

# **CITY OF FLINT**

## **FIVE YEAR FINANCIAL PLAN 2019-2023**

**Proposed Budget for FY19 and FY20**

**Future Projections for FY21, FY22, and FY23**



**Setting a Sustainable Course for the City of Flint**

**Dr. Karen W. Weaver  
Mayor**

# City of Flint Five-Year Financial Plan

Vision, Mission, and Goals	3
City Council Budget Priorities	4
FY19 and FY20 Staffing	5
Fund Balance and Reserve Projections and Analysis	8
FY19 & FY20 Budget; FY21, FY22, and FY23 Projections by Fund	10

# **CITY OF FLINT STRATEGIC PLAN**

## **2019 - 2023**

*Setting a Sustainable Course for the City of Flint*

### **The Vision for the City Government of Flint**

A well-managed, financially stable, and accountable government focused on creating and maintaining a vibrant and growing community which will attract and retain residents, businesses, students, and visitors and improve our quality of life

### **The Mission of the City Government**

To assure that residents, businesses, students and visitors in the City of Flint receive municipal services in a customer friendly, financially responsible, and equitable manner in order to insure equality of opportunity for all persons

### **The Goals**

In order to operate per our Mission and realize our Vision, residents, businesses, students and visitors can expect that the City of Flint will:

1. The City will operate in an open and financially sustainable manner, including improving citizen access, focusing on measurable results, improving the City's financial position and eliminating accumulated deficits
2. The City will provide a highly trained and professional staff of elected leaders, appointed officials and employees
3. The City will provide for a safe, secure, healthy and clean environment in which to live, work, learn and play
4. The City will provide access to dependable, quality and sustainable water and sewer
5. The City will provide access to an adequate and well maintained transportation network for all modes of travel serving motorized, non-motorized, and pedestrian needs
6. The City will foster cooperation among business, non-profit, higher education, foundation partners, and residents to create a climate that supports economic development with a focus on small business and entrepreneurs in order to build local wealth and enhance the tax base
7. The City will seek partnerships with Local, State and Federal governmental partners, and other private entities in order to maximize efficiencies and resources in meeting its Mission
8. The City will promote the equal protection of the law for each person in accordance with fundamental human rights

# CITY OF FLINT

## Council Priorities FY2019 & FY2020

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- Maintain the General Fund reserve balance.
- Maintain Police and Fire staffing levels while seeking additional funding sources to increase public safety programs.
- Ensure the Department of Public Works has tools necessary to provide for street maintenance, sidewalk maintenance, snow removal, and right-of-way tree maintenance.
- Resolve the Water Lead Crisis through improvement of City infrastructure and replacement of customer service lines.
- Stabilize the financial position of the Water and Sewer Funds at the most affordable rates possible at the highest quality standards.
- Build community relationships to ensure capacity and continued implementation of Master Plan and Capital Improvement Plan; including blight elimination, economic development, parks maintenance and essential human services.
- Improve customer service across all departments through training and technology.

**FULL-TIME AUTHORIZED POSITION LIST BY DEPARTMENT**

	<u>FY15 ACTUAL</u>	<u>FY16 AMEND. BUDGET</u>	<u>FY17 AMEND. BUDGET</u>	<u>FY18 AMEND. BUDGET</u>	<u>FY19 PROPOSED</u>	<u>FY20 PROPOSED</u>
<b>GOVERNANCE AND ADMINISTRATION</b>	<b>28</b>	<b>30</b>	<b>34</b>	<b>33</b>	<b>38</b>	<b>38</b>
City Administrator	3	3	4	3	8	8
City Council	2	3	3	3	3	3
Clerk's Office	5	6	6	6	6	6
Human Resources	7	7	8	8	8	8
Law Department	8	8	8	8	8	8
Mayor's Office	3	3	5	5	5	5
<b>POLICE</b>	<b>115</b>	<b>122</b>	<b>126</b>	<b>125</b>	<b>126</b>	<b>126</b>
Police Officers	100	106	111	111	112	112
Civilians	15	16	15	14	14	14
<b>911</b>	<b>23</b>					
<b>FIRE</b>	<b>75</b>	<b>68</b>	<b>68</b>	<b>97</b>	<b>97</b>	<b>97</b>
<b>DISTRICT COURT</b>	<b>32</b>					
<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>173</b>	<b>173</b>	<b>174</b>	<b>175</b>	<b>174</b>	<b>174</b>
DPW/Transportation Admin. (incl. Engineering)	5	7	6	7	8	8
Facilities Maintenance	2	2	3	3	3	3
Streets	17	22	21	21	26	26
Traffic Engineering	11	11	10	10	10	10
Utilities Admin.	3	3	3	3	3	3
Water Pollution Control	40	38	38	38	38	38
Water Treatment Plant	26	24	25	25	18	18
Water Service Center	68	66	68	68	68	68
Parks and Recreation	1					
<b>PLANNING AND DEVELOPMENT</b>	<b>26</b>	<b>29</b>	<b>30</b>	<b>32</b>	<b>35</b>	<b>35</b>
Building & Safety (incl. Blight)	14	14	14	13	15	15
Community Development & Planning	12	15	16	19	20	20
<b>FINANCE AND ADMINISTRATION</b>	<b>53</b>	<b>52</b>	<b>54</b>	<b>57</b>	<b>57</b>	<b>57</b>
Assessing	9	9	9	9	9	9
Finance	8	8	9	9	9	9
Fleet Services	9	9	9	9	9	9
Information Technology	6	5	5	6	6	6
Purchasing	2	2	2	2	2	2
Treasurer	19	19	20	22	22	22
<b>TOTALS</b>	<b>525</b>	<b>474</b>	<b>486</b>	<b>519</b>	<b>527</b>	<b>527</b>

**PART-TIME AUTHORIZED POSITION LIST BY DEPARTMENT**

	Amended Budget FY18	Proposed FY19
<b>GOVERNANCE AND ADMINISTRATION</b>	<b>12</b>	<b>12</b>
City Administrator		
City Council	9	9
Clerk's Office	1	1
Human Resources		
Law Department	2	2
Mayor's Office		
<b>POLICE</b>	<b>60</b>	<b>63</b>
Police Officers	9	9
Civilians	51	54
<b>FIRE</b>		
<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>19</b>	<b>23</b>
DPW/Transportation Admin. (incl. Engineering)	1	
Facilities Maintenance	1	
Streets	15	21
Traffic Engineering		
Utilities Admin.		
Water Pollution Control	2	2
Water Treatment Plant		
Water Service Center		
Parks and Recreation		
<b>PLANNING AND DEVELOPMENT</b>	<b>1</b>	<b>3</b>
Building & Safety (incl. Blight)		
Community Development & Planning	1	3
<b>FINANCE AND ADMINISTRATION</b>	<b>9</b>	<b>8</b>
Assessing	2	2
Finance		
Fleet Services	2	2
Information Technology	1	1
Purchasing		
Treasurer	4	3
<b>TOTAL</b>	<b>101</b>	<b>109</b>

**FY19 Funding Source for Requested Positions**

<u>Department</u>	<u>Total Positions</u>	<u>General Fund 101</u>	<u>Major &amp; Local Streets 202, 203</u>	<u>Police &amp; Fire Special Mill. 205</u>	<u>Neighbor. Police Mill. 207</u>	<u>Parks/Rec Fund 208</u>	<u>Street Light 219</u>	<u>Rubbish 226</u>	<u>Drug Enforce 265</u>	<u>HUD 274</u>	<u>Federal 296</u>	<u>BSI Fund 542</u>	<u>Water Fund 590</u>	<u>Sewer Fund 591</u>	<u>Fringe Benefit Fund 627</u>	<u>IT Fund 636</u>	<u>Fleet 661</u>
Governance	38	29.10									7.90				1.00		
Police	126	95.90		18.00	9.00				1.00	0.50	1.60						
Fire	97	47.00		17.00							33.00						
DPW - Transportation & Admin	47	3.51	39.90					0.94			0.39		0.81	0.95			
DPW - Utilities & Admin	127												71.50	55.50			
Planning & Development	35	7.37				0.60	0.40			9.13	4.00	13.50					
Finance & Administration	57	42.00														6.00	9.00
<b>Total</b>	<b>527</b>	<b>224.9</b>	<b>39.9</b>	<b>35.0</b>	<b>9.0</b>	<b>0.6</b>	<b>0.4</b>	<b>0.9</b>	<b>1.0</b>	<b>9.6</b>	<b>46.9</b>	<b>13.5</b>	<b>72.3</b>	<b>56.5</b>	<b>1.0</b>	<b>6.0</b>	<b>9.0</b>

## **Reserve Policy by Fund**

**Sustainable financial solvency requires that the City have the ability to address unexpected events affecting revenues and/or expenses in a manner which avoids immediate crisis oriented responses. One means of accomplishing this is to maintain adequate financial reserves which will enable the City, should it be faced with sudden unexpected and unavoidable revenue decreases or expenditure increases in the course of a fiscal year, to immediately address most such issues without requiring immediate decisions which seriously disrupt the provision of city services by providing access to a financial resource for a short time. This will allow the City to provide a more well thought out and considered response to the financial impact, preferably in the context of the annual planning and budget review process. Such reserves also have an impact on the City's ability to borrow funds if necessary, by assuring that the City has such capability.**

**Unexpected events can be such items as: unexpectedly high property tax chargebacks from the county; unanticipated decline in income tax revenues; reduction in constitutional revenue sharing payments; unexpected decrease in water and sewer revenues; unexpected number of water main breaks, road and sidewalk repairs; major equipment failure; unexpected need for major building repairs.**

**Consequently, reserve requirements are established for funds as shown on the following pages.**



## Reserve requirements for funds of the City of Flint

### Funds supported by General Taxes and/or millages

### Reserve requirement

101	General Fund	15% of the current years adopted amount of General Fund revenues, of which any amount above 5% shall be transferred to the Budget Stabilization Fund
205	Police/Fire Millage	10% of the current years adopted revenue for the fund
207	Neighborhood Police Millage	10% of the current years adopted revenue for the fund
208	Parks	10% of the current years adopted revenue for the fund
402	Public Improvement	One years annual debt service for all debts budgeted to be paid from the fund plus \$800,000

### Funds supported by Dedicated Funds, Fees or Assessments

202	Major Streets	15% of the current years adopted amount of Act 51 revenues for Major Streets plus one years annual debt service
203	Local Streets	15% of the current years adopted amount of Act 51 revenues for Local streets plus one years annual debt service
219	Street Light Assessment	15% of the current years adopted revenue for the fund
226	Waste Collection	15% of the current years adopted revenue for the fund
265	Drug Forfeiture	100% of the anqual budgeted expense from the fund
542	Building Safety	15% of the current years adopted revenue for the fund

### Enterprise Funds

590	Sewer Fund	25% of the current years adopted budget for operating expenses plus one years annual debt service for any debt paid for from the fund.
591	Water Fund	25% of the current years adopted budget for operating expenses plus one years annual debt service for any debt paid for from the fund.

