

SUMMARY FORECAST (\$ in Thousands)	Revised Budget	Actual	Revised Budget	Actual	Adopted Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected								
	2011-12	2011-12	2012-13	2012-13	2013-14	2013-14	2014-15	2014-15	2015-16	2015-16	2016-17	2016-17	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Property Tax	35,960	\$35,715	\$35,768	\$39,181	\$40,710	\$38,971	\$40,830	\$42,128	\$43,573	\$44,159	\$47,734	\$47,198	\$48,112	\$48,912	\$51,476	\$53,538	\$53,728	\$56,551	\$59,520	\$62,594	\$65,104	\$67,142	\$69,797
Sales Tax	25,777	26,346	27,940	28,534	30,500	31,019	31,719	31,058	33,275	33,059	33,401	34,839	32,926	33,540	34,817	34,112	35,555	37,024	38,529	39,524	40,547	41,600	40,649
UUT	14,800	14,797	15,096	14,940	15,000	15,762	15,750	15,681	22,494	22,041	19,620	20,754	16,593	18,663	20,037	21,187	21,690	22,205	22,733	23,187	23,651	24,124	24,305
Other Tax/Franchises	18,525	20,370	19,612	20,325	21,327	20,860	20,818	22,361	23,207	25,356	23,808	25,247	23,808	24,336	24,895	24,761	25,535	26,337	27,166	27,792	28,432	29,088	28,925
Permits & Fees	7,321	7,811	8,140	7,844	8,696	10,466	9,381	9,939	10,105	12,218	11,787	15,274	12,799	12,919	13,192	13,147	13,521	13,907	14,304	14,609	14,920	15,239	15,194
Other Revenue	16,505	14,941	14,211	12,914	13,601	13,641	13,322	14,211	15,702	17,429	15,091	13,779	14,849	13,648	13,697	13,946	14,152	14,329	14,658	14,992	15,336	15,693	16,060
Transfer In-Measure C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	118,888	119,980	120,767	123,739	129,834	130,718	131,820	135,378	148,356	154,262	151,441	157,090	149,087	152,018	158,112	160,690	164,181	170,353	176,909	182,698	187,991	192,886	194,930
Salaries/Wages	60,060	61,697	63,502	62,986	63,760	63,649	66,343	63,732	67,035	67,497	69,169	70,002	74,243	74,139	77,395	79,195	80,972	82,785	84,640	86,536	88,475	90,457	92,484
Overtime	4,044	5,412	5,561	6,879	5,615	7,831	7,279	6,973	7,299	7,778	5,716	9,254	5,566	5,566	5,720	5,858	5,991	6,126	6,264	6,405	6,550	6,697	6,848
Retirement	18,447	17,492	15,317	15,143	16,014	14,736	18,265	18,008	21,222	20,689	23,687	23,021	23,600	23,600	26,812	30,928	34,747	37,823	40,379	42,105	43,610	44,600	45,615
Health/Other Benefits	11,983	11,229	12,456	11,113	13,018	11,468	13,296	12,241	14,017	13,142	14,418	12,437	14,581	14,057	14,877	15,719	16,609	17,552	18,549	19,606	20,724	21,909	23,163
Retiree Medical	2,560	2,560	2,321	2,321	2,345	4,327	2,242	4,308	2,810	3,916	2,846	2,846	3,794	3,794	5,160	5,879	7,838	9,798	10,197	10,615	10,976	11,336	11,759
Workers Comp	4,935	5,187	4,939	5,499	4,975	5,585	5,013	5,324	5,224	5,732	6,340	6,284	5,903	5,899	6,158	6,301	6,443	6,587	6,735	6,885	7,040	7,197	7,359
Interdept Charges	(4,891)	(5,332)	(5,300)	(5,399)	(5,315)	(5,120)	(5,179)	(3,731)	(5,019)	(4,451)	(4,513)	(4,015)	(4,602)	(4,144)	(4,259)	(4,361)	(4,460)	(4,561)	(4,663)	(4,769)	(4,876)	(4,986)	(5,098)
