



**TO:** Mayor and City Councilmembers  
**FROM:** Tho Kraus, Assistant City Manager/Administrative Services  
**THROUGH:** John J. Caulfield, City Manager *John J. Caulfield*  
**DATE:** October 22, 2018  
**SUBJECT:** 6-Year Financial Forecast Update (2018–2024)

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## INTRODUCTION

The City's financial policy requires the City to prepare a financial forecast for six years to include the current budget period. The projection extends current operations to determine if the services are sustainable and the magnitude of, if any, future financing gaps. The glimpse into the future allows the City to proactively plan and implement corrective measures over time to avoid sudden drastic changes in service levels and/or revenues.

## FINANCIAL POLICIES

For purposes of this discussion, the following are extracted from the City's adopted financial policies.

- **Balanced Budget.** The City will adopt a balanced budget for all funds. Balanced budget for operating funds means ongoing operating program costs do not exceed the amount of ongoing revenues to finance those costs. The ongoing revenue will be identified along with new program costs including impact from new capital projects. Any available carryover balance will only be used to offset one-time or non-recurring costs. Balanced budget for non-operating funds means total resources equal to or exceed total uses.
- **Fund Balance.** General Fund Ending Fund Balance Reserves shall be 12% of the combined General and Street Operations & Maintenance Funds operating revenues. These reserves are as follow:
  - *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared.
  - *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength.
  - *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major unanticipated events.
- **Use of Fund Balance.** Fund balance is the cumulative years' excess or deficit of all revenues and expense. Available fund balances shall not be used for ongoing operating expenditures, unless a determination has been made that available balances are in excess of required guidelines and plans have been established to address any future operating budget shortfalls. Emphasis shall be place on one-time uses that achieve future operating cost reductions and/or service level efficiencies.
- **Revenue Estimates.** Revenues shall be estimated conservatively so as not to introduce regular shortfalls in individual revenue accounts. Revenue estimates shall not assume excess growth rates. Real growth that occurs will be recognized through budgetary adjustments only after it takes place. This practice imposes short term constraint on the level of public goods or services. However, in the event that revenues are less than expected,

it minimizes the likelihood of severe cutback actions which may be profoundly disruptive to the goal of providing a consistent level of quality services.

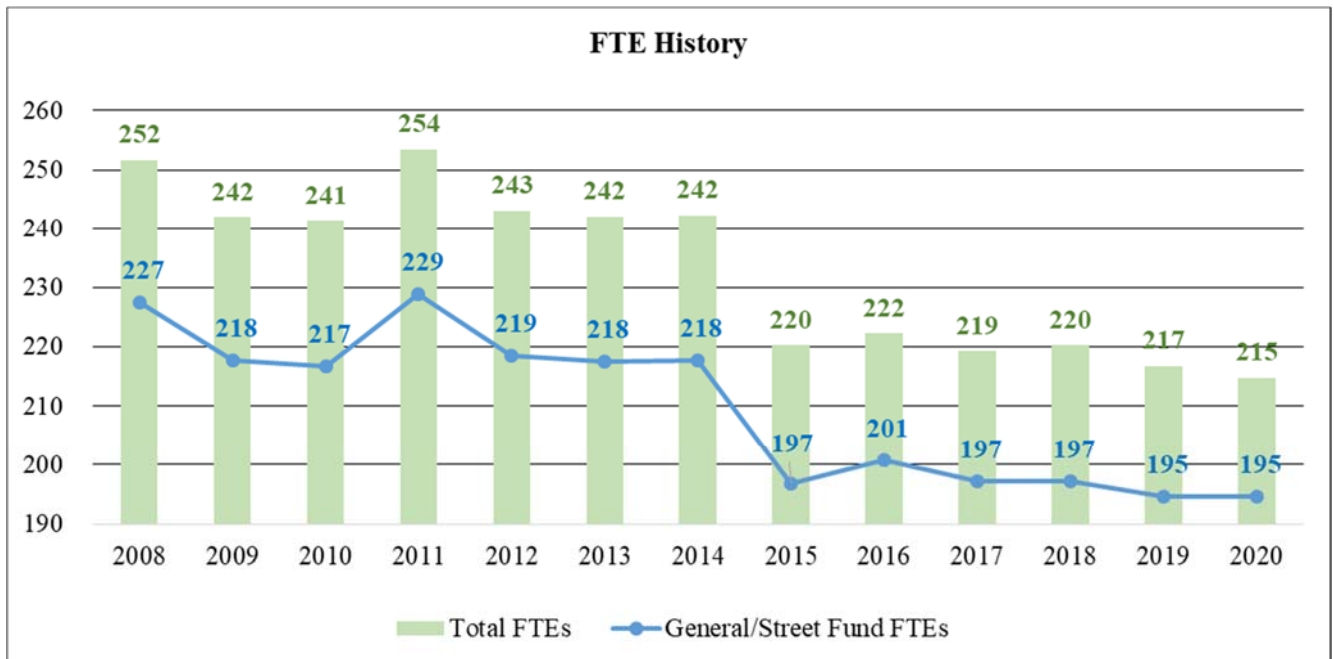
- **Use of One-Time/Unpredictable Revenues.** The City shall not utilize one-time revenues for recurring operating expenditures. One-time revenues include, but are not limited to: proceeds from the sale of land or surplus equipment, legal settlements, or revenue windfalls.

## POSITION HISTORY

The following provides a recap of the City’s position inventory from the Great Recession period through current.

CITY-WIDE POSITION INVENTORY- By Department													
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
City Manager	3.60	3.60	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Municipal court	14.75	14.75	15.75	16.00	16.75	16.75	16.00	12.50	12.50	11.00	11.00	10.00	10.00
Admin Services	23.90	23.70	24.30	24.50	20.85	20.85	20.85	16.00	16.00	16.00	16.00	16.00	16.00
Legal	20.15	12.74	14.00	12.75	11.98	11.98	11.98	12.50	12.50	11.00	11.00	9.50	9.50
Comm & Econ Dev	22.50	22.50	24.50	25.00	23.00	22.00	22.00	16.00	17.50	17.50	18.50	19.50	19.50
Parks, Rec, & Comm Svcs	12.95	12.95	13.10	12.75	15.50	15.50	22.60	18.25	24.25	24.25	24.25	24.25	24.25
Public Works	22.75	22.75	22.71	35.50	34.00	34.00	27.90	26.00	20.50	20.50	20.50	18.50	16.50
Police	131.00	129.00	123.00	123.00	118.00	118.00	118.00	116.00	116.00	116.00	116.00	116.00	116.00
<b>Total</b>	<b>251.60</b>	<b>241.99</b>	<b>241.36</b>	<b>253.50</b>	<b>243.08</b>	<b>242.08</b>	<b>242.33</b>	<b>220.25</b>	<b>222.25</b>	<b>219.25</b>	<b>220.25</b>	<b>216.75</b>	<b>214.75</b>

CITY-WIDE POSITION INVENTORY - By Fund													
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
City Manager	3.60	3.60	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Municipal court	14.75	14.75	15.75	16.00	16.75	16.75	16.00	12.50	12.50	11.00	11.00	10.00	10.00
Admin Services	23.90	23.70	24.30	24.50	20.85	20.85	20.85	16.00	16.00	16.00	16.00	16.00	16.00
Legal	20.15	12.74	14.00	12.75	11.98	11.98	11.98	12.50	12.50	11.00	11.00	9.50	9.50
Comm & Econ Dev	18.85	18.85	20.50	21.00	19.00	18.00	18.00	12.00	13.50	13.50	13.50	13.50	13.50
Parks, Rec, & Comm Svcs	12.95	12.95	13.10	12.75	15.50	15.50	22.60	18.25	24.25	24.25	24.25	24.25	24.25
Public Works	2.22	2.22	2.18	14.97	13.47	13.47	7.37	6.57	3.07	2.40	2.40	2.40	2.40
Police	131.00	129.00	123.00	123.00	118.00	118.00	118.00	116.00	116.00	116.00	116.00	116.00	116.00
<b>Subtotal Gen/Street Fund</b>	<b>227.42</b>	<b>217.81</b>	<b>216.83</b>	<b>228.97</b>	<b>218.55</b>	<b>217.55</b>	<b>217.80</b>	<b>196.82</b>	<b>200.82</b>	<b>197.15</b>	<b>197.15</b>	<b>194.65</b>	<b>194.65</b>
RHSP/Abate	-	-	-	-	-	-	-	-	-	-	1.00	2.00	2.00
SSMCP	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
CDBG	1.65	1.65	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Trans CIP	7.91	7.91	7.91	7.91	7.91	7.91	7.91	8.11	6.11	10.10	10.10	7.85	6.10
SWM	12.62	12.62	12.62	12.62	12.62	12.62	12.62	11.32	11.32	8.00	8.00	8.25	8.00
<b>Total</b>	<b>251.60</b>	<b>241.99</b>	<b>241.36</b>	<b>253.50</b>	<b>243.08</b>	<b>242.08</b>	<b>242.33</b>	<b>220.25</b>	<b>222.25</b>	<b>219.25</b>	<b>220.25</b>	<b>216.75</b>	<b>214.75</b>

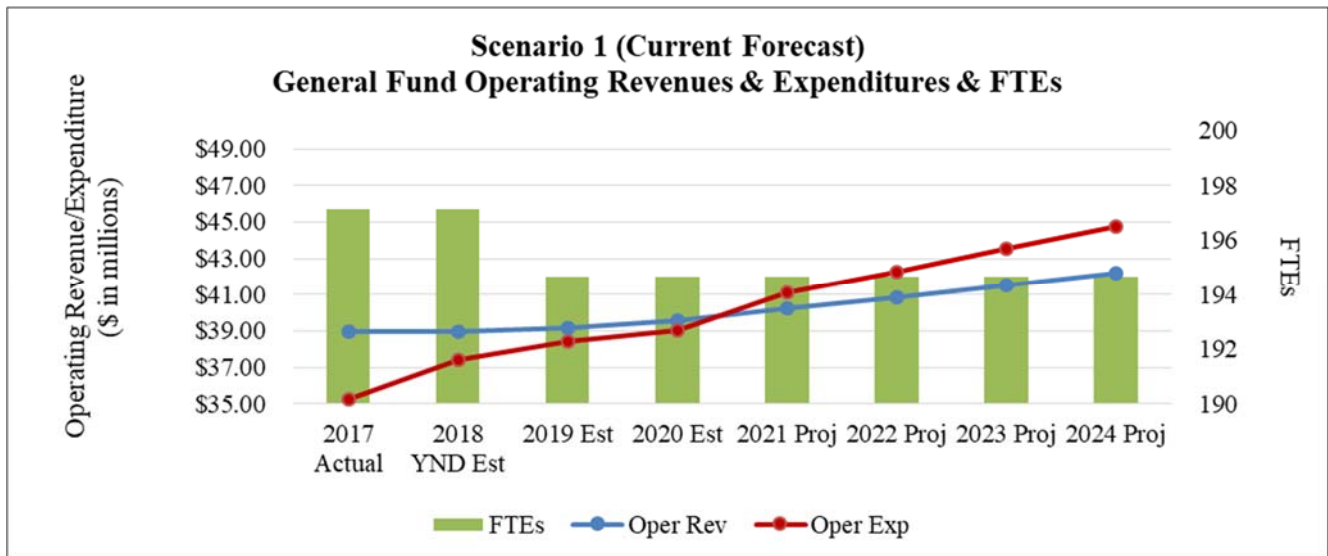


**ANALYSIS – GENERAL FUND**

**Scenario 1 (Current Forecast) – Operating Revenue Growth Slower Than Operating Expenditure Growth (Consistent with Financial Policies)**

This forecast, as with our current and previous forecasts, projects General Fund operating expenditures to exceed operating revenues beginning in 2020, primarily because of slower operating revenue growth as compared to operating expenditure growth.