### Special Revenue Grant Funds

Special Revenue Grant Funds 274,296,297 in which revenues and expenses are to be self supporting, do not have reserve policy requirement		
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**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>GENERAL FUND REVENUES - FUND 101</b>					
PROPERTY TAXES	4,711,868	4,876,489	5,000,352	5,060,774	5,189,311
INCOME TAXES	16,230,230	16,449,281	16,613,774	16,779,912	16,947,711
INTEREST INCOME	282,620	283,246	286,078	288,939	291,829
STATE REVENUE	19,259,154	19,418,057	19,612,238	19,808,360	20,006,444
CHARGES FOR SERVICES RENDERED	9,857,170	9,892,800	9,991,728	10,091,646	10,192,562
OTHER REVENUE	107,193	109,496	110,591	111,697	112,814
FINES & FORFEITURES	364,343	372,451	376,176	379,937	383,737
LICENSE, PERMITS & FRANCHISE FEES	1,413,660	1,517,326	1,532,499	1,547,824	1,563,302
FEDERAL REVENUE	259,050	271,924	274,643	277,390	280,164
TRANSFER IN	3,358,706	3,489,943	3,524,843	3,560,091	3,595,692
<b>TOTAL REVENUES</b>	<b>55,843,993</b>	<b>56,681,014</b>	<b>57,322,922</b>	<b>57,906,570</b>	<b>58,563,565</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>GENERAL GOVERNMENT</b>					
SUPPLIES & OPERATING EXPENSES	75,000	75,000	75,750	77,265	78,810
Totals for dept 000.300 - General Government	75,000	75,000	75,750	77,265	78,810
<b>CITY COUNCIL</b>					
WAGES & FRINGES	497,735	516,084	643,200	666,198	678,085
SUPPLIES & OPERATING EXPENSES	264,130	269,130	271,821	274,540	277,285
CAPITAL OUTLAY	20,000	20,000	20,200	20,402	20,606
Totals for dept 101.100 - City Council	781,865	805,214	935,221	961,140	975,976
<b>JUDICIAL</b>					
SUPPLIES & OPERATING EXPENSES	917,755	977,500	987,275	997,148	1,007,119
Totals for dept 136.100 - District Court	917,755	977,500	987,275	997,148	1,007,119
<b>OFFICE OF MAYOR</b>					
WAGES & FRINGES	245,929	247,307	251,692	256,011	259,139
SUPPLIES & OPERATING EXPENSES	97,400	97,400	98,374	99,358	100,351
Totals for dept 171.100 - Office Of Mayor	343,329	344,707	350,066	355,369	359,491

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>CITY ADMINISTRATOR</b>					
WAGES & FRINGES	332,686	335,511	341,320	347,047	351,247
SUPPLIES & OPERATING EXPENSES	26,750	26,750	27,018	27,288	27,561
Totals for dept 172.100 - City Administrator	359,436	362,261	368,337	374,335	378,808
<b>CITY OF CLERK</b>					
WAGES & FRINGES	108,664	109,352	110,446	111,550	112,665
SUPPLIES & OPERATING EXPENSES	59,000	44,000	44,440	44,884	45,333
Totals for dept 215.100 - Office Of City Clerk	167,664	153,352	154,886	156,434	157,999
<b>CITY CLERK - LICENSE AND PERMITS</b>					
WAGES & FRINGES	298,593	330,564	367,530	402,942	416,981
SUPPLIES & OPERATING EXPENSES	14,900	14,900	15,049	15,199	15,351
Totals for dept 215.200 - City Clerk-License And Permits	313,493	345,464	382,579	418,142	432,332
<b>CITY CLERK - BOARD OF REVIEW</b>					
WAGES & FRINGES	11,445	11,445	11,559	11,675	11,792
Totals for dept 215.247 - City Clerk-Board Of Review	11,445	11,445	11,559	11,675	11,792
<b>CITY CLERK - ELECTION</b>					
WAGES & FRINGES	305,918	331,396	352,307	372,422	381,378
SUPPLIES & OPERATING EXPENSES	210,100	210,100	212,201	214,323	216,466
CAPITAL OUTLAY	80,000	80,000	80,800	81,608	82,424
Totals for dept 262.100 - City Clerk-Election	596,018	621,496	645,308	668,353	680,269
<b>CITY CLERK ELECTION DIV - ELECTION WORKERS</b>					
WAGES & FRINGES	243,615	311,195	314,307	317,450	320,625
SUPPLIES & OPERATING EXPENSES	1,236	1,236	1,248	1,261	1,273
Totals for dept 262.110 - City Clerk Elec Div. - Election Workers	244,851	312,431	315,555	318,711	321,898
<b>TOTAL CITY CLERK DEPARTMENTS</b>	<b>1,333,471</b>	<b>1,444,188</b>	<b>1,509,887</b>	<b>1,573,315</b>	<b>1,604,289</b>
<b>FINANCE DIVISION</b>					
<b>FINANCE-ADMINISTRATION/ACCTG/PAYROLL/BUDGET</b>					
WAGES & FRINGES	1,136,591	1,207,553	1,289,317	1,367,919	1,402,320
SUPPLIES & OPERATING EXPENSES	66,125	66,310	66,973	67,643	68,319
Totals for dept 191.100 - Finance-Admin/Accounting/Payroll	1,202,716	1,273,863	1,356,290	1,435,561	1,470,640

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>FINANCE - PURCHASING</b>					
WAGES & FRINGES	351,209	382,587	420,073	456,011	470,580
SUPPLIES & OPERATING EXPENSES	13,260	11,310	11,423	11,537	11,653
Totals for dept 191.201 - Finance Purchasing	364,469	393,897	431,496	467,548	482,233
<b>CUSTOMER SERVICE - TREASURY DIVISION</b>					
WAGES & FRINGES	183,017	199,242	215,181	230,484	236,936
SUPPLIES & OPERATING EXPENSES	78,440	79,760	80,558	81,363	82,177
Totals for dept 253.200 - Customer Services-Treasury Operations	261,457	279,002	295,739	311,847	319,113
<b>CUSTOMER SERVICE - INCOME TAX</b>					
SUPPLIES & OPERATING EXPENSES	561,760	562,780	568,408	574,092	579,833
Totals for dept 253.201 - Customer Services-Income Tax	561,760	562,780	568,408	574,092	579,833
<b>CUSTOMER SERVICE - WATER COLLECTIONS</b>					
WAGES & FRINGES	822,706	895,713	967,434	1,036,286	1,065,313
SUPPLIES & OPERATING EXPENSES	133,310	119,830	121,028	122,239	123,461
Totals for dept 253.202 - Customer Services-Water Collection	956,016	1,015,543	1,088,462	1,158,525	1,188,774
<b>CUSTOMER SERVICE - SEWER COLLECTION</b>					
WAGES & FRINGES	822,706	895,665	967,385	1,036,237	1,065,263
SUPPLIES & OPERATING EXPENSES	154,310	140,830	142,238	143,661	145,097
Totals for dept 253.203 - Customer Service-Sewer Collection	977,016	1,036,495	1,109,623	1,179,898	1,210,360
<b>CUSTOMER SERVICE - DELINQUENT COLLECTIONS</b>					
WAGES & FRINGES	399,305	439,480	477,968	514,894	530,181
SUPPLIES & OPERATING EXPENSES	5,900	5,900	5,959	6,019	6,079
Totals for dept 253.204 - Delinquent Collections	405,205	445,380	483,927	520,913	536,260
<b>TOTAL CUSTOMER SERVICE</b>	<b>3,161,454</b>	<b>3,339,200</b>	<b>3,546,159</b>	<b>3,745,275</b>	<b>3,834,339</b>
<b>ASSESSMENT</b>					
WAGES & FRINGES	1,314,519	1,421,259	1,538,877	1,651,765	1,699,031
SUPPLIES & OPERATING EXPENSES	101,800	102,800	103,828	104,866	105,915
CAPITAL OUTLAY	3,000	3,000	3,060	3,121	3,184
Totals for dept 257.100 - Assessment	1,419,319	1,527,059	1,645,765	1,759,752	1,808,129

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>LAW OFFICE OPERATIONS</b>					
WAGES & FRINGES	854,631	860,143	868,744	877,431	886,206
SUPPLIES & OPERATING EXPENSES	36,400	36,400	36,764	37,132	37,503
Totals for dept 266.100 - Law Office Operations	891,031	896,543	905,508	914,563	923,709
<b>PERSONNEL OFFICE</b>					
WAGES & FRINGES	559,797	567,034	572,704	578,431	584,216
SUPPLIES & OPERATING EXPENSES	77,750	43,250	43,683	44,119	44,561
Totals for dept 270.100 - Personnel Office	637,547	610,284	616,387	622,551	628,776
<b>PERSONNEL OFFICE TRAINING</b>					
SUPPLIES & OPERATING EXPENSES	43,443	47,000	47,470	47,945	48,424
Totals for dept 270.200 - Personnel Office-Personnel-Training	43,443	47,000	47,470	47,945	48,424
<b>TOTAL PERSONNEL</b>	<b>680,990</b>	<b>657,284</b>	<b>663,857</b>	<b>670,495</b>	<b>677,200</b>
<b>OMBUDSMAN</b>					
WAGES & FRINGES	179,036	179,036	180,826	182,635	184,461
SUPPLIES & OPERATING EXPENSES	70,964	70,964	71,674	72,390	73,114
Totals for dept 290.100 - Ombudsman	250,000	250,000	252,500	255,025	257,575
<b>RETIREE HEALTHCARE AND INDIRECT COST ALLOCATION</b>					
WAGES & FRINGES	3,388,647	3,559,099	3,808,236	4,074,812	4,360,049
SUPPLIES & OPERATING EXPENSES	4,917,143	4,917,143	4,966,314	5,015,977	5,066,137
Totals for dept 900.100 - Cost Allocation and Retiree Healthcare	8,305,790	8,476,242	8,774,550	9,090,790	9,426,186
<b>POLICE</b>					
<b>POLICE -FLEET</b>					
SUPPLIES & OPERATING EXPENSES	1,613,983	1,856,080	1,874,641	1,893,388	1,912,322
Totals for dept 301.200 - Police - Fleet	1,613,983	1,856,080	1,874,641	1,893,388	1,912,322
<b>POLICE - RETIREE HEALTHCARE</b>					
WAGES & FRINGES	3,553,638	3,732,388	3,993,655	4,073,528	4,154,999
Totals for dept 301.800 - Non_dep_Exp-Police Portion	3,553,638	3,732,388	3,993,655	4,073,528	4,154,999

