



**CITY OF LOS ALTOS  
CITY COUNCIL MEETING  
December 8, 2015**

**DISCUSSION ITEMS**

**Agenda Item # 13**

**SUBJECT:** Receive the Ten-year Financial Forecast

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**BACKGROUND**

The Government Finance Officers Association (GFOA) recommends long-term financial planning as a best practice among government agencies. Long-term financial planning is the process of aligning financial capacity with long-term service objectives. Financial planning uses forecasts to provide insight into future financial capacity so that strategies can be developed to achieve long-term sustainability in light of service objectives and financial challenges.

A long-term financial forecast creates a long-term view for informed decision making. A long-term forecast highlights major revenue and expense drivers and will identify structural budget issues, which enables policy makers to take corrective action in advance of such events.

**EXISTING POLICY**

None

**PREVIOUS COUNCIL CONSIDERATION**

None

**DISCUSSION**

At the direction of the City Council, staff developed a comprehensive long-term financial planning model that can be used as a tool to stimulate long-term and strategic thinking (Attachment 1). The ten-year model that was developed provides a “what-if” analysis to evaluate the City’s financial sustainability in varying situations. The model was developed utilizing past financial performance and trends along with anticipated changes in the coming years as an indicator of future budget projections.

The model starts with a baseline forecast built on the most current information that the City has about its finances. This baseline forecast anticipates the City’s financial position on a carry-forward basis over the next ten years and assumes continuation of current programs and financial policies without corrective action. It is important to note that while the City’s baseline budget is balanced over the ten year term, it does not reflect the impact of setting aside revenue for long-term unfunded liabilities such as deferred capital maintenance and replacement of City facilities.

The baseline model incorporates the following assumptions into the ten-year forecast, which can be modified for any year in the ten-year forecast:

### Revenue Assumptions

- Secured property tax increase of 4.5% annually
- Sales tax increase of 1% per year based on historical trends and small tax base
- Transient Occupancy Tax has grown significantly in recent years due to the strong economy and added rooms, but is held to minimal growth in future years
- User charges assume growth at 1% annually

### Expenditure Assumptions

- Salaries adjusted based on existing contracts, then 2% annually
- CalPERS rates adjusted based on October 2014 actuarial valuation through FY 2021, then no increases through FY 2026
- Health insurance expected to increase at 7.5% per year
- Fire contract anticipated to increase at 5% per year
- Transfer from the General Fund to the City's Capital Improvement Program of \$950,000 through FY 2019, followed by decreasing transfers of \$500,000 through FY 2021, \$250,000 through FY 2024, and \$150,000 and \$50,000 in FY 2025 and 2026, respectively. This sliding schedule is necessary to maintain a balanced budget in the ten-year forecast.

The baseline model can be modified to evaluate the impact of future initiatives. Some examples of initiatives that could impact the baseline model include the following:

- Economic changes – changes to revenues as a result of a recession, as well as the impact of future market returns and actuarial assumptions on PERS rates
- Council decisions on spending – changes to the baseline budget including the number of staff to provide services, new services or expanded programming, and funding of long-term liabilities
- Voter-approved taxes or assessments - local-option taxes must be approved by voters, and could include sales tax, hotel tax, utility users tax, or business license tax
- Attraction and expansion of businesses in the City – expansion of retail sales outlets or hotels

The ten-year financial forecast is a living document that will be updated as new information impacting the plan is received. It can be utilized to evaluate policy decisions with significant fiscal impact. It is anticipated that the Ten-year Financial Forecast will be updated annually during the budget preparation cycle.

### **PUBLIC CONTACT**

The Ten-year Financial Forecast was reviewed by the Financial Commission at the November 16, 2015 meeting.

Posting of the meeting agenda serves as notice to the general public.

