

Fiscal Year 2016/17 Operating and Capital Budget
June 20, 2016

Town of Paradise



Fiscal Year 2016/17 Budget Overview

“The Road to Financial Stability is a Marathon not a Sprint”



2016/17 Operating and Capital Budget Highlights

Measure C Investment

Animal Control Staffing Levels, Supplies & Facilities

Police Equipment Training & Facilities

Fire Staffing Levels, Apparatus & Equipment

Road Rehabilitation

Employees

Personnel Structure Phase I

Modest 3 Year COLA

Capital Improvement Projects

7 Road Projects

3 Multi-Use Projects

1 Signal Project

1 Sewer Feasibility Project

Sustainability Investment

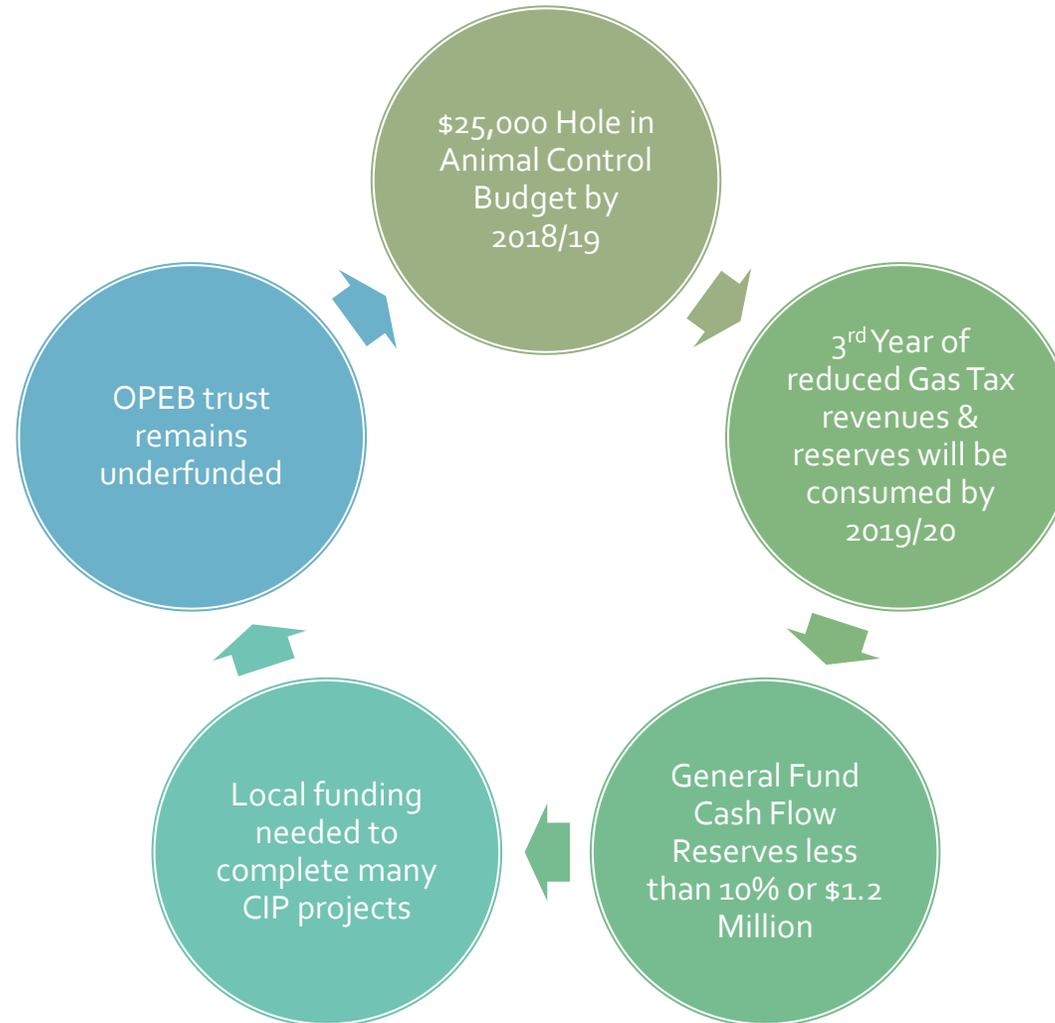
\$25,000 OPEB Contribution

Reserve for Property Abatements

14 computers and 5 Copy Machine Upgrades

Asset Replacement Fund Financing for Microsoft Office

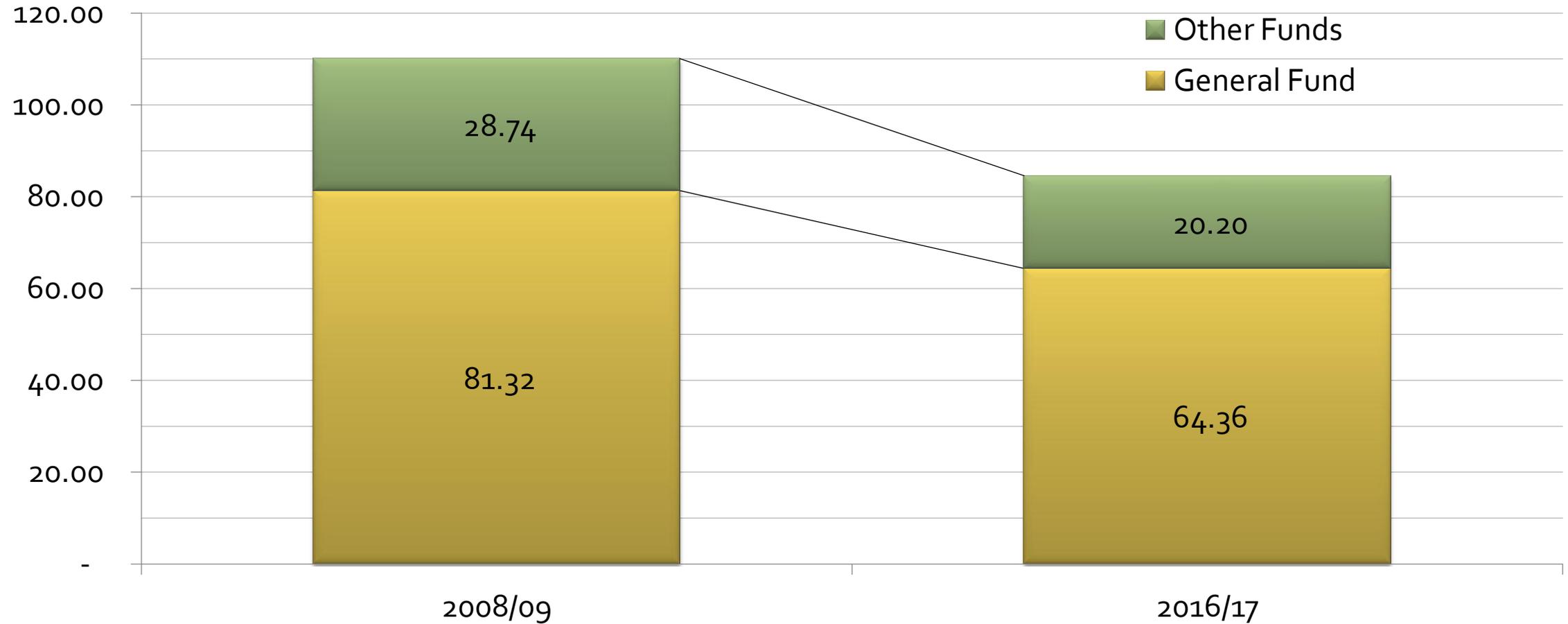
2016/17 Operating and Capital Budget Weakness



Town of Paradise Personnel



Personnel FTE Cutbacks - 23.2% (layoffs, attrition & outsourcing)



2016/17 Proposed Personnel Structure Modification – Phase I

Reinstate Administrative Services Department

- Reduces Town Manager Direct Reports; Improves efficiency and shares resources between Administrative functions
- Fiscal Impact - \$0

Reorganize Town Clerk Function

- Aligns Town Clerk salary and benefits for Town size; Replace Assistant Town Clerk with Administrative Analyst
- Improves efficiency and shares resources between Town Manager and Town Clerk; Improves customer service with increased public hours
- Fiscal Impact - \$81,000 savings to General Fund

Reclassify Administrative Analyst to Administrative Analyst II

- In recognition of increased responsibilities for grant management and Town Clerk function support
- Fiscal Impact – \$1,485 Business and Housing; \$799 General Fund

Reclassify Construction Inspector to Senior Construction Inspector

