

CITY OF LOS ALAMITOS

3191 Katella Avenue
Los Alamitos, CA 90720

AGENDA BUDGET STANDING COMMITTEE SPECIAL MEETING

Monday, March 11, 2019 – 6:00 p.m.

NOTICE TO THE PUBLIC

This Agenda contains a brief general description of each item to be considered. Except as provided by law, action or discussion shall not be taken on any item not appearing on the agenda. Supporting documents, including staff reports, are available for review at City Hall in the City Clerk's Office or on the City's website at www.cityoflosalamitos.org once the agenda has been publicly posted.

Any written materials relating to an item on this agenda submitted after distribution of the agenda packet are available for public inspection in the City Clerk's Office, 3191 Katella Ave., Los Alamitos CA 90720, during normal business hours. In addition, such writings or documents will be made available for public review at the respective public meeting.

It is the intention of the City of Los Alamitos to comply with the Americans with Disabilities Act (ADA) in all respects. If, as an attendee, or a participant at this meeting, you will need special assistance beyond what is normally provided, please contact the City Clerk's Office at (562) 431-3538, extension 220, 48 hours prior to the meeting so that reasonable arrangements may be made. Assisted listening devices may be obtained from the City Clerk at the meeting for individuals with hearing impairments.

Persons wishing to address the Committee on any item on the agenda will be called upon at the time the agenda item is called or during the Committee's consideration of the item and may address the Committee for up to three minutes.

1. CALL TO ORDER

2. ROLL CALL

Council Member Chirco
Council Member Hasselbrink

3. CONSENT CALENDAR

A. Approval of Minutes

Approve the Minutes of the Special Meeting on February 11, 2019

4. DISCUSSION ITEMS

A. Preliminary Fiscal Year 2019-20 General Fund Budget Review

(Finance)

This report provides the Budget Standing Committee with a preliminary budget for the General Fund for Fiscal Year 2019-20.

Recommendation:

Review and discuss the preliminary budget for the General Fund for Fiscal Year 2019-20 and direct staff regarding gap closure.

B. Fiscal Sustainability Update (Finance)

To address shortfalls in the Ten-Year Financial Forecast due to escalating expenditures, staff is providing additional information on potential gap closure options. Staff is providing Fiscal Sustainability worksheets to the Budget Standing Committee, listing out pros and cons of each potential gap closure option. This report will update the Budget Standing Committee on expenditure savings options city-wide.

Recommendations:

1. Discuss pros and cons of potential gap closures; and,
2. Review the Revised 15-Year Financial Forecast; and,
3. Set objectives of the next meeting with the Budget Standing Committee.

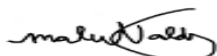
C. Recreation and Community Services Department Sustainability (Recreation and Community Services)

This presentation provides background on the Recreation and Community Services Department's organizational structure with recommendations for fiscal sustainability. In an effort to close the budget gap, the Recreation & Community Services Department will present closure options.

Recommendation: Seek feedback and direction on next steps in the Fiscal Sustainability Plan for the City.

5. ADJOURNMENT

I hereby certify under penalty of perjury under the laws of the State of California, that the foregoing Agenda was posted at the following locations: Los Alamitos City Hall, 3191 Katella Ave.; Los Alamitos Community Center, 10911 Oak Street; and, Los Alamitos Museum, 11062 Los Alamitos Blvd.; not less than 24 hours prior to the meeting.



Maria-Luisa Valdez, CPA, Finance Director

Date 03/07/19

MINUTES OF THE BUDGET STANDING COMMITTEE OF THE CITY OF LOS ALAMITOS

SPECIAL MEETING

Monday, February 11, 2019 – 5:00 p.m.

1. CALL TO ORDER

The Budget Standing Committee met in Special Session at 5:00 p.m., Monday, February 11, 2018, at City Hall, 3191 Katella Avenue, Council Members Chirco and Hasselbrink presiding.

2. ROLL CALL

Present: Committee Members: Council Member Chirco
Council Member Hasselbrink

Absent: Committee Members: None

Present: Staff: Bret Plumlee, City Manager
Maria-Luisa Valdez, CPA, Finance Director
Sean Connolly, Police Captain
Chris Karrer, Police Captain
Les Johnson, Development Services Director
Ron Noda, Recreation Manager
Emeline Noda, Recreation Manager

3. CONSENT CALENDAR

A. Approval of Minutes

Motion/Second: Chirco/Hasselbrink

Unanimously Carried: The Budget Standing Committee approved the Minutes of the Special Meeting on November 13, 2018

4. DISCUSSION ITEMS

Council Member Hasselbrink opened the item for public comment. There being no one present wishing to speak, Council Member Hasselbrink closed the item for public comment.

A. Civic Center Facility Tour

(City Manager)

The Civic Center Facility Tour was canceled. Staff met with each member individually and provided a tour of the Police Department and Community Center.

B. Mid-Year General Fund Budget Review for Fiscal Year 2018-19

(Finance)

Finance Director Valdez provided the Committee with a Mid-year General Fund budget and financial update for the Fiscal Year 2018-19. There were vacancy savings in the Police and Development Services Departments. There is an expected significant increase in estimated actual revenues for Fiscal Year 2018-19 due to higher than expected permit, property taxes and sales & use tax revenues. Staff also presented the budget appropriations included in the report. Staff answered questions from the Budget Standing Committee and revised the staff agenda to include a Police Men's Locker Room budget appropriation request.

C. Fiscal Sustainability Update

(Finance)

Director Valdez provided a "Pros and Cons" worksheet for the 4 revenue-generating options for budget gap – Parcel tax, sales & use tax increase, transient occupancy tax increase, and/or utility user's tax increase. At the next meeting, the expenditure savings options will be presented to the Committee for their input.

