electric Utility.



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- Manage the adult-use Cannabis referendum process.
- Research and plan for a new e-Procurement software to increase vendor diversity and participation, reduce process times, and increase transparency.
- Create and enhance a new Employee Self Service (ESS) portal for City employees through the new ERP, including providing the abilities to add employee personal contact and emergency information, track applicants, provide tax document and direct deposit updates, and provide an electronic open enrollment process.
- Implement a community engagement process and the development of strategic visioning for the City at an initial cost of **\$85,000** in 2020.

Technology

- Add three new positions in Information Technology -- a PC Technician, a Database Administrator, and a GIS Developer -- at a cost of **\$290,548**. These three positions are essential for the IT group to meet its customer service and data infrastructure goals and plan appropriately for technology solutions.
 - Two positions will be transferring to Information Technology from the City Manager's Office and the Electric Utility. These positions will be managing two of the City's main technology initiatives: Cityworks and the Munis ERP. These positions will evaluate, scope, schedule, and resource to prioritize ERP Utility Billing, Energov and Cityworks implementation.
- Continue the implementation of major technology initiatives, including the Enterprise Resource Planning (ERP) system and Cityworks, totaling **\$810,000**.

Operations

- Public Works provides snow and ice removal services to improve safety and driving conditions for over 1,500 lane miles of pavement, City parking lots, City parking decks, sidewalks in the downtown, and around the train station. The 2020 budget recommendation includes a **\$599,264** increase in funding for the winter season. This increase is driven by equipment requests for spreader controls and additional contractor dollars for downtown and the train station; however, the majority of the increase is related to salt, which saw prices increase **111%** from \$44.77/ton to \$94.63/ton.
- During 2019, staff provided alternative service delivery methods for leaf collection. Based upon public input and discussion at the City Council level, it was determined to enhance the existing program with a **\$274,000** budget amendment to increase contractor assistance, equipment rental, and disposal costs to provide winter operations preparedness combined with maximization of collections in the program timeframe. The 2020 budget adds an incremental **\$345,000** for overtime expenses and the purchase of a new leaf loader.
- In December 2018, the City began exploration of an automated metering infrastructure (AMI) system for the Water Utilities by approving a business case analysis for 2019. Throughout 2019, City staff evaluated needs and requirements of the utilities for future



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operations and determined use of the existing manual meter reading system is no longer sufficient for optimal operations. Following completion of the business case study, staff developed a request for proposal at the end of 2019 with a goal to implement an AMI system for the Water Utilities in 2020. The schedule coordinates with the City's plan to integrate utility billing into the new ERP system and will parallel completion of the current manual meter reading contract. This project includes the installation of meter modules for all customers and integration into the City's current communication system, meter data management system, and billing system. When completed, the AMI system will provide customers with greater access to information about their water usage and provide the City with data to better support its operational and capital planning. This investment is budgeted at **\$10 million** for 2020.

- Add a new project manager position in the Water Utilities at an all-in cost of **\$112,607**. This position will be specifically focused on leveraging data to drive better decisions throughout the utilities. The position will be responsible for administering and implementing standards for data entry into the City's work order management system to ensure quality control for future analysis. The project manager will also be involved in management, coordination, testing, and planning of the AMI system.
- The Water Utilities budget includes new funds for increased inspection/televising services of sanitary sewers and interceptors at **\$200,000**; water main exercising and replacement programs at **\$300,000**, and a fire hydrant replacement program at **\$150,000**.

Building Maintenance and Improvements

- Continued re-investment in City facilities at a cost of **\$4.07 million** for 12 unique projects, including replacing a portion of the Municipal Center roof; joint repairs and sealant replacement at the Van Buren parking facility; Fire station overhead door replacements; roof top air handler unit replacements at the Electric Service Center, Police Department, and select Fire stations; and the Municipal Center front plaza and parking deck improvements.
- Building improvement projects totaling **\$320,000**, including audio/visual equipment in City Council Chambers and updating of citywide conference rooms.