- In recognition of increased responsibilities and qualifications needed for inspection of CIP projects
- Fiscal Impact - \$364 General Fund; \$3,599 Gas Tax; \$81 Transportation (\$3,963 reimbursed by grants)

Establish Temporary Records Transcriptionist

- Hourly, cost effective administrative support in lieu of officer overtime
- Fiscal Impact - \$0 (\$13,000 budgeted in lieu of additional overtime costs)



CITIZENS OF PARADISE

FY 2013/14
83.95 Full Time Equivalent Employees
(11 Town Manager Direct Reports)

TOWN COUNCIL

PLANNING COMMISSION
SUCCESSOR AGENCY TO
THE PARADISE RDA

TOWN ATTORNEY
Dwight Moore

TOWN CLERK
Joanna Gutierrez

TOWN MANAGER
Lauren Gill

IT MANAGER
Josh Marquis

HUMAN RESOURCES/RISK MGR
Crystal Peters

FLEET MANAGER
Wes Dinsmore

ADMIN. ANALYST
Colette Curtis

BUSINESS & HOUSING SUPRVSR
Kate Anderson

POLICE DEPT.

Gabriela Tazzari-Dineen, Police Chief

FIRE DEPT.

Cal-Fire Contract
Chief David Hawks

**COMMUNITY
DEVELOPMENT**

Craig Baker, Community
Development Director

**PUBLIC WORKS
& ENGINEERING**

Paul Derr, P. W. Manager
Marc Mattox, Town
Engineer

FINANCE DEPT.

Gina Will, Finance
Director/Treasurer

OPERATIONS
INVESTIGATIONS
COMMUNICATIONS
ANIMAL CONTROL

SUPPRESSION
PREVENTION
FIRE VOLUNTEERS

PLANNING
BUILDING & WASTEWATER
TRANSIT
SOLID WASTE

ENGINEERING
STREET MAINTENANCE

BUDGET
ACCOUNTS RECEIVABLES
ACCOUNTS PAYABLE
PAYROLL
INVESTMENT MGNT.



CITIZENS OF PARADISE

TOWN COUNCIL

FY 2015/16
65.8 Full Time Equivalent Employees
(9 Town Manager Direct Reports)

- PLANNING COMMISSION
- SUCCESSOR AGENCY TO THE PARADISE RDA
- MEASURE C OVERSIGHT

TOWN ATTORNEY
Dwight Moore

TOWN CLERK
Joanna Gutierrez

TOWN MANAGER
Lauren Gill

IT MANAGER
Josh Marquis

BUSINESS & HOUSING SUPRVSR
Kate Anderson

HUMAN RESOURCES/RISK MGR
Crystal Peters

ADMINISTRATIVE ANALYST
Colette Curtis

POLICE DEPT.