<b>Scenario 1 (Current Forecast)</b> <b>Operating Revenue Growth Slower Than Operating Expenditure Growth</b>	2017 Actual	2018 YND Estimate	2019 Estimate	2020 Estimate	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Operating Revenues	\$38,993,468	\$38,954,713	\$39,185,200	\$39,584,850	\$40,215,600	\$40,867,800	\$41,537,800	\$42,221,900
Operating Revenue Change Over Prior Year - %	5.9%	-0.1%	0.6%	1.0%	1.6%	1.6%	1.6%	1.6%
Operating Expenditures	\$35,295,438	\$37,449,093	\$38,430,237	\$39,065,446	\$41,095,594	\$42,274,081	\$43,550,781	\$44,765,056
Operating Expenditure Change Over Prior Year	2.8%	6.1%	2.6%	1.7%	5.2%	2.9%	3.0%	2.8%
Operating Income / (Loss)	\$3,698,031	\$1,505,620	\$754,963	\$519,404	(\$879,994)	(\$1,406,281)	(\$2,012,981)	(\$2,543,156)
Operating Income / (Loss) as a % of Oper Exp	10.5%	4.0%	2.0%	1.3%	-2.1%	-3.3%	-4.6%	-5.7%
Total Other Financing Sources	\$422,249	\$417,749	\$140,750	\$140,750	\$140,750	\$140,750	\$140,800	\$140,800
Total Other Financing Uses	\$2,877,429	\$5,277,022	\$1,356,029	\$1,131,243	\$988,750	\$968,750	\$968,750	\$968,750
Total Revenues & Other Financing Sources	\$39,415,717	\$39,372,462	\$39,325,950	\$39,725,600	\$40,356,350	\$41,008,550	\$41,678,600	\$42,362,700
Total Expenditures & Other Financing Uses	\$38,172,867	\$42,726,115	\$39,786,266	\$40,196,689	\$42,084,344	\$43,242,831	\$44,519,531	\$45,733,806
Beginning Fund Balance	\$7,909,379	\$9,152,227	\$5,798,575	\$5,338,259	\$4,867,169	\$3,139,175	\$904,894	(\$1,936,037)
Ending Fund Balance	\$9,152,229	\$5,798,575	\$5,338,259	\$4,867,169	\$3,139,175	\$904,894	(\$1,936,037)	(\$5,307,143)
EFB as a % of Gen/Street Oper Rev	22.9%	14.5%	13.3%	12.0%	7.6%	2.2%	-4.6%	-12.3%
Reserve Target 12%:	\$4,800,348	\$4,794,673	\$4,819,212	\$4,867,170	\$4,942,860	\$5,021,124	\$5,101,524	\$5,183,616
2% Contingency Reserves	\$800,058	\$799,112	\$803,202	\$811,195	\$823,810	\$836,854	\$850,254	\$863,936
5% General Fund Reserves	\$2,000,145	\$1,997,781	\$2,008,005	\$2,027,988	\$2,059,525	\$2,092,135	\$2,125,635	\$2,159,840
5% Strategic Reserves	\$2,000,145	\$1,997,781	\$2,008,005	\$2,027,988	\$2,059,525	\$2,092,135	\$2,125,635	\$2,159,840
Unreserved / (12% Reserves Shortfall):	\$4,351,879	\$1,003,901	\$519,047	\$0	(\$1,803,685)	(\$4,116,230)	(\$7,037,561)	(\$10,490,759)



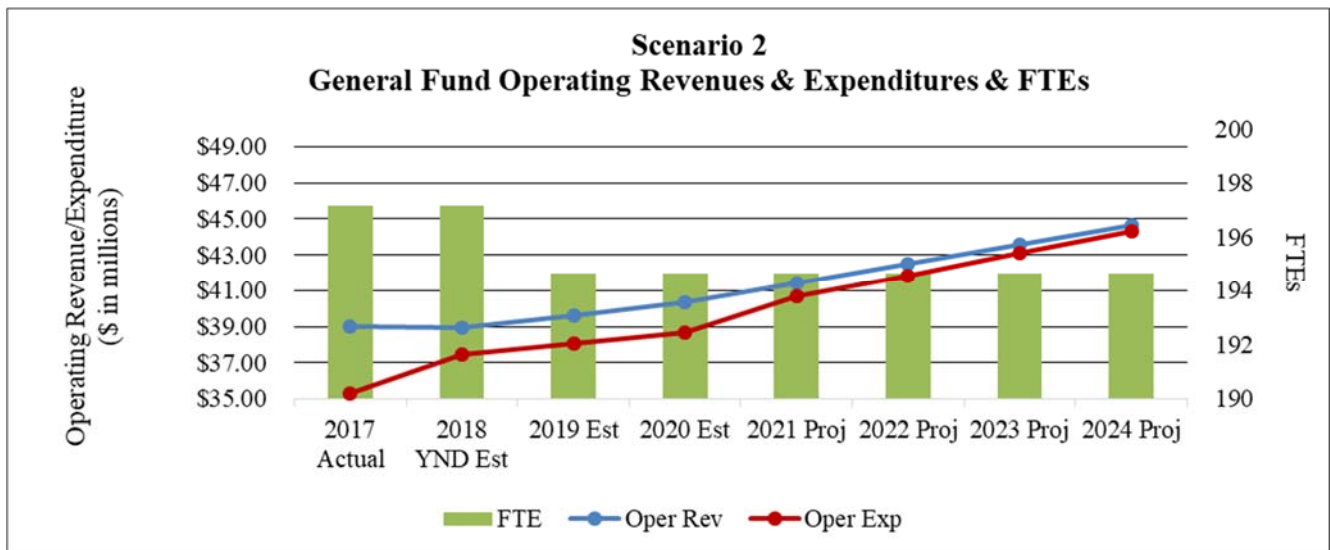
## Scenario 2 – Economic Growth & Operating Expenditure Efficiencies (Optimistic)

This scenario takes into account the fact that our local economy is growing and we are and will continue to see economic development for the foreseeable future that will have a positive impact on our General Fund. Assumes new revenue from projected economic development (financial policies prohibit addition of new revenue in budget – must be realized before it can be accounted for in budget, which is sound policy to have) as well as incorporating an underlying assumption on future operating expenditure efficiencies given our past performance in recent years.

<b>Scenario 2: Operating Gap</b> <b>Economic Growth &amp; Operating Exp Efficiencies</b>	2017 Actual	2018 YND Estimate	2019 Estimate	2020 Estimate	2021 Projected	2022 Projected	2022 Projected	2022 Projected
Operating Income / (Loss) from Scenario 1	\$3,698,031	\$1,505,620	\$754,963	\$519,404	(\$879,994)	(\$1,406,281)	(\$2,012,981)	(\$2,543,156)
Adjustments to Buy Down Operating Gap:								
1.0% Operating Revenue Growth	-	-	389,500	785,200	1,188,900	1,602,900	2,027,600	2,463,300
1.0 % Operating Expenditure Efficiencies	-	-	384,300	390,700	411,000	422,700	435,500	447,700
<b>Adjusted Operating Income / (Loss)</b>	<b>\$3,698,031</b>	<b>\$1,505,620</b>	<b>\$1,528,763</b>	<b>\$1,695,304</b>	<b>\$719,906</b>	<b>\$619,319</b>	<b>\$450,119</b>	<b>\$367,844</b>

<b>Scenario 2: Ending Fund Balance</b> <b>Economic Growth &amp; Operating Exp Efficiencies</b>	2017 YND Estimate	2018 YND Estimate	2019 Estimate	2020 Estimate	2021 Projected	2022 Projected	2022 Projected	2022 Projected
Ending Fund Balance from Scenario 1	\$9,152,229	\$5,798,575	\$5,338,259	\$4,867,169	\$3,139,175	\$904,894	(\$1,936,037)	(\$5,307,143)
Adjustments Impacting Ending Fund Balance:								
Prior Year's Ending Fund Balance Increase	-	-	-	773,800	1,949,700	3,549,600	5,575,200	8,038,300
1.0% Operating Revenue Growth	-	-	389,500	785,200	1,188,900	1,602,900	2,027,600	2,463,300
1.0 % Operating Expenditure Efficiencies	-	-	384,300	390,700	411,000	422,700	435,500	447,700
<b>Adjusted Ending Fund Balance</b>	<b>\$9,152,229</b>	<b>\$5,798,575</b>	<b>\$6,112,059</b>	<b>\$6,816,869</b>	<b>\$6,688,775</b>	<b>\$6,480,094</b>	<b>\$6,102,263</b>	<b>\$5,642,157</b>
EFB as a % of Gen/Street Oper Rev	22.88%	14.51%	15.07%	16.49%	15.78%	14.92%	13.70%	12.36%
Reserve Target 12%:	\$4,800,348	\$4,794,673	\$4,865,952	\$4,961,394	\$5,085,528	\$5,213,472	\$5,344,836	\$5,479,212
2% Contingency Reserves	\$800,058	\$799,112	\$810,992	\$826,899	\$847,588	\$868,912	\$890,806	\$913,202
5% General Fund Reserves	\$2,000,145	\$1,997,781	\$2,027,480	\$2,067,248	\$2,118,970	\$2,172,280	\$2,227,015	\$2,283,005
5% Strategic Reserves	2,000,145	1,997,781	2,027,480	2,067,248	2,118,970	2,172,280	2,227,015	2,283,005
Unreserved / (12% Reserves Shortfall):	\$4,351,881	\$1,003,901	\$1,246,107	\$1,855,475	\$1,603,247	\$1,266,622	\$757,427	\$162,945

Note: As we look out into the future, long-term economic development initiatives (such as revitalization of Pacific Highway and WSDOT relocation) is expected to contribute positively to economic growth.



## SURFACE WATER MANAGEMENT FUND

**Financial Policy Regarding Ending Fund Balance for Enterprise Funds.** The City shall maintain a minimum fund balance in its enterprise funds equal to 33% of operating expenses (equivalent to 120 days of operating expenses due to the infrequent revenue stream from annual or bi-annual revenue receipt). This balance shall be maintained to ensure adequate maintenance reserves and cash flow. Additionally, the City shall maintain a capital fund balance equal to 1% of the original system cost, establish and maintain debt service reserves if required as a condition of future debt issuance, and fund system reinvestment annually through rates based on original cost depreciation using a phased in strategy to mitigate potential impacts on rate increases. Balances in excess of reserves may be utilized for capital projects.

The current forecast includes transfers to Parks CIP and Transportation CIP for the storm related portion of capital project cost. The result is positive ending fund balances, although short of target reserves. The shortage can be rectified by reducing SWM capital projects and/or contributions to other CIP fund in 2019-2024; however, that would result in project delays due to lack of financial resources. The ending fund balance could also be made up as we close out year 2018, through project and personnel savings as personnel costs are charged against grants or transportation capital projects.

It is recommended that the financial policies related to the enterprise fund be reviewed during first quarter 2019.

Below is the current forecast and related capital project expenditures.

<b>SWM FUND Current Forecast</b>	2017 Actual	2018 YND Estimate	2019 Estimate	2020 Estimate	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Operating Revenues	\$2,808,232	\$2,824,000	\$3,777,800	\$3,954,900	\$4,115,620	\$4,284,930	\$4,465,450	\$4,584,180
Operating Revenue Change Over Prior Year - %	0.62%	0.56%	33.77%	4.69%	4.06%	4.11%	4.21%	2.66%
Operating Expenditures	\$2,269,152	\$2,852,939	\$2,973,745	\$2,969,648	\$3,050,200	\$3,133,200	\$3,218,700	\$3,306,700
Operating Expenditure Change Over Prior Year - %	6.2%	25.7%	4.2%	-0.1%	2.7%	2.7%	2.7%	2.7%
Operating Income / (Loss)	\$539,080	(\$28,939)	\$804,055	\$985,252	\$1,065,420	\$1,151,730	\$1,246,750	\$1,277,480
Operating Income / (Loss) as a % of Oper Exp	23.8%	-1.0%	27.0%	33.2%	34.9%	36.8%	38.7%	38.6%
Total Other Financing Sources	\$138,015	\$267,601	\$0	\$0	\$0	\$0	\$0	\$0
Total Other Financing Uses	\$1,434,510	\$2,773,196	\$880,252	\$2,173,718	\$1,481,000	\$573,000	\$442,400	\$0
Total Revenues & Other Financing Sources	\$2,946,247	\$3,091,601	\$3,777,800	\$3,954,900	\$4,115,620	\$4,284,930	\$4,465,450	\$4,584,180
Total Expenditures & Other Financing Uses	\$3,703,663	\$5,626,135	\$3,853,997	\$5,143,366	\$4,531,200	\$3,706,200	\$3,661,100	\$3,306,700
Beginning Fund Balance	\$5,447,023	\$4,689,608	\$2,155,074	\$2,078,877	\$890,411	\$474,831	\$1,053,561	\$1,857,911
Ending Fund Balance	\$4,689,608	\$2,155,074	\$2,078,877	\$890,411	\$474,831	\$1,053,561	\$1,857,911	\$3,135,391
Reserve Target:	\$477,399	\$480,080	\$1,460,275	\$1,461,460	\$1,490,193	\$1,521,083	\$1,552,448	\$1,581,488
17% Operating Reserves	\$477,399	\$480,080	n/a	n/a	n/a	n/a	n/a	n/a
33% Operating Reserves	\$0	\$0	\$981,336	\$979,984	\$1,006,566	\$1,033,956	\$1,062,171	\$1,091,211
1% Capital Reserves	\$0	\$0	\$478,940	\$481,477	\$483,627	\$487,127	\$490,277	\$490,277
Unreserved / (12% Reserves Shortfall):	\$4,212,208	\$1,674,994	\$618,602	(\$571,049)	(\$1,015,361)	(\$467,521)	\$305,464	\$1,553,904