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>POLICE ADMIN</b>					
WAGES & FRINGES	577,883	610,639	650,793	689,403	706,421
SUPPLIES & OPERATING EXPENSES	22,848	25,323	25,576	25,832	26,090
CAPITAL OUTLAY	3,000	6,700	6,767	6,835	6,903
Totals for dept 302.100 - Pol Admin Bureau - Admin	603,731	642,662	683,136	722,070	739,415
<b>POLICE - INSPECTIONS</b>					
WAGES & FRINGES	188,131	204,898	223,777	241,883	249,307
SUPPLIES & OPERATING EXPENSES	1,405	1,405	1,419	1,433	1,448
Totals for dept 302.200 - Pol Admin Bureau-Inspections	189,536	206,303	225,196	243,316	250,754
<b>POLICE - LOCK UP</b>					
SUPPLIES & OPERATING EXPENSES	2,864,275	2,864,275	2,892,918	2,921,847	2,951,065
CAPITAL OUTLAY	100,000	100,000	101,000	102,010	103,030
Totals for dept 302.205 - Pol Admin - City Lock-Up	2,964,275	2,964,275	2,993,918	3,023,857	3,054,095
<b>POLICE - LEADS</b>					
SUPPLIES & OPERATING EXPENSES	10,000	10,000	10,100	10,201	10,303
Totals for dept 302.210 - Pol Admin - LEADS	10,000	10,000	10,100	10,201	10,303
<b>POLICE - INTEL SUPPORT STAFF</b>					
WAGES & FRINGES	171,212	187,261	205,964	223,892	231,135
SUPPLIES & OPERATING EXPENSES	5,905	5,905	5,964	6,024	6,084
Totals for dept 302.400 - Pol Admin Intel Support Staff	177,117	193,166	211,928	229,916	237,219
<b>POLICE TECH RECORDS &amp; IDENTIFICATION</b>					
WAGES & FRINGES	1,598,029	1,738,939	1,892,129	2,039,093	2,099,866
SUPPLIES & OPERATING EXPENSES	220,572	216,102	218,263	220,446	222,650
CAPITAL OUTLAY	25,000	0	0	0	0
Totals for dept 305.200 - Pol Tech Serv-Records & Identification	1,843,601	1,955,041	2,110,392	2,259,539	2,322,516
<b>POLICE - PLANNING, RESEARCH &amp; TRAINING</b>					
WAGES & FRINGES	91,773	100,259	109,677	118,708	122,398
SUPPLIES & OPERATING EXPENSES	79,038	62,650	63,277	63,909	64,548
CAPITAL OUTLAY	1,400	0	0	0	0
Totals for dept 305.201 - Pol Tech Serv-Plann, Research, & Train	172,211	162,909	172,953	182,618	186,946

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>POLICE - UNIFORM &amp; EQUIPMENT</b>					
WAGES & FRINGES	161,348	177,037	195,637	213,462	220,602
SUPPLIES & OPERATING EXPENSES	138,087	138,810	140,198	141,600	143,016
CAPITAL OUTLAY	23,052	300	0	0	0
Totals for dept 305.203 - Pol Tech Serv-Uniforms & Equipment	322,487	316,147	335,835	355,062	363,618
<b>POLICE - CITY IMPOUND</b>					
WAGES & FRINGES	165,889	181,578	200,224	218,095	225,280
SUPPLIES & OPERATING EXPENSES	126,075	129,575	130,871	132,179	133,501
Totals for dept 305.206 - Pol Tech Serv - City Impound	291,964	311,153	331,095	350,274	358,781
<b>POLICE - CRIMINAL INVESTIGATION</b>					
WAGES & FRINGES	2,820,687	3,072,840	3,363,098	3,641,435	3,755,022
SUPPLIES & OPERATING EXPENSES	25,468	18,800	18,988	19,178	19,370
CAPITAL OUTLAY	20,050	0	0	0	0
Totals for dept 308.200 - Pol Invst Ovrhd - Criminal Invest Overh	2,866,205	3,091,640	3,382,086	3,660,613	3,774,392
<b>POLICE SCHOOL LIASON</b>					
WAGES & FRINGES	617,830	670,288	728,310	783,981	807,081
SUPPLIES & OPERATING EXPENSES	2,481	2,281	2,304	2,327	2,350
CAPITAL OUTLAY	3,500	0	0	0	0
Totals for dept 308.202 - Pol Invst Ovrhd - Police School Liaison	623,811	672,569	730,614	786,308	809,431
<b>POLICE SPECIAL OPERATIONS</b>					
WAGES & FRINGES	2,339,415	2,567,904	2,799,274	3,021,209	3,112,585
Totals for dept 308.205 - Pol Invst Ovrhd - Special Operations	2,339,415	2,567,904	2,799,274	3,021,209	3,112,585
<b>PATROL BUREAU ADMINISTRATION</b>					
WAGES & FRINGES	5,371,549	5,780,405	6,205,276	6,613,431	6,788,716
SUPPLIES & OPERATING EXPENSES	28,053	28,153	28,435	28,719	29,006
CAPITAL OUTLAY	36,225	48,065	48,546	49,031	49,521
Totals for dept 315.100 - Patrol Bureau - Administration	5,435,827	5,856,623	6,282,257	6,691,181	6,867,243
<b>PATROL BUREAU - K-9 UNIT</b>					
SUPPLIES & OPERATING EXPENSES	7,000	9,000	9,090	9,181	9,273
CAPITAL OUTLAY	14,000	5,000	5,050	5,101	5,152
Totals for dept 315.205 - Patrol Bureau-K-9 Unit	21,000	14,000	14,140	14,281	14,424

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>PATROL BUREAU - SCHOOL CROSSING GUARDS</b>					
WAGES & FRINGES	254,079	254,079	256,620	259,186	261,778
SUPPLIES & OPERATING EXPENSES	1,800	1,000	1,010	1,020	1,030
Totals for dept 315.206 - Patrol Bureau-School Crossing Guards	255,879	255,079	257,630	260,206	262,808
<b>TOTAL - POLICE</b>	<b>23,284,679</b>	<b>24,807,939</b>	<b>26,408,849</b>	<b>27,777,566</b>	<b>28,431,852</b>
<b>FIRE</b>					
<b>OFFICE OF FIRE CHIEF</b>					
WAGES & FRINGES	578,826	626,582	683,338	737,777	760,168
SUPPLIES & OPERATING EXPENSES	132,925	132,525	133,850	135,189	136,541
Totals for dept 337.100 - Office Of Fire Chief	711,751	759,107	817,188	872,966	896,709
<b>FIRE ADMIN-MAINTENANCE</b>					
SUPPLIES & OPERATING EXPENSES	684,472	787,143	795,014	802,964	810,994
Totals for dept 337.201 - Fire Admin -Maintenance	684,472	787,143	795,014	802,964	810,994
<b>FIRE ADMIN - TRAINING</b>					
WAGES & FRINGES	179,585	195,274	214,056	232,066	239,391
Totals for dept 337.202 - Fire Admin - Training	179,585	195,274	214,056	232,066	239,391
<b>FIRE RETIREE HEALTHCARE</b>					
WAGES & FRINGES	1,480,682	1,555,162	1,664,023	1,780,505	1,905,140
Totals for dept 337.800 - Non_dep_Exp-Fire Portion	1,480,682	1,555,162	1,664,023	1,780,505	1,905,140
<b>FIRE FIGHTING DIVISION - FIRE STATIONS</b>					
WAGES & FRINGES	5,642,140	6,135,974	6,725,072	7,289,918	7,519,745
SUPPLIES & OPERATING EXPENSES	110,200	102,200	103,222	104,254	105,297
CAPITAL OUTLAY	145,000	100,000	101,000	102,010	103,030
Totals for dept 338.201 - Firefighting Division-Fire Station Overh	5,897,340	6,338,174	6,929,294	7,496,183	7,728,072
<b>FIRE PREVENTION - INSPECTION AND TRAINING</b>					
WAGES & FRINGES	343,058	374,436	411,841	447,696	462,183
SUPPLIES & OPERATING EXPENSES	1,000	1,000	1,010	1,020	1,030
Totals for dept 339.200 - Fire Prevent - Inspection and Training	344,058	375,436	412,851	448,717	463,213
<b>TOTAL FIRE</b>	<b>9,297,888</b>	<b>10,010,295</b>	<b>10,832,426</b>	<b>11,633,400</b>	<b>12,043,519</b>



**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>CODE ENFORCEMENT/CODE ENFORCEMENT</b>					
WAGES & FRINGES	259,050	271,924	283,831	295,332	301,017
Totals for dept 748.140 - COF Code Enforcement	259,050	271,924	283,831	295,332	301,017
<b>COMMUNITY DEVELOPMENT</b>					
<b>DEVELOPMENT - PLANNING AND ZONING</b>					
WAGES & FRINGES	722,354	766,300	804,577	841,489	859,007
SUPPLIES & OPERATING EXPENSES	315,969	97,900	98,879	99,868	100,866
CAPITAL OUTLAY	15,000	15,000	15,150	15,302	15,455
Totals for dept 371.209 - Development-Planning & Zoning	1,053,323	879,200	918,606	956,658	975,328
<b>MEDICAL MARIJUANA COMPLIANCE</b>					
SUPPLIES & OPERATING EXPENSES	100,000	100,000	101,000	102,010	103,030
Totals for dept 371.220 - Medical Marijuana Compliance	100,000	100,000	101,000	102,010	103,030
<b>KEARSLEY LAKE GOLF</b>					
SUPPLIES & OPERATING EXPENSES	4,600	4,835	4,883	4,932	4,982
Totals for dept 755.210 - Golf Division - Kearsley Lake Golf Course	4,600	4,835	4,883	4,932	4,982
<b>MOTT PARK</b>					
SUPPLIES & OPERATING EXPENSES	5,818	5,818	5,876	5,935	5,994
Totals for dept 755.220 - Golf Division-Mott Park Golf Course	5,818	5,818	5,876	5,935	5,994
<b>SWARTZ CREEK</b>					
SUPPLIES & OPERATING EXPENSES	6,689	6,840	6,908	6,977	7,047
Totals for dept 755.230 - Golf Division-Swartz Creek Golf Course	6,689	6,840	6,908	6,977	7,047
<b>PIERCE PARK</b>					
SUPPLIES & OPERATING EXPENSES	1,740	1,740	1,757	1,775	1,793
Totals for dept 755.240 - Golf Division-Pierce Park Golf Course	1,740	1,740	1,757	1,775	1,793
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>1,172,170</b>	<b>998,433</b>	<b>1,039,032</b>	<b>1,078,288</b>	<b>1,098,174</b>
<b>FACILITIES MAINTENANCE MUNICIPAL BLDG</b>					
WAGES & FRINGES	407,641	431,215	458,330	484,413	496,038
SUPPLIES & OPERATING EXPENSES	1,038,877	1,052,991	1,063,521	1,074,156	1,084,898
CAPITAL OUTLAY	5,000	5,000	5,050	5,101	5,152
Totals for dept 753.200 - Facilities Maint-Municipal Center	1,451,518	1,489,207	1,526,901	1,563,670	1,586,087