D. Development Services Department Sustainability

(Development Services)

Director Johnson provided the Budget Standing Committee with background on the Development Service Department's organizational structure and budget. In an effort to close the budget gap, the Development Service Department presented closure options which include contracting out the department, reducing some services, and reducing the department.

5. ADJOURNMENT

The Budget Standing Committee adjourned at approximately 8:05 p.m.

Shelley Hasselbrink, Council Member

Attest:

Maria-Luisa Valdez, CPA, Finance Director

City of Los Alamitos

BUDGET STANDING COMMITTEE

AGENDA REPORT

MEETING DATE: March 11, 2019

ITEM NUMBER: 4A

To: Budget Standing Committee Members

Presented By: Maria-Luisa Valdez, CPA, Finance Director

Subject: Preliminary General Fund Budget for Fiscal Year 2019-20

SUMMARY

The report provides a preliminary budget for the General Fund for Fiscal Year 2019-20.

RECOMMENDATION

Review and discuss the preliminary budget for the General Fund for Fiscal Year 2019-20 and provide direction to Staff .

BACKGROUND

It is customary to conduct a preliminary analysis of all appropriations for the upcoming fiscal year. This process updates the Budget Standing Committee and City Council on the forecasted fiscal status of the City's General Fund to address potential gap closures and/or use of reserves.

DISCUSSION

Fiscal Year 2019-20 General Fund Budget Overview

The preliminary General Fund budget for Fiscal Year 2019-20 projects a preliminary gap of \$279,550.

Fiscal Year 2019-20 General Fund Preliminary Budget	
Beginning Fund Balance	7,728,682
Add: Fund Balance Designation	220,000
Add: Revenue and Transfers In	14,255,665
Less: Operating Expenditures/Transfers Out	(14,755,215)
Ending Fund Balance	7,449,132
Change in Fund Balance	\$ (279,550)

At the September 2018, the Budget Standing Committee recommended prudently assigning \$220,000 for the PERS' Fiscal Year 2019-20 unfunded accrued liability (UAL) contribution increase. This was assigned in the Fund Balance in Fiscal Year 2017-18 to help address the increasing pension costs. With this direction, the budget gap deficit illustrated above was decreased to \$279,550.

The budget gap deficit does not include any capital improvement projects in the expenditures. Historically, capital improvements are deferred in an effort to balance the budget. No such CIP expenditures are included in the Fiscal Year 2019-20 General Fund Budget.

Fiscal Year 2019-20 General Fund Revenues

As shown below, Fiscal Year 2019-20 Preliminary Budget Revenues are projected to increase over Fiscal Year 2018-19 Budget by approximately \$638,000 to \$14,255,665.

Revenues and Transfers In	2018-19 Amended Budget	2019-20 Preliminary Budget	Increase/ (Decrease)
Property Taxes	\$ 3,872,060	\$ 4,065,220	\$ 193,160
Sales & Use Taxes	3,307,000	3,404,700	97,700
Utility Users Taxes	2,049,800	2,006,740	(43,060)
Transient Occupancy Tax	232,500	187,680	(44,820)
Franchise Fees	658,200	673,025	14,825
Licenses & Permits	1,204,450	1,527,765	323,315
Fines & Forfeitures	719,300	720,500	1,200
Investment Earnings	73,000	105,000	32,000
Revenue From Other Agencies	163,778	117,505	(46,273)
Charges for Services	866,800	945,530	78,730
Miscellaneous Revenues	70,500	72,000	1,500
Interfund Transfers	400,000	430,000	30,000
Total Revenues and Transfers In	\$13,617,388	\$14,255,665	\$ 638,277

The changes in revenues over the prior year's budget are primarily due to the following:

- ❖ **Property Taxes** are projected to increase by approximately \$193,000. Based on HdL's projected increase of 3%, there is an increase in assessed valuations over the previous fiscal year's revenue for secured property taxes and property tax in lieu of VLF. Real estate transfer and supplemental taxes have been budgeted to remain flat.
- ❖ **Sales and Use Taxes** are projected to increase by \$98,000. HdL projected a slight increase of less than 0.2% when compared to 2018-19 Expected Revenues (less the one-time allocation). The relatively flat increase is consistent with what the consultant's projected and this flat assumed rate increase was appropriately incorporated in the Ten-Year Financial Forecast presented in October 2018.

- ❖ **Licenses and permits** are projected to increase approximately \$323,000 which is primarily based upon multiple large development projects anticipated to commence construction next fiscal year. Two multi-family developments and tenant improvements for the 3131 Katella office project are the main contributors to the anticipated revenue increase of \$280,000. The remaining \$43,000 in additional revenue is projected due to a continued overall increase in building permit activity and business licenses. There is an offset of \$148,000 more in contractual services for the City's building plan check and inspection services.
- ❖ **Revenue From Other Agencies** is projected to decrease by approximately \$46,000 due to a police grant received in the prior year.
- ❖ **Charges for Services** is projected to increase approximately \$79,000. The increase is attributed to several factors- approximately \$28,000 increase forecasted for special events, \$25,000 for increased field fee revenues, \$15,000 increase forecasted for Special Interest revenue and \$9,000 increase in Basketball and Soccer Sports revenue.

Fiscal Year 2019-20 General Fund Expenditures

As shown below, Fiscal Year 2019-20 expenditures are projected to increase over Fiscal Year 2018-19 budgeted expenditures by \$1.09 million to \$14,755,215.