Gabriela Tazzari-Dineen, Police Chief

- OPERATIONS
- INVESTIGATIONS
- COMMUNICATIONS
- ANIMAL CONTROL

FIRE DEPT.

Cal-Fire Contract
Chief David Hawks

- SUPPRESSION
- PREVENTION
- FIRE VOLUNTEERS

COMMUNITY DEVELOPMENT

Craig Baker, Community Development Director

- PLANNING
- BUILDING & WASTEWATER
- TRANSIT
- SOLID WASTE

PUBLIC WORKS & ENGINEERING

Marc Mattox, Public Works Director/Town Engineer

- ENGINEERING
- PUBLIC WORKS
- STREET MAINTENANCE
- FLEET

FINANCE DEPT.

Gina Will, Finance Director/Treasurer

- BUDGET
- A/R & A/P
- PAYROLL
- INVESTMENT MANAGEMENT



CITIZENS OF PARADISE

FY 2016/17
66.7 Full Time Equivalent Employees
(7 Town Manager Direct Reports)

TOWN COUNCIL

TOWN ATTORNEY

- PLANNING COMMISSION
- SUCCESSOR AGENCY TO THE PARADISE RDA
- MEASURE C OVERSIGHT

TOWN MANAGER

Administrative Analyst II

Town Clerk
Admin. Analyst I

Police Services

Police Chief

- OPERATIONS
- INVESTIGATIONS
- COMMUNICATIONS
- ANIMAL CONTROL

Fire Services

Cal-Fire Contract

- SUPPRESSION
- PREVENTION
- FIRE VOLUNTEERS

Public Works / Engineering

Public Works Director/
Town Engineer

- ENGINEERING
- PUBLIC WORK
- STREETMAINT.
- FLEET

Community Development

Community Development Director

- PLANNING
- BUILDING
- WASTEWATER
- TRANSIT
- SOLID WASTE

Administrative Services

Administrative Services/
Finance Director

- FINANCE
- IT
- HR/RISK MGT
- BUS. & HOUSING
- GRANTS

2016/17 Other Personnel Budget Impacts

Employee COLA's

- Police Officer Association – 3%
- Police Management & Mid-Management – Admin Leave Incentive & 1%
- Management – 2%
- Confidential Mid-Management Association - > \$1,000 or 2%
- General Unit - Pending

Workers Compensation

- 52% Increase to Workers Compensation Contributions
- \$123,939 Increase Town Wide

OPEB Trust Contribution

- \$25,000 Contribution
- Will bring total Trust Balance to about \$120,000 with Accrued Interest

General Fund FTE Comparison

(Includes Contract and Part Time Staffing)

Programs	2015/16 Budget	2016/17 Proposed Budget
Non Safety		
Administration	8.16	8.11
Community Development	1.68	1.68
Public Works	1.00	1.24
Subtotal	10.84	11.03
Safety		
Fire	18.05	18.05
Police	34.15	35.97
Subtotal	52.20	54.02
Totals	63.04	65.05

All Funds FTE Comparison

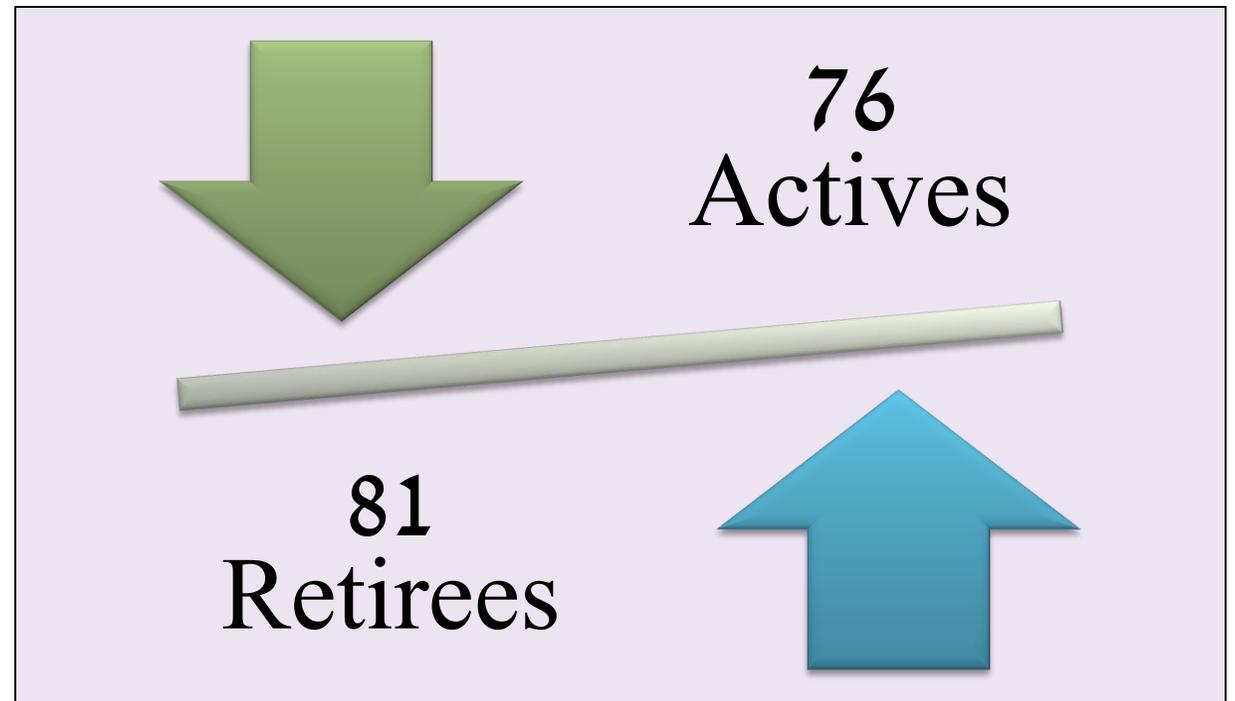
(Includes Contract and Part Time Staffing)