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>TRANSFERS OUT</b>					
Dept 966.295 - Transfer out to 295					
TRANSFERS	15,641	15,641	15,641	15,641	15,641
Totals for dept 966.295 - Transfer out to 295	<u>15,641</u>	<u>15,641</u>	<u>15,641</u>	<u>15,641</u>	<u>15,641</u>
<b>TOTAL APPROPRIATIONS - GENERAL FUND</b>	55,567,569	58,416,396	61,909,341	65,041,477	66,760,796
ESTIMATED REVENUES - FUND 101	55,843,993	56,681,014	57,322,922	57,906,570	58,563,565
APPROPRIATIONS - FUND 101	<u>55,567,569</u>	<u>58,416,396</u>	<u>61,909,341</u>	<u>65,041,477</u>	<u>66,760,796</u>
NET OF REVENUES/APPROPRIATIONS - FUND 101	276,424	-1,735,382	-4,586,419	-7,134,907	-8,197,231
<b>BEGINNING FUND BALANCE</b>	<u>18,595,501</u>	<u>18,871,925</u>	<u>17,136,543</u>	<u>12,550,125</u>	<u>5,415,218</u>
<b>ENDING FUND BALANCE</b>	<u>18,871,925</u>	<u>17,136,543</u>	<u>12,550,125</u>	<u>5,415,218</u>	<u>-2,782,013</u>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	34%	29%	20%	8%	-4%
FUND BALANCE AS % OF EXPENDITURES - POLICY	15%	15%	15%	15%	15%
DESIGNATED RESERVE PER POLICY	8,027,126	8,376,599	8,502,152	8,598,438	8,685,986
VARIANCE ACTUAL TO POLICY	10,844,799	8,759,944	4,047,973	-3,183,220	-11,467,998

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>MAJOR STREETS - FUND 202</b>					
<b>MAJOR STREETS REVENUE</b>					
STATE REVENUE	10,974,321	10,889,756	10,998,653	11,108,640	11,219,726
CHARGES FOR SERVICES RENDERED	326,569	357,079	360,650	364,256	367,899
<b>TOTAL REVENUES</b>	<b>11,300,890</b>	<b>11,246,835</b>	<b>11,359,303</b>	<b>11,472,896</b>	<b>11,587,625</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>TRANSPORATION -TIP CONTRIBUTION</b>					
SUPPLIES & OPERATING EXPENSES	3,408,604	4,880,141	1,750,000	1,767,500	1,785,175
Totals for dept 441.702 - Transportation-Tip Contribution	3,408,604	4,880,141	1,750,000	1,767,500	1,785,175
<b>MAJOR STREETS ADMIN</b>					
WAGES & FRINGES	252,168	264,030	279,399	294,194	300,921
SUPPLIES & OPERATING EXPENSES	22,970	22,970	23,200	23,432	23,666
Totals for dept 442.100-Transportation Major & Local Streets	275,138	287,000	302,599	317,626	324,587
<b>TRANSPORATION ENGINEERING - ROUTINE MAINT/REPAIRS</b>					
SUPPLIES & OPERATING EXPENSES	146,300	160,050	161,651	163,267	164,900
Totals for dept 443.200 - Trans Engg-Routine Maint-Strts/Repairs	146,300	160,050	161,651	163,267	164,900
<b>TRAFFIC ENGINEERING SERVICE MAINTENANCE</b>					
WAGES & FRINGES	1,123,820	1,209,045	1,306,972	1,400,976	1,440,510
SUPPLIES & OPERATING EXPENSES	1,190,694	1,129,233	1,140,525	1,151,931	1,163,450
CAPITAL OUTLAY	15,000	15,000	15,150	15,302	15,455
Totals for dept 443.201 - Traffic Engineering Service Maint	2,329,514	2,353,278	2,462,647	2,568,208	2,619,414
<b>STREET MAINTENANCE -SIDEWALKS- 50/50</b>					
WAGES & FRINGES	89,899	99,343	110,434	121,060	125,273
SUPPLIES & OPERATING EXPENSES	27,945	30,204	30,506	30,811	31,119
Totals for dept 449.200 - St. Maint - Sidewalks-ACT51	117,844	129,547	140,940	151,871	156,392
<b>ROUTINE MAINTENANCE STREET/REPAIRS</b>					
WAGES & FRINGES	1,007,984	1,063,456	1,128,771	1,191,615	1,219,791
SUPPLIES & OPERATING EXPENSES	663,659	639,572	645,968	652,428	658,952
CAPITAL OUTLAY	150,000	150,000	151,500	153,015	154,545
Totals for dept 449.201-St Maint-Routine Maint-Streets/Repairs-Act	1,821,643	1,853,029	1,926,239	1,997,057	2,033,288

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>WINTER STREET MAINTENANCE</b>					
WAGES & FRINGES	709,367	760,242	816,901	871,325	894,625
SUPPLIES & OPERATING EXPENSES	372,317	401,162	405,173	409,225	413,317
Totals for dept 449.203 - St Maint-Winter Maint-Major/Local-Act51	1,081,684	1,161,404	1,222,074	1,280,550	1,307,943
<b>WATER CUT REPAIRS -TRANSPORATION</b>					
WAGES & FRINGES	139,558	147,986	156,513	164,723	168,466
SUPPLIES & OPERATING EXPENSES	53,305	57,487	58,062	58,643	59,229
Totals for dept 449.211 - Water cut repairs - Transportation	192,863	205,473	214,575	223,366	227,695
<b>SIDEWALKS 50/50 PROGRAM</b>					
SUPPLIES & OPERATING EXPENSES	101,000	126,000	127,260	128,533	129,818
Totals for dept 449.213 - 50/50 Program	101,000	126,000	127,260	128,533	129,818
<b>TREE MAINTENANCE -RIGHT OF WAY</b>					
SUPPLIES & OPERATING EXPENSES	158,300	158,300	159,883	161,482	163,097
Totals for dept 449.215 - Tree Maintenance - Right of Way	158,300	158,300	159,883	161,482	163,097
<b>COST ALLOCATION AND RETIREE HEALTHCARE</b>					
WAGES & FRINGES	854,565	897,551	960,380	1,027,606	1,099,539
SUPPLIES & OPERATING EXPENSES	741,975	741,975	749,394	756,888	764,457
Totals for dept 900.100 - Cost Allocation and Retiree Healthcare	1,596,540	1,639,526	1,709,774	1,784,494	1,863,996
<b>DEBT SERVICE - INTEREST</b>					
DEBT SERVICE	5,623	5,125	5,176	5,228	5,280
Totals for dept 906.100 - Debt Service -Interest & Fiscal Charges	5,623	5,125	5,176	5,228	5,280
<b>DEBT SERVICE - PRINCIPAL</b>					
DEBT SERVICE	99,710	100,208	101,210	102,222	103,245
Totals for dept 906.150 - Debt Service - Principal Portion	99,710	100,208	101,210	102,222	103,245
<b>TRANSFER OUT TO LOCAL STREET FUND</b>					
TRANSFERS	1,502,764	1,815,996	1,834,156	1,852,498	1,871,023
Totals for dept 966.000 - Transfer Out To Other Funds	1,502,764	1,815,996	1,834,156	1,852,498	1,871,023
<b>TOTAL APPROPRIATIONS - MAJOR STREETS</b>	12,837,527	14,875,076	12,118,184	12,503,901	12,755,850

## FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
ESTIMATED REVENUES - FUND 202	11,300,890	11,246,835	11,359,303	11,472,896	11,587,625
APPROPRIATIONS - FUND 202	12,837,527	14,875,076	12,118,184	12,503,901	12,755,850
NET OF REVENUES/APPROPRIATIONS - FUND 202	-1,536,637	-3,628,241	-758,881	-1,031,005	-1,168,225
BEGINNING FUND BALANCE	7,938,446	6,401,809	2,773,567	2,014,687	983,682
ENDING FUND BALANCE	6,401,809	2,773,567	2,014,687	983,682	-184,543
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	50%	19%	17%	8%	-1%
FUND BALANCE AS % OF EXPENDITURES - POLICY	15%	15%	15%	15%	15%
DESIGNATED RESERVE PER POLICY	1,476,641	1,751,481	1,739,850	1,757,248	1,774,821
VARIANCE ACTUAL TO POLICY	4,925,168	1,022,086	274,837	-773,566	-1,959,364

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>LOCAL STREETS - FUND 203</b>					
<b>LOCAL STREETS REVENUE</b>					
STATE REVENUE	3,059,835	3,121,934	3,153,153	3,184,685	3,216,532
CHARGES FOR SERVICES RENDERED	248,571	257,753	260,330	262,934	265,563
TRANSFER IN	1,502,764	1,815,996	1,834,156	1,852,498	1,871,023
<b>TOTAL REVENUE</b>	<b>4,811,170</b>	<b>5,195,683</b>	<b>5,247,640</b>	<b>5,300,116</b>	<b>5,353,117</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>LOCAL STREET ADMIN</b>					
WAGES & FRINGES	228,403	239,698	254,183	268,122	274,398
Totals for dept 442.100 - Transportation Major And Local Streets	228,403	239,698	254,183	268,122	274,398
<b>TRAFFIC ENGINEERING SERVICE MAINTENANCE</b>					
WAGES & FRINGES	322,259	354,830	392,038	427,696	441,982
SUPPLIES & OPERATING EXPENSES	101,410	103,458	104,492	105,537	106,592
Totals for dept 443.201 - Traffic Engineering Service Maintenance	423,669	458,288	496,530	533,233	548,575
<b>STREET MAINTENANCE SIDEWALKS-ACT 51</b>					
WAGES & FRINGES	98,678	108,596	119,780	130,499	134,807
SUPPLIES & OPERATING EXPENSES	26,858	29,636	29,932	30,231	30,534
Totals for dept 449.200 - Street Maintenance - Sidewalks - ACT51	125,536	138,232	149,712	160,730	165,340
<b>ROUTINE MAINTENANCE - STREETS/REPAIRS</b>					
WAGES & FRINGES	1,006,207	1,062,519	1,127,760	1,190,534	1,218,680
SUPPLIES & OPERATING EXPENSES	691,419	743,001	750,431	757,936	765,515
CAPITAL OUTLAY	150,000	150,000	151,500	153,015	154,545
Totals for dept 449.201 - St Maint-Routine Maint-Streets/Repairs-Act 51	1,847,626	1,955,521	2,029,692	2,101,485	2,138,740
<b>WINTER MAINTENANCE LOCAL STREETS ACT 51</b>					
WAGES & FRINGES	613,748	663,102	718,530	771,724	793,952
SUPPLIES & OPERATING EXPENSES	282,498	304,830	307,878	310,957	314,067
Totals for dept 449.203 - St Maint-Winter Maint-Major/Local-Act51	896,246	967,932	1,026,408	1,082,681	1,108,018
<b>WATER CUTS - LOCAL STREETS</b>					
WAGES & FRINGES	120,354	127,277	135,597	143,598	147,129
SUPPLIES & OPERATING EXPENSES	52,717	56,951	57,521	58,096	58,677
Totals for dept 449.211 - Water Cut Repairs - Transportation	173,071	184,228	193,118	201,694	205,806