### **FISCAL/RESOURCE IMPACT**

None

**ENVIRONMENTAL REVIEW**

Not applicable

**RECOMMENDATION**

Receive Ten-year Financial Forecast

**ALTERNATIVES**

1. Recommend changes to the Ten-year Financial Forecast assumptions

Prepared by: Kim Juran-Karageorgiou, Administrative Services Director

Approved by: Marcia Somers, City Manager

**ATTACHMENT:**

1. Ten-year Financial Forecast



**Combined Forecast**

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	2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
<b>Revenues</b>												
1 Taxes	25,720,619	27,170,378	28,038,096	28,924,154	29,834,326	30,782,562	31,764,564	32,787,732	33,853,856	34,964,803	36,122,525	37,329,058
2 Recreation Fees	1,903,341	2,062,460	2,103,710	2,124,747	2,145,994	2,167,454	2,189,129	2,211,020	2,233,130	2,255,461	2,278,016	2,300,796
3 Interest & Rent	144,400	174,400	177,400	180,460	183,581	186,765	190,012	193,324	196,703	200,149	203,664	207,249
4 Planning & Building	2,997,650	2,965,127	2,994,778	3,024,726	3,054,973	3,085,523	3,116,378	3,147,542	3,179,017	3,210,807	3,242,915	3,275,344
5 Franchise Fees	1,904,716	1,916,206	1,927,804	1,939,508	1,951,322	1,963,245	1,975,279	1,987,425	1,999,684	2,012,056	2,024,544	2,037,148
6 Police Fees	89,603	102,886	103,665	104,451	105,246	106,049	106,859	107,678	108,505	109,340	110,184	111,036
7 Other Fees	1,548,141	1,532,069	1,546,254	1,555,531	1,564,901	1,574,364	1,574,364	1,574,364	1,574,364	1,574,364	1,574,364	1,574,364
8 Transfers In	316,900	126,900	126,900	126,900	126,900	126,900	126,900	126,900	126,900	126,900	126,900	126,900
<b>Total Revenue</b>	<b>34,625,370</b>	<b>36,050,426</b>	<b>37,018,605</b>	<b>37,980,477</b>	<b>38,967,242</b>	<b>39,992,861</b>	<b>41,043,485</b>	<b>42,135,985</b>	<b>43,272,158</b>	<b>44,453,881</b>	<b>45,683,112</b>	<b>46,961,896</b>
<b>Expenditures</b>												
9 Salaries	12,633,044	13,440,808	13,755,891	14,025,233	14,299,962	14,580,186	14,866,013	15,157,558	15,454,933	15,758,256	16,067,645	16,383,222
10 Benefits	5,826,359	6,244,480	6,770,965	7,220,112	7,695,649	8,199,144	8,561,223	8,894,480	9,248,941	9,626,097	10,027,548	10,455,012
11 Utilities	1,068,771	1,118,198	1,120,797	1,146,804	1,173,543	1,201,039	1,229,315	1,258,399	1,288,317	1,319,098	1,350,771	1,383,367
12 Supplies	988,707	744,100	748,968	753,934	758,999	764,165	769,434	774,809	780,292	785,884	791,588	797,406
13 Equipment	711,609	711,609	711,609	711,609	711,609	711,609	711,609	711,609	711,609	711,609	711,609	711,609
14 Services	11,061,916	11,360,028	11,777,526	12,212,890	12,666,951	13,140,583	13,634,703	14,150,271	14,688,293	15,249,827	15,835,980	16,447,914
15 Other	39,620	39,620	39,620	39,620	39,620	39,620	39,620	39,620	39,620	39,620	39,620	39,620
16 Transfers Out	1,374,780	1,576,048	1,572,372	1,573,540	1,579,360	1,182,105	1,182,105	932,105	932,105	932,105	832,105	732,105
<b>Total Expenditures</b>	<b>33,704,805</b>	<b>35,234,891</b>	<b>36,497,748</b>	<b>37,683,742</b>	<b>38,925,693</b>	<b>39,818,450</b>	<b>40,994,023</b>	<b>41,918,851</b>	<b>43,144,110</b>	<b>44,422,496</b>	<b>45,656,866</b>	<b>46,950,255</b>
<b>Net Operating Balance</b>	<b>920,565</b>	<b>815,535</b>	<b>520,857</b>	<b>296,735</b>	<b>41,550</b>	<b>174,411</b>	<b>49,462</b>	<b>217,135</b>	<b>128,048</b>	<b>31,385</b>	<b>26,245</b>	<b>11,641</b>