Department	2018-19 Amended Budget	2019-20 Preliminary Budget	Increase/ (Decrease)
City Council	\$ 78,330	\$ 66,895	\$ (11,435)
City Manager/City Clerk	750,367	824,520	74,153
Finance	720,041	764,845	44,804
City Attorney	164,000	176,000	12,000
Police	6,290,705	6,659,155	368,450
Development Services	2,832,553	3,076,695	244,142
Recreation and Community Services	1,544,651	1,670,150	125,499
Non-Departmental	521,310	707,955	186,645
Interfund Operating Transfers	765,338	809,000	43,662
Total Operating Expenditures and Transfers	\$ 13,667,295	\$ 14,755,215	\$ 1,087,920

The changes in citywide expenditures over the prior year's budgeted expenditures are primarily due to salary and benefit costs which increased by approximately \$738,000, or 68%. Majority of the \$738,000 wages and benefits increase is due to full-time salaries (increased by approximately \$443,000) and pension costs (increased by approximately \$295,000). The remaining expenditure increase is related to increased contractual services of approximately \$148,000 in connection with increased permit revenue (Development Services Department), an increase of approximately \$100,000 for additional contractual services for consultants (described in Non-Departmental Expenses), and \$43,662 increase in operating transfers. There was direction provided in the Fund Balance Policy adopted in September 2018 to replenish the Facilities, Streets and Parks Capital Expenditures Fund in Fiscal Year 2019-20.

	Fiscal Year		Fiscal Year 2019-20 Budget "C"	Variance (C-A)
	Fiscal Year 2018-19 Budget "A"	Fiscal Year 2018-19 Estimated Actual "B"		
Personnel Costs				
Full-Time Salaries	\$ 4,780,356	\$ 4,493,281	\$ 5,115,933	\$ 335,577
Part-Time Salaries	696,383	728,896	748,542	52,159
Pension Costs	1,795,350	1,752,742	2,090,544	295,194
Other Benefits	750,933	719,002	818,224	67,291
Vacation and Sick Payouts	78,450	149,010	66,623	(11,827)
Overtime	314,825	360,271	314,425	(400)
	<u>\$ 8,416,297</u>	<u>\$ 8,203,202</u>	<u>\$ 9,154,291</u>	<u>\$ 737,994</u>

Full-time salaries increased due to scheduled step increases (\$35,000), MOU-directed increases (\$138,000 POA), assumed rate increases for all other employees. Additionally, there is \$47,000 increase accounted and budgeted for a full-time Neighborhood Preservation Officer. The Fiscal Year 2018-19 budget includes a part-time Neighborhood Preservation Officer. This position assists with addressing complaints of violations of certain portions of the City's municipal code that pertain to quality of life in our neighborhoods, commercial corridors and industrial areas. The City finds a need to increase hours for this position. This position could assist the Police Department with photo red light enforcement, which is an on-going public safety need. The photo red light enforcement is currently performed by part-time reserve officers who have held these positions for approximately fifteen years and both have indicated their strong desire over the past year to leave the program. The Neighborhood Preservation Officer, with the appropriate training, can provide stability for this vital traffic safety program. By increasing the hours to a full-time position, the Neighborhood Preservation Officer would devote 30 hours per week to code compliance matters and the remainder of time to photo red light enforcement matters.

Included in the overall pension increase is an increase in the unfunded accrued liability in the amount of \$219,077. The 2019-20 Budget assumes that the City will prepay the unfunded portion of the City's pension costs, which will save the City \$43,327 and has already been reflected in amounts shown above. This means the \$219,080 increase in pension costs would be \$43,327 higher if the City did not prepay the unfunded portion of the City's pension costs.

Material variances from the 2019-20 Preliminary Budget are as follows:

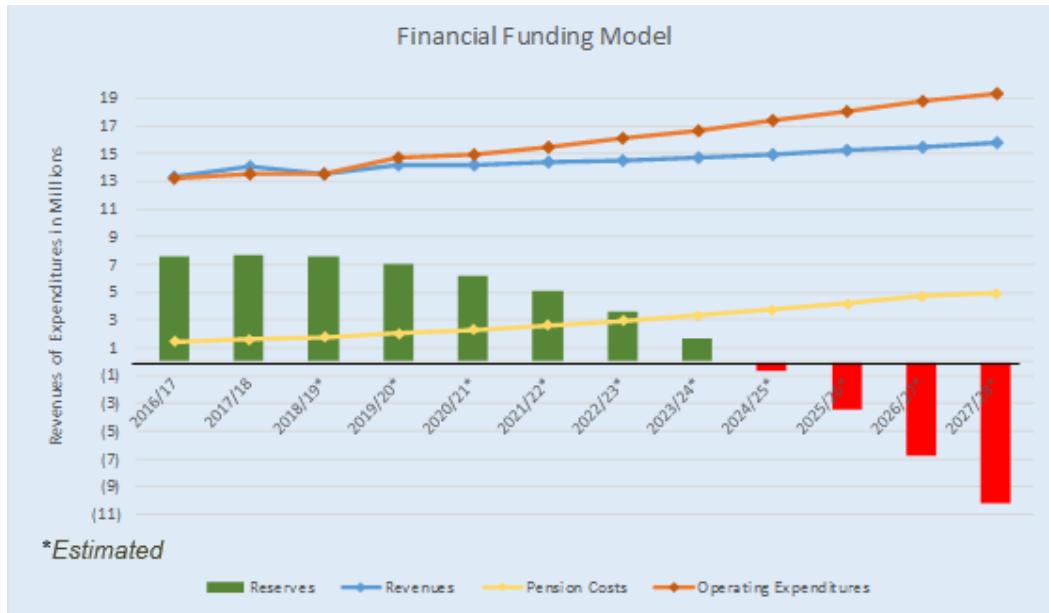
- ❖ **Police** –The \$368,450 increase in the Police Department's Budget is primarily due to salary and benefits increase of approximately \$401,000. The salaries and benefits consists of \$225,000 in wages and benefits other than pensions and an increase of \$176,000 in pension costs. The 2019-20 Budget incorporated the Police Officer's Association Memorandum of Understanding approved January 22, 2019. The 2019-20 budget assumes all current vacant positions are filled the entire year.