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>SIDEWALK 50/50 PROGRAM</b>					
SUPPLIES & OPERATING EXPENSES	100,500	125,250	126,503	127,768	129,045
Totals for dept 449.213 - 50/50 Program	100,500	125,250	126,503	127,768	129,045
<b>TREE MAINTENANCE - RIGHT OF WAY</b>					
SUPPLIES & OPERATING EXPENSES	182,000	182,000	183,820	185,658	187,515
Totals for dept 449.215 - Tree Maintenance - Right of Way	182,000	182,000	183,820	185,658	187,515
<b>COST ALLOCATION AND RETIREE HEALTHCARE</b>					
WAGES & FRINGES	736,534	675,385	722,662	773,248	827,376
SUPPLIES & OPERATING EXPENSES	251,595	251,595	254,111	256,652	259,219
Totals for dept 900.100 - Cost Allocation and Retiree Healthcare	988,129	926,980	976,773	1,029,900	1,086,594
<b>TOTAL APPROPRIATIONS - LOCAL STREETS</b>	4,965,180	5,178,128	5,436,738	5,691,272	5,844,032
ESTIMATED REVENUES - FUND 203	4,811,170	5,195,683	5,247,640	5,300,116	5,353,117
APPROPRIATIONS - FUND 203	4,965,180	5,178,128	5,436,738	5,691,272	5,844,032
NET OF REVENUES/APPROPRIATIONS - FUND 203	-154,010	17,555	-189,098	-391,156	-490,915
<b>BEGINNING FUND BALANCE</b>	<b>2,608,392</b>	<b>2,454,382</b>	<b>2,471,937</b>	<b>2,282,839</b>	<b>1,891,683</b>
<b>ENDING FUND BALANCE</b>	<b>2,454,382</b>	<b>2,471,937</b>	<b>2,282,839</b>	<b>1,891,683</b>	<b>1,400,769</b>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	49%	48%	42%	33%	24%
FUND BALANCE AS % OF EXPENDITURES - POLICY	15%	15%	15%	15%	15%
DESIGNATED RESERVE PER POLICY	398,828	458,975	468,290	472,973	477,703
VARIANCE ACTUAL TO POLICY	2,055,554	2,012,962	1,814,549	1,418,710	923,066

## FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>PUBLIC SAFETY MILLAGE - 205 FUND</b>					
<b>PUBLIC SAFETY REVENUE</b>					
PROPERTY TAXES	3,769,494	3,901,191	4,000,260	4,048,619	4,151,448
STATE REVENUE	625,000	630,000	636,300	642,663	649,090
CHARGES FOR SERVICES RENDERED	15,000	15,000	15,150	15,302	15,455
<b>TOTAL REVENUES</b>	<b>4,409,494</b>	<b>4,546,191</b>	<b>4,651,710</b>	<b>4,706,584</b>	<b>4,815,992</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>POLICE DEPARTMENT</b>					
WAGES & FRINGES	2,386,294	2,704,357	2,939,387	3,164,887	3,258,383
Totals for dept 315.201 - Patrol Bureau-Patrol - 1st Shift	2,386,294	2,704,357	2,939,387	3,164,887	3,258,383
<b>FIRE DEPARTMENT</b>					
WAGES & FRINGES	2,771,837	3,039,824	3,356,332	3,659,664	3,781,338
Totals for dept 338.201 - Firefighting Division-Fire Station Overhead	2,771,837	3,039,824	3,356,332	3,659,664	3,781,338
<b>TOTAL APPROPRIATIONS - PUBLIC SAFETY MILLAGE</b>	<b>5,158,132</b>	<b>5,744,181</b>	<b>6,295,719</b>	<b>6,824,551</b>	<b>7,039,721</b>
ESTIMATED REVENUES - FUND 205	4,409,494	4,546,191	4,651,710	4,706,584	4,815,992
APPROPRIATIONS - FUND 205	5,158,132	5,744,181	6,295,719	6,824,551	7,039,721
NET OF REVENUES/APPROPRIATIONS - FUND 205	-748,638	-1,197,990	-1,644,009	-2,117,968	-2,223,728
<b>BEGINNING FUND BALANCE</b>	<b>3,041,965</b>	<b>2,293,327</b>	<b>1,095,336</b>	<b>-548,673</b>	<b>-2,666,641</b>
<b>ENDING FUND BALANCE</b>	<b>2,293,327</b>	<b>1,095,336</b>	<b>-548,673</b>	<b>-2,666,641</b>	<b>-4,890,369</b>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	44%	19%	-9%	-39%	-69%
FUND BALANCE AS % OF EXPENDITURES - POLICY	10%	10%	10%	10%	10%
DESIGNATED RESERVE PER POLICY	399,958	440,949	454,619	465,171	470,658
VARIANCE ACTUAL TO POLICY	1,893,369	654,387	-1,003,292	-3,131,812	-5,361,027



**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>NEIGHBORHOOD POLICE MILLAGE - 207 FUND</b>					
<b>NEIGHBORHOOD POLICE REVENUE</b>					
PROPERTY TAXES	1,256,498	1,300,397	1,333,420	1,349,540	1,383,816
STATE REVENUE	295,000	300,000	303,000	306,030	309,090
CHARGES FOR SERVICES RENDERED	8,100	8,100	8,181	8,263	8,345
<b>TOTAL REVENUES</b>	<b>1,559,598</b>	<b>1,608,497</b>	<b>1,644,601</b>	<b>1,663,833</b>	<b>1,701,252</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>POLICE PATROL</b>					
WAGES & FRINGES	1,325,814	1,351,558	1,467,790	1,579,317	1,625,654
SUPPLIES & OPERATING EXPENSES	52,400	51,400	51,914	52,433	52,957
CAPITAL OUTLAY	5,000	5,000	5,050	5,101	5,152
Totals for dept 315.204 - Patrol Bureau-Patrol - 4th Shift	1,383,214	1,407,958	1,524,754	1,636,851	1,683,763
<b>TOTAL APPROPRIATIONS NEIGHBORHOOD POLICE MILLAGE</b>	<b>1,383,214</b>	<b>1,407,958</b>	<b>1,524,754</b>	<b>1,636,851</b>	<b>1,683,763</b>
ESTIMATED REVENUES - FUND 207	1,559,598	1,608,497	1,644,601	1,663,833	1,701,252
APPROPRIATIONS - FUND 207	1,383,214	1,407,958	1,524,754	1,636,851	1,683,763
NET OF REVENUES/APPROPRIATIONS - FUND 207	176,384	200,539	119,847	26,982	17,489
<b>BEGINNING FUND BALANCE</b>	<b>1,273,351</b>	<b>1,449,735</b>	<b>1,650,273</b>	<b>1,770,120</b>	<b>1,797,102</b>
<b>ENDING FUND BALANCE</b>	<b>1,449,735</b>	<b>1,650,273</b>	<b>1,770,120</b>	<b>1,797,102</b>	<b>1,814,590</b>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	105%	117%	116%	110%	108%
FUND BALANCE AS % OF EXPENDITURES - POLICY	10%	10%	10%	10%	10%
DESIGNATED RESERVE PER POLICY	133,319	155,960	160,850	164,460	166,383
VARIANCE ACTUAL TO POLICY	1,316,415	1,494,313	1,609,270	1,632,642	1,648,207

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>PARK/RECREATION MILLAGE - FUND 208</b>					
<b>PARK/RECREATION REVENUE</b>					
PROPERTY TAXES	314,125	325,099	333,365	337,386	345,954
OTHER REVENUE	1,500	1,500	1,515	1,530	1,545
<b>TOTAL REVENUES</b>	<b>315,625</b>	<b>326,599</b>	<b>334,880</b>	<b>338,916</b>	<b>347,499</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>PARKS &amp; RECREATION ADMINISTRATION</b>					
SUPPLIES & OPERATING EXPENSES	100	100	101	102	103
Totals for dept 752.100 - Parks & Recreation Admin	100	100	101	102	103
<b>FORESTRY ADMINISTRATION</b>					
WAGES & FRINGES	54,270	56,510	59,050	61,502	62,704
SUPPLIES & OPERATING EXPENSES	318,600	320,500	323,705	326,942	330,211
Totals for dept 752.102 - Parks - Forestry Admin	372,870	377,010	382,755	388,444	392,916
<b>TOTAL APPROPRIATIONS-PARKS &amp; RECREATION MILLAGE</b>	<b>372,970</b>	<b>377,110</b>	<b>382,856</b>	<b>388,546</b>	<b>393,019</b>
ESTIMATED REVENUES - FUND 208	315,625	326,599	334,880	338,916	347,499
APPROPRIATIONS - FUND 208	372,970	377,110	382,856	388,546	393,019
NET OF REVENUES/APPROPRIATIONS - FUND 208	-57,345	-50,511	-47,976	-49,630	-45,519
<b>BEGINNING FUND BALANCE</b>	<b>220,962</b>	<b>163,617</b>	<b>113,105</b>	<b>65,130</b>	<b>15,500</b>
<b>ENDING FUND BALANCE</b>	<b>163,617</b>	<b>113,105</b>	<b>65,130</b>	<b>15,500</b>	<b>-30,019</b>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	44%	30%	17%	4%	-8%
FUND BALANCE AS % OF EXPENDITURES - POLICY	10%	10%	10%	10%	10%
DESIGNATED RESERVE PER POLICY	36,276	36,276	36,276	36,276	36,276
VARIANCE ACTUAL TO POLICY	127,341	76,830	28,854	-20,776	-66,295