**Revenues**

**Taxes**

R1 Property Tax - Secured	12,645,000	13,624,988	14,238,112	14,878,827	15,548,374	16,248,051	16,979,213	17,743,278	18,541,725	19,376,103	20,248,028	21,159,189
R2 Property Tax - Unsecured	895,000	895,000	918,270	942,145	966,641	991,773	1,011,609	1,031,841	1,052,478	1,073,527	1,094,998	1,116,898
R3 Property Tax - Supplemental	327,000	425,100	437,853	450,989	464,518	478,454	492,807	507,592	522,819	538,504	554,659	571,299
R4 Prop Tax in Lieu - Vehicle License Fee	2,934,015	3,110,056	3,240,679	3,376,787	3,518,612	3,666,394	3,820,383	3,980,839	4,148,034	4,322,251	4,503,786	4,692,945
R5 Prop Tax in Lieu - Homeowner	73,760	74,203	74,648	75,096	75,546	76,000	76,456	76,914	77,376	77,840	78,307	78,777
R6 Sales Tax	1,912,928	1,932,057	1,951,378	1,970,892	1,990,601	2,010,507	2,030,612	2,050,918	2,071,427	2,092,141	2,113,063	2,134,193
R7 Sales Tax - 1/2 Cent Extension	280,118	282,919	285,749	288,606	291,492	294,407	297,351	300,325	303,328	306,361	309,425	312,519
R8 Prop Tax in Lieu - Sales Tax	595,028	595,028	595,028	595,028	595,028	595,028	595,028	595,028	595,028	595,028	595,028	595,028
R9 Motor Vehicle Tax	12,281	12,281	12,281	12,281	12,281	12,281	12,281	12,281	12,281	12,281	12,281	12,281
R10 Utility Users Tax	1,726,197	1,726,197	1,726,197	1,726,197	1,726,197	1,726,197	1,726,197	1,726,197	1,726,197	1,726,197	1,726,197	1,726,197
R11 Communication Users Tax	989,837	1,009,634	1,029,826	1,050,423	1,071,431	1,092,860	1,114,717	1,137,012	1,159,752	1,182,947	1,206,606	1,230,738
R12 Business License Tax	445,844	454,761	463,856	468,495	473,180	477,911	482,691	487,517	492,393	497,317	502,290	507,313
R13 Document Transfer Tax	567,025	578,366	589,933	601,731	613,766	626,041	638,562	651,333	664,360	677,647	691,200	705,024
R14 Transient Occupancy Tax	2,316,585	2,449,789	2,474,287	2,486,658	2,486,658	2,486,658	2,486,658	2,486,658	2,486,658	2,486,658	2,486,658	2,486,658
<b>Total Taxes</b>	<b>25,720,619</b>	<b>27,170,378</b>	<b>28,038,096</b>	<b>28,924,154</b>	<b>29,834,326</b>	<b>30,782,562</b>	<b>31,764,564</b>	<b>32,787,732</b>	<b>33,853,856</b>	<b>34,964,803</b>	<b>36,122,525</b>	<b>37,329,058</b>

**Recreation Fees**

R15 Teen Programs	25,600	27,740	28,295	28,578	28,864	29,152	29,444	29,738	30,036	30,336	30,639	30,946
R16 Youth Theatre	56,000	60,682	61,895	62,514	63,139	63,771	64,408	65,053	65,703	66,360	67,024	67,694
R17 Recreation - Camps	415,000	449,694	458,688	463,275	467,908	472,587	477,312	482,086	486,906	491,775	496,693	501,660
R18 Recreation - Classes	324,000	351,184	358,208	361,790	365,408	369,062	372,752	376,480	380,245	384,047	387,888	391,766
R19 Recreation - Sports	440,000	476,784	486,320	491,183	496,095	501,056	506,066	511,127	516,238	521,401	526,615	531,881
R20 Facility Rental Income	479,651	519,750	530,145	535,446	540,801	546,209	551,671	557,188	562,759	568,387	574,071	579,812
R21 Senior Programs	53,500	57,973	59,132	59,723	60,321	60,924	61,533	62,148	62,770	63,398	64,032	64,672
R22 Community Events	12,000	13,003	13,263	13,530	13,802	14,079	14,362	14,651	14,945	15,244	15,548	15,856
R23 Banner Income	12,500	13,545	13,816	13,954	14,094	14,235	14,377	14,521	14,666	14,813	14,961	15,110
R24 Recreation Admin Fee	85,000	92,106	93,948	94,888	95,836	96,795	97,763	98,740	99,728	100,725	101,732	102,750
<b>Total Recreation Fees</b>	<b>1,903,341</b>	<b>2,062,460</b>	<b>2,103,710</b>	<b>2,124,747</b>	<b>2,145,994</b>	<b>2,167,454</b>	<b>2,189,129</b>	<b>2,211,020</b>	<b>2,233,130</b>	<b>2,255,461</b>	<b>2,278,016</b>	<b>2,300,796</b>