Infrastructure Investment

- Continue the phased approach to the maintenance improvement program (MIP) per the 2017 validation study. Staff recommends an increase to \$11.5 million of annual roadway projects, with full investment of \$12 million in 2021. This requires an additional **\$500,000** in 2020.
- Embark upon the design and construction of several significant capital roadway projects. These include beginning construction of North Aurora Road between Frontenac Road and Weston Ridge Drive at a 2020 cost of **\$7.7 million**, starting engineering for the 87th Street Bridge at a cost of **\$159,000**, and acquiring land and completing final construction engineering for the Downtown Washington Street Bridge at a cost of **\$2.3 million**.



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- The Water Utility will continue its enhanced plan to replace water meters. The program replaces a certain number of older, inaccurate residential and commercial water meters on an annual basis. New meters ensure accurate customer billing and stable revenues and reduce water loss associated with meter error. In 2020, approximately 7,000 water meters will be replaced at a cost of **\$2.3 million**.
- Continued investment in the Electric Utility's infrastructure. The infrastructure investment projects maintain current utility assets in proper working order and includes maintenance work and updates to support existing infrastructure and add efficiencies. Electric will invest **\$13.2 million** in capital infrastructure in 2020. This will allow the Electric Utility to add resources to the cable replacement program, relay improvements, underground distribution automation, feeder additions, and fiber optic cable projects. This investment will allow the utility to catch up on previous project backlogs in these areas while continuing to complete planned, and reactive, work on the system to mitigate future risk of significant outages to customers.



Economic Development - *Naperville will be the location of choice for businesses*

The City's economic development ends policy focuses on improving the vibrancy of the City's economic base, increasing sales tax, and filling vacant commercial space. The 2020 budget submission includes recommendations that support this ends policy. Below are the major revenue and expenditure changes associated with the economic development ends policy.

Key Initiatives

The following key initiatives for 2020 align with this ends policy category and have a direct impact on the budget; however, they do not have earmarked revenues and expenses associated with them.

- Facilitate the construction and occupancy process for Avenida, Columbia Park Townhomes, Central Park Place, Lazy Dog, Lincoln at CityGate, Noon Whistle Brewing Company, Tartan Subdivision, Tru by Hilton, Wagner Farms, Whirlyball and numerous other residential and commercial developments.
- Review economic development tools such as the establishment of business districts. City Council has expressed interest and support of this concept recently for the Mall of India development.
- Evaluate current permit fees to ensure revenues adequately recoup the costs tied to service delivery.
- Initiate amendments to the City's entitlement fee schedule based on recommendations prepared by the City's consultant.



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Revenues

- In 2019 the City saw a significant boost in local use tax receipts which was partially due to the Supreme Court issuing an opinion in the South Dakota v. Wayfair case, thereby allowing states to collect use tax from businesses with no physical presence in the state. The City is projecting a **\$528,000** increase for 2020. The Illinois Municipal League has noted that throughout the state there has been a 7% growth in online sales tax disbursement arising from the Wayfair decision.
- In conjunction with the local use tax, the State of Illinois will be altering the methodology of collection and disbursement associated with online sales. Currently online sales tax receipts are distributed on a per capita basis; going forward, receipts will be distributed based upon location of the buyer. This change will impact the City for three months of collections in 2020 and be fully implemented in 2021. This is projected to increase the City's collection of sales tax receipts by **\$550,000** in 2020.
- Staff has budgeted for a stable 0.50% growth in other retail sales, which equates to approximately **\$175,000**. The City now finishes only behind the City of Chicago for retail sales in the state. Additionally, the City is projecting growth of 0.25% in home rule sales tax for a total of \$14 million, which is utilized to fund capital projects and debt reduction.
- The City's food and beverage taxes, which are utilized to fund SECA, social services, as well as a portion of police and fire pensions, debt service, and downtown parking, consistently are the City's best performing revenue. Staff is projecting a 4.8% increase of **\$242,000** for a total of \$5.3 million in 2020.
- The City is projecting a decrease in fees associated with permits and inspection. The City saw an activity peak in 2017, but has started to see a tapering of development activity over the past two years. Based upon current development activity, staff projects these revenues will be stable over the next three to five years. Staff is projecting a **\$156,000** decrease, or 4.4%, in licenses and permits and a **\$120,000** decrease, or 12%, in inspections.