- ❖ **Development Services** –The \$244,142 increase in the Development Services Department’s Budget is primarily due to contractual services increase of approximately \$148,000 in the building inspection division. The increase is related to the aforementioned increase of permit revenue. In addition to an increase of budgeted expenditures for contractual services, there is an increase of approximately \$37,000 in relation to pension costs.
- ❖ **Recreation and Community Services** – The \$125,499 increase in this department is primarily attributable to an increase in salaries and benefits of approximately \$81,000 and approximately \$29,000 of a requested increase for certain Recreation events. The salaries and benefits requested increase consists of approximately \$56,000 in part-time wages and \$25,000 more in full-time salaries and benefits. The part-time wages increase is correlated with the increase in Charges for Services of approximately \$79,000, explained in the Revenue section. In addition to salaries and benefits’ increases, there is a requested increase in FY 2019-20 for approximately \$29,500 more for Recreation events such as Fourth of July (\$17,500) and more in supplies for the Family Dance, Music & Movies and other events (\$12,000).
- ❖ **Non-Departmental** – The \$186,645 increase in this category is attributable to additional contractual services budgeted in Fiscal Year 2019-20. There is \$60,000 budgeted for a fiscal sustainability consulting group to assist the City Council, Budget Standing Committee, Fiscal Sustainability Manager, Finance Director and executive team with a long-term fiscal plan. The Fiscal Sustainability consultant will assist with community outreach meetings, assist with potential election and marketing analysis. Additionally, there is approximately \$87,000 budgeted for salaries in this category relating to the Neighborhood Preservation Officer (\$47,000) and a compensation study set-aside for increases (\$40,000). There is an additional Civic Center Facilities Analysis consultant budgeted for \$25,000 to assist in determining and recommending options for our long-term needs and improvements of the City’s civic center facilities. Lastly, \$25,000 is budgeted for a Waste Franchise Agreement Negotiation Consultant to assist with the upcoming franchise RFP is budgeted in Fiscal Year 2019-20.

Fiscal Sustainability

Based on the current revenue and expenditure assumptions and service levels included in the Ten Year Financial Forecast, it is projected that fund balance will be depleted by FY 2024-2025.

TEN-YEAR FINANCIAL FORECAST



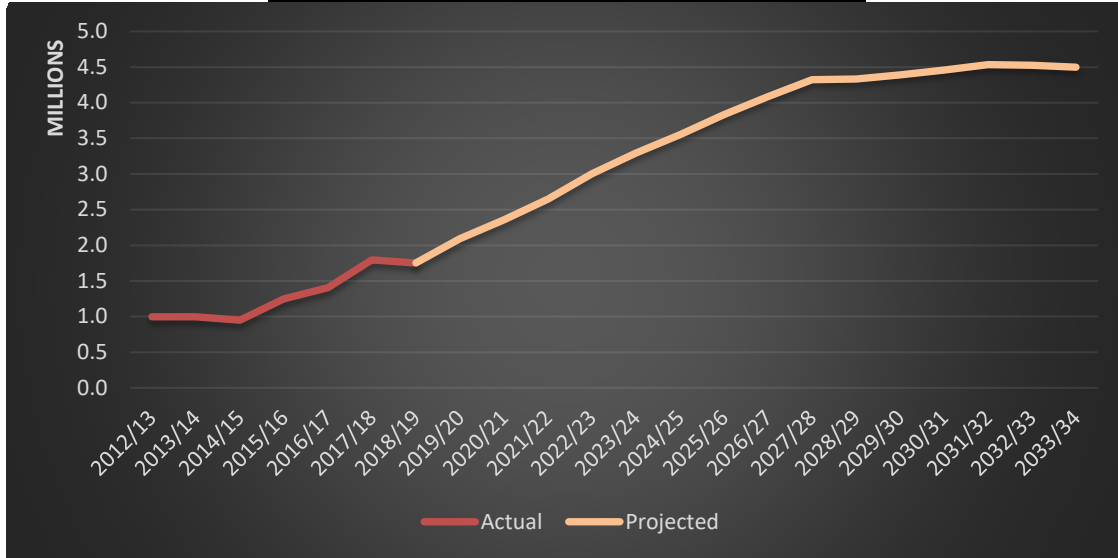
Staff has been meeting with the Budget Standing Committee and will continue to meet regularly with them to discuss the development of the Fiscal Sustainability Plan with the objective of eliminating the long-term General Fund structural deficit and providing long-term fiscal sustainability.

Pension Costs

The City is projected to pay \$2,090,544 to CalPERS in pension costs for Fiscal Year 2019-20, which includes the UAL payment of \$1,216,488. This is an overall increase of \$219,077, or 22%, from prior year's UAL cost of \$997,411. The projected pension cost for Fiscal Year 2020-21 is approximately \$2.36 million, which will be an increase of approximately \$283,000 compared to Fiscal Year 2019-20.

As shown below, the City's annual pension cost is projected to increase over \$3 million annually by Fiscal Year 2023-24, which is over a \$1 million increase in the City's current annual budget expenditures. This increase would be phased-in over four years. The graph below illustrates the climbing pension costs forecasted over the next fifteen years.