<b>SWM Capital Projects / Contribution to CIP for Storm Related Portion (Included in Other Financing Uses)</b>	2019 Estimate	2020 Estimate	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>SWM Capital Projects:</b>	\$ 165,000	\$ 245,000	\$ 215,000	\$ 350,000	\$ 315,000	\$ -
401.0012 Outfall Retrofit Feasibility Project	60,000	-	-	-	-	-
401.0013 58th Ave Ct Bioretention Swale	80,000	-	-	-	-	-
401.0014 2021 Water Quality Improvements	-	20,000	180,000	-	-	-
401.0015 Oakbrook Outfall Retrofits	25,000	225,000	-	-	-	-
401.0016 112th St Drainage Improvements	-	-	35,000	315,000	-	-
401.0020 2023 Drainage Pipe Repair Project	-	-	-	35,000	315,000	-
<b>Contribution to Transportation CIP:</b>	\$ 614,000	\$1,870,000	\$ 1,266,000	\$ 223,000	\$ 127,400	\$ -
302.0134 Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	121,000	1,004,000	-	-	-	-
302.0053 Streets: 123rd St SW - Bridgeport Way to 47th Ave SW	53,000	55,000	-	-	-	-
302.0063 Colonial Center Plaza	303,000	-	-	-	-	-
302.0077 Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW	-	50,000	640,000	-	-	-
302.0131 Overlay & Sidewalk Fill-In: Custer Rd - John Dower to 500' West of Bridgeport Wy	-	-	-	24,000	52,400	-
302.0135 Streets: Washington Blvd and Edgewood Drive (North Fort to Gravelly Lk Dr) Phase I - Washington Blvd: Interlaaken to Gravelly Lk Dr Double Roundabouts	-	-	48,000	199,000	75,000	-
302.0137 Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	43,000	62,000	578,000	-	-	-
302.0138 Sidewalks: Onyx Dr. SW - 89th to 97th and Garnet to Phillips	94,000	699,000	-	-	-	-
<b>Contribution to Parks CIP:</b>	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
301.0005 Chambers Creek Trail	50,000	50,000	-	-	-	-
	\$ 829,000	\$2,165,000	\$ 1,481,000	\$ 573,000	\$ 442,400	\$ -

## NEXT STEPS AND UPCOMING ITEMS

- **Analysis of Service Delivery Options.** Departments will perform an analysis of department functions and service delivery options in advance of the 2020/2021 biennial budget. Examples of service delivery evaluation criteria include:
  - *Specialized Services* - Services and activities, which the City provides that, require specialized skills, knowledge or licenses that City personnel does not possess.
  - *Current Personnel Resources are Limited* - Situations where the City may not have the personnel resources available to implement a specific task or project, making contracted services a viable alternative.
  - *Special Projects* - Projects or studies that may have significant implications and/or require a third party review are typically outsourced to a private contractor.
  - *Risk* - Tasks that pose a risk or liability to City personnel or equipment are outsourced to a private contractor.
  - *Routine Tasks* - The City provides routine and predictable services that can be tied to a fixed schedule without impacting or conflicting with the public.
  - *Cost Effectiveness and Efficiency* - The cost/benefit analysis will assist in determining whether it is advantageous to contract versus hiring personnel internally.
  - *Improved Level of Service (LOS)* - Limited resources can be efficiently allocated through a system of internal personnel and external contracts to ensure the highest levels of service are provided to citizens.
  - *Competitive* - Competition for contract work continues to increase as more private firms vie for services traditionally provided by government.
  - *Monitoring and Evaluation* - One of the most important criteria surrounding private contracts is the monitoring and evaluation process. Should be relatively inexpensive and easy to measure versus time consuming and expensive.
  - *Customer Complaints* - Resources are optimally allocated to ensure that all services provided by the City are done so with limited impact to citizens.
- **Collective Bargaining Agreements.** The financial forecast does not include potential adjustments after contract expiration.

<u>Labor Group</u>	<u>Current Contract Period</u>
Teamsters	1/1/2016 through 12/31/2018
AFSCME	1/1/2017 through 12/31/2019
LPMG	1/1/2016 through 12/31/2019
LPIG	1/1/2016 through 12/31/2020

## ATTACHMENTS

- Current Financial Forecast for All Funds

	2017	2018	2019	2020	2021	2022	2023	2024
	Annual Actual	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
<b>(001) GENERAL FUND</b>								
<i>REVENUES:</i>								
<b>Taxes</b>	<b>\$27,469,335</b>	<b>\$27,627,153</b>	<b>\$27,734,900</b>	<b>\$27,970,400</b>	<b>\$28,424,800</b>	<b>\$28,891,000</b>	<b>\$29,369,500</b>	<b>\$29,856,400</b>
Property Tax	6,741,607	6,915,523	7,110,000	7,202,400	7,296,000	7,390,800	7,486,900	7,584,200
Local Sales & Use Tax	9,958,523	10,031,830	9,852,600	9,951,100	10,249,600	10,557,100	10,873,800	11,200,000
Sales/Parks	585,089	596,800	608,700	620,900	639,500	658,700	678,500	698,900
Brokered Natural Gas Use Tax	38,716	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Criminal Justice Sales Tax	1,047,075	1,068,000	1,089,400	1,111,200	1,144,500	1,178,800	1,214,200	1,250,600
Admissions Tax	539,139	496,000	496,000	496,000	496,000	496,000	496,000	496,000
Utility Tax	5,744,060	5,676,000	5,735,200	5,745,800	5,756,200	5,766,600	5,777,100	5,783,700
Leasehold Tax	14,169	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Gambling Tax	2,800,955	2,801,000	2,801,000	2,801,000	2,801,000	2,801,000	2,801,000	2,801,000
<b>Franchise Fees</b>	<b>3,733,390</b>	<b>3,989,100</b>	<b>4,108,800</b>	<b>4,232,100</b>	<b>4,359,000</b>	<b>4,489,900</b>	<b>4,624,700</b>	<b>4,763,500</b>
Cable, Water, Sewer, Solid Waste	2,844,927	2,874,000	2,960,200	3,049,000	3,140,400	3,234,700	3,331,800	3,431,800
Tacoma Power	888,463	1,115,100	1,148,600	1,183,100	1,218,600	1,255,200	1,292,900	1,331,700
<b>Development Service Fees</b>	<b>1,656,169</b>	<b>1,767,596</b>	<b>1,710,100</b>	<b>1,744,000</b>	<b>1,796,000</b>	<b>1,849,800</b>	<b>1,905,100</b>	<b>1,962,000</b>
Building Permits	619,836	785,000	714,000	728,300	750,100	772,600	795,800	819,700
Other Building Permit Fees	240,938	310,596	310,200	316,400	325,800	335,700	345,800	356,100
Plan Review/Plan Check Fees	661,289	553,000	564,000	575,200	592,400	610,200	628,500	647,300
Other Zoning/Development Fees	134,106	119,000	121,900	124,100	127,700	131,300	135,000	138,900
<b>Licenses &amp; Permits</b>	<b>414,234</b>	<b>323,900</b>	<b>384,000</b>	<b>384,000</b>	<b>384,000</b>	<b>384,000</b>	<b>384,000</b>	<b>384,000</b>
Business License	260,064	254,100	314,000	314,000	314,000	314,000	314,000	314,000
Alarm Permits & Fees	114,819	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Animal Licenses	39,351	39,800	40,000	40,000	40,000	40,000	40,000	40,000
<b>State Shared Revenues</b>	<b>1,397,256</b>	<b>1,265,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>1,255,900</b>
Sales Tax Mitigation	37,938	10,000	-	-	-	-	-	-
Criminal Justice	153,413	154,000	154,000	154,000	154,000	154,000	154,000	154,000
Criminal Justice High Crime	423,055	318,800	318,800	318,800	318,800	318,800	318,800	318,800
Liquor Excise Tax	286,385	291,700	291,700	291,700	291,700	291,700	291,700	291,700
Liquor Board Profits	496,441	491,400	491,400	491,400	491,400	491,400	491,400	491,400
Marijuana Enforcement/Excise Tax	25	-	-	-	-	-	-	-
<b>Intergovernmental</b>	<b>629,769</b>	<b>498,637</b>	<b>576,500</b>	<b>576,450</b>	<b>577,800</b>	<b>579,100</b>	<b>580,500</b>	<b>582,000</b>
Police FBI & Other Misc	12,100	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Police-Animal Svcs-Steilacoom	14,865	13,800	14,100	14,380	14,800	15,200	15,700	16,200
Police-Animal Svcs-Dupont	29,569	28,600	29,100	29,770	30,700	31,600	32,500	33,500
Police-South Sound 911 Background Investigations	5,143	7,000	4,000	3,000	3,000	3,000	3,000	3,000
Muni Court-University Place Contract	275,407	285,396	294,000	294,000	294,000	294,000	294,000	294,000
Muni Court-Town of Steilacoom Contract	111,246	111,540	114,900	114,900	114,900	114,900	114,900	114,900
Muni Court-City of Dupont	181,439	40,301	108,400	108,400	108,400	108,400	108,400	108,400

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>(001) GENERAL FUND-continued</b>								
<b>Charges for Services &amp; Fees</b>	<b>1,490,792</b>	<b>1,424,859</b>	<b>1,435,700</b>	<b>1,442,700</b>	<b>1,438,800</b>	<b>1,438,800</b>	<b>1,438,800</b>	<b>1,438,800</b>
Parks & Recreation Fees	240,404	267,175	278,700	288,700	288,800	288,800	288,800	288,800
Police - Various Contracts	8,427	7,684	7,000	7,000	3,000	3,000	3,000	3,000
Police - Towing Impound Fees	10,200	15,000	15,000	12,000	12,000	12,000	12,000	12,000
Police - Extra Duty	910,575	775,000	775,000	775,000	775,000	775,000	775,000	775,000
Police - Western State Hospital Community Policing Program	315,750	355,500	355,500	355,500	355,500	355,500	355,500	355,500
Other	5,437	4,500	4,500	4,500	4,500	4,500	4,500	4,500
<b>Fines &amp; Forfeitures</b>	<b>1,704,839</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>
Municipal Court	897,285	860,900	860,900	860,900	860,900	860,900	860,900	860,900
Photo Infraction	807,554	700,000	700,000	700,000	700,000	700,000	700,000	700,000
<b>Miscellaneous/Interest/Other</b>	<b>212,985</b>	<b>211,968</b>	<b>133,700</b>	<b>133,700</b>	<b>133,700</b>	<b>133,700</b>	<b>133,700</b>	<b>133,700</b>
Interest Earnings	66,500	68,000	68,000	68,000	68,000	68,000	68,000	68,000
Penalties & Interest - Taxes	68,599	50,700	15,200	15,200	15,200	15,200	15,200	15,200
Miscellaneous/Other	77,886	93,268	50,500	50,500	50,500	50,500	50,500	50,500
<b>Interfund Transfers</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>
Transfer In - Fund 401 SWM Operations	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
<b>Subtotal Operating Revenues</b>	<b>\$38,993,468</b>	<b>\$38,954,713</b>	<b>\$39,185,200</b>	<b>\$39,584,850</b>	<b>\$40,215,600</b>	<b>\$40,867,800</b>	<b>\$41,537,800</b>	<b>\$42,221,900</b>
<b>% Revenue Change over Prior Year</b>	<b>5.93%</b>	<b>-0.10%</b>	<b>0.59%</b>	<b>1.02%</b>	<b>1.59%</b>	<b>1.62%</b>	<b>1.64%</b>	<b>1.65%</b>
<i>EXPENDITURES:</i>								
<b>City Council</b>	<b>127,379</b>	<b>134,920</b>	<b>136,853</b>	<b>136,853</b>	<b>141,000</b>	<b>145,200</b>	<b>149,500</b>	<b>154,000</b>
Legislative	127,018	131,470	133,403	133,403	137,400	141,500	145,700	150,100
Sister City	361	3,450	3,450	3,450	3,600	3,700	3,800	3,900
<b>City Manager</b>	<b>633,389</b>	<b>633,008</b>	<b>706,338</b>	<b>716,460</b>	<b>738,000</b>	<b>760,100</b>	<b>782,900</b>	<b>806,400</b>
Executive	506,423	504,738	558,090	563,586	580,500	597,900	615,800	634,300
Communications	126,966	128,270	148,248	152,874	157,500	162,200	167,100	172,100
<b>Municipal Court</b>	<b>2,010,854</b>	<b>2,128,771</b>	<b>2,126,507</b>	<b>2,158,418</b>	<b>2,223,200</b>	<b>2,289,900</b>	<b>2,358,700</b>	<b>2,429,400</b>
Judicial Services	1,084,181	1,100,416	1,078,653	1,099,222	1,132,200	1,166,200	1,201,200	1,237,200
Professional Services	645,995	670,535	656,400	658,400	678,200	698,500	719,500	741,100
Probation & Detention	280,678	357,820	391,454	400,796	412,800	425,200	438,000	451,100
<b>Administrative Services</b>	<b>1,617,746</b>	<b>1,706,041</b>	<b>1,811,960</b>	<b>1,863,255</b>	<b>1,919,100</b>	<b>1,976,700</b>	<b>2,036,000</b>	<b>2,097,100</b>
Finance	1,081,687	1,136,142	1,222,733	1,254,474	1,292,100	1,330,900	1,370,800	1,411,900
Human Resources	536,059	569,899	589,227	608,781	627,000	645,800	665,200	685,200
<b>Legal</b>	<b>1,540,487</b>	<b>1,739,154</b>	<b>1,708,981</b>	<b>1,681,540</b>	<b>1,799,000</b>	<b>1,781,200</b>	<b>1,903,700</b>	<b>1,886,900</b>
Civil Legal Services	894,763	911,688	926,806	950,693	979,200	1,008,600	1,038,900	1,070,100
Criminal Prosecution Services	283,550	386,549	344,890	351,722	362,300	373,200	384,400	395,900
City Clerk	248,392	350,917	282,285	289,125	297,800	306,700	315,900	325,400
Election	113,782	90,000	155,000	90,000	159,700	92,700	164,500	95,500