Programs	2015/16 Budget	2016/17 Proposed Budget
General Fund	63.04	65.05
Building Safety & Waste Water	6.32	6.36
Animal Control	2.88	2.88
Transportation	.17	.17
Gas Tax/Streets	8.22	7.94
Business and Housing	2.80	2.78
Successor to RDA	0.07	0.07
Grand Total	83.50	85.24
Total Head Count	91	94

Active vs. Retired Employees

The Town currently has more retirees than active employees on its books for Pension and OPEB obligations.

- The Town has implemented reduced benefits for the newer hires.
- This trend will continue in the short term.
- It is important for the Town to fund these growing obligations now.



General Fund



Measure C
purchases three
Police Vehicles in
2015/16

General Fund Summary

	2014/15 Audit	2015/16 Estimated Actual	2015/16 Proposed Budget
Total Revenues	\$10,299,085	\$10,207,086	\$10,436,830
Measure "C" Receipts	291,666	1,170,000	1,170,000
Transfers In	408,795	495,568	524,924
Total Resources	\$10,999,546	\$11,872,654	\$12,131,754
Total Expenditures	\$9,938,075	\$10,569,708	\$10,972,704
Measure "C" Expenditures	8,392	670,371	773,557
Transfers Out	0	163,566	563,546
Total Financial Uses	\$9,946,467	\$11,403,645	\$12,309,807
General Fund Net Income	\$1,053,079	\$469,009	(\$178,053)

General Fund Reserves

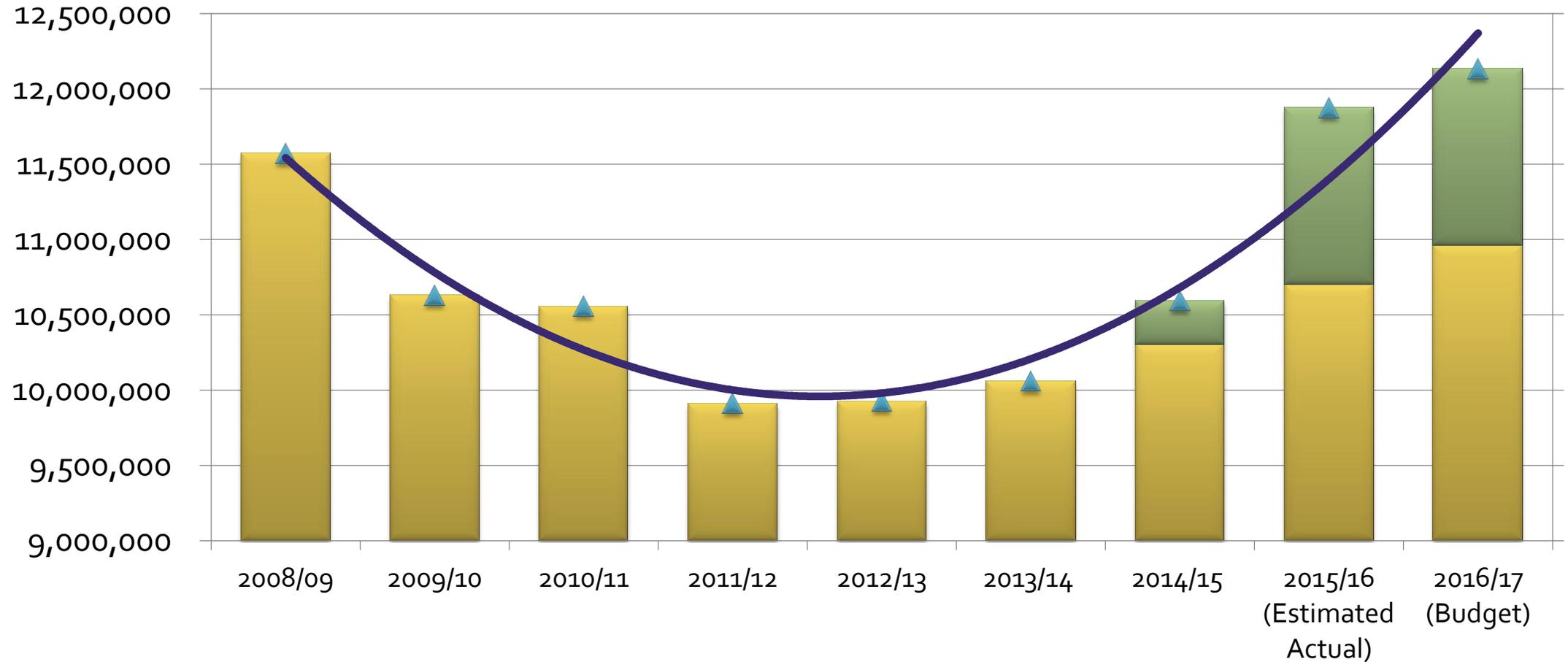
	2014/15 Audit	2015/16 Estimated Actual	2016/17 Proposed Budget
Designated Reserves			
Nonspendable (RDA and Other Loans)	\$2,008,233	\$1,983,233	\$1,963,233
Assigned for Property Abatements	0	20,000	20,000
<i>Unassigned – Cash Flow</i>	<i>647,523</i>	<i>764,453</i>	<i>749,957</i>
Designated Reserves – Measure C			
Assigned – Final Year 2020-21	283,274	283,274	283,274
Assigned – Police Vehicle Payments	0	86,403	86,403
Assigned – Pearson CIP	0	40,000	0
<i>Unassigned – Contingencies</i>	<i>0</i>	<i>213,226</i>	<i>109,669</i>
Ending Fund Balance	\$2,939,080	\$3,390,589	\$3,212,536