Expenditures

- Staff has completed the Downtown Streetscape Design Standards and established Special Service Areas 30 and 31 to fund streetscape improvements along portions of Jefferson and Main in 2020 at a cost of **\$2.6 million**.
- Initiate amendments to the City's Zoning Code based on recommendations adopted through the Comprehensive Master Plan update at a cost of **\$75,000**.
- Addition of **\$30,000** for historical preservation structural analysis.
- Go live with electronic plan submittal and technical plan review using BlueBeam software, including roll-out to internal and external customers. There is a request for **\$35,000** to help communicate this new program to internal and external clients. This communication effort will help with plan submissions.



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- Along with the Naperville Development Partnership (NDP), pursue initiatives to advance the City's economic development ends policy. The City's contribution to NDP for 2020 is proposed at **\$762,250**, a 3.3% increase over 2019.
- Include **\$25,000** for a commuter parking rate study consultant.
- Evaluate parking management technology and conduct an online reservation pilot at an initial expense of **\$30,000**.
- Continue evaluation of streetscape enhancements along the Ogden Avenue corridor. A total of **\$30,000** in funds are included for pole sign removal along Ogden Avenue. This program also granted the ability for staff to administratively approve sign code variances to streamline the replacement process.

Financial Stability - Naperville will be financially stable and maintain a AAA bond rating

In 2015, the City implemented three financial principles that guide financial decisions and align with the City's ends policy of financial stability. These principles were developed to promote long-term financial success of the community. The following principles were adopted:

- *Principle 1* – The City will pass a structurally balanced operating budget annually;
- *Principle 2* – The City commits to continuous improvement in the delivery of necessary and cost-effective services; and
- *Principle 3* – The City will actively seek to increase its reserves to 25% and reduce its debt by 25% in the next eight years.

The first step in the evaluation of the City's financial stability and principles is to evaluate the overall financial environment of the City. Below are major revenue and expenditure changes associated with the financial stability ends policy.



Revenues

- Revenues from state taxes are projected to increase in 2020. Overall, the City is benefiting from an overall increase in statewide income tax receipts, which is attributable to better collection of withheld taxes and positive growth in the labor market, according to the Illinois Municipal League (IML). Staff is budgeting a **7.8%** increase, or **\$1.1 million**.
- As part of Governor Pritzker's Rebuild Illinois plan, the Motor Fuel Tax (MFT) rate was doubled to \$0.38 per gallon on July 1, 2019. Based upon the funding distributions, the City is projected to see an increase of 49% in MFT revenues. Per IML projections, the City is



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estimated to earn \$12.80 per capita of incremental revenue from the MFT fund annually, which equates to **\$1.89 million** annually.

- Review and update the Water Utilities' rates to support operation and capital re-investment. Revenues for the water fund are performing lower than projected and is attributable to water loss tracking in excess of what was projected in the 2017 rate model. Wastewater revenues are currently tracking in line with rate projections. The graduated phosphorus surcharge for wastewater customers is currently on track with financial projections. This surcharge will be used to fund the EPA-mandated improvements at Springbrook in the coming decade.
- The City has established a new Solid Waste Fund for 2020. The Solid Waste Fund currently houses the refuse and recycling contract between the City of Naperville and Groot Industries as well as the corresponding revenue paid per household per month for refuse and recycling collection. Previously this **\$6.86 million** contract and per-household revenue were accounted for in the General Fund. Staff is recommending the new fund to better account for the costs associated with solid waste services throughout the community. The current per household price of \$12.95 per month continues to be one of the lowest refuse collection fees of Chicago-area communities.
- A **2% electric rate decrease** will be implemented for customers in 2020. The rate reductions are possible due to a projected overall decrease in IMEA power supply costs over the next three years.