	2017	2018	2019	2020	2021	2022	2023	2024
	Annual Actual	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
<b>(001) GENERAL FUND-continued</b>								
<b>Community &amp; Economic Development</b>	<b>1,995,406</b>	<b>2,001,717</b>	<b>2,183,605</b>	<b>2,223,800</b>	<b>2,290,500</b>	<b>2,359,200</b>	<b>2,430,000</b>	<b>2,502,900</b>
Current Planning	630,971	649,112	705,298	721,574	743,200	765,500	788,500	812,200
Long Range Planning	171,058	156,358	213,663	217,368	223,900	230,600	237,500	244,600
Building	1,014,891	1,022,587	1,079,013	1,093,347	1,126,100	1,159,900	1,194,700	1,230,500
Economic Development	178,486	173,660	185,631	191,511	197,300	203,200	209,300	215,600
<b>Parks, Recreation &amp; Community Services</b>	<b>2,599,358</b>	<b>2,671,120</b>	<b>2,935,190</b>	<b>2,821,605</b>	<b>3,097,600</b>	<b>3,190,500</b>	<b>3,286,200</b>	<b>3,384,800</b>
Human Services	401,987	414,774	435,596	436,099	458,800	472,600	486,800	501,400
Administration	304,327	291,462	315,473	316,461	326,000	335,800	345,900	356,300
Recreation	465,267	443,116	412,721	422,141	434,800	447,800	461,200	475,000
Senior Services	222,371	233,293	237,607	241,021	248,300	255,700	263,400	271,300
Parks Facilities	465,075	437,247	522,441	504,716	547,200	563,600	580,500	597,900
Fort Steilacoom Park	588,850	629,017	774,459	675,795	823,000	847,700	873,100	899,300
Street Landscape Maintenance	151,482	222,210	236,892	225,372	259,500	267,300	275,300	283,600
<b>Police</b>	<b>23,308,561</b>	<b>24,529,114</b>	<b>24,819,597</b>	<b>25,451,781</b>	<b>26,725,600</b>	<b>27,492,500</b>	<b>28,282,300</b>	<b>29,095,700</b>
Command	4,326,564	4,844,332	4,828,102	4,372,689	5,049,200	5,200,700	5,356,700	5,517,400
Jail Service	706,760	700,000	700,000	700,000	721,000	742,600	764,900	787,800
Dispatch Services/SS911	2,202,328	2,116,946	2,068,490	2,068,490	2,130,500	2,194,400	2,260,200	2,328,000
Investigations	3,714,000	4,364,028	3,474,377	3,727,995	3,839,800	3,955,000	4,073,700	4,195,900
Patrol	7,334,525	7,739,357	7,683,306	8,275,822	8,524,100	8,779,800	9,043,200	9,314,500
Special Units	342,955	119,556	1,030,514	1,100,375	1,133,400	1,167,400	1,202,400	1,238,500
SWAT	113,589	82,375	70,130	70,130	72,200	74,400	76,600	78,900
Crime Prevention	914,600	1,165,400	1,289,583	1,371,776	1,412,900	1,455,300	1,499,000	1,544,000
Contracted Services (Extra Duty, offset by Revenue)	951,736	775,000	775,000	775,000	775,000	775,000	775,000	775,000
Community Safety Resource Team (CSRT)	359,001	361,296	384,550	389,286	401,000	413,000	425,400	438,200
Training	147,206	157,089	298,589	309,448	318,700	328,300	338,100	348,200
Traffic Policing	884,761	1,030,840	1,103,488	1,166,729	1,201,700	1,237,800	1,274,900	1,313,100
Property Room	241,464	260,302	274,310	281,262	289,700	298,400	307,400	316,600
Reimbursements	324,431	121,674	109,152	109,905	113,200	116,600	120,100	123,700
Emergency Management	26,299	19,500	38,040	38,040	39,200	40,400	41,600	42,800
Animal Control	286,053	281,419	301,966	304,834	314,000	323,400	333,100	343,100
Road & Street/Camera Enforcement	432,289	390,000	390,000	390,000	390,000	390,000	390,000	390,000
<b>Non-Departmental</b>	<b>128,098</b>	<b>133,295</b>	<b>133,960</b>	<b>133,960</b>	<b>138,000</b>	<b>183,100</b>	<b>146,400</b>	<b>156,800</b>
Commute Trip Reduction	-	-	-	-	-	-	-	-
Citywide	128,098	133,295	133,960	133,960	138,000	142,100	146,400	150,800
IT 6-Year Strategic Plan	-	-	-	-	-	41,000	-	6,000
<b>Interfund Transfers</b>	<b>1,334,160</b>	<b>1,771,952</b>	<b>1,867,246</b>	<b>1,877,774</b>	<b>2,023,594</b>	<b>2,095,681</b>	<b>2,175,081</b>	<b>2,251,056</b>
Transfer to Fund 101 Street O&M	900,878	1,258,817	1,390,040	1,402,118	1,540,100	1,615,200	1,693,100	1,773,300
Transfer to Fund 105/190 Abatement Program	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Transfer to Fund 201 GO Bond Debt Service	398,282	478,135	442,206	440,656	448,494	445,481	446,981	442,756
<b>Subtotal Operating Expenditures</b>	<b>\$35,295,438</b>	<b>\$37,449,093</b>	<b>\$38,430,237</b>	<b>\$39,065,446</b>	<b>\$41,095,594</b>	<b>\$42,274,081</b>	<b>\$43,550,781</b>	<b>\$44,765,056</b>
<b>% Expenditure Change over Prior Year</b>	<b>2.82%</b>	<b>6.10%</b>	<b>2.62%</b>	<b>1.65%</b>	<b>5.20%</b>	<b>2.87%</b>	<b>3.02%</b>	<b>2.79%</b>

	2017	2018	2019	2020	2021	2022	2023	2024
	Annual Actual	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
<b>OPERATING INCOME (LOSS)</b>	\$3,698,031	\$1,505,620	\$754,963	\$519,404	(\$879,994)	(\$1,406,281)	(\$2,012,981)	(\$2,543,156)
<b>As a % of Operating Expenditures</b>	10.48%	4.02%	1.96%	1.33%	-2.14%	-3.33%	-4.62%	-5.68%
<b>OTHER FINANCING SOURCES:</b>								
<b>Grants, Donations/Contrib, 1-Time</b>	326,199	401,749	140,750	140,750	140,750	140,750	140,800	140,800
Contributions/Donations/Other	106,149	140,750	140,750	140,750	140,750	140,750	140,800	140,800
Proceeds from Sale of Assets/Capital Lease	-	-	-	-	-	-	-	-
Grants	220,050	260,999	-	-	-	-	-	-
<b>Transfers In</b>	96,050	16,000	-	-	-	-	-	-
Transfer In - Fund 251 LID Guaranty	-	-	-	-	-	-	-	-
Transfer In - Fund 105 Abatement/RHSP	-	-	-	-	-	-	-	-
Transfer In - Fund 501 Fleet & Equipment	96,050	16,000	-	-	-	-	-	-
<b>Subtotal Other Financing Sources</b>	\$422,249	\$417,749	\$140,750	\$140,750	\$140,750	\$140,750	\$140,800	\$140,800
<b>OTHER FINANCING USES:</b>								
<b>Capital &amp; Other 1-Time</b>	1,140,965	2,836,963	403,928	174,826	158,750	138,750	138,750	138,750
Municipal Court	29,914	171,721	18,554	9,240	-	-	-	-
City Council	-	4,500	-	-	-	-	-	-
City Manager	35,811	28,014	4,453	2,218	-	-	-	-
Administrative Services	31,736	42,660	20,311	11,371	-	-	-	-
IT 6-Year Strategic Plan	-	-	-	-	158,750	138,750	138,750	138,750
Legal/Clerk	152,192	143,442	18,554	9,240	-	-	-	-
Community & Economic Development	559,942	906,223	58,210	46,289	-	-	-	-
Parks, Recreation & Community Services	35,298	56,078	111,670	10,717	-	-	-	-
Police	296,072	1,484,325	172,177	85,751	-	-	-	-
<b>Interfund Transfers</b>	1,736,464	2,440,059	952,101	956,417	830,000	830,000	830,000	830,000
Transfer Out - Fund 101 Street O&M	286,624	204,149	72,101	76,417	-	-	-	-
Transfer Out - Fund 105 Property Abatement/Rental Housing SP	140,000	215,000	50,000	50,000	-	-	-	-
Transfer Out - Fund 192 SSMCP	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 301 Parks CIP	657,125	925,275	80,000	80,000	80,000	80,000	80,000	80,000
Transfer Out - Fund 302 Transportation CIP	602,715	1,045,635	700,000	700,000	700,000	700,000	700,000	700,000
Transfer Out - Fund 501 Fleet & Equip Reserves	-	-	-	-	-	-	-	-
<b>Subtotal Other Financing Uses</b>	\$2,877,429	\$5,277,022	\$1,356,029	\$1,131,243	\$988,750	\$968,750	\$968,750	\$968,750
<b>Total Revenues and Other Sources</b>	\$39,415,717	\$39,372,462	\$39,325,950	\$39,725,600	\$40,356,350	\$41,008,550	\$41,678,600	\$42,362,700
<b>Total Expenditures and other Uses</b>	\$38,172,867	\$42,726,115	\$39,786,266	\$40,196,689	\$42,084,344	\$43,242,831	\$44,519,531	\$45,733,806
<b>Beginning Fund Balance:</b>	\$7,909,379	\$9,152,227	\$5,798,575	\$5,338,259	\$4,867,169	\$3,139,175	\$904,894	(\$1,936,037)
<b>Ending Fund Balance:</b>	\$9,152,227	\$5,798,575	\$5,338,259	\$4,867,169	\$3,139,175	\$904,894	(\$1,936,037)	(\$5,307,143)
Ending Fund Balance as a % of Gen/Street Operating Revenues	22.9%	14.5%	13.3%	12.0%	7.6%	2.2%	-4.6%	-12.3%
Reserve - Total Target 12% of Gen/Street Operating Revenues	\$4,800,348	\$4,794,673	\$4,819,212	\$4,867,170	\$4,942,860	\$5,021,124	\$5,101,524	\$5,183,616
2% Contingency Reserves	\$800,058	\$799,112	\$803,202	\$811,195	\$823,810	\$836,854	\$850,254	\$863,936
5% General Fund Reserves	\$2,000,145	\$1,997,781	\$2,008,005	\$2,027,988	\$2,059,525	\$2,092,135	\$2,125,635	\$2,159,840
5% Strategic Reserves	\$2,000,145	\$1,997,781	\$2,008,005	\$2,027,988	\$2,059,525	\$2,092,135	\$2,125,635	\$2,159,840
Unreserved / (12% Adopted Reserves Shortfall):	\$4,351,879	\$1,003,901	\$519,047	\$0	(\$1,803,685)	(\$4,116,230)	(\$7,037,561)	(\$10,490,759)