General Fund Revenues

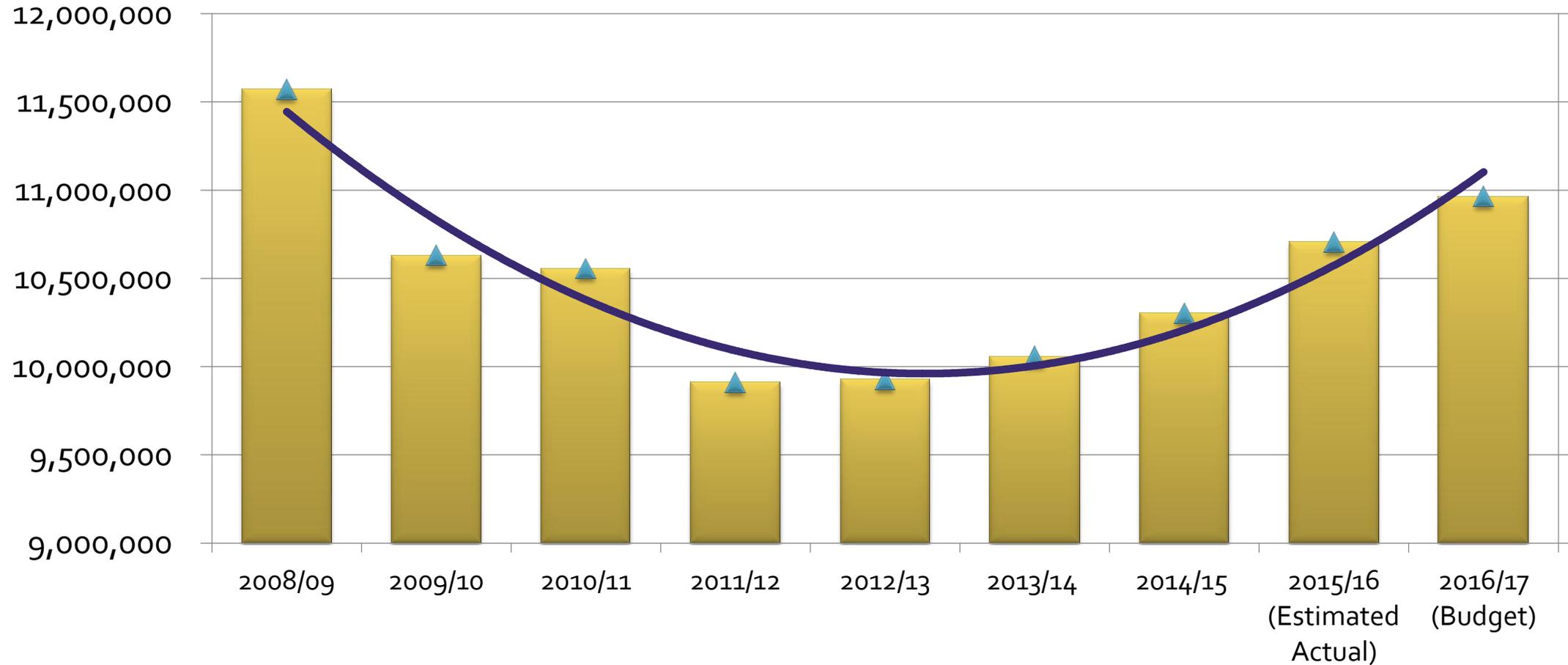


Measure C
purchases this
type 1 Fire
Engine in
2015/16

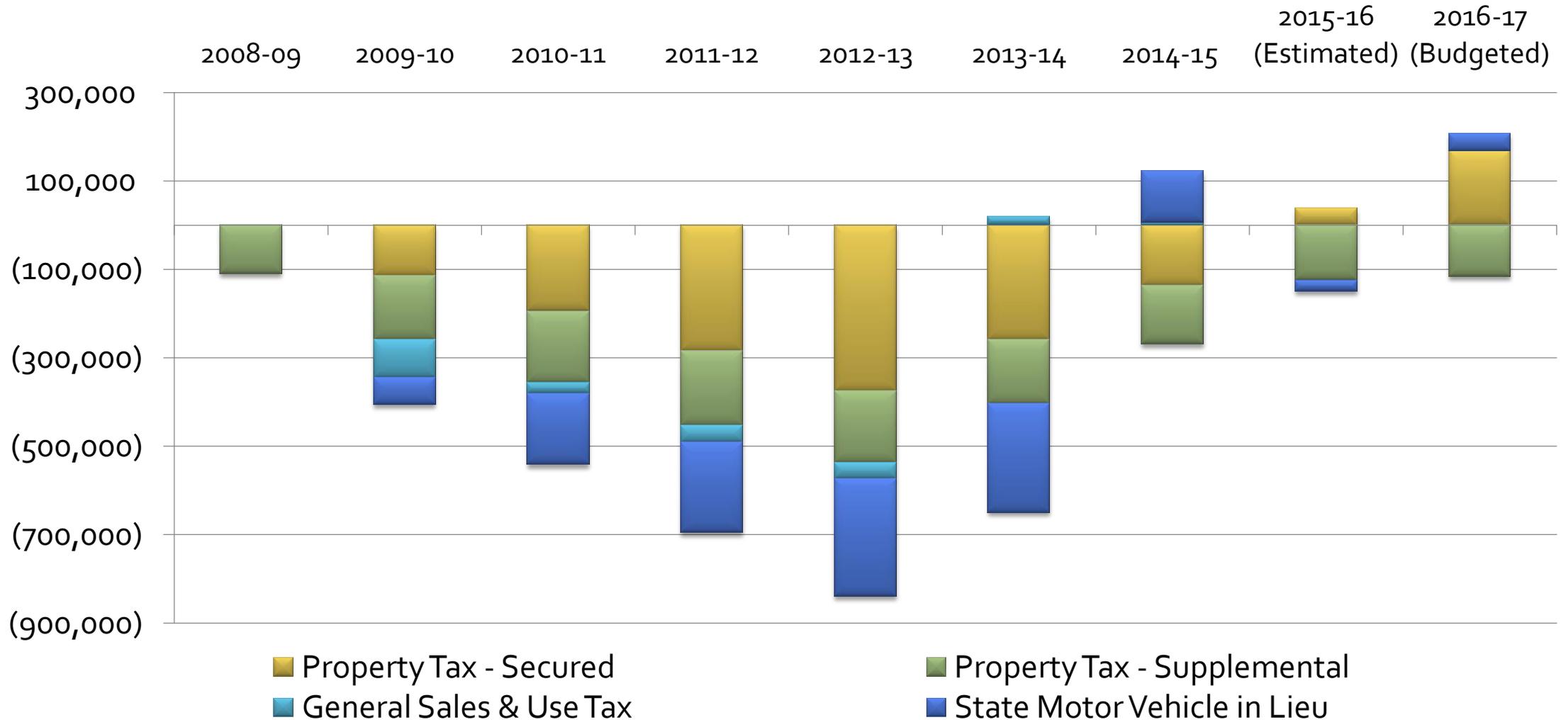
General Fund Revenue Change Nine Year Comparison