Expenditures

- The budget recommendation includes a 3.00% non-union wage adjustment and union adjustments based on collective bargaining agreements. Increases account for **\$1.96 million** of increases across all funds in the 2020 budget.
- Healthcare costs are another significant component of the City's annual budget. The City has actively managed its benefit plans to implement cost-saving opportunities, such as the elimination of the consumer driven health plan, generic preventative drug programs, virtual visit offerings, and dental plan changes. Regardless, the City's medical cost liabilities are ultimately claims based. While the City has had good experience in the past, the last 12 months have not performed as well. Over the past 3 years, the City's average claim and expense cost was around \$160 less than the national average on a per employee per month basis. That difference has shrunk to around \$8, but remains below national average. Therefore in 2020, there is a **4.2%** increase in dental premiums and **15.0%** increase in medical premiums; these total **\$1.2 million**.
- The pension reports for the public safety pensions saw overall contribution levels increase by **\$206,000**, or 2.9%, for Police and **\$760,000**, or 8.4%, for Fire. This increase was primarily driven by poor investment returns in 2018 but also includes changes to the City's pension assumptions that will better position the City for future funding. In late 2019, the Governor's office issued a report on the potential of Illinois Pension Consolidation. Any potential legislation from this report will have a significant impact on pension funding for the City into the future.



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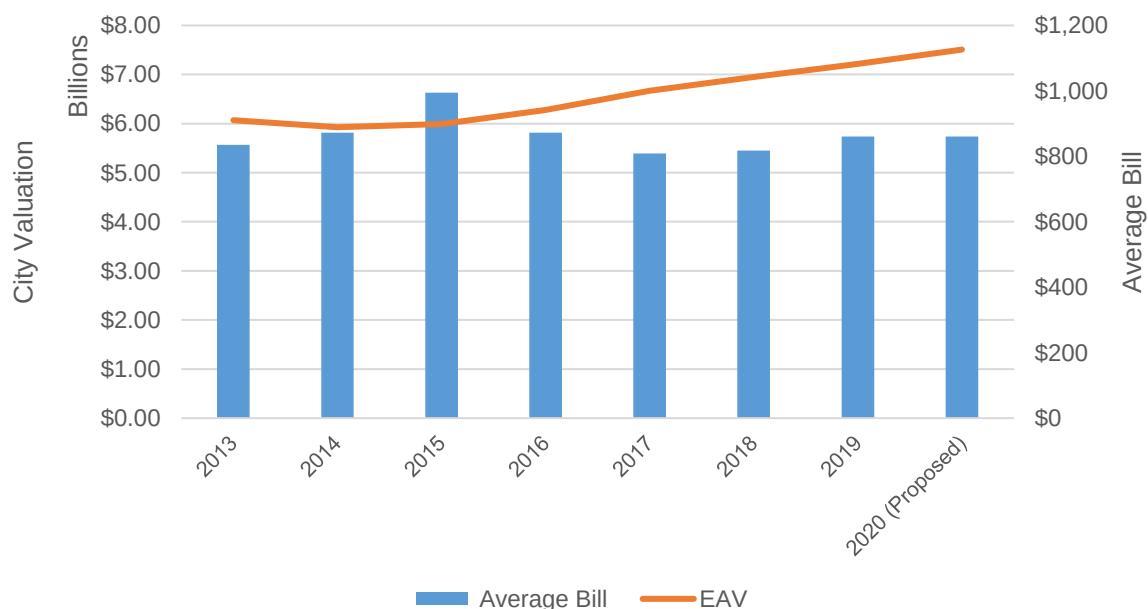
- The City's IMRF contribution rate is projected at 11.05% for 2020. This is an increase from 2019, and staff is projecting a **\$1.15 million** increase in expenses across all funds. This change was dictated by lower than expected investment returns and the change in projected rate of return for future investments.
- The City saw positive trends in long-term debt repayment. Due to capital project savings and other available funding mechanisms, the City did not issue debt in 2019. Due to the City's proactive debt reduction goal, overall debt service payments decreased by **\$1.2 million**, or 5.9%, from 2019 to 2020.

These factors, combined with the City's investment in its other ends policies, has allowed it to continue to align with the three financial principles. To measure this alignment, staff reviews three key items: property taxes, debt reduction, and cash reserves. An additional evaluation tool is the City's bond rating, which in 2018 was re-affirmed as AAA.