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 101 STREET OPERATIONS &amp; MAINTENANCE</b>								
<i>REVENUES:</i>								
Permits	135,021	137,500	111,500	111,500	111,500	111,500	111,500	111,500
Engineering Review Fees	2,754	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Motor Vehicle Fuel Tax	871,657	862,399	862,400	862,400	862,400	862,400	862,400	862,400
Interest Earnings/Other	-	-	-	-	-	-	-	-
<b>Subtotal Operating Revenues</b>	<b>\$ 1,009,432</b>	<b>\$ 1,000,899</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>
<i>EXPENDITURES:</i>								
Street Lighting	280,151	266,858	395,879	397,484	409,400	421,700	434,400	447,400
Traffic Control Devices	322,735	448,780	407,975	413,844	426,300	439,100	452,300	465,900
Snow & Ice Response	58,125	32,500	15,500	30,500	31,400	32,300	33,300	34,300
Road & Street Preservation	1,424,483	1,491,622	1,545,586	1,535,190	1,635,400	1,684,500	1,735,000	1,787,100
<b>Subtotal Operating Expenditures</b>	<b>\$2,085,493</b>	<b>\$2,239,760</b>	<b>\$2,364,940</b>	<b>\$2,377,018</b>	<b>\$2,502,500</b>	<b>\$2,577,600</b>	<b>\$2,655,000</b>	<b>\$2,734,700</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(\$1,076,062)</b>	<b>(\$1,238,861)</b>	<b>(\$1,390,040)</b>	<b>(\$1,402,118)</b>	<b>(\$1,527,600)</b>	<b>(\$1,602,700)</b>	<b>(\$1,680,100)</b>	<b>(\$1,759,800)</b>
<i>OTHER FINANCING SOURCES:</i>								
Donations/Contributions	3,000	-	-	-	-	-	-	-
Judgments, Settlements/Miscellaneous	808	-	-	-	-	-	-	-
Permits Deposits for Professional Services	1,376	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Transfer In From General Fund	1,187,502	1,462,966	1,462,141	1,478,535	1,540,100	1,615,200	1,693,100	1,773,300
<b>Subtotal Other Financing Sources</b>	<b>\$1,192,686</b>	<b>\$1,465,466</b>	<b>\$1,464,641</b>	<b>\$1,481,035</b>	<b>\$1,542,600</b>	<b>\$1,617,700</b>	<b>\$1,695,600</b>	<b>\$1,775,800</b>
<i>OTHER FINANCING USES:</i>								
Grants/Other	9,573	2,600	59,601	63,917	-	-	-	-
Building, Vehicles, Equipment	119,858	220,310	-	-	-	-	-	-
Construction - Traffic Control	41,664	15,000	15,000	15,000	15,000	15,000	15,500	16,000
<b>Subtotal Other Financing Uses</b>	<b>\$171,095</b>	<b>\$237,910</b>	<b>\$74,601</b>	<b>\$78,917</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,500</b>	<b>\$16,000</b>
<b>Total Revenues and Other Sources</b>	<b>\$2,202,118</b>	<b>\$2,466,365</b>	<b>\$2,439,541</b>	<b>\$2,455,935</b>	<b>\$2,517,500</b>	<b>\$2,592,600</b>	<b>\$2,670,500</b>	<b>\$2,750,700</b>
<b>Total Expenditures and other Uses</b>	<b>\$2,256,588</b>	<b>\$2,477,670</b>	<b>\$2,439,541</b>	<b>\$2,455,935</b>	<b>\$2,517,500</b>	<b>\$2,592,600</b>	<b>\$2,670,500</b>	<b>\$2,750,700</b>
<b>Beginning Fund Balance:</b>	<b>\$65,775</b>	<b>\$11,305</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$11,305</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 102 REAL ESTATE EXCISE TAX</b>								
<i>REVENUES:</i>								
Utility Tax								
Real Estate Excise Tax	2,453,402	2,000,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Interest Earnings	4,606	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$2,458,007</b>	<b>\$2,000,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>
<i>EXPENDITURES:</i>								
Transfer Out - Fund 106 Public Art	27,791							
Transfer Out - Fund 201 GO Bond Debt Service	-	-	184,000	810,000	1,292,000	1,292,000	1,292,000	1,292,000
Transfer Out - Fund 301 Parks CIP	525,255	358,525	1,360,130	-	-	-	-	-
Transfer Out - Fund 302 Transportation CIP	1,833,824	2,592,298	155,870	890,000	408,000	408,000	408,000	408,000
<b>Total Expenditures</b>	<b>\$2,386,870</b>	<b>\$2,950,823</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>
<b>Beginning Fund Balance:</b>	<b>\$879,686</b>	<b>\$950,823</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$950,823</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT</b>								
<i>REVENUES:</i>								
\$20 Vehicle License Fee (Net of State Admin Fee)	822,764	814,000	814,000	814,000	814,000	814,000	814,000	814,000
Interest Earnings	1,810	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$824,574</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>
<i>EXPENDITURES:</i>								
WCIA Risk Assessment	-	-	-	-	-	-	-	-
Audit	1,955	-	-	-	-	-	-	-
Transfer to Fund 302 Transportation Capital	777,500	957,506	814,000	814,000	814,000	814,000	814,000	814,000
<b>Total Expenditures</b>	<b>\$779,455</b>	<b>\$957,506</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>
<b>Beginning Fund Balance:</b>	<b>\$98,387</b>	<b>\$143,506</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$143,506</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 104 HOTEL/MOTEL LODGING TAX</b>								
<i>REVENUES:</i>								
Special Hotel/Motel Lodging Tax (5%)	\$544,428	\$694,179	\$571,429	\$571,429	\$571,429	\$571,429	\$571,429	\$571,429
Transient Rental income Tax (2%)	217,771	277,671	228,571	228,571	228,571	228,571	228,571	228,571
Interest Earnings	13,389	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$775,589</b>	<b>\$971,850</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>
<i>EXPENDITURES:</i>								
Administration	-	-	-	-	-	-	-	-
Lodging Tax Programs	472,508	480,411	1,049,220	800,000	800,000	800,000	800,000	800,000
Lodging Tax Programs-Transfer Out to Fund 301 Parks CIP	237,049	955,460	-	-	-	-	-	-
Transfer Out - Fund 190 Grant	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$709,557</b>	<b>\$1,435,871</b>	<b>\$1,049,220</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>
<b>Beginning Fund Balance:</b>	<b>\$1,447,208</b>	<b>\$1,513,240</b>	<b>\$1,049,220</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>
<b>Ending Fund Balance (earmarked for next year's grant awards)</b>	<b>\$1,513,240</b>	<b>\$1,049,220</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 105 PROPERTY ABATEMENT &amp; RENTAL HOUSING SAFETY PROGRAM</b>								
<i>REVENUES:</i>								
<i>Abatement Program:</i>								
Abatement Charges	56,633	97,566	63,000	60,000	60,000	60,000	60,000	60,000
Interest Earnings	10,489	5,000	22,000	10,500	10,500	10,500	10,500	10,500
Judgments & Settlements/Other Misc	983							
Transfer In - Fund 001 General	125,000	250,000	60,000	60,000	35,000	35,000	35,000	35,000
<i>Rental Housing Safety Program:</i>								
Transfer In - Fund 001 General	50,000	-	25,000	25,000	-	-	-	-
Rental Housing Safety Program Fees	96,245	50,000	168,600	173,300	155,800	155,800	150,800	150,800
<b>Total Revenues</b>	<b>\$339,349</b>	<b>\$402,566</b>	<b>\$338,600</b>	<b>\$328,800</b>	<b>\$261,300</b>	<b>\$261,300</b>	<b>\$256,300</b>	<b>\$256,300</b>
<i>EXPENDITURES:</i>								
Abatement	186,174	495,698	145,000	130,500	105,500	105,500	105,500	105,500
Rental Housing Safety Program	41,780	154,465	193,600	198,300	155,800	155,800	150,800	150,800
<b>Total Expenditures</b>	<b>\$227,954</b>	<b>\$650,163</b>	<b>\$338,600</b>	<b>\$328,800</b>	<b>\$261,300</b>	<b>\$261,300</b>	<b>\$256,300</b>	<b>\$256,300</b>
<b>Beginning Fund Balance:</b>	<b>\$136,201</b>	<b>\$247,597</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$247,597</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Abatement	\$143,132	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rental Housing Safety Program	\$104,465	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 106 PUBLIC ART</b>								
<i>REVENUES:</i>								
Interest Earnings	322	25	-	-	-	-	-	-
Facility Rentals	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Donations/Contributions	-	-	-	-	-	-	-	-
Transfer In - Fund 102 REET	27,791	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$43,113</b>	<b>\$15,025</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>
<i>EXPENDITURES:</i>								
Arts Commission Programs	723	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Public Art	62,000	32,622	13,000	13,000	13,000	13,000	13,000	13,000
<b>Total Expenditures</b>	<b>\$62,723</b>	<b>\$34,622</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>
<b>Beginning Fund Balance:</b>	<b>\$39,207</b>	<b>\$19,597</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$19,597</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 180 NARCOTICS SEIZURE</b>								
<i>REVENUES:</i>								
Forfeitures	116,037	75,000	60,500	70,000	70,000	70,000	70,000	70,000
Law Enforcement Contracts	8,924	26,042	-	-	-	-	-	-
Interest Earnings	3,218	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$128,179</b>	<b>\$101,042</b>	<b>\$60,500</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>
<i>EXPENDITURES:</i>								
Investigations /Predictive Policing	207,600	385,804	60,500	70,000	70,000	70,000	70,000	70,000
Capital Purchases	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$207,600</b>	<b>\$385,804</b>	<b>\$60,500</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>
<b>Beginning Fund Balance:</b>	<b>\$364,183</b>	<b>\$284,762</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$284,762</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 181 FELONY SEIZURE</b>								
<i>REVENUES:</i>								
Forfeitures	26,147	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$26,147</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>								
Investigations/Predictive Policing	124,545	45,363	-	-	-	-	-	-
Capital Purchases	2,644	-	-	-	-	-	-	-
Transfer to Fund 501 Fleet & Equipment	48,519	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$175,708</b>	<b>\$45,363</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$194,924</b>	<b>\$45,363</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$45,363</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 182 FEDERAL SEIZURE</b>								
<i>REVENUES:</i>								
Forfeitures	-	75,000	9,600	39,600	39,600	39,600	39,600	39,600
Interest Earnings	328	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$328</b>	<b>\$75,000</b>	<b>\$9,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>
<i>EXPENDITURES:</i>								
Crime Prevention	117,945	77,360	9,600	39,600	39,600	39,600	39,600	39,600
Capital	10,469	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$128,414</b>	<b>\$77,360</b>	<b>\$9,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>
<b>Beginning Fund Balance:</b>	<b>\$130,446</b>	<b>\$2,360</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$2,360</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 190 CDBG/GRANTS</b>								
<i>REVENUES:</i>								
Grants	996,540	2,125,700	565,000	560,000	560,000	560,000	560,000	560,000
Section 108 Loan Proceeds	141,000	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-	-
Miscellaneous/Contributions	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$1,137,540</b>	<b>\$2,125,700</b>	<b>\$565,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>
<i>EXPENDITURES:</i>								
Grants	431,704	1,854,031	265,000	260,000	510,000	510,000	510,000	510,000
Section 108 Loan Repayment	-	-	50,000	50,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 302 Transportation	693,751	323,521	250,000	250,000	-	-	-	-
<b>Total Expenditures</b>	<b>\$1,125,455</b>	<b>\$2,177,552</b>	<b>\$565,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>
<b>Beginning Fund Balance:</b>	<b>\$39,767</b>	<b>\$51,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$51,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 191 NEIGHBORHOOD STABILIZATION PROGRAM</b>								
<i>REVENUES:</i>								
Grant-NSP 1	40,518	-	-	-	-	-	-	-
Grant-NSP 3	-	-	-	-	-	-	-	-
Abatement Charges	53,687	80,000	4,500	20,700	20,000	20,000	15,000	15,000
Abatement Interest	12,831	6,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Revenues</b>	<b>\$107,036</b>	<b>\$86,000</b>	<b>\$8,500</b>	<b>\$24,700</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$19,000</b>	<b>\$19,000</b>
<i>EXPENDITURES:</i>								
Grant-NSP 1	144,251	191,469	8,500	24,700	24,000	24,000	19,000	19,000
Grant-NSP 3	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$144,251</b>	<b>\$191,469</b>	<b>\$8,500</b>	<b>\$24,700</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$19,000</b>	<b>\$19,000</b>
<b>Beginning Fund Balance:</b>	<b>\$142,684</b>	<b>\$105,469</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$105,469</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 192 SSMCP (SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP)</b>								
<i>REVENUES:</i>								
Grants	127,421	2,442,077	-	-	-	-	-	-
Partner Participation	181,850	227,100	227,100	227,100	227,100	227,100	227,100	227,100
Misc/Other	-	-	-	-	-	-	-	-
Transfer In From Fund 001 General	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Revenues</b>	<b>\$359,271</b>	<b>\$2,719,177</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$277,100</b>
<i>EXPENDITURES:</i>								
OEA/SSMCP	340,517	2,813,685	\$277,100	277,100	228,500	228,500	228,500	228,500
<b>Total Expenditures</b>	<b>\$340,517</b>	<b>\$2,813,685</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$228,500</b>	<b>\$228,500</b>	<b>\$228,500</b>	<b>\$228,500</b>
<b>Beginning Fund Balance:</b>	<b>\$75,754</b>	<b>\$94,508</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,600</b>
<b>Ending Fund Balance:</b>	<b>\$94,508</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,600</b>	<b>\$48,600</b>	<b>\$48,600</b>	<b>\$97,200</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 195 PUBLIC SAFETY GRANTS</b>								
<i>REVENUES:</i>								
Grants	100,779	65,078	-	-	-	-	-	-
Transfer In - Fund 001 General	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$100,779</b>	<b>\$65,078</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>								
Grants	99,859	65,078	-	-	-	-	-	-
Transfer Out - Fund 001 General	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$99,859</b>	<b>\$65,078</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>(\$920)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE</b>								
<i>REVENUES:</i>								
Transfer-In From Fund 001 General	398,282	478,135	442,206	440,656	448,494	445,481	446,981	442,756
Transfer-In From Fund 102 REET	-	-	184,000	810,000	1,292,000	1,292,000	1,292,000	1,292,000
Bond Proceeds	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$398,282</b>	<b>\$478,135</b>	<b>\$626,206</b>	<b>\$1,250,656</b>	<b>\$1,740,494</b>	<b>\$1,737,481</b>	<b>\$1,738,981</b>	<b>\$1,734,756</b>
<i>EXPENDITURES:</i>								
Principal & Interest - 59th Avenue	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
Principal & Interest - Police Station - 2009/2016 LTGO	129,310	209,038	-	-	-	-	-	-
Principal & Interest - Police Station - 2016 LTGO	-	-	210,181	209,006	212,594	210,706	213,581	210,981
Principal & Interest - LOCAL LED Streetlight	155,025	155,150	155,025	154,650	158,900	157,775	156,400	154,775
Principle & Interest - Transportation CIP Bond	-	-	184,000	810,000	1,292,000	1,292,000	1,292,000	1,292,000
Bond Refund	36,947	36,947	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$398,282</b>	<b>\$478,135</b>	<b>\$626,206</b>	<b>\$1,250,656</b>	<b>\$1,740,494</b>	<b>\$1,737,481</b>	<b>\$1,738,981</b>	<b>\$1,734,756</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>
<b>Ending Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE</b>								
<i>REVENUES:</i>								
Interest	(1,421)	5	-	-	-	-	-	-
Assessments	202,595	191,230	197,600	203,500	209,700	209,700	209,700	216,000
<b>Total Revenues</b>	<b>\$201,175</b>	<b>\$191,235</b>	<b>\$197,600</b>	<b>\$203,500</b>	<b>\$209,700</b>	<b>\$209,700</b>	<b>\$209,700</b>	<b>\$216,000</b>
<i>EXPENDITURES:</i>								
Principal & Interest-Combined LID 1101/1103	210,454	125,105	124,400	128,100	132,000	132,000	132,000	136,000
Principal & Interest - LID 1108	73,837	71,065	73,200	75,400	77,700	77,700	77,700	80,000
<b>Total Expenditures</b>	<b>\$284,291</b>	<b>\$196,170</b>	<b>\$197,600</b>	<b>\$203,500</b>	<b>\$209,700</b>	<b>\$209,700</b>	<b>\$209,700</b>	<b>\$216,000</b>
<b>Beginning Fund Balance:</b>	<b>\$88,051</b>	<b>\$4,935</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>
<b>Ending Fund Balance:</b>	<b>\$4,935</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 204 SEWER PROJECT DEBT SERVICE</b>								
<i>REVENUES:</i>								
Sewer Charges (4.75% Sewer Surcharge)	708,949	725,000	745,000	765,000	765,000	765,000	765,000	765,000
Interest Earnings/Other	12,929	9,000	6,400	4,100	6,600	9,200	5,200	1,300
Sanitary Side Sewer Connection Home Loan Repayment	45,746	20,229	20,229	19,377	17,976	17,976	17,976	11,724
<b>Total Revenues</b>	<b>\$767,623</b>	<b>\$754,229</b>	<b>\$771,629</b>	<b>\$788,477</b>	<b>\$789,576</b>	<b>\$792,176</b>	<b>\$788,176</b>	<b>\$778,024</b>
<i>EXPENDITURES:</i>								
PWTFL Debt Service (PW-04-691-PRE-132)	32,092	31,795	31,498	31,201	30,904	30,904	30,904	30,607
PWTFL Debt Service (PW-06-962-022)	309,206	307,734	306,261	304,789	303,317	303,317	303,317	301,844
PWTFL Debt Service (PW-08-951-025)	110,268	109,748	109,227	108,707	108,187	108,187	108,187	107,667
PWTFL Debt Service (PW-12-851-025)	2,840	38,214	38,036	37,857	37,679	37,679	37,679	37,500
Transfer To Fund 311 Sewer Capital	400,000	68,995	987,000	55,000	55,000	60,000	1,356,000	60,000
<b>Total Expenditures</b>	<b>\$854,406</b>	<b>\$556,486</b>	<b>\$1,472,022</b>	<b>\$537,554</b>	<b>\$535,086</b>	<b>\$540,086</b>	<b>\$1,836,086</b>	<b>\$537,618</b>
<b>Beginning Fund Balance:</b>	<b>\$880,285</b>	<b>\$793,502</b>	<b>\$991,245</b>	<b>\$290,852</b>	<b>\$541,775</b>	<b>\$796,265</b>	<b>\$1,048,354</b>	<b>\$444</b>
<b>Ending Fund Balance:</b>	<b>\$793,502</b>	<b>\$991,245</b>	<b>\$290,852</b>	<b>\$541,775</b>	<b>\$796,265</b>	<b>\$1,048,354</b>	<b>\$444</b>	<b>\$240,850</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE</b>								
<i>REVENUES:</i>								
Interest Earnings	1,186	119	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$1,186</b>	<b>\$119</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>								
Transfer Out - Fund 001 General	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$125,742</b>	<b>\$126,928</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>
<b>Ending Fund Balance:</b>	<b>\$126,928</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>	<b>\$127,047</b>