**Interest & Rent**

R24 Interest Income	120,000	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264	182,849
R25 Rental Income	24,400	24,400	24,400	24,400	24,400	24,400	24,400	24,400	24,400	24,400	24,400	24,400
<b>Total Interest Income</b>	<b>144,400</b>	<b>174,400</b>	<b>177,400</b>	<b>180,460</b>	<b>183,581</b>	<b>186,765</b>	<b>190,012</b>	<b>193,324</b>	<b>196,703</b>	<b>200,149</b>	<b>203,664</b>	<b>207,249</b>

**Planning & Building**



		2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Combined Forecast</b>		Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
R26	Engineering Fees	250,000	190,000	191,900	193,819	195,757	197,715	199,692	201,689	203,706	205,743	207,800	209,878
R27	Temp Cert of Occupancy	4,600	4,646	4,692	4,739	4,787	4,835	4,883	4,932	4,981	5,031	5,081	5,132
R28	Building Permits	1,070,000	1,080,700	1,091,507	1,102,422	1,113,446	1,124,581	1,135,827	1,147,185	1,158,657	1,170,243	1,181,946	1,193,765
R29	Electrical Permits	315,000	318,150	321,332	324,545	327,790	331,068	334,379	337,723	341,100	344,511	347,956	351,436
R30	Plumbing Permits	180,000	181,800	183,618	185,454	187,309	189,182	191,074	192,984	194,914	196,863	198,832	200,820
R31	Mechanical Permits	155,000	156,550	158,116	159,697	161,294	162,907	164,536	166,181	167,843	169,521	171,216	172,929
R32	Other Permits	7,600	7,676	7,753	7,830	7,909	7,988	8,068	8,148	8,230	8,312	8,395	8,479
R33	Plan Checking	530,000	535,300	540,653	546,060	551,520	557,035	562,606	568,232	573,914	579,653	585,450	591,304
R34	Fire Marshall Plan Check & Inspection	86,600	87,466	88,341	89,224	90,116	91,017	91,928	92,847	93,775	94,713	95,660	96,617
R35	Energy Plan Check	150,000	151,500	153,015	154,545	156,091	157,652	159,228	160,820	162,429	164,053	165,693	167,350
R36	Single Family Design	134,000	135,340	136,693	138,060	139,441	140,835	142,244	143,666	145,103	146,554	148,019	149,500
R37	Commercial Design Review	16,500	16,665	16,832	17,000	17,170	17,342	17,515	17,690	17,867	18,046	18,226	18,409
R38	Conditional Use Permit	15,950	16,110	16,271	16,433	16,598	16,764	16,931	17,101	17,272	17,444	17,619	17,795
R39	Zoning Compliance	21,000	21,210	21,422	21,636	21,853	22,071	22,292	22,515	22,740	22,967	23,197	23,429
R40	Variance - Minor	18,700	18,887	19,076	19,267	19,459	19,654	19,850	20,049	20,249	20,452	20,656	20,863
R41	Other Planning Fees	42,700	43,127	43,558	43,994	44,434	44,878	45,327	45,780	46,238	46,700	47,167	47,639
<b>Total Planning &amp; Building</b>		<b>2,997,650</b>	<b>2,965,127</b>	<b>2,994,778</b>	<b>3,024,726</b>	<b>3,054,973</b>	<b>3,085,523</b>	<b>3,116,378</b>	<b>3,147,542</b>	<b>3,179,017</b>	<b>3,210,807</b>	<b>3,242,915</b>	<b>3,275,344</b>
<b>Franchise Fees</b>													
R42	Franchise Fees - PG&E	378,568	378,568	378,568	378,568	378,568	378,568	378,568	378,568	378,568	378,568	378,568	378,568
R43	Franchise Fees - Garbage	983,227	993,059	1,002,990	1,013,019	1,023,150	1,033,381	1,043,715	1,054,152	1,064,694	1,075,341	1,086,094	1,096,955
R44	Franchise Fees - Water	167,306	167,306	167,306	167,306	167,306	167,306	167,306	167,306	167,306	167,306	167,306	167,306
R45	Franchise Fees - Comcast	331,660	333,318	334,984	336,659	338,343	340,034	341,735	343,443	345,160	346,886	348,621	350,364
R46	Video Service Franchise Fees	43,956	43,956	43,956	43,956	43,956	43,956	43,956	43,956	43,956	43,956	43,956	43,956
<b>Total Franchise Fees</b>		<b>1,904,716</b>	<b>1,916,206</b>	<b>1,927,804</b>	<b>1,939,508</b>	<b>1,951,322</b>	<b>1,963,245</b>	<b>1,975,279</b>	<b>1,987,425</b>	<b>1,999,684</b>	<b>2,012,056</b>	<b>2,024,544</b>	<b>2,037,148</b>