General Fund Revenue Change (Without Measure C) Nine Year Comparison

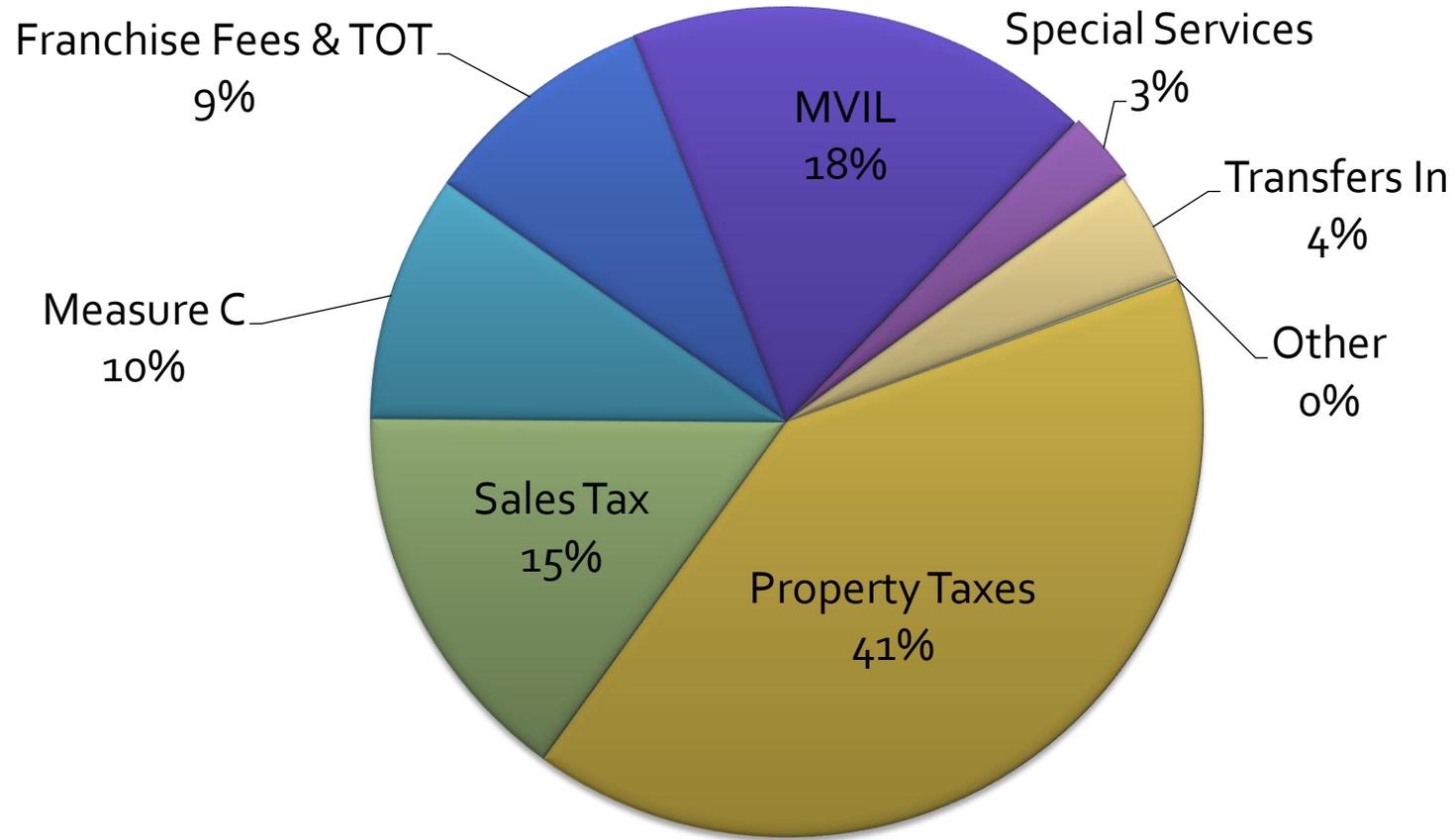


\$3.5 Million In General Fund Property Value Based Revenues Lost – 2008/09 to 2016/17