	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 301 PARKS CAPITAL</b>								
<i>REVENUES:</i>								
Grants	518,674	2,080,000	-	-	-	-	-	-
Funds Anticipated	-	-	994,870	2,850,000	-	500,000	-	-
Interest Earnings	5,474	-	-	-	-	-	-	-
Contributions/Donations	100,250	184,000	-	-	-	-	-	-
Proceeds from Sale of Land	404,474	-	-	-	-	-	-	-
Transfer In From Fund 001 General	657,125	945,684	80,000	80,000	80,000	80,000	80,000	80,000
Transfer In From Fund 102 REET	525,255	358,525	1,360,130	-	-	-	-	-
Transfer In From Fund 104 Hotel/Motel Lodging Tax	237,049	955,461	-	-	-	-	-	-
Transfer In From Fund 401 Surface Water Mgmt	41,586	397,964	50,000	50,000	-	-	-	-
<b>Total Revenues</b>	<b>\$2,489,886</b>	<b>\$4,921,634</b>	<b>\$2,485,000</b>	<b>\$2,980,000</b>	<b>\$80,000</b>	<b>\$580,000</b>	<b>\$80,000</b>	<b>\$80,000</b>
<i>EXPENDITURES:</i>								
Capital	1,733,444	5,915,053	1,605,000	3,860,000	3,250,000	3,280,000	1,530,000	80,000
Transfer to Fund 001 General Fund	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$1,733,444</b>	<b>\$5,915,053</b>	<b>\$1,605,000</b>	<b>\$3,860,000</b>	<b>\$3,250,000</b>	<b>\$3,280,000</b>	<b>\$1,530,000</b>	<b>\$80,000</b>
<b>Beginning Fund Balance:</b>	<b>\$236,976</b>	<b>\$993,419</b>	<b>\$0</b>	<b>\$880,000</b>	<b>\$0</b>	<b>(\$3,170,000)</b>	<b>(\$5,870,000)</b>	<b>(\$7,320,000)</b>
<b>Ending Fund Balance:</b>	<b>\$993,419</b>	<b>\$0</b>	<b>\$880,000</b>	<b>\$0</b>	<b>(\$3,170,000)</b>	<b>(\$5,870,000)</b>	<b>(\$7,320,000)</b>	<b>(\$7,320,000)</b>

<b>Parks Capital Projects (2019-2024)</b>	2019	2020	2021	2022	2023	2024
301.0033 Fort Steilacoom Park Pavilion Phase II	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -
301.0014 Fort Steilacoom Park/Angle Lane Parking & Trail Improvement	975,000	-	-	-	-	-
301.0023 Fort Steilacoom Park Ball Field Lighting	-	-	-	-	1,200,000	-
301.0025 Fort Steilacoom Park ADA/Sensory All Abilities Playground	-	-	-	-	-	-
301.0024 Fort Steilacoom Park Barn Restoration	-	-	2,600,000	3,000,000	-	-
301.0031 Fort Steilacoom Park Turf Infields	-	-	-	-	-	-
301.0026 Harry Todd Park Phase II (Waterfront)	200,000	100,000	-	-	-	-
301.0012 Springbrook Park Acquisition Phase III	150,000	-	-	-	-	-
301.0032 Springbrook Park Expansion V	-	750,000	-	-	-	-
301.0027 American Lake Improvements (ADA, Playground, Sanican Enclosure)	-	250,000	-	-	-	-
301.0028 Oakbrook Park Improvements	-	-	-	100,000	-	-
301.0005 Chambers Creek Trail	100,000	100,000	-	-	-	-
301.0020 Wards Lake Improvements	-	30,000	370,000	-	-	-
301.0006 Gateways	100,000	50,000	100,000	100,000	-	-
301.0016 Park Equipment Replacement	20,000	20,000	20,000	20,000	20,000	20,000
301.0017 Park Playground Resurfacing	10,000	10,000	10,000	10,000	10,000	10,000
301.0034 Kiwanis Park Playground Replacement	-	-	100,000	-	-	-
301.0018 Project Support	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total</b>	<b>\$ 1,605,000</b>	<b>\$ 1,360,000</b>	<b>\$ 3,250,000</b>	<b>\$ 3,280,000</b>	<b>\$ 1,530,000</b>	<b>\$ 80,000</b>
				<b>Total 2019 - 2024</b>	<b>11,105,000</b>	

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 302 TRANSPORTATION CAPITAL PROJECT</b>								
<b>REVENUES:</b>								
Motor Vehicle Excise Tax	356,029	352,247	350,000	350,000	350,000	350,000	350,000	350,000
State Transportation Package - Multi-Modal Distribution	61,819	83,585	82,400	82,400	82,400	82,400	82,400	82,400
State Transportation Package - Increased Gas Tax	54,092	72,914	72,300	72,300	72,300	72,300	72,300	72,300
Grants	5,698,373	9,874,518	810,000	1,675,000	2,533,400	585,600	-	-
Contributions from Utilities/Developers/Partners	337,005	20,000	-	-	-	-	-	-
LID Financing	-	1,240,000	-	-	-	-	-	-
Proceeds from Sale of Asset/Street Vacation	1,000	-	-	-	-	-	-	-
Interest/Other	12,973	-	-	-	-	-	-	-
Interfund Loan From Fleet & Equipment Reserves	505,778	514,222	-	-	-	-	-	-
GO Bond Proceeds	-	-	5,000,000	6,000,000	6,600,000	-	-	-
Transfer In - Fund 001 General	602,715	1,045,635	700,000	700,000	700,000	700,000	700,000	700,000
Transfer In - Fund 102 REET	1,833,824	2,592,298	155,870	890,000	408,000	408,000	408,000	408,000
Transfer In - Fund 103 TBD	777,500	957,506	814,000	814,000	814,000	814,000	814,000	814,000
Transfer In - Fund 190 CDBG	693,751	573,521	250,000	250,000	-	-	-	-
Transfer In - Fund 401 SWM	666,365	1,680,669	614,000	1,870,000	1,266,000	223,000	127,400	-
<b>Total Revenues</b>	<b>\$11,601,224</b>	<b>\$19,007,115</b>	<b>\$8,848,570</b>	<b>\$12,703,700</b>	<b>\$12,826,100</b>	<b>\$3,235,300</b>	<b>\$2,554,100</b>	<b>\$2,426,700</b>
<b>EXPENDITURES:</b>								
Capital Projects	12,098,080	20,196,090	6,655,000	14,320,000	12,506,000	4,367,960	2,618,810	2,426,700
Transfer Out - Fund 301 Parks CIP	-	20,409	-	-	-	-	-	-
Transfer Out - Fund 401 SWM	-	-	-	-	-	-	-	-
Intefund Loan Repayment	-	1,020,000	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$12,098,080</b>	<b>\$21,236,499</b>	<b>\$6,655,000</b>	<b>\$14,320,000</b>	<b>\$12,506,000</b>	<b>\$4,367,960</b>	<b>\$2,618,810</b>	<b>\$2,426,700</b>
<b>Beginning Fund Balance:</b>	<b>\$3,026,240</b>	<b>\$2,529,384</b>	<b>\$300,000</b>	<b>\$2,493,570</b>	<b>\$877,270</b>	<b>\$1,197,370</b>	<b>\$64,710</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$2,529,384</b>	<b>\$300,000</b>	<b>\$2,493,570</b>	<b>\$877,270</b>	<b>\$1,197,370</b>	<b>\$64,710</b>	<b>\$0</b>	<b>\$0</b>