Historical and Projected Pension Costs



FISCAL IMPACT

The FY 2019-20 preliminary budget presents an initial budget gap of \$279,550. The forecast for the preliminary 2019-20 budget is the most likely projected scenario at this time. Staff will discuss various options for closing the budget gap throughout the budget process with the Budget Standing Committee and the City Council.

Submitted By: Maria-Luisa Valdez, CPA, Finance Director

Approved By:

Attachments: 1. PowerPoint Presentation



CITY OF LOS ALAMITOS



2019-20 Preliminary General Fund Budget

Overview

2

- **Review the Preliminary Budget for 2019-20 General Fund revenues and expenditures**

2019-20 General Fund Budget Forecast

3

Fiscal Year 2019-20 General Fund Preliminary Budget

Beginning Fund Balance	7,728,682
Add: Fund Balance Designation	220,000
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2019-20 Revenue Forecast

4

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Transient Occupancy Tax	232,500	187,680	(44,820)
Franchise Fees	658,200	673,025	14,825
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Fines & Forfeitures	719,300	720,500	1,200
Investment Earnings	73,000	105,000	32,000
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Charges for Services	866,800	945,530	78,730
Miscellaneous Revenues	70,500	72,000	1,500
Interfund Transfers	400,000	430,000	30,000
Total Revenues and Transfers In	\$13,617,388	\$14,255,665	\$ 638,277

2019-20 Expenditure Forecast

5

Department	2018-19	2019-20	Increase/ (Decrease)
	Amended Budget	Preliminary Budget	
City Council	\$ 78,330	\$ 66,895	\$ (11,435)
City Manager/City Clerk	750,367	824,520	74,153
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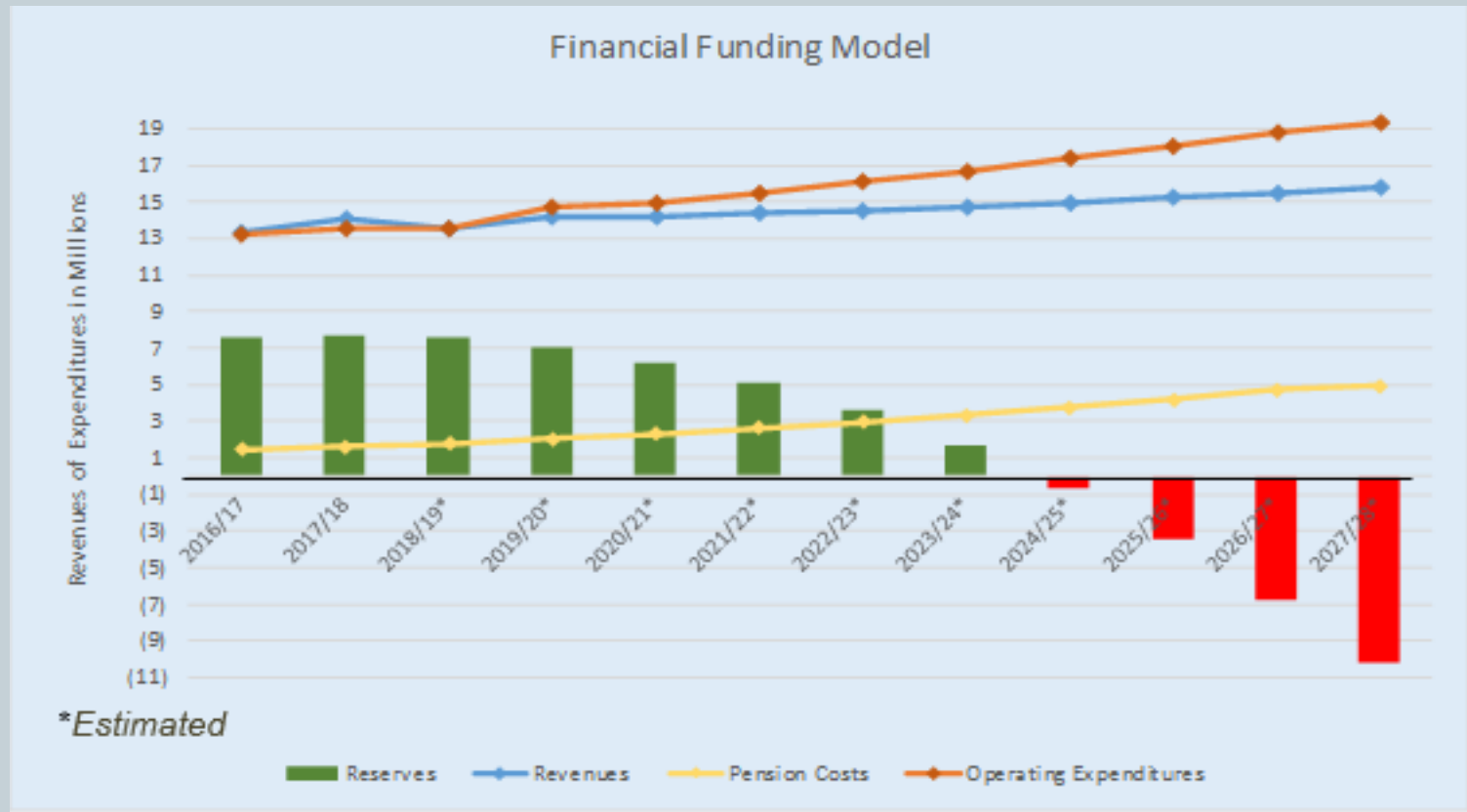
2019-20 Expenditures