Vacancy Savings	-	-	-	-	-	-	-	-	-	-	-	-	(1,931)	(1,964)	(1,930)	(1,982)	(2,040)	(2,093)	(2,149)	(2,207)	(2,268)	(2,331)	(2,396)
Subtotal Personnel	97,137	98,245	98,797	98,542	100,412	102,476	107,258	106,855	112,587	114,303	117,663	119,830	121,154	120,947	129,934	137,536	146,099	154,016	159,951	165,177	170,230	174,880	179,732
Supplies & Services	6,868	6,710	7,392	7,092	9,007	8,502	12,273	10,767	11,574	9,807	12,618	10,109	9,269	10,350	9,454	9,643	9,836	10,032	10,233	10,438	10,647	10,859	11,077
Internal Service Fees	9,280	9,677	9,294	9,677	9,409	9,677	11,515	11,553	13,336	13,336	14,413	14,413	11,863	11,863	15,400	15,708	16,022	16,343	16,669	17,003	17,343	17,690	18,044
Debt Service	2,784	2,784	2,822	2,822	2,809	2,809	3,302	3,302	3,445	3,445	3,568	3,640	3,283	3,420	3,417	3,417	3,417	3,417	3,417	3,417	3,417	3,417	3,419
Capital Outlay/Projects	2,771	3,027	3,137	3,174	5,353	5,489	2,294	1,925	4,191	5,864	2,029	1,768	5,643	2,773	1,746	1,285	1,260	2,385	1,853	1,990	1,674	1,755	1,601
Economic Development	-	-	-	-	-	-	-	350	-	-	350	556	350	350	350	350	350	350	350	350	350	350	350
Insurance	2,774	2,464	2,847	2,537	2,621	2,621	2,385	2,385	2,385	2,338	4,389	4,389	350	2,907	2,965	3,024	3,085	3,147	3,209	3,274	3,339	3,406	3,474
Additions/(Reductions)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal O&M	24,477	24,662	25,492	25,302	29,199	29,098	31,769	30,281	34,931	34,790	37,367	34,874	30,408	31,664	33,332	33,427	33,970	35,674	35,732	36,471	36,770	37,478	37,964
Total Expense	121,614	122,907	124,289	123,844	129,612	131,574	139,027	137,136	147,519	149,093	155,030	154,704	151,562	152,611	163,266	170,963	180,068	189,690	195,683	201,648	207,000	212,358	217,696
Chng in Reserve-Surplus/(Shorfall)	(2,726)	(2,927)	(3,522)	(105)	222	(856)	(7,207)	(1,758)	837	5,169	(3,589)	2,387	(2,475)	(592)	(5,154)	(10,273)	(15,887)	(19,337)	(18,774)	(18,950)	(19,009)	(19,472)	(22,767)
UUT Set-asides	-	-	-	-	-	-	-	-	-	(6,023)	(4,248)	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Balance	29,550	27,764	27,764	28,115	33,420	31,684	30,829	28,968	28,968	28,375	23,222	12,949	(2,939)	(22,276)	(41,050)	(60,000)	(79,009)	(98,481)	(121,247)				
Ending Balance	26,623	27,659	27,659	27,259	31,662	30,829	28,968	26,493	28,375	23,222	12,949	(2,939)	(22,276)	(41,050)	(60,000)	(79,009)	(98,481)	(121,247)					
Balance as % of Total Expense	21.7%	22.3%	22.3%	20.7%	23.1%	20.7%	18.7%	18.6%	14.2%	7.6%	-1.6%	-11.7%	-21.0%	-29.8%	-38.2%	-46.4%	-55.7%						
Balance at 20% of Expenses	24,581	24,769	24,769	26,315	27,427	29,819	30,941	30,522	32,653	34,193	36,014	37,938	39,137	40,330	41,400	42,472	43,539						
Amount Above or (Below) 20%	2,042	2,890	2,890	944	4,235	1,011	(1,973)	(2,147)	(9,432)	(21,244)	(38,952)	(60,214)	(80,187)	(100,330)	(120,409)	(140,952)	(164,787)						