Transportation Capital Projects (2019-2024)	2019	2020	2021	2022	2023	2024
302.0001 Personnel, Engineering & Professional Services	\$ 532,000	\$ 559,000	\$ 587,000	\$ 616,000	\$ 647,000	\$ 671,600
302.0002 Street Lights: New LED Streetlight	170,000	170,000	175,000	175,000	180,000	180,000
302.0003 Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000	27,000	27,000	30,000	30,000
302.0004 Minor Capital & Major Maintenance	250,000	250,000	260,000	260,000	270,000	270,000
302.0005 Chip Seal Program - Local Access Roads	360,000	360,000	380,000	380,000	390,000	390,000
302.0053 Streets: 123rd St SW - Bridgeport Way to 47th Ave SW	350,000	367,000	-	-	-	-
302.0059 Traffic Signal New: Durango Street/Steilacoom Boulevard	-	-	-	-	-	885,100
302.0060 Traffic Signal Replacement: 100th & Lakewood Drive	551,000	-	-	-	-	-
302.0063 Colonial Center Plaza	2,127,000	-	-	-	-	-
302.0066 Overlay: Custer - Steilacoom to John Dower	568,000	-	-	-	-	-
302.0068 Overlay: Pacific Hwy - 108th to SR512	-	-	31,000	680,000	-	-
302.0080 Overlay: 108th St - Bridgeport Way to Pacific Highway	-	110,000	746,000	-	-	-
302.0131 Overlay & Sidewalk Fill-In: Custer Rd - John Dower to 500' West of BPW	-	-	-	240,000	600,000	-
302.0074 Streets: South Tacoma Way - 88th to 80th St (Design)	-	-	515,000	-	-	-
302.0133 Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	-	-	1,183,000	-	-	-
302.0077 Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW	-	330,000	4,268,000	-	-	-
302.0135 Streets: WA Blvd and Edgewood Dr (North Fort to Gravelly Lake Dr) Phase I - WA Blvd: Interlaaken to Gravelly Lake Drive Double Roundabouts	-	-	484,000	1,989,960	501,810	-
302.0137 Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	289,000	798,000	3,850,000	-	-	-
302.0134 Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	809,000	6,690,000	-	-	-	-
302.0138 Sidewalks: Onyx Dr. SW - 89th to 97th and Garnet to Phillips	624,000	4,661,000	-	-	-	-
<b>Total</b>	<b>\$ 6,655,000</b>	<b>\$ 14,320,000</b>	<b>\$ 12,506,000</b>	<b>\$ 4,367,960</b>	<b>\$ 2,618,810</b>	<b>\$ 2,426,700</b>
<b>Total 2019 - 2024</b>						<b>42,894,470</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 311 SEWER CAPITAL PROJECT</b>								
<i>REVENUES:</i>								
Grants	50,000	-	-	-	-	-	-	-
Sewer Availability Charge	-	-	145,000	140,000	140,000	140,000	140,000	140,000
Interest Earnings	(360)	-	-	-	-	-	-	-
Public Works Trust Fund Loan	-	-	-	-	-	-	-	-
Transfer In Fund 204 Sewer Project Debt (Sewer Surcharge 4.75%)	400,000	103,995	987,000	55,000	55,000	60,000	1,356,000	60,000
Transfer In Fund 312 Sanitary Sewer Connection Capital	-	-	712,390	-	-	-	-	-
<b>Total Revenues</b>	<b>\$449,640</b>	<b>\$103,995</b>	<b>\$1,844,390</b>	<b>\$195,000</b>	<b>\$195,000</b>	<b>\$200,000</b>	<b>\$1,496,000</b>	<b>\$200,000</b>
<i>EXPENDITURES:</i>								
Administration	-	-	35,000	35,000	35,000	35,000	35,000	35,000
Capital	387,104	127,472	1,139,000	88,000	836,000	114,000	1,356,000	60,000
<b>Total Expenditures</b>	<b>\$387,104</b>	<b>\$127,472</b>	<b>\$1,174,000</b>	<b>\$123,000</b>	<b>\$871,000</b>	<b>\$149,000</b>	<b>\$1,391,000</b>	<b>\$95,000</b>
<b>Beginning Fund Balance:</b>	<b>(\$10,821)</b>	<b>\$51,716</b>	<b>\$28,239</b>	<b>\$698,629</b>	<b>\$770,629</b>	<b>\$94,629</b>	<b>\$145,629</b>	<b>\$250,629</b>
<b>Ending Fund Balance:</b>	<b>\$51,716</b>	<b>\$28,239</b>	<b>\$698,629</b>	<b>\$770,629</b>	<b>\$94,629</b>	<b>\$145,629</b>	<b>\$250,629</b>	<b>\$355,629</b>

Sewer Capital Projects (2019-2024)	2019	2020	2021	2022	2023	2024
311.0002 Side Sewer CIPs (Sewer Surcharge 4.75%)	\$ 53,000	\$ 55,000	\$ 55,000	\$ 60,000	\$ 60,000	\$ 60,000
311.0004 N. Thorne Ln. Sewer Extension (Sewer Surcharge 4.75%)	934,000	-	-	-	-	-
311.0005 Maple St. Sewer Extension	-	33,000	781,000	-	-	-
311.0006 Rose Rd. & Forest Rd. Sewer Extension (Sewer Surcharge 4.75%)	-	-	-	54,000	1,296,000	-
311.0013 Ft. Steilacoom Park Sewer Extension	152,000	-	-	-	-	-
<b>Total</b>	<b>\$ 1,139,000</b>	<b>\$ 88,000</b>	<b>\$ 836,000</b>	<b>\$ 114,000</b>	<b>\$ 1,356,000</b>	<b>\$ 60,000</b>
<b>Total 2019 - 2024</b>						<b>3,593,000</b>

Sewer Capital Projects (2025-2033)*	2027	2028	2029	2030	2031	2032	2033
311.0007 Wadsworth, Silcox & Boat St. Sewer Extension	\$ 1,839,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
311.0008 Grant Ave. & Orchard St. Sewer Extension	-	1,223,000	-	-	-	-	-
311.0009 Washington Ave. & W. Thorne Ln. Sewer Extension	-	-	-	1,976,000	-	-	-
311.0010 Grant Ave & Lake St. Sewer Extension	-	-	-	-	1,190,000	-	-
311.0011 Washington Ave & Lake St Sewer Ext	-	-	-	-	-	875,000	-
311.0012 Boundary St. & Military Ave. Sewer Ext	-	-	-	-	-	-	651,000
<b>Total</b>	<b>\$ 1,839,000</b>	<b>\$ 1,223,000</b>	<b>\$ -</b>	<b>\$ 1,976,000</b>	<b>\$ 1,190,000</b>	<b>\$ 875,000</b>	<b>\$ 651,000</b>
<b>Total 2025 - 2033</b>							<b>\$ 7,754,000</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 312 SANITARY SEWER CONNECTION CAPITAL</b>								
<i>REVENUES:</i>								
Sewer Availability Charge	175,881	150,000	-	-	-	-	-	-
Interest Earnings	6,152	627	-	-	-	-	-	-
Proceeds From Lien	1,354	184	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$183,388</b>	<b>\$150,811</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>								
Capital & Administration	34,619	55,000	-	-	-	-	-	-
Transfer To Fund 311 Sewer Capital Project	-	35,000	712,390	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$34,619</b>	<b>\$90,000</b>	<b>\$712,390</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$502,810</b>	<b>\$651,579</b>	<b>\$712,390</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>
<b>Ending Fund Balance:</b>	<b>\$651,579</b>	<b>\$712,390</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 401 SURFACE WATER MANAGEMENT</b>								
<i>REVENUES:</i>								
Storm Drainage Fees & Charges	2,721,733	2,735,000	3,726,200	3,904,100	4,076,720	4,250,230	4,424,950	4,535,580
Site Development Permit Fee	39,534	47,000	30,000	30,000	30,000	30,000	30,000	30,000
Interest Earnings	46,966	42,000	21,600	20,800	8,900	4,700	10,500	18,600
<b>Subtotal Operating Revenues</b>	<b>\$2,808,232</b>	<b>\$2,824,000</b>	<b>\$3,777,800</b>	<b>\$3,954,900</b>	<b>\$4,115,620</b>	<b>\$4,284,930</b>	<b>\$4,465,450</b>	<b>\$4,584,180</b>
<b>% Revenue Change over Prior Year</b>	<b>0.62%</b>	<b>0.56%</b>	<b>33.77%</b>	<b>4.69%</b>	<b>4.06%</b>	<b>4.11%</b>	<b>4.21%</b>	<b>2.66%</b>
<i>EXPENDITURES:</i>								
Engineering Services	1,217,665	1,650,184	1,832,745	1,824,594	1,879,300	1,935,700	1,993,800	2,053,600
Operations & Maintenance	766,787	918,055	856,300	860,354	886,200	912,800	940,200	968,400
Transfer to Fund 001 General Admin Support	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
<b>Subtotal Operating Expenditures</b>	<b>\$2,269,152</b>	<b>\$2,852,939</b>	<b>\$2,973,745</b>	<b>\$2,969,648</b>	<b>\$3,050,200</b>	<b>\$3,133,200</b>	<b>\$3,218,700</b>	<b>\$3,306,700</b>
<b>% Expenditure Change over Prior Year</b>	<b>6.17%</b>	<b>25.73%</b>	<b>4.23%</b>	<b>-0.14%</b>	<b>2.71%</b>	<b>2.72%</b>	<b>2.73%</b>	<b>2.73%</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$539,080</b>	<b>(\$28,939)</b>	<b>\$804,055</b>	<b>\$985,252</b>	<b>\$1,065,420</b>	<b>\$1,151,730</b>	<b>\$1,246,750</b>	<b>\$1,277,480</b>
<b>As a % of Operating Expenditures</b>	<b>23.8%</b>	<b>-1.0%</b>	<b>27.0%</b>	<b>33.2%</b>	<b>34.9%</b>	<b>36.8%</b>	<b>38.7%</b>	<b>38.6%</b>
<i>OTHER FINANCING SOURCES:</i>								
Grants/Contributions	138,015	17,601	-	-	-	-	-	-
Flood Control Opportunity Fund	-	250,000	-	-	-	-	-	-
Transfer In From Fund 302 Transportation Capital	-	-	-	-	-	-	-	-
<b>Subtotal Other Financing Sources</b>	<b>\$138,015</b>	<b>\$267,601</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>OTHER FINANCING USES:</i>								
Capital/1-Time	726,559	656,563	216,252	253,718	215,000	350,000	315,000	-
Transfer to Fund 301 Parks CIP	41,586	397,964	50,000	50,000	-	-	-	-
Transfer to Fund 302 Transportation Capital	666,365	1,680,669	614,000	1,870,000	1,266,000	223,000	127,400	-
Transfer to Fund 502 Property Management	-	38,000	-	-	-	-	-	-
<b>Subtotal Other Financing Uses</b>	<b>\$1,434,510</b>	<b>\$2,773,196</b>	<b>\$880,252</b>	<b>\$2,173,718</b>	<b>\$1,481,000</b>	<b>\$573,000</b>	<b>\$442,400</b>	<b>\$0</b>
<b>Total Revenues and Other Sources</b>	<b>\$2,946,247</b>	<b>\$3,091,601</b>	<b>\$3,777,800</b>	<b>\$3,954,900</b>	<b>\$4,115,620</b>	<b>\$4,284,930</b>	<b>\$4,465,450</b>	<b>\$4,584,180</b>
<b>Total Expenditures and other Uses</b>	<b>\$3,703,663</b>	<b>\$5,626,135</b>	<b>\$3,853,997</b>	<b>\$5,143,366</b>	<b>\$4,531,200</b>	<b>\$3,706,200</b>	<b>\$3,661,100</b>	<b>\$3,306,700</b>
<b>Beginning Fund Balance:</b>	<b>\$5,447,023</b>	<b>\$4,689,608</b>	<b>\$2,155,074</b>	<b>\$2,078,877</b>	<b>\$890,411</b>	<b>\$474,831</b>	<b>\$1,053,561</b>	<b>\$1,857,911</b>
<b>Ending Fund Balance:</b>	<b>\$4,689,608</b>	<b>\$2,155,074</b>	<b>\$2,078,877</b>	<b>\$890,411</b>	<b>\$474,831</b>	<b>\$1,053,561</b>	<b>\$1,857,911</b>	<b>\$3,135,391</b>
17% Operating Reserves (of operating revenues)	\$477,399	\$480,080	n/a	n/a	n/a	n/a	n/a	n/a
33% Operating Reserves (of operating expenditures)	n/a	n/a	\$981,336	\$979,984	\$1,006,566	\$1,033,956	\$1,062,171	\$1,091,211
1% Capital Reserves	n/a	n/a	\$478,940	\$481,477	\$483,627	\$487,127	\$490,277	\$490,277
Unreserved / (Shortfall):	\$4,212,208	\$1,674,994	\$618,602	(\$571,049)	(\$1,015,361)	(\$467,521)	\$305,464	\$1,553,904