<b>Police Fees</b>													
R47	Parking Citations	71,717	71,717	72,434	73,159	73,890	74,629	75,375	76,129	76,890	77,659	78,436	79,220
R48	Police Reimbursements	6,500	19,783	19,783	19,783	19,783	19,783	19,783	19,783	19,783	19,783	19,783	19,783
R49	CDBG Admin Reimbursement	0	0	0	0	0	0	0	0	0	0	0	0
R50	Police Fines and Fees	6,186	6,186	6,248	6,310	6,373	6,437	6,502	6,567	6,632	6,699	6,766	6,833
R54	DUI Fines	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
<b>Total Franchise Fees</b>		<b>89,603</b>	<b>102,886</b>	<b>103,665</b>	<b>104,451</b>	<b>105,246</b>	<b>106,049</b>	<b>106,859</b>	<b>107,678</b>	<b>108,505</b>	<b>109,340</b>	<b>110,184</b>	<b>111,036</b>
<b>Other Fees</b>													
R51	Building Development Tax	223,223	250,000	255,000	255,000	255,000	255,000	255,000	255,000	255,000	255,000	255,000	255,000
R52	Sewer Admin Income	824,700	824,700	832,947	841,276	849,689	858,186	858,186	858,186	858,186	858,186	858,186	858,186
R53	Solid Waste Admin Income	93,800	93,800	94,738	95,685	96,642	97,609	97,609	97,609	97,609	97,609	97,609	97,609
R55	Animal Control Revenue	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
R56	Alarm Permits & Fees	43,300	43,300	43,300	43,300	43,300	43,300	43,300	43,300	43,300	43,300	43,300	43,300
R57	Special Event Services	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600	30,600
R58	Abandoned Vehicle Abatement	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300
R59	Massage Permits	10,900	300	300	300	300	300	300	300	300	300	300	300
R60	Auto Theft Task Force	84,500	84,500	84,500	84,500	84,500	84,500	84,500	84,500	84,500	84,500	84,500	84,500
R61	Auction & Sales	17,900	17,900	17,900	17,900	17,900	17,900	17,900	17,900	17,900	17,900	17,900	17,900
R62	Expressway Landscape Maintenance	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100
R63	Administrative Citation	15,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
R64	Mandated Cost Reimbursement	12,700	12,700	12,700	12,700	12,700	12,700	12,700	12,700	12,700	12,700	12,700	12,700
R65	Property Damage Recovery	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700
R66	Settlements and Refunds	0	0	0	0	0	0	0	0	0	0	0	0
R67	Grants and Donations	0	0	0	0	0	0	0	0	0	0	0	0
R68	Miscellaneous	42,100	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000
R75	Traffic Fines	46,318	21,169	21,169	21,169	21,169	21,169	21,169	21,169	21,169	21,169	21,169	21,169
<b>Other Fees</b>		<b>1,548,141</b>	<b>1,532,069</b>	<b>1,546,254</b>	<b>1,555,531</b>	<b>1,564,901</b>	<b>1,574,364</b>	<b>1,574,364</b>	<b>1,574,364</b>	<b>1,574,364</b>	<b>1,574,364</b>	<b>1,574,364</b>	<b>1,574,364</b>
<b>Transfers In</b>													
R69	Transfer from Vehicle Impound	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900
R70	Transfer from Suppl. Law Enforcement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
R71	Transfer from Gas Tax	190,000	0	0	0	0	0	0	0	0	0	0	0
R72	Transfer From Cap Improvement	0	0	0	0	0	0	0	0	0	0	0	0
R73	Other Transfers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Transfers In</b>		<b>316,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>	<b>126,900</b>
<b>Total Revenues</b>		<b>34,625,370</b>	<b>36,050,426</b>	<b>37,018,605</b>	<b>37,980,477</b>	<b>38,967,242</b>	<b>39,992,861</b>	<b>41,043,485</b>	<b>42,135,985</b>	<b>43,272,158</b>	<b>44,453,881</b>	<b>45,683,112</b>	<b>46,961,896</b>