Property Taxes

Property taxes primarily fund long-term obligations of the City, such as public safety pensions, IMRF pensions, and debt service payments. Property taxes are also the predominate funding source for the Library and Naper Settlement operations. Historically, only 2% to 5% of property tax revenues are used to fund City operations.

The 2019 property tax extension totaled \$49.6 million, with a property tax rate of 0.6870. Using a 4% EAV growth factor would increase the City's valuation to \$7.51 billion. At the same time, the average home value has remained consistent at \$409,000. The 2020 budget recommendation includes the assumption of maintaining a flat property tax rate, allowing the City to take advantage of incremental EAV growth throughout Naperville, including new development. The 0.6870 rate combined with EAV growth equates to **\$1.98 million** of incremental revenues for 2020. The chart below indicates the City's overall valuation compared to the average homeowner bill.



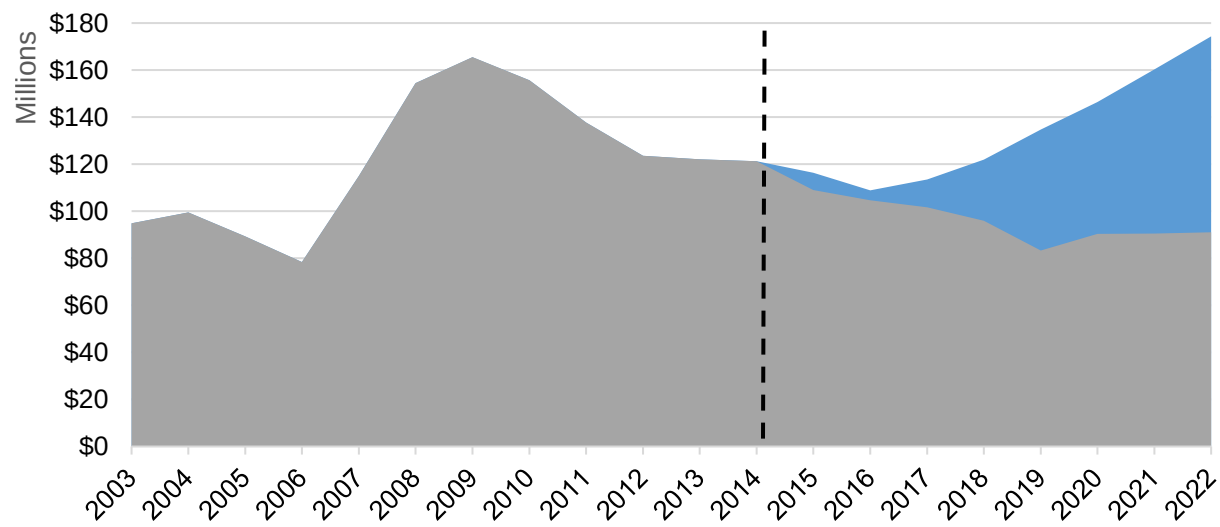


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Debt Reduction

At the end of 2014, the City of Naperville had \$121.3 million in general obligation debt directly funded through property taxes. The City's goal for 25% debt reduction is \$90.9 million at the end of 2022. Based on the budget recommendation, at the end of 2020, the period funded by this budget, the City is projected to have \$90.4 million in outstanding debt, a 25.4% reduction. Due to no general obligation bonds being issued by the City in 2019, the City has additional borrowing capacity for future years. The City recommends **\$13.5 million** of borrowing in the 2020 budget.

The chart below focuses on the debt reduction component of the City's third financial principle and shows total governmental debt (excluding utility and other funds) through 2022, eight years after 2015, when the principles were adopted. The gray area shows the City's projected debt and assumes borrowing at the annual borrowing limit. The next section in blue denotes what the City's total debt would have been if a home rule sales tax had not been implemented to drive down debt and reduce capital borrowing.