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>STREET LIGHTING ASSESSMENT - FUND 219</b>					
<b>STREET LIGHT ASSESSMENT REVENUE</b>					
SPECIAL ASSESSMENT	2,473,768	2,473,768	2,498,506	2,523,491	2,548,726
TOTAL REVENUES	2,473,768	2,473,768	2,498,506	2,523,491	2,548,726
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>STREET LIGHTING</b>					
WAGES & FRINGES	40,178	41,594	43,084	44,528	45,293
SUPPLIES & OPERATING EXPENSES	2,299,615	2,298,199	2,321,181	2,344,393	2,367,837
Totals for dept 443.206 - Street Lighting	2,339,793	2,339,793	2,364,265	2,388,920	2,413,129
<b>INDIRECT COST ALLOCATION</b>					
SUPPLIES & OPERATING EXPENSES	133,975	133,975	135,315	136,668	138,034
Totals for dept 900.100 - Cost Allocation and Retiree Healthcare	133,975	133,975	135,315	136,668	138,034
<b>TOTAL APPROPRIATIONS - STREET LIGHTING</b>	<b>2,473,768</b>	<b>2,473,768</b>	<b>2,499,580</b>	<b>2,525,588</b>	<b>2,551,163</b>
ESTIMATED REVENUES - FUND 219	2,473,768	2,473,768	2,498,506	2,523,491	2,548,726
APPROPRIATIONS - FUND 219	2,473,768	2,473,768	2,499,580	2,525,588	2,551,163
NET OF REVENUES/APPROPRIATIONS - FUND 219	0	0	-1,074	-2,097	-2,438
<b>BEGINNING FUND BALANCE</b>	<b>914,953</b>	<b>914,953</b>	<b>914,953</b>	<b>913,879</b>	<b>911,781</b>
<b>ENDING FUND BALANCE</b>	<b>914,953</b>	<b>914,953</b>	<b>913,879</b>	<b>911,781</b>	<b>909,344</b>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	37%	37%	37%	36%	36%
FUND BALANCE AS % OF EXPENDITURES - POLICY	15%	15%	15%	15%	15%
DESIGNATED RESERVE PER POLICY	310,323	371,065	371,065	374,776	378,524
VARIANCE ACTUAL TO POLICY	604,629	543,888	542,814	537,006	530,820

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>RUBBISH COLLECTION - FUND 226</b>					
<b>RUBBISH COLLECTION REVENUE</b>					
PROPERTY TAXES	4,369,348	4,369,348	4,413,041	4,457,172	4,501,744
LICENSE, PERMITS & FRANCHISE FEES	1,500	1,500	1,515	1,530	1,545
<b>TOTAL REVENUES</b>	<b>4,370,848</b>	<b>4,370,848</b>	<b>4,414,556</b>	<b>4,458,702</b>	<b>4,503,289</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>WASTE COLLECTION - SANITATION</b>					
WAGES & FRINGES	94,575	100,033	107,056	113,805	116,734
SUPPLIES & OPERATING EXPENSES	4,025,734	4,119,128	4,160,319	4,201,922	4,243,942
Totals for dept 528.201 - Waste Collection - Sanitation	4,120,309	4,219,161	4,267,375	4,315,727	4,360,675
<b>WASTE COLLECTION - LITTER ABATEMENT</b>					
SUPPLIES & OPERATING EXPENSES	20,600	20,600	20,806	21,014	21,224
Totals for dept 528.202 - Waste Collection - Litter Abatement	20,600	20,600	20,806	21,014	21,224
<b>WASTE COLLECTION - NEIGHBORHOOD CLEANUP</b>					
SUPPLIES & OPERATING EXPENSES	75,000	75,000	75,750	76,508	77,273
Totals for dept 528.205 - Waste Collection - Neighborhood Cleanup	75,000	75,000	75,750	76,508	77,273
<b>INDIRECT COST ALLOCATION</b>					
SUPPLIES & OPERATING EXPENSES	232,081	232,081	234,402	236,746	239,113
Totals for dept 900.100 - Cost Allocation and Retiree Healthcare	232,081	232,081	234,402	236,746	239,113
<b>TOTAL APPROPRIATIONS - WASTE COLLECTION</b>	<b>4,447,990</b>	<b>4,546,842</b>	<b>4,598,333</b>	<b>4,649,994</b>	<b>4,698,285</b>
ESTIMATED REVENUES - FUND 226	4,370,848	4,370,848	4,414,556	4,458,702	4,503,289
APPROPRIATIONS - FUND 226	4,447,990	4,546,842	4,598,333	4,649,994	4,698,285
NET OF REVENUES/APPROPRIATIONS - FUND 226	-77,142	-175,994	-183,776	-191,292	-194,996
<b>BEGINNING FUND BALANCE</b>	<b>1,074,711</b>	<b>997,569</b>	<b>821,575</b>	<b>637,799</b>	<b>446,507</b>
<b>ENDING FUND BALANCE</b>	<b>997,569</b>	<b>821,575</b>	<b>637,799</b>	<b>446,507</b>	<b>251,511</b>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	22%	18%	14%	10%	5%
FUND BALANCE AS % OF EXPENDITURES - POLICY	15%	15%	15%	15%	15%
DESIGNATED RESERVE PER POLICY	588,814	588,814	588,814	588,814	588,814
VARIANCE ACTUAL TO POLICY	408,755	232,761	48,985	-142,307	-337,304

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>EDA REVOLVING LOAN FUNDS - FUND 246</b>					
<b>COF- EDC REVOLVING LOAN FUND REVENUE</b>					
INTEREST INCOME	11,875	9,800	9,898	9,997	10,097
OTHER REVENUE	34,200	31,300	31,613	31,929	32,248
<b>TOTAL REVENUE</b>	<b>46,075</b>	<b>41,100</b>	<b>41,511</b>	<b>41,926</b>	<b>42,345</b>
<b>APPROPRIATIONS BY DEPT</b>					
<b>CITY EDC REVOLVING LOAN FUND</b>					
SUPPLIES & OPERATING EXPENSES	2,275	2,200	2,222	2,244	2,267
Totals for dept 731.201 - Edc-City/Edc Revolving Loan Fund	2,275	2,200	2,222	2,244	2,267
<b>CITY EDC REVOLVING LOAN FUND/INDUSTRIAL</b>					
SUPPLIES & OPERATING EXPENSES	2,588	1,600	1,616	1,632	1,648
Totals for dept 731.203 - Edc-City Revlv Fund - Indust/Mfg	2,588	1,600	1,616	1,632	1,648
<b>TOTAL APPROPRIATIONS - EDA REVOLVING LOAN FUNDS</b>	<b>4,863</b>	<b>3,800</b>	<b>3,838</b>	<b>3,876</b>	<b>3,915</b>
ESTIMATED REVENUES - FUND 246	46,075	41,100	41,511	41,926	42,345
APPROPRIATIONS - FUND 246	4,863	3,800	3,838	3,876	3,915
NET OF REVENUES/APPROPRIATIONS - FUND 246	41,213	37,300	37,673	38,050	38,430
<b>BEGINNING FUND BALANCE</b>	<b>610,042</b>	<b>651,254</b>	<b>688,554</b>	<b>726,227</b>	<b>764,277</b>
<b>ENDING FUND BALANCE</b>	<b>651,254</b>	<b>688,554</b>	<b>726,227</b>	<b>764,277</b>	<b>802,707</b>

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>DRUG FORFEITURE - FUND 265</b>					
<b>DRUG FORFEITURE REVENUE</b>					
CHARGES FOR SERVICES RENDERED	17,000	17,000	17,170	17,342	17,515
FINES & FORFEITURES	75,000	77,500	78,275	79,058	79,848
TOTAL REVENUES	92,000	94,500	94,500	94,500	94,500
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>LOCAL FORFEITURE</b>					
WAGES & FRINGES	51,400	51,400	51,914	52,433	52,957
SUPPLIES & OPERATING EXPENSES	19,452	18,532	18,717	18,904	19,094
Totals for dept 308.206 - Pol Invst Ovrhd - Local Forfeiture	70,852	69,932	70,631	71,338	72,051
<b>DOJ/DEA FORFEITURE</b>					
WAGES & FRINGES	75,486	82,373	83,887	85,378	86,437
SUPPLIES & OPERATING EXPENSES	6,960	6,960	7,030	7,100	7,171
CAPITAL OUTLAY	48,000	0	0	0	0
Totals for dept 308.207 - Pol Invst Ovrhd - DOJ/DEA Forfeiture	130,446	89,333	90,917	92,477	93,608
<b>TOTAL APPROPRIATIONS - DRUG FORFEITURE FUND</b>	<b>201,298</b>	<b>159,265</b>	<b>161,548</b>	<b>163,815</b>	<b>165,659</b>
ESTIMATED REVENUES - FUND 265	92,000	94,500	94,500	94,500	94,500
APPROPRIATIONS - FUND 265	201,298	159,265	161,548	163,815	165,659
NET OF REVENUES/APPROPRIATIONS - FUND 265	-109,298	-64,765	-67,048	-69,315	-71,159
<b>BEGINNING FUND BALANCE</b>	<b>503,944</b>	<b>394,645</b>	<b>329,881</b>	<b>262,832</b>	<b>193,517</b>
<b>ENDING FUND BALANCE</b>	<b>394,645</b>	<b>329,881</b>	<b>262,832</b>	<b>193,517</b>	<b>122,359</b>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	196%	207%	163%	118%	74%
FUND BALANCE AS % OF EXPENDITURES - POLICY	n/a	n/a	n/a	n/a	n/a
DESIGNATED RESERVE PER POLICY	201,298	159,265	161,548	163,815	165,659
VARIANCE ACTUAL TO POLICY	193,347	170,616	101,284	29,702	-43,300