**Combined Forecast**

	2015 Budget	FY2016 Projected	FY2017 Projected	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected
<b>Expenses</b>												
<b>Salaries</b>												
E100 Salaries	6,617,048	7,170,233	7,313,638	7,459,911	7,609,109	7,761,291	7,916,517	8,074,847	8,236,344	8,401,071	8,569,092	8,740,474
E101 Salaries - Police	4,592,749	4,758,088	4,900,831	4,998,847	5,098,824	5,200,801	5,304,817	5,410,913	5,519,131	5,629,514	5,742,104	5,856,946
E102 Holiday Pay	142,892	154,838	157,935	161,093	164,315	167,601	170,953	174,372	177,860	181,417	185,045	188,746
E103 Vacation/Sick Payout	0	0	0	0	0	0	0	0	0	0	0	0
E104 Overtime	105,747	114,587	116,879	119,217	121,601	124,033	126,514	129,044	131,625	134,257	136,943	139,681
E105 Overtime - Police	430,724	446,230	459,617	468,809	478,185	487,749	497,504	507,454	517,603	527,955	538,515	549,285
E106 Deferred Comp	14,134	14,841	14,841	14,841	14,841	14,841	14,841	14,841	14,841	14,841	14,841	14,841
E107 Speciality Pay	260,906	273,951	273,951	273,951	273,951	273,951	273,951	273,951	273,951	273,951	273,951	273,951
E108 Part-Time PERS	99,705	108,040	110,201	112,405	114,653	116,946	119,285	121,671	124,104	126,586	129,118	131,701
E109 Part-Time Non-PERS	369,139	399,999	407,999	416,159	424,482	432,972	441,631	450,464	459,473	468,663	478,036	487,597
<b>Total Salaries</b>	<b>12,633,044</b>	<b>13,440,808</b>	<b>13,755,891</b>	<b>14,025,233</b>	<b>14,299,962</b>	<b>14,580,186</b>	<b>14,866,013</b>	<b>15,157,558</b>	<b>15,454,933</b>	<b>15,758,256</b>	<b>16,067,645</b>	<b>16,383,222</b>
<b>Benefits</b>												
E110 Retirement	1,037,909	1,020,475	1,137,474	1,226,473	1,319,847	1,417,779	1,452,986	1,465,834	1,478,938	1,492,305	1,505,939	1,519,846
E111 Retirement - Police	1,439,547	1,550,630	1,747,328	1,880,224	2,019,631	2,165,824	2,215,518	2,239,660	2,264,285	2,289,402	2,315,022	2,341,154
E112 Health Insurance	1,680,531	1,856,987	1,996,261	2,145,980	2,306,929	2,479,949	2,665,945	2,865,890	3,080,832	3,311,895	3,560,287	3,827,308
E113 Dental Insurance	111,600	118,296	121,845	125,500	129,265	133,143	137,137	141,252	145,489	149,854	154,349	158,980
E114 Uniforms	89,187	92,754	92,754	92,754	92,754	92,754	92,754	92,754	92,754	92,754	92,754	92,754
E115 Life Insurance	35,183	36,590	36,590	36,590	36,590	36,590	36,590	36,590	36,590	36,590	36,590	36,590
E116 Benefit Options	451,271	498,654	536,054	576,258	619,477	665,938	715,883	769,574	827,292	889,339	956,040	1,027,743
E118 Workers' Comp Insurance	724,176	796,594	825,271	854,981	885,760	917,647	950,683	984,907	1,020,364	1,057,097	1,095,153	1,134,578
E119 Unemployment	75,128	76,631	76,631	76,631	76,631	76,631	76,631	76,631	76,631	76,631	76,631	76,631
E120 Medicare Tax	179,342	194,335	198,222	202,186	206,230	210,354	214,562	218,853	223,230	227,694	232,248	236,893
E121 Employee Counseling	2,485	2,535	2,535	2,535	2,535	2,535	2,535	2,535	2,535	2,535	2,535	2,535
E117 OPEB	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Benefits</b>	<b>5,826,359</b>	<b>6,244,480</b>	<b>6,770,965</b>	<b>7,220,112</b>	<b>7,695,649</b>	<b>8,199,144</b>	<b>8,561,223</b>	<b>8,894,480</b>	<b>9,248,941</b>	<b>9,626,097</b>	<b>10,027,548</b>	<b>10,455,012</b>
<b>Utilities</b>												
E122 Utilities	661,352	700,000	714,000	728,280	742,846	757,703	772,857	788,314	804,080	820,162	836,565	853,296