Cash Reserves

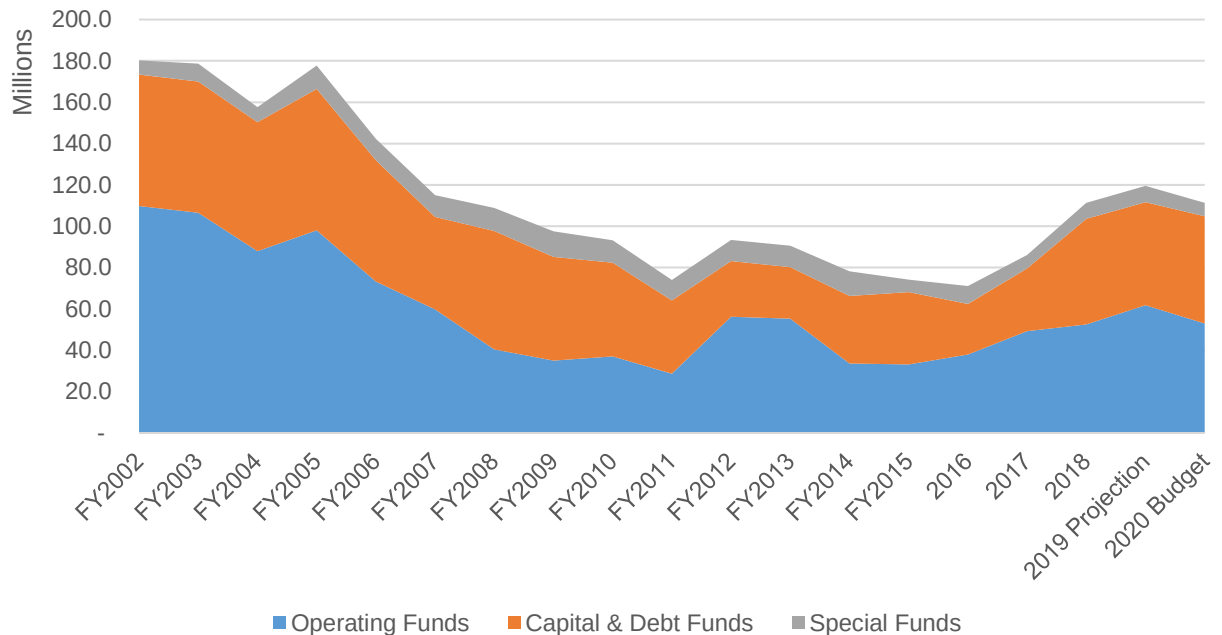
Financial Principle 3 states the City will actively seek to increase reserves to 25% over eight years. The policy was implemented because during the City's growth phase substantial cash reserves were built, and by the end of 2002, cash balances totaled nearly \$180 million. As growth began to slow and the 2008 recession struck, revenues started to decline, and maintenance needs increased. Over the next decade, the City operated under a financial strategy that leveraged cash balances to mitigate the impact of the recession on residents and businesses. In 2015, it was determined this was unsustainable and City Council implemented the cash reserve principle.

The intent of this long-term goal included reversing historical drawdowns of cash, protection against a potential downgrade of the City's AAA bond rating, and security in the event of financial hardship. The City ended 2018 with \$28.41 million in fund balance, approximately 23.5% of the 2018 actual general fund expenditures of \$120.35 million.



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Staff continues to make strides towards cash stabilization through aligning costs of services with the appropriate revenue stream. For instance, a refuse collection fee was implemented, a phosphorus surcharge was implemented to build cash for the Water/Wastewater Utilities, and both the Electric and Water/Wastewater Utilities conduct rate studies to maintain equitable and competitive utility rates for all customers. The chart below indicates historical cash balances.



Summary

The Naperville City Council's proactive approach to fiscal management, including enacting ends policies and establishing the City's goals and financial principles, have put Naperville on solid financial footing. Council initiatives over the past five years have led to pension stabilization, debt reduction, rebuilding of cash reserves, and property tax reductions.

The City's fiscal responsibility to Naperville's taxpayers results in a continuous improvement model to find efficiencies in delivering services and appropriately perform governmental duties. The 2020 budget process delivers on this philosophy, as well as the three financial principles that serve as guideposts.