6

- **\$1.088M increase in expenditures primarily due to:**
 - **Salaries and Benefits - \$738k increase**
 - ✦ **\$295K increase in pension costs**
 - **\$220k Increase in PERS UAL payment**
 - ✦ **Full-Staffing in 2019-20**
 - ✦ **Includes a new Full-time Code Compliance Officer position and Part-Time Fiscal Sustainability Manager**
 - ✦ **MOU Increases**
- **Budget workshops on April 8th and 15th will provide an overview of each department's budget and how those dollars are used to serve the community.**

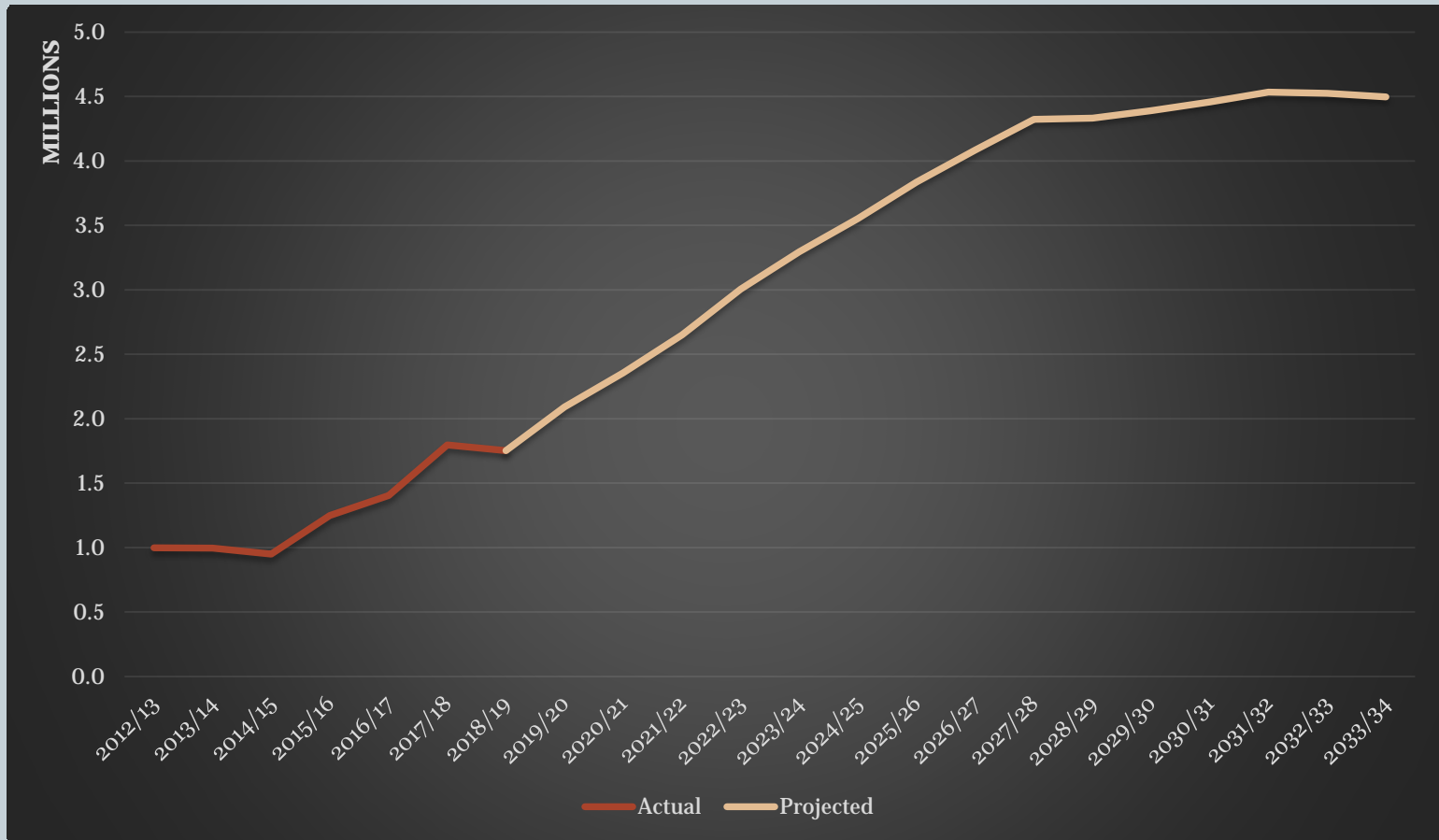
Ten Year Financial Forecast

7



Historical and Projected Pension Costs

8



Staff Recommendations

9

1. Review the preliminary General Fund budget for Fiscal Year 2019-20 and direct staff regarding potential gap closure items.

City of Los Alamitos

BUDGET STANDING COMMITTEE

AGENDA REPORT

MEETING DATE: March 11, 2019

ITEM NUMBER: 4B

To: Budget Standing Committee Members

Presented By: Maria-Luisa Valdez, CPA, Finance Director

Subject: Fiscal Sustainability Update

SUMMARY

To address shortfalls in the Ten-Year Financial Forecast due to escalating expenditures, staff is providing additional information on potential gap closure options. Staff is providing “Fiscal Sustainability worksheets” to the Budget Standing Committee, listing out pros and cons of each potential gap closure option.