E123 Gas & Oil	172,980	172,980	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
E124 Telephone	115,703	120,331	125,144	130,150	135,356	140,770	146,401	152,257	158,348	164,681	171,269	178,119
E125 Teletype	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400
E126 Radio & Radar	27,825	27,825	27,825	27,825	27,825	27,825	27,825	27,825	27,825	27,825	27,825	27,825
E127 IT Expenses	61,511	67,662	74,428	78,149	82,057	86,160	90,468	94,991	99,740	104,728	109,964	115,462
<b>Total Utilities</b>	<b>1,068,771</b>	<b>1,118,198</b>	<b>1,120,797</b>	<b>1,146,804</b>	<b>1,173,543</b>	<b>1,201,039</b>	<b>1,229,315</b>	<b>1,258,399</b>	<b>1,288,317</b>	<b>1,319,098</b>	<b>1,350,771</b>	<b>1,383,367</b>
<b>Supplies</b>												
E128 Office Supplies	46,575	47,507	48,457	49,426	50,414	51,423	52,451	53,500	54,570	55,661	56,775	57,910
E129 Postage	69,515	70,905	72,323	73,770	75,245	76,750	78,285	79,851	81,448	83,077	84,738	86,433
E130 Training and Meetings	220,507	125,000	127,500	130,050	132,651	135,304	138,010	140,770	143,586	146,459	149,387	152,374
E131 Mileage and Travel	23,670	23,670	23,670	23,670	23,670	23,670	23,670	23,670	23,670	23,670	23,670	23,670
E132 Advertising	17,700	17,700	17,700	17,700	17,700	17,700	17,700	17,700	17,700	17,700	17,700	17,700
E133 Books	400	400	400	400	400	400	400	400	400	400	400	400
E134 Memberships	58,918	58,918	58,918	58,918	58,918	58,918	58,918	58,918	58,918	58,918	58,918	58,918
E135 Special Department Supplies	551,422	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
<b>Total Supplies</b>	<b>988,707</b>	<b>744,100</b>	<b>748,968</b>	<b>753,934</b>	<b>758,999</b>	<b>764,165</b>	<b>769,434</b>	<b>774,809</b>	<b>780,292</b>	<b>785,884</b>	<b>791,588</b>	<b>797,406</b>
<b>Equipment</b>												
E136 Equipment Repairs	232,048	232,048	232,048	232,048	232,048	232,048	232,048	232,048	232,048	232,048	232,048	232,048
E137 Equipment Purchase	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000
E138 Equipment Replacement	225,700	225,700	225,700	225,700	225,700	225,700	225,700	225,700	225,700	225,700	225,700	225,700
E139 IT Equipment Purchase	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
E140 Vehicle Maintenance and Repair	102,361	102,361	102,361	102,361	102,361	102,361	102,361	102,361	102,361	102,361	102,361	102,361
<b>Total Equipment</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>	<b>711,609</b>
<b>Services</b>												
E141 Professional Services - Fire	6,041,200	6,343,260	6,660,423	6,993,444	7,343,116	7,710,272	8,095,786	8,500,575	8,925,604	9,371,884	9,840,478	10,332,502
E163 Professional Services - Public Safety	586,632	494,003	503,883	513,960	524,240	534,724	545,419	556,327	567,454	578,803	590,379	602,187
E142 Professional Services - Finance	308,752	314,927	321,226	327,650	334,203	340,887	347,700	354,659	361,752	368,987	376,367	383,894
E143 Professional Services - Building Inspection	318,980	325,360	331,867	338,504	345,274	352,180	359,223	366,408	373,736	381,211	388,835	396,612
E164 Professional Services - Maintenance	73,527	74,998	76,497	78,027	79,588	81,180	82,803	84,459	86,149	87,872	89,629	91,422
E165 Professional Services - Parks and Facilities	420,270	428,675	437,249	445,994	454,914	464,012	473,292	482,758	492,413	502,262	512,307	522,553