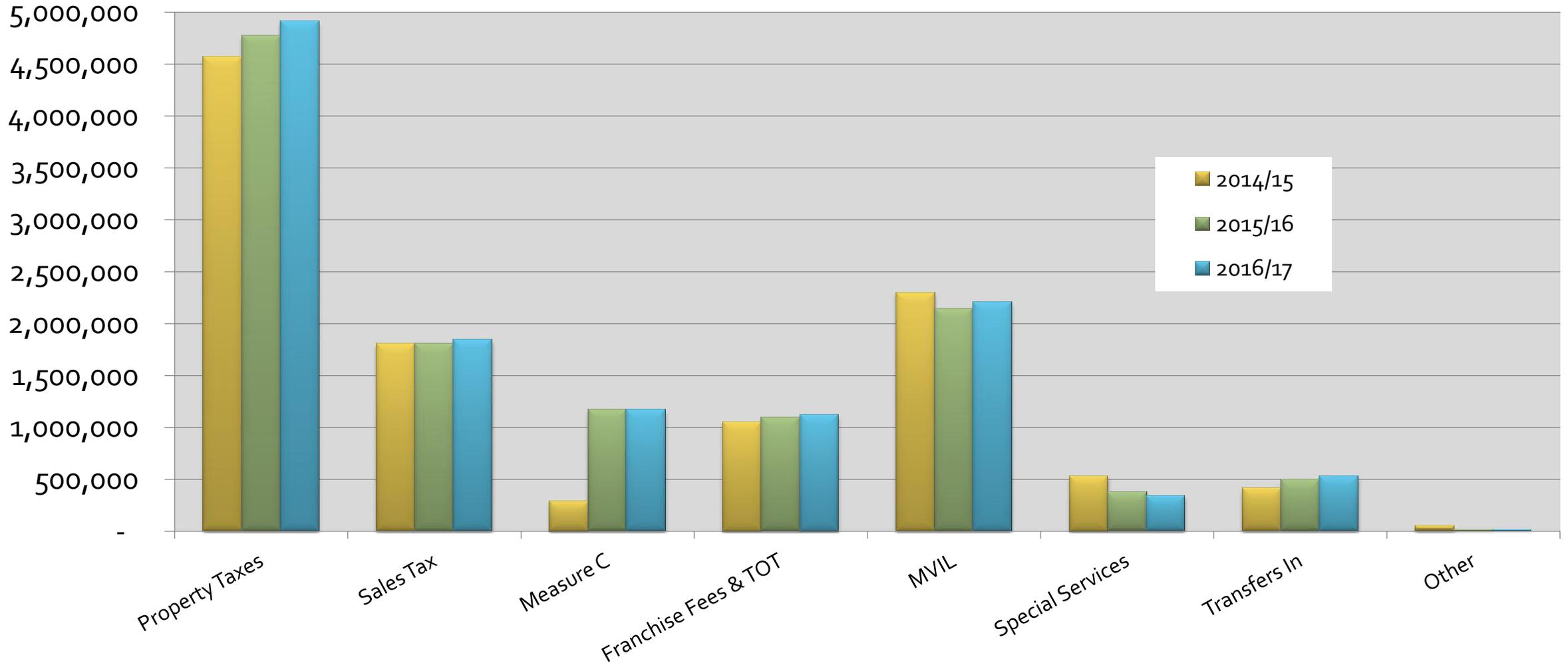


General Fund 2016/17 Total Resources

\$12,131,754



Change of General Fund Revenue by Resource