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>SECTION 108 LOANS - FUND 295</b>					
SECTION 108 LOAN REVENUES					
INTEREST INCOME	231,239	218,814	215,000	217,157	219,336
CHARGES FOR SERVICES RENDERED	700	700	700	700	700
OTHER REVENUE	483,000	488,000	484,195	489,037	493,927
TRANSFER IN	15,641	15,641	15,641	15,641	15,641
<b>TOTAL REVENUES</b>	<b>730,580</b>	<b>723,155</b>	<b>715,536</b>	<b>722,535</b>	<b>729,604</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>500 BLOCK PROJECT</b>					
DEBT SERVICE	377,620	368,150	358,223	361,805	365,424
Totals for dept 690.320 - Sec 108 - 500 Block Project	377,620	368,150	358,223	361,805	365,424
<b>500 BLOCK BUSINESS LOAN</b>					
DEBT SERVICE	219,645	220,690	222,897	225,126	227,377
Totals for dept 690.321 - 500 block - Bus loan section 108	219,645	220,690	222,897	225,126	227,377
<b>BUSINESS LOAN</b>					
DEBT SERVICE	15,641	15,641	15,641	15,641	15,641
Totals for dept 690.325 - Sec. 108 Bus Loan Prog	15,641	15,641	15,641	15,641	15,641
<b>2021 W CARPENTER ROAD</b>					
DEBT SERVICE	116,599	117,599	118,775	119,963	121,162
Totals for dept 690.330 - 2021 W. Carpenter Rd - Sec 108	116,599	117,599	118,775	119,963	121,162
<b>TOTAL APPROPRIATIONS - SECTION 108 LOANS</b>	<b>729,505</b>	<b>722,080</b>	<b>715,536</b>	<b>722,535</b>	<b>729,604</b>
ESTIMATED REVENUES - FUND 295	730,580	723,155	715,536	722,535	729,604
APPROPRIATIONS - FUND 295	729,505	722,080	715,536	722,535	729,604
NET OF REVENUES/APPROPRIATIONS - FUND 295	1,075	1,075	0	0	0
BEGINNING FUND BALANCE	1,408,304	1,409,379	1,410,454	1,410,454	1,410,454
ENDING FUND BALANCE	1,409,379	1,410,454	1,410,454	1,410,454	1,410,454

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>PUBLIC IMPROVEMENT/DEBT SERVICE - FUND 402</b>					
PUBLIC IMPROVEMENT/DEBT SERVICE REVENUE					
PROPERTY TAXES	1,570,622	1,625,496	1,666,775	1,688,925	1,729,770
TOTAL REVENUES	1,570,622	1,625,496	1,666,775	1,688,925	1,729,770
Dept 753.200 - Facilities Maint-Municipal Center					
CAPITAL OUTLAY	500,000	500,000	500,000	500,000	500,000
Totals for dept 753.200 - Facilities Maint-Municipal Center	500,000	500,000	500,000	500,000	500,000
Dept 966.301 - Transfer out to fund 301					
TRANSFERS	1,878,285	1,878,744	1,871,285	1,876,304	1,873,432
Totals for dept 966.301 - Transfer out to fund 301	1,878,285	1,878,744	1,871,285	1,876,304	1,873,432
	2,378,285	2,378,744	2,371,285	2,376,304	2,373,432
<b>TOTAL APPROPRIATIONS-PUBLIC IMPROVEMENT/DEBT SERVICE FUND</b>					
ESTIMATED REVENUES - FUND 402	1,570,622	1,625,496	1,666,775	1,688,925	1,729,770
APPROPRIATIONS - FUND 402	2,378,285	2,378,744	2,371,285	2,376,304	2,373,432
NET OF REVENUES/APPROPRIATIONS - FUND 402	-807,662	-753,248	-704,510	-687,379	-643,662
BEGINNING FUND BALANCE	6,657,670	5,850,008	5,096,759	4,392,249	3,704,871
ENDING FUND BALANCE	5,850,008	5,096,759	4,392,249	3,704,871	3,061,209
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	N/A	N/A	N/A	N/A	N/A
FUND BALANCE AS % OF EXPENDITURES - POLICY	N/A	N/A	N/A	N/A	N/A
DESIGNATED RESERVE PER POLICY	2,678,285	2,678,744	2,671,285	2,676,304	2,673,432
VARIANCE ACTUAL TO POLICY	3,171,723	2,418,015	1,720,964	1,028,567	387,778



**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>BUILDING/SAFETY INSPECTION - FUND 542</b>					
<b>BUILDING &amp; SAFETY INSPECTION REVENUE</b>					
INTEREST INCOME	13,000	13,000	13,130	13,261	13,394
CHARGES FOR SERVICES RENDERED	30,000	30,000	30,300	30,603	30,909
LICENSE, PERMITS & FRANCHISE FEES	1,977,000	1,987,000	2,006,870	2,026,939	2,047,208
FEDERAL REVENUE	380,473	398,129	402,111	406,132	410,193
<b>TOTAL REVENUES</b>	<b>2,400,473</b>	<b>2,428,129</b>	<b>2,452,411</b>	<b>2,476,935</b>	<b>2,501,704</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>ADMINISTRATION</b>					
WAGES & FRINGES	1,258,953	1,277,662	1,374,734	1,467,963	1,507,708
SUPPLIES & OPERATING EXPENSES	27,727	29,531	29,826	30,125	30,426
Totals for dept 371.100 - Development - Administration	1,286,680	1,307,193	1,404,561	1,498,087	1,538,134
<b>NEIGHBORHOOD CLEANUP</b>					
WAGES & FRINGES	38,083	38,462	38,908	39,355	39,766
SUPPLIES & OPERATING EXPENSES	61,917	61,538	62,153	62,774	63,402
Totals for dept 748.139 - COF Neighborhood Clean-up	100,000	100,000	101,061	102,129	103,168
<b>CODE ENFORCEMENT</b>					
WAGES & FRINGES	284,050	302,596	323,180	342,966	351,617
Totals for dept 748.140 - COF Code Enforcement	284,050	302,596	323,180	342,966	351,617
<b>COST ALLCOATION AND RETIREE HEALTHCARE</b>					
WAGES & FRINGES	410,361	431,002	461,172	493,454	527,996
SUPPLIES & OPERATING EXPENSES	232,177	232,177	234,499	236,844	239,213
Totals for dept 900.100 - Cost Allocation and Retiree Healthcare	642,538	663,179	695,671	730,298	767,209
<b>TOTAL APPROPRIATIONS-BUILDING SAFETY INSPECTIONS</b>	<b>2,313,268</b>	<b>2,372,969</b>	<b>2,524,473</b>	<b>2,673,481</b>	<b>2,760,128</b>
ESTIMATED REVENUES - FUND 542	2,400,473	2,428,129	2,452,411	2,476,935	2,501,704
APPROPRIATIONS - FUND 542	2,313,268	2,372,969	2,524,473	2,673,481	2,760,128
NET OF REVENUES/APPROPRIATIONS - FUND 542	87,205	55,161	-72,062	-196,546	-258,424
<b>BEGINNING FUND BALANCE</b>	<b>3,344,488</b>	<b>3,431,693</b>	<b>3,486,854</b>	<b>3,414,792</b>	<b>3,218,245</b>
<b>ENDING FUND BALANCE</b>	<b>3,431,693</b>	<b>3,486,854</b>	<b>3,414,792</b>	<b>3,218,245</b>	<b>2,959,821</b>
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	148%	147%	135%	120%	107%
FUND BALANCE AS % OF EXPENDITURES - POLICY	15%	15%	15%	15%	15%
DESIGNATED RESERVE PER POLICY	292,500	360,071	364,219	367,862	371,540
VARIANCE ACTUAL TO POLICY	3,139,193	3,126,783	3,050,572	2,850,384	2,588,281

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>SEWER FUND - FUND 590</b>					
<b>SEWER FUND REVENUE</b>					
INTEREST INCOME	185,000	185,000	186,850	188,719	190,606
CHARGES FOR SERVICES RENDERED	10,000	10,000	10,100	10,201	10,303
OTHER REVENUE	10,000	10,000	10,100	10,201	10,303
FINES & FORFEITURES	350,000	350,000	353,500	357,035	360,605
LICENSE, PERMITS & FRANCHISE FEES	15,000	15,000	15,150	15,302	15,455
USER CHARGES	29,058,458	30,511,380	30,816,494	31,124,659	31,435,905
<b>TOTAL REVENUES</b>	<b>29,628,458</b>	<b>31,081,380</b>	<b>31,392,194</b>	<b>31,706,116</b>	<b>32,023,177</b>
<b>SEWER ADMINISTRATION</b>					
WAGES & FRINGES	300,403	321,000	346,388	370,762	381,065
SUPPLIES & OPERATING EXPENSES	1,544,115	1,544,115	1,559,556	1,575,152	1,590,903
CAPITAL OUTLAY	4,148,230	4,231,195	4,273,507	4,316,242	4,359,404
<b>Totals for dept 536.101 - Utilities - Sewer Administration</b>	<b>5,992,748</b>	<b>6,096,310</b>	<b>6,179,451</b>	<b>6,262,156</b>	<b>6,331,372</b>
<b>WATER SERVICE CENTER MANAGEMENT</b>					
WAGES & FRINGES	373,424	397,991	427,590	456,022	468,201
SUPPLIES & OPERATING EXPENSES	1,096,143	1,211,934	1,224,053	1,236,294	1,248,657
CAPITAL OUTLAY	28,000	33,000	33,330	33,663	34,000
<b>Totals for dept 540.100 - Water Service Center Management</b>	<b>1,497,567</b>	<b>1,642,925</b>	<b>1,684,974</b>	<b>1,725,980</b>	<b>1,750,858</b>
<b>WSC-METER READING</b>					
WAGES & FRINGES	478,202	518,114	565,834	611,602	630,367
SUPPLIES & OPERATING EXPENSES	301,000	301,500	304,515	307,560	310,636
<b>Totals for dept 540.207 - WSC-Meter Reading - Sewer</b>	<b>779,202</b>	<b>819,614</b>	<b>870,349</b>	<b>919,162</b>	<b>941,003</b>
<b>WSC-SEWER MAINTENANCE/CONSTRUCTION</b>					
WAGES & FRINGES	2,929,937	3,142,087	3,381,747	3,611,910	3,709,951
SUPPLIES & OPERATING EXPENSES	470,000	475,000	479,750	484,548	489,393
CAPITAL OUTLAY	38,500	45,000	45,450	45,905	46,364
<b>Totals for dept 540.208 - WSC-Sewer Maint./Construction</b>	<b>3,438,437</b>	<b>3,662,087</b>	<b>3,906,947</b>	<b>4,142,362</b>	<b>4,245,708</b>
<b>CAPITAL IMPROVEMENT</b>					
SUPPLIES & OPERATING EXPENSES	2,850,000	2,850,000	2,878,500	2,907,285	2,936,358
<b>Totals for dept 540.300 - Capital Improvement</b>	<b>2,850,000</b>	<b>2,850,000</b>	<b>2,878,500</b>	<b>2,907,285</b>	<b>2,936,358</b>
<b>WATER POLLUTION CONTROL OPERATIONS</b>					
WAGES & FRINGES	3,430,717	3,691,166	3,969,194	4,236,230	4,350,290
SUPPLIES & OPERATING EXPENSES	2,888,280	2,925,980	2,955,240	2,984,792	3,014,640
CAPITAL OUTLAY	37,000	37,000	37,370	37,744	38,121
<b>Totals for dept 550.100 - WPC Operations</b>	<b>6,355,997</b>	<b>6,654,146</b>	<b>6,961,804</b>	<b>7,258,766</b>	<b>7,403,052</b>