Combined Forecast		2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
		Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
E166	Professional Services - Recreation	156,880	160,018	163,218	166,482	169,812	173,208	176,672	180,206	183,810	187,486	191,236	195,061
E144	Professional Services - Other	332,669	339,322	346,108	353,031	360,091	367,293	374,639	382,132	389,774	397,570	405,521	413,632
E145	Building and Ground Maintenance	641,385	654,213	667,297	680,643	694,256	708,141	722,304	736,750	751,485	766,514	781,845	797,482
E146	Legal	275,400	280,908	286,526	292,257	298,102	304,064	310,145	316,348	322,675	329,128	335,711	342,425
E147	Rentals	33,945	34,624	35,316	36,023	36,743	37,478	38,228	38,992	39,772	40,567	41,379	42,206
E148	Elections	45,120	46,022	46,943	47,882	48,839	49,816	50,812	51,829	52,865	53,923	55,001	56,101
E149	Community Promotion	124,500	126,990	129,530	132,120	134,763	137,458	140,207	143,011	145,872	148,789	151,765	154,800
E150	Recruitment	34,650	35,343	36,050	36,771	37,506	38,256	39,022	39,802	40,598	41,410	42,238	43,083
E151	Liability Insurance	330,600	337,212	343,956	350,835	357,852	365,009	372,309	379,755	387,351	395,098	403,000	411,060
E152	Other Services	1,337,406	1,364,154	1,391,437	1,419,266	1,447,651	1,476,604	1,506,136	1,536,259	1,566,984	1,598,324	1,630,290	1,662,896
<b>Total Services</b>		<b>11,061,916</b>	<b>11,360,028</b>	<b>11,777,526</b>	<b>12,212,890</b>	<b>12,666,951</b>	<b>13,140,583</b>	<b>13,634,703</b>	<b>14,150,271</b>	<b>14,688,293</b>	<b>15,249,827</b>	<b>15,835,980</b>	<b>16,447,914</b>
<b>Other</b>													
E153	Miscellaneous	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820
E154	Contingency	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
E155	Taxes	800	800	800	800	800	800	800	800	800	800	800	800
<b>Total Other</b>		<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>	<b>39,620</b>
<b>Transfers Out</b>													
E156	Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0
E157	Transfer - Equip Replacement	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
E158	Transfer - Storm Drain	257,480	257,480	257,480	257,480	257,480	257,480	257,480	257,480	257,480	257,480	257,480	257,480
E159	Transfer - Workers Comp	0	0	0	0	0	0	0	0	0	0	0	0
E160	Transfer - Capital Improvement	950,000	950,000	950,000	950,000	950,000	500,000	500,000	250,000	250,000	250,000	150,000	50,000
E161	Transfer - Community Development	0	0	0	0	0	0	0	0	0	0	0	0
E162	Transfer - GO Bond	167,300	168,568	164,892	166,060	171,880	224,625	224,625	224,625	224,625	224,625	224,625	224,625
<b>Total Transfers Out</b>		<b>1,374,780</b>	<b>1,576,048</b>	<b>1,572,372</b>	<b>1,573,540</b>	<b>1,579,360</b>	<b>1,182,105</b>	<b>1,182,105</b>	<b>932,105</b>	<b>932,105</b>	<b>932,105</b>	<b>832,105</b>	<b>732,105</b>
<b>Total Expenditures</b>		<b>33,704,805</b>	<b>35,234,891</b>	<b>36,497,748</b>	<b>37,683,742</b>	<b>38,925,693</b>	<b>39,818,450</b>	<b>40,994,023</b>	<b>41,918,851</b>	<b>43,144,110</b>	<b>44,422,496</b>	<b>45,656,866</b>	<b>46,950,255</b>
<b>Net Operating Balance</b>		<b>920,565</b>	<b>815,535</b>	<b>520,857</b>	<b>296,735</b>	<b>41,550</b>	<b>174,411</b>	<b>49,462</b>	<b>217,135</b>	<b>128,048</b>	<b>31,385</b>	<b>26,245</b>	<b>11,641</b>
<b>Ending Fund Balance</b>		<b>2,353,480</b>	<b>3,169,015</b>	<b>3,689,871</b>	<b>3,986,607</b>	<b>4,028,156</b>	<b>4,202,567</b>	<b>4,252,030</b>	<b>4,469,164</b>	<b>4,597,212</b>	<b>4,628,597</b>	<b>4,654,843</b>	<b>4,666,484</b>