<b>SWM Capital Projects (2019-2024)</b>	2019	2020	2021	2022	2023	2024
401.0012 Outfall Retrofit Feasibility Project	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
401.0013 58th Ave Ct Bioretention Swale	80,000	-	-	-	-	-
401.0014 2021 Water Quality Improvements	-	20,000	180,000	-	-	-
401.0015 Oakbrook Outfall Retrofits	25,000	225,000	-	-	-	-
401.0016 112th St Drainage Improvements	-	-	35,000	315,000	-	-
401.0020 2023 Drainage Pipe Repair Project	-	-	-	35,000	315,000	-
<b>Total</b>	<b>\$ 165,000</b>	<b>\$ 245,000</b>	<b>\$ 215,000</b>	<b>\$ 350,000</b>	<b>\$ 315,000</b>	<b>\$ -</b>
<b>Total 2019 - 2024</b>						<b>1,290,000</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 501 FLEET &amp; EQUIPMENT</b>								
<i>OPERATING REVENUES:</i>								
M&O Revenue	649,107	701,720	740,720	740,720	763,400	786,700	810,700	835,400
Interest Earnings	29,379	4,000	15,000	15,000	15,000	15,000	15,000	15,000
Insurance Recovery	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$678,487</b>	<b>\$705,720</b>	<b>755,720</b>	<b>755,720</b>	<b>\$778,400</b>	<b>\$801,700</b>	<b>\$825,700</b>	<b>\$850,400</b>
<i>OPERATING EXPENDITURES:</i>								
Fuel/Gasoline	317,678	374,150	424,150	424,150	436,900	450,000	463,500	477,400
Other Supplies	18,195	3,990	3,990	3,990	4,100	4,200	4,300	4,400
Repairs & Maintenance	342,474	327,580	327,580	327,580	337,400	347,500	357,900	368,600
Other Services & Charges	140	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$678,487</b>	<b>\$705,720</b>	<b>755,720</b>	<b>\$755,720</b>	<b>\$778,400</b>	<b>\$801,700</b>	<b>\$825,700</b>	<b>\$850,400</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>OTHER FINANCING SOURCES:</i>								
Interfund Loan (Fund 302 LID Interim Financing)	-	1,020,000	-	-	-	-	-	-
Replacement Reserves Collections	831,415	979,370	805,481	-	782,000	782,000	782,000	782,000
Capital Contribution	79,941	125,000	127,320	-	-	-	-	-
Proceeds From Sale of Assets	29,175	16,000	-	-	-	-	-	-
Transfer In From Fund 001 General	-	-	-	-	-	-	-	-
Transfer In from Fund 181 Felony Seizure	48,519	-	-	-	-	-	-	-
Transfer In From Fund 504 Risk Management	4,395	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$993,445</b>	<b>\$2,140,370</b>	<b>\$932,801</b>	<b>\$0</b>	<b>\$782,000</b>	<b>\$782,000</b>	<b>\$782,000</b>	<b>\$782,000</b>
<i>OTHER FINANCING USES:</i>								
Fleet & Equipment New & Replacement	965,660	776,417	905,000	596,300	-	-	-	-
Interfund Loan To Fund 302 LID Interim Financing	505,778	514,222	-	-	-	-	-	-
Transfer to Fund 001 General	96,050	16,000	-	-	-	-	-	-
Transfer to Fund 502 Information Technology	-	-	-	-	-	-	-	-
<b>Total Other Financing Uses</b>	<b>\$1,567,488</b>	<b>\$1,306,639</b>	<b>\$905,000</b>	<b>\$596,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,671,932</b>	<b>\$2,846,090</b>	<b>\$1,688,521</b>	<b>\$755,720</b>	<b>\$1,560,400</b>	<b>\$1,583,700</b>	<b>\$1,607,700</b>	<b>\$1,632,400</b>
<b>Total Expenditures</b>	<b>\$2,245,975</b>	<b>\$2,012,359</b>	<b>\$1,660,720</b>	<b>\$1,352,020</b>	<b>\$778,400</b>	<b>\$801,700</b>	<b>\$825,700</b>	<b>\$850,400</b>
<b>Beginning Fund Balance:</b>	<b>\$4,527,589</b>	<b>\$3,953,548</b>	<b>\$4,787,279</b>	<b>\$4,815,080</b>	<b>\$4,218,780</b>	<b>\$5,000,780</b>	<b>\$5,782,780</b>	<b>\$6,564,780</b>
<b>Ending Fund Balance:</b>	<b>\$3,953,546</b>	<b>\$4,787,279</b>	<b>\$4,815,080</b>	<b>\$4,218,780</b>	<b>\$5,000,780</b>	<b>\$5,782,780</b>	<b>\$6,564,780</b>	<b>\$7,346,780</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 502 PROPERTY MANAGEMENT</b>								
<i>OPERATING REVENUES:</i>								
M&O Revenue	718,379	653,588	677,111	678,684	699,100	720,100	741,700	763,900
Interest Earnings	2,731	-	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 721,111</b>	<b>\$ 653,588</b>	<b>\$ 677,111</b>	<b>\$ 678,684</b>	<b>\$ 699,100</b>	<b>\$ 720,100</b>	<b>\$ 741,700</b>	<b>\$ 763,900</b>
<i>OPERATING EXPENDITURES:</i>								
City Hall Facility	397,455	348,265	369,505	371,045	382,200	393,700	405,500	417,700
Police Station	259,006	236,849	239,249	239,277	246,500	253,900	261,500	269,300
Parking Facilities/Light Rail	61,185	68,474	68,357	68,362	70,400	72,500	74,700	76,900
<b>Total Operating Expenditures</b>	<b>\$ 717,646</b>	<b>\$ 653,588</b>	<b>\$ 677,111</b>	<b>\$ 678,684</b>	<b>\$ 699,100</b>	<b>\$ 720,100</b>	<b>\$ 741,700</b>	<b>\$ 763,900</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>\$ 3,464</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>OTHER FINANCING SOURCES:</i>								
Replacement Reserve Collections	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer in From Fund 401 SWM	-	38,000	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$ 100,000</b>	<b>\$ 138,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<i>OTHER FINANCING USES:</i>								
Capital/1-Time/6-Year Property Management Plan	44,633	258,464	68,000	95,000	145,000	205,000	145,500	255,000
<b>Total Other Financing Uses</b>	<b>\$ 44,633</b>	<b>\$ 258,464</b>	<b>\$ 68,000</b>	<b>\$ 95,000</b>	<b>\$ 145,000</b>	<b>\$ 205,000</b>	<b>\$ 145,500</b>	<b>\$ 255,000</b>
<b>Total Revenues</b>	<b>\$ 821,111</b>	<b>\$ 791,588</b>	<b>\$ 777,111</b>	<b>\$ 778,684</b>	<b>\$ 799,100</b>	<b>\$ 820,100</b>	<b>\$ 841,700</b>	<b>\$ 863,900</b>
<b>Total Expenditures</b>	<b>\$ 762,279</b>	<b>\$ 912,052</b>	<b>\$ 745,111</b>	<b>\$ 773,684</b>	<b>\$ 844,100</b>	<b>\$ 925,100</b>	<b>\$ 887,200</b>	<b>\$ 1,018,900</b>
<b>Beginning Fund Balance:</b>	<b>\$378,068</b>	<b>\$436,900</b>	<b>\$316,436</b>	<b>\$348,436</b>	<b>\$353,436</b>	<b>\$308,436</b>	<b>\$203,436</b>	<b>\$157,936</b>
<b>Ending Fund Balance:</b>	<b>\$436,900</b>	<b>\$316,436</b>	<b>\$348,436</b>	<b>\$353,436</b>	<b>\$308,436</b>	<b>\$203,436</b>	<b>\$157,936</b>	<b>\$2,936</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 503 INFORMATION TECHNOLOGY</b>								
<i>REVENUES:</i>								
M&O Revenue	1,083,900	1,384,678	1,597,212	1,690,139	1,740,900	1,834,200	1,847,100	1,908,500
Misc/Interest/Other	0	-	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 1,083,901</b>	<b>\$ 1,384,678</b>	<b>\$ 1,597,212</b>	<b>\$ 1,690,139</b>	<b>\$ 1,740,900</b>	<b>\$ 1,834,200</b>	<b>\$ 1,847,100</b>	<b>\$ 1,908,500</b>
<i>EXPENDITURES:</i>								
Personnel	494,918	517,148	546,982	558,529	575,300	592,600	610,400	628,700
Supplies	44,135	108,020	174,520	174,520	179,800	185,200	190,800	196,500
Services & Charges	551,805	737,542	875,710	957,090	985,800	1,015,400	1,045,900	1,077,300
6-Year IT Strategic Plan	-	-	-	-	-	41,000	-	6,000
<b>Total Operating Expenditures</b>	<b>\$1,090,858</b>	<b>\$1,362,710</b>	<b>\$1,597,212</b>	<b>\$1,690,139</b>	<b>\$1,740,900</b>	<b>\$1,834,200</b>	<b>\$1,847,100</b>	<b>\$1,908,500</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>(\$6,957)</b>	<b>\$21,968</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>OTHER FINANCING SOURCES:</i>								
Replacement Reserve Collection	22,500	22,500	66,844	66,844	66,844	66,844	66,844	66,844
Capital Contribution/1-Time M&O/6-Year Strategic Plan	659,964	925,287	318,750	158,750	158,750	138,750	138,750	138,750
Transfer In From Fund 501 Fleet & Equipment	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$682,464</b>	<b>\$947,787</b>	<b>\$385,594</b>	<b>\$225,594</b>	<b>\$225,594</b>	<b>\$205,594</b>	<b>\$205,594</b>	<b>\$205,594</b>
<i>OTHER FINANCING USES:</i>								
One-Time/Capital	653,005	947,255	318,750	158,750	158,750	138,750	138,750	138,750
<b>Total Other Financing Uses</b>	<b>\$653,005</b>	<b>\$947,255</b>	<b>\$318,750</b>	<b>\$158,750</b>	<b>\$158,750</b>	<b>\$138,750</b>	<b>\$138,750</b>	<b>\$138,750</b>
<b>Total Revenues</b>	<b>\$1,766,365</b>	<b>\$2,332,465</b>	<b>\$1,982,806</b>	<b>\$1,915,733</b>	<b>\$1,966,494</b>	<b>\$2,039,794</b>	<b>\$2,052,694</b>	<b>\$2,114,094</b>
<b>Total Expenditures</b>	<b>\$1,743,863</b>	<b>\$2,309,965</b>	<b>\$1,915,962</b>	<b>\$1,848,889</b>	<b>\$1,899,650</b>	<b>\$1,972,950</b>	<b>\$1,985,850</b>	<b>\$2,047,250</b>
<b>Beginning Fund Balance:</b>	<b>\$20,000</b>	<b>\$42,500</b>	<b>\$65,000</b>	<b>\$131,844</b>	<b>\$198,688</b>	<b>\$265,532</b>	<b>\$332,376</b>	<b>\$399,220</b>
<b>Ending Fund Balance:</b>	<b>\$42,500</b>	<b>\$65,000</b>	<b>\$131,844</b>	<b>\$198,688</b>	<b>\$265,532</b>	<b>\$332,376</b>	<b>\$399,220</b>	<b>\$466,064</b>

	2017 Annual Actual	2018 YND Est	2019 Proposed	2020 Proposed	2021 Projected	2022 Projected	2023 Projected	2024 Projected
<b>FUND 504 RISK MANAGEMENT</b>								
<i>REVENUES:</i>								
M&O Revenue	1,064,277	1,312,898	\$1,434,659	1,434,659	1,477,700	1,522,000	1,567,700	1,614,700
AWC Retro Refund	-	-	-	-	-	-	-	-
Interest/Miscellaneous	(686)	-	-	-	-	-	-	-
Insurance Proceeds/3rd Party Recoveries	207,728	50,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Revenues</b>	<b>\$1,271,319</b>	<b>\$1,362,898</b>	<b>\$1,584,659</b>	<b>\$1,584,659</b>	<b>\$1,627,700</b>	<b>\$1,672,000</b>	<b>\$1,717,700</b>	<b>\$1,764,700</b>
<i>EXPENDITURES:</i>								
Safety Program	1,790	5,180	3,980	3,980	4,100	4,200	4,300	4,400
AWC Retro Program	30,462	24,000	24,000	24,000	24,700	25,400	26,200	27,000
WCIA Assessment	1,055,879	1,183,718	1,406,679	1,406,679	1,448,900	1,492,400	1,537,200	1,583,300
Claims/Judgments & Settlements	183,189	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Expenditures</b>	<b>\$1,271,319</b>	<b>\$1,362,898</b>	<b>\$1,584,659</b>	<b>\$1,584,659</b>	<b>\$1,627,700</b>	<b>\$1,672,000</b>	<b>\$1,717,700</b>	<b>\$1,764,700</b>
<i>OTHER FINANCING SOURCES:</i>								
Capital Contribution/1-Time M&O	\$154,588	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$154,588</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>OTHER FINANCING USES:</i>								
One-Time/Capital	150,193	-	-	-	-	-	-	-
Transfer To Fund 501 Fleet & Equipment	4,395	-	-	-	-	-	-	-
<b>Total Other Financing Uses</b>	<b>\$154,588</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,425,907</b>	<b>\$1,362,898</b>	<b>\$1,584,659</b>	<b>\$1,584,659</b>	<b>\$1,627,700</b>	<b>\$1,672,000</b>	<b>\$1,717,700</b>	<b>\$1,764,700</b>
<b>Total Expenditures</b>	<b>\$1,425,907</b>	<b>\$1,362,898</b>	<b>\$1,584,659</b>	<b>\$1,584,659</b>	<b>\$1,627,700</b>	<b>\$1,672,000</b>	<b>\$1,717,700</b>	<b>\$1,764,700</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>