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>WATER POLLUTION CONTROL - THIRD AVE PUMP STATION</b>					
WAGES & FRINGES	165,056	181,102	199,743	217,609	224,789
SUPPLIES & OPERATING EXPENSES	317,925	317,925	321,104	324,315	327,558
CAPITAL OUTLAY	48,000	48,000	48,480	48,965	49,454
Totals for dept 550.200 - WPC-Third Ave Pump Station	530,981	547,027	569,327	590,889	601,802
<b>WATER POLLUTION CONTROL MAINTENANCE</b>					
WAGES & FRINGES	1,696,290	1,847,960	1,987,473	2,121,468	2,178,674
SUPPLIES & OPERATING EXPENSES	1,253,100	1,279,563	1,292,359	1,305,282	1,318,335
CAPITAL OUTLAY	64,000	64,000	64,640	65,286	65,939
Totals for dept 550.202 - WPC-Maintenance Expense	3,013,390	3,191,523	3,344,472	3,492,037	3,562,948
<b>WATER POLLUTION CONTROL CAPITAL IMPROVEMENTS</b>					
SUPPLIES & OPERATING EXPENSES	300,000	354,000	357,540	361,115	364,727
CAPITAL OUTLAY	3,500,000	3,100,000	3,131,000	3,162,310	3,193,933
Totals for dept 550.300 - WPC - Capital improvements	3,800,000	3,454,000	3,488,540	3,523,425	3,558,660
<b>COST ALLOCATION AND RETIREE HEALTHCARE</b>					
WAGES & FRINGES	3,020,592	3,172,530	3,394,607	3,632,230	3,886,486
SUPPLIES & OPERATING EXPENSES	2,702,911	2,702,911	2,729,940	2,757,239	2,784,812
Totals for dept 900.100 - Cost Allocation and Retiree Healthcare	5,723,503	5,875,441	6,124,547	6,389,469	6,671,298
<b>TRANSFER OUT TO 101 FUND</b>					
TRANSFERS	1,286,854	1,352,473	1,365,997	1,379,657	1,393,454
Totals for dept 966.101 - Transfers out to fund 101	1,286,854	1,352,473	1,365,997	1,379,657	1,393,454
<b>TOTAL APPROPRIATIONS - SEWER FUND</b>					
	35,268,680	36,145,545	37,374,908	38,591,189	39,396,512
<b>ESTIMATED REVENUES - FUND 590</b>					
ESTIMATED REVENUES - FUND 590	29,628,458	31,081,380	31,392,194	31,706,116	32,023,177
APPROPRIATIONS - FUND 590	35,268,680	36,145,545	37,374,908	38,591,189	39,396,512
NET OF REVENUES/APPROPRIATIONS - FUND 590	-5,640,222	-5,064,165	-5,982,714	-6,885,073	-7,373,335
BEGINNING FUND BALANCE	33,943,085	28,302,863	23,238,698	17,255,984	10,370,911
ENDING FUND BALANCE	28,302,863	23,238,698	17,255,984	10,370,911	2,997,576
<b>FUND BALANCE AS % OF EXPENDITURES - ACTUAL</b>					
FUND BALANCE AS % OF EXPENDITURES - ACTUAL	80%	64%	46%	27%	8%
<b>FUND BALANCE AS % OF EXPENDITURES - POLICY</b>					
FUND BALANCE AS % OF EXPENDITURES - POLICY	25%	25%	25%	25%	25%
<b>DESIGNATED RESERVE PER POLICY</b>					
DESIGNATED RESERVE PER POLICY	6,967,220	7,154,670	7,460,386	7,751,967	8,040,120
VARIANCE ACTUAL TO POLICY	21,335,643	16,084,028	9,795,598	2,618,944	-5,042,544

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>WATER FUND - FUND 591</b>					
<b>WATER FUND REVENUE</b>					
INTEREST INCOME	150,000	150,000	151,500	153,015	154,545
CHARGES FOR SERVICES RENDERED	145,000	150,000	151,500	153,015	154,545
OTHER REVENUE	11,500	11,500	11,615	11,731	11,848
FINES & FORFEITURES	650,000	675,000	681,750	688,568	695,453
USER CHARGES	31,461,104	33,022,909	33,353,138	33,686,669	34,023,536
<b>TOTAL REVENUES</b>	<b>32,417,604</b>	<b>34,009,409</b>	<b>34,349,503</b>	<b>34,692,998</b>	<b>35,039,928</b>
<b>APPROPRIATIONS BY DEPARTMENT</b>					
<b>UTILITIES ADMINISTRATION</b>					
WAGES & FRINGES	322,248	342,649	369,032	394,368	405,138
SUPPLIES & OPERATING EXPENSES	1,550,356	1,420,293	1,434,496	1,448,841	1,463,329
CAPITAL OUTLAY	2,274,911	2,464,909	2,489,558	2,514,454	2,539,598
DEBT SERVICE	6,261,099	6,572,633	6,638,359	6,704,743	6,771,790
Totals for dept 536.100 - Utilities - Water Administration	10,408,614	10,800,484	10,931,445	11,062,405	11,179,856
<b>UTILITIES WATER CROSS CONNECTION PROGRAM</b>					
WAGES & FRINGES	169,356	185,045	203,725	221,631	228,852
SUPPLIES & OPERATING EXPENSES	2,700	2,800	2,828	2,856	2,885
Totals for dept 536.206 - Utilities - Water Cross Connection Prog	172,056	187,845	206,553	224,488	231,737
<b>WATER SERVICE CENTER MANAGEMENT</b>					
WAGES & FRINGES	294,898	353,045	366,676	379,867	386,669
SUPPLIES & OPERATING EXPENSES	1,397,836	1,579,259	1,595,052	1,611,002	1,627,112
Totals for dept 540.100 - Water Service Center Management	1,692,734	1,932,304	1,961,728	1,990,869	2,013,781
<b>WATER SERVICE CENTER - METER READING PROGRAM</b>					
WAGES & FRINGES	478,202	518,114	565,834	611,602	630,367
SUPPLIES & OPERATING EXPENSES	300,000	300,000	303,000	306,030	309,090
Totals for dept 540.200 - WSC-Meter Reading - Water	778,202	818,114	868,834	917,632	939,458
<b>WATER SERVICE CENTER - WATER DISTRIBUTION MAINS</b>					
WAGES & FRINGES	2,859,556	2,963,390	3,103,290	3,238,291	3,303,463
SUPPLIES & OPERATING EXPENSES	995,934	1,019,701	1,029,898	1,040,197	1,050,599
Totals for dept 540.202 - WSC-Water Distribution Mains	3,855,490	3,983,090	4,133,188	4,278,488	4,354,062

**FY2019 AND FY2020 RECOMMENDED BUDGETS, FY2021-FY2023 PROJECTIONS**

DESCRIPTION	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET	2020-21 PROJECTED ACTIVITY	2021-22 PROJECTED ACTIVITY	2022-23 PROJECTED ACTIVITY
<b>WATER PLANT OPERATIONS</b>					
WAGES & FRINGES	1,325,133	1,398,700	1,468,128	1,535,085	1,566,921
SUPPLIES & OPERATING EXPENSES	7,404,667	7,824,949	7,903,198	7,982,230	8,062,053
CAPITAL OUTLAY	20,000	20,000	20,200	20,402	20,606
Totals for dept 545.200 - Water Plant - Operations	8,749,800	9,243,649	9,391,527	9,537,717	9,649,580
<b>WATER PLANT MAINTENANCE</b>					
WAGES & FRINGES	548,766	596,083	621,215	645,502	657,658
SUPPLIES & OPERATING EXPENSES	300,500	300,500	303,505	306,540	309,605
CAPITAL OUTLAY	15,000	15,000	15,150	15,302	15,455
Totals for dept 545.201 - Water Plant Maintenance	864,266	911,583	939,870	967,344	982,718
<b>WATER PLANT - DAM MAINTENANCE</b>					
SUPPLIES & OPERATING EXPENSES	625,000	625,000	631,250	637,563	643,938
Totals for dept 545.203 - Water Plant - Dam Maintenance	625,000	625,000	631,250	637,563	643,938
<b>WATER PLANT - CAPITAL IMPROVEMENTS</b>					
SUPPLIES & OPERATING EXPENSES	145,000	145,000	146,450	147,915	149,394
CAPITAL OUTLAY	175,000	175,000	176,750	178,518	180,303
Totals for dept 545.300 - Water Plant - Capital Improvements	320,000	320,000	323,200	326,432	329,696
<b>COST ALLOCATION AND REITREE HEALTHCARE</b>					
WAGES & FRINGES	2,682,150	2,817,064	3,014,258	3,225,257	3,451,025
SUPPLIES & OPERATING EXPENSES	3,085,257	3,085,257	3,116,110	3,147,271	3,178,743
Totals for dept 900.100 - Cost Allocation and Retiree Healthcare	5,767,407	5,902,321	6,130,368	6,372,527	6,629,768
<b>TRANSFERS OUT - 101 FUND</b>					
TRANSFERS	1,283,854	1,349,473	1,362,967	1,376,597	1,390,363
Totals for dept 966.101 - Transfers out to fund 101	1,283,854	1,349,473	1,362,967	1,376,597	1,390,363
<b>TOTAL APPROPRIATIONS - WATER FUND</b>					
	34,517,424	36,073,862	36,880,930	37,692,062	38,344,957
<b>ESTIMATED REVENUES - FUND 591</b>					
	32,417,604	34,009,409	34,349,503	34,692,998	35,039,928
<b>APPROPRIATIONS - FUND 591</b>					
	34,517,424	36,073,862	36,880,930	37,692,062	38,344,957
<b>NET OF REVENUES/APPROPRIATIONS - FUND 591</b>					
	-2,099,820	-2,064,453	-2,531,427	-2,999,064	-3,305,029
<b>BEGINNING FUND BALANCE</b>					
	11,181,211	9,081,391	7,016,938	4,485,511	1,486,447
<b>ENDING FUND BALANCE</b>					
	9,081,391	7,016,938	4,485,511	1,486,447	-1,818,582
<b>FUND BALANCE AS % OF EXPENDITURES - ACTUAL</b>					
	26%	19%	12%	4%	-5%
<b>FUND BALANCE AS % OF EXPENDITURES - POLICY</b>					
	25%	25%	25%	25%	25%
<b>DESIGNATED RESERVE PER POLICY</b>					
	14,689,964	14,890,455	15,591,099	15,858,592	16,127,758
<b>VARIANCE ACTUAL TO POLICY</b>					
	-5,608,572	-7,873,517	-11,105,588	-14,372,145	-17,946,340