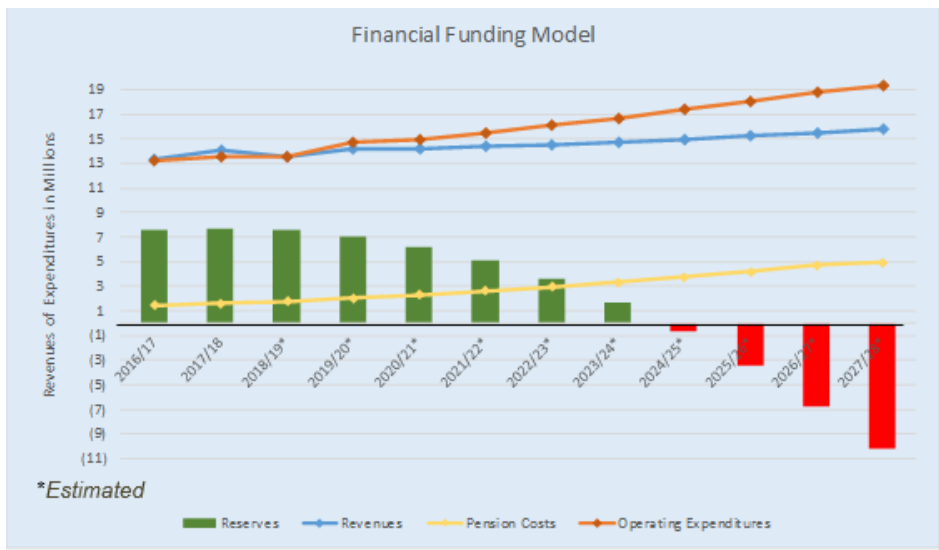
RECOMMENDATIONS

1. Discuss pros and cons of potential gap closures; and,
2. Review the Revised 15-Year Financial Forecast; and,
3. Set objectives of the next meeting with the Budget Standing Committee.

BACKGROUND

The economic conditions predict a challenging financial forecast for the upcoming years for the City of Los Alamitos. In October 2018, City presented a Ten-Year Financial Forecast that surfaced major fiscal conditions and projected future conditions based on current service levels and staffing. In January 2019, staff presented a list of options of potential gap closures to address the Ten-Year Financial Forecast deficit. Also, the Police Department management staff made a presentation to the Budget Standing Committee to explain the services they currently offer and potential programs and functional areas that could be reduced or eliminated along with the potential fiscal savings and associated service level impact. The Development Services Department will do a similar presentation to the Budget Standing Committee.

The City has limited ability to generate significant new revenues to cover the growing structural budget deficit forecasted. The current outstanding services that the Los Alamitos community has come to expect are not sustainable without significant restructuring of the budget. It is projected that fund balance will be depleted by FY 2024-25 and expenditures will exceed revenues by approximately \$2.6 million. In Fiscal Year 2027-28, expenditures will exceed revenues by approximately \$3.5 million.



DISCUSSION

Staff has been meeting with the Budget Standing Committee and will continue to meet regularly with them to discuss the development of the Fiscal Sustainability Plan with the objective of eliminating the long-term General Fund structural deficit and providing long-term fiscal sustainability. On the February 11, 2019 Budget Standing Committee meeting, staff discussed pros and cons of revenue-generating options with the Budget Standing Committee. For this meeting, staff will discuss expenditure savings options with the Budget Standing Committee for their review and input. There are several expenditure savings options that will be reviewed in a pros and cons format. The sample format for review is located as attachment 1.

As directed by the Budget Standing Committee, staff has revisited the financial forecast for the City. Based on the same rate increase assumptions, the financial forecast has been modified to incorporate 2019-20 budget amounts as a baseline for the General Fund forecast. Staff has also extended the forecast from a 10-year outlook to 15 years.

FISCAL IMPACT

None.

Submitted By: Maria-Luisa Valdez, CPA, Finance Director
 Approved By: Bret M. Plumlee, City Manager

Attachment: 1. Fiscal Sustainability Plan Worksheet – Sample
 2. Updated 15-Year Financial Forecast

CITY OF LOS ALAMITOS
FINANCIAL SUSTAINABILITY PLAN

Idea Title:
Revenue Enhancer/Expense Reduction/Other

Short Summary:

Ballot Measure: Y/N

Election Date:

Implementation Date:

Projected Revenue Increase/Cost Savings:

Pros	Cons

Notes:

CITY OF LOS ALAMITOS																	
	Year 1	Estimated Actual	Updated Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Revenues:	2018-19	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-2031	2031-32	2032-33	2033-34
Property Taxes	3,872,060	3,978,680	4,065,220	4,187,177	4,344,196	4,507,103	4,642,316	4,781,586	4,901,125	5,023,653	5,124,126	5,226,609	5,331,141	5,437,764	5,546,519	5,657,450	5,770,599
Sales & Use Taxes	3,307,000	3,527,900	3,404,700	3,310,200	3,310,200	3,235,200	3,299,904	3,365,902	3,433,220	3,501,885	3,563,168	3,625,523	3,698,033	3,771,994	3,847,434	3,924,383	4,002,870
Utility Users Taxes	2,049,800	2,024,210	2,006,740	2,006,740	2,006,740	2,026,807	2,047,075	2,067,546	2,088,222	2,109,104	2,119,649	2,130,248	2,151,550	2,173,066	2,194,796	2,216,744	2,238,912
Transient Occupancy Taxes	167,500	184,000	187,680	187,680	189,557	191,452	193,367	195,301	197,254	199,226	201,218	203,231	205,263	207,315	209,389	211,483	213,597
Franchise Taxes	658,200	669,080	673,025	673,025	673,025	676,390	679,772	683,171	686,587	690,020	693,470	696,937	700,422	703,924	707,444	710,981	714,536
Business Licenses	635,980	679,730	691,560	692,307	713,076	734,468	756,502	779,197	802,573	826,651	843,184	860,047	885,849	912,424	939,797	967,991	997,030
Charges for Services	866,800	893,095	945,530	945,530	954,985	964,535	974,181	983,922	988,842	993,786	998,755	1,003,749	1,013,786	1,023,924	1,034,163	1,044,505	1,054,950
Permits	568,470	765,450	836,205	801,929	817,968	834,327	851,014	868,034	876,714	885,481	894,336	903,280	921,345	939,772	958,567	977,739	997,294
Fines and Forfeitures	719,300	744,285	720,500	720,500	720,500	720,500	720,500	720,500	720,500	720,500	720,500	720,500	720,500	720,500	720,500	720,500	720,500
Investment Earnings	73,000	108,000	105,000	106,050	109,232	112,508	57,379	29,263	0	0	0	0	0	0	0	0	0
Revenue From Other Agencies	163,778	168,535	117,505	122,505	127,505	132,505	137,505	137,505	142,505	147,505	147,505	147,505	152,505	157,505	162,505	167,505	172,505
Miscellaneous Revenues	70,500	73,040	72,000	72,000	73,000	74,000	75,000	76,000	77,000	77,000	77,000	77,000	78,000	79,000	80,000	81,000	82,000
Interfund Transfers	400,000	400,000	650,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Total Revenues	13,552,388	14,216,005	14,475,665	14,225,643	14,439,983	14,609,797	14,834,515	15,087,927	15,314,542	15,574,811	15,782,911	15,994,628	16,258,394	16,527,188	16,801,114	17,080,279	17,364,793
Expenditures																	
Full-Time Salaries	4,786,992	4,493,281	5,115,933	5,218,252	5,322,617	5,429,069	5,524,078	5,620,749	5,719,112	5,819,197	5,921,033	6,024,651	6,130,082	6,237,359	6,346,512	6,457,576	6,570,584
Hourly Wages and Benefits	683,083	728,896	748,542	772,141	796,154	820,587	845,447	862,356	877,447	892,802	908,426	924,324	940,500	956,958	973,705	990,745	1,008,083
Pension Costs	1,794,650	1,752,745	2,090,544	2,356,872	2,651,134	3,005,442	3,294,489	3,553,334	3,836,624	4,084,592	4,323,599	4,332,129	4,391,347	4,459,094	4,534,943	4,525,729	4,498,214
Health Insurance	621,370	590,248	683,736	683,736	707,736	731,736	755,736	779,736	803,736	827,736	851,736	875,736	899,736	923,736	947,736	971,736	995,736
Other Benefits	148,802	128,754	134,488	151,406	154,434	157,523	160,673	163,887	167,164	170,508	173,918	177,396	180,944	184,563	188,254	192,019	195,860
Retiree Health	290,000	276,000	300,000	315,000	330,750	347,288	364,652	382,884	402,029	422,130	443,237	465,398	488,668	513,102	538,757	565,695	593,979
Overtime	314,825	360,271	314,425	319,927	326,326	332,853	338,677	344,604	350,635	356,771	363,014	369,367	375,831	383,348	391,015	398,835	406,812
Capital Projects	55,000	255,000	-	422,301	426,524	430,789	435,097	439,448	443,843	448,281	452,764	457,291	461,864	466,483	471,148	475,859	480,618
Vacation and Sick Payouts	103,525	149,010	66,623	107,817	109,973	112,172	114,135	116,133	118,165	120,233	122,337	124,478	126,656	128,873	131,128	133,423	135,758
Utilities	534,046	484,545	513,045	566,569	583,566	601,073	619,106	637,679	656,809	676,513	696,809	717,713	739,245	761,422	784,265	807,792	832,026
West-Comm	622,000	622,000	645,000	664,350	684,281	704,809	725,953	747,732	770,164	793,269	817,067	841,579	866,826	892,831	919,616	947,204	975,620
Maintenance and Operations	1,576,735	1,676,910	1,728,399	1,745,683	1,763,140	1,780,771	1,798,579	1,816,565	1,834,730	1,853,078	1,871,608	1,890,325	1,909,228	1,928,320	1,947,603	1,967,079	1,986,750
Contract Services	1,310,550	1,632,730	1,605,480	1,871,535	1,670,250	1,686,953	1,703,822	1,720,860	1,738,069	1,755,450	1,773,004	1,790,734	1,808,642	1,826,728	1,844,995	1,863,445	1,882,080
Interfund Operating Transfers	765,340	765,338	809,000	809,000	819,000	819,000	860,000	860,000	900,000	900,000	900,000	900,000	900,000	950,000	950,000	950,000	950,000
Total Expenditures	13,606,918	13,915,728	14,755,215	16,004,589	16,345,885	16,960,065	17,540,444	18,045,967	18,618,527	19,120,559	19,618,552	19,891,122	20,219,569	20,612,816	20,969,677	21,247,139	21,512,120
Preliminary Projected Deficit	(54,530)	300,277	(279,550)	(1,778,947)	(1,905,902)	(2,350,268)	(2,705,929)	(2,958,039)	(3,303,985)	(3,545,748)	(3,835,640)	(3,896,494)	(3,961,174)	(4,085,628)	(4,168,563)	(4,166,860)	(4,147,327)
Potential Revenues & Cost Savings																	
Hotel Revenue	65,000	0	0	293,200	296,132	299,093	302,084	305,105	308,156	311,238	314,350	317,494	320,669	323,875	327,114	330,385	333,689
	65,000	0	0	293,200	296,132	299,093	302,084	305,105	308,156	311,238	314,350	317,494	320,669	323,875	327,114	330,385	333,689
Projected Budget Surplus/(Deficit)	10,470	300,277	(279,550)	(1,485,747)	(1,609,770)	(2,051,174)	(2,403,845)	(2,652,934)	(2,995,829)	(3,234,511)	(3,521,290)	(3,579,000)	(3,640,506)	(3,761,752)	(3,841,449)	(3,836,474)	(3,813,638)
																	Cumulative Deficit (42,987,019)