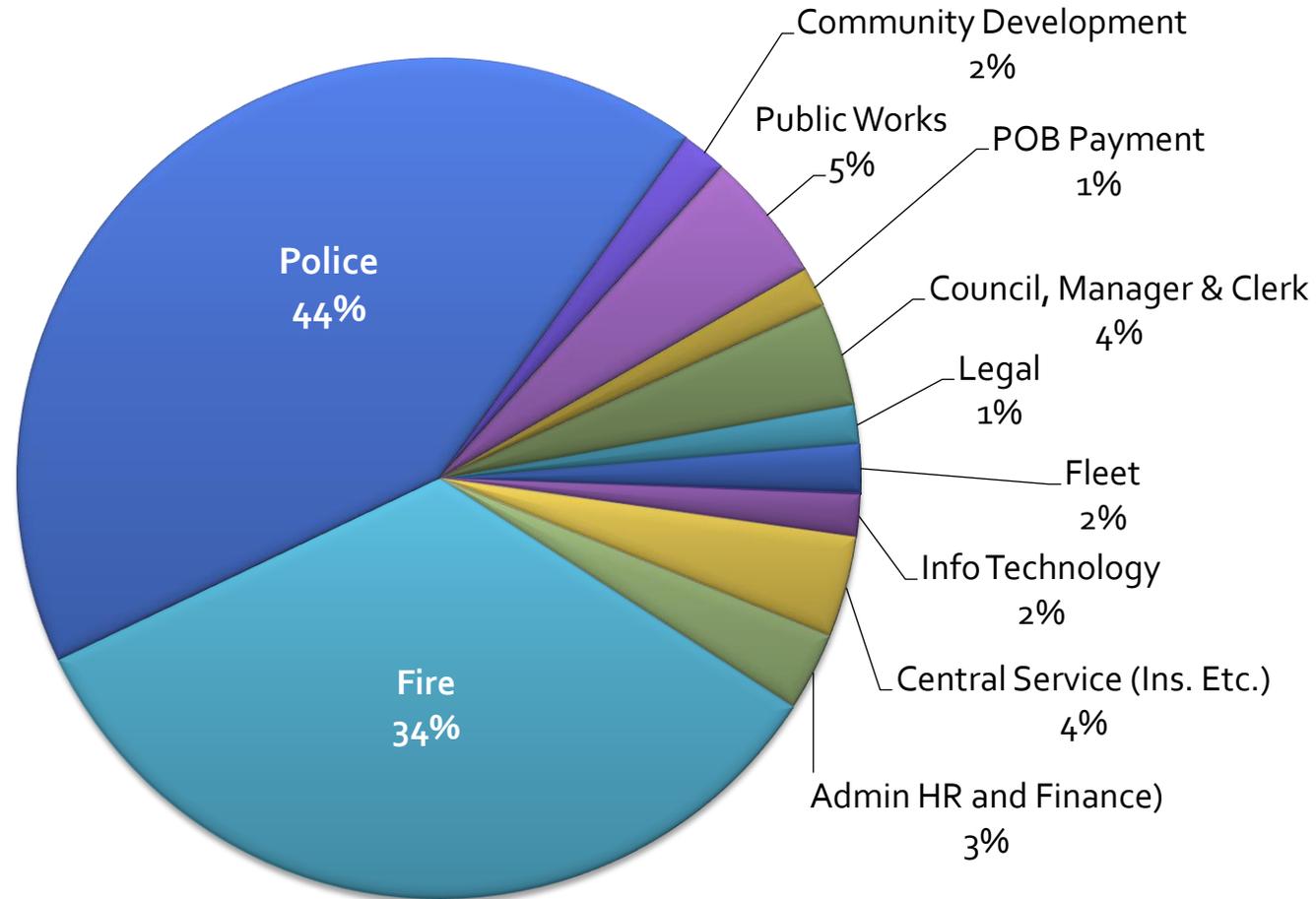


General Fund Expenditures

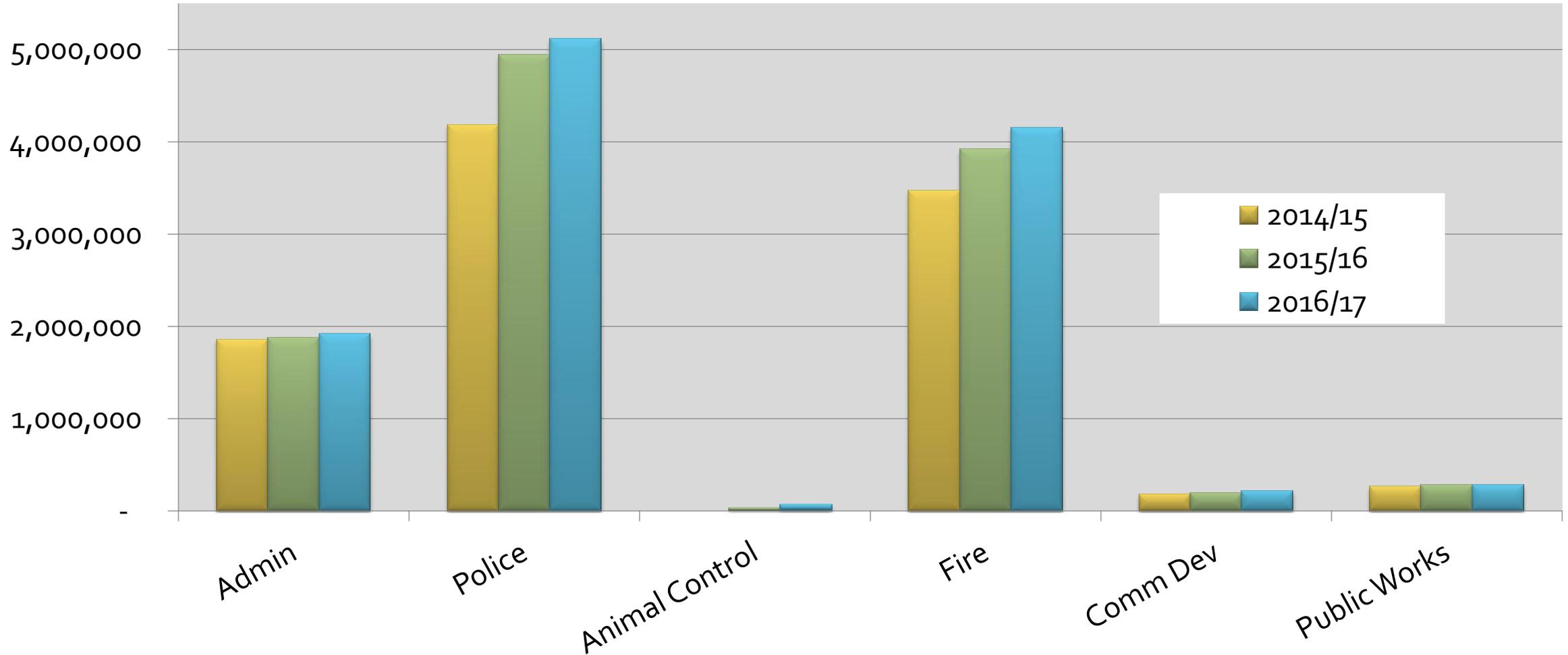


Measure C
Maintains Police
K-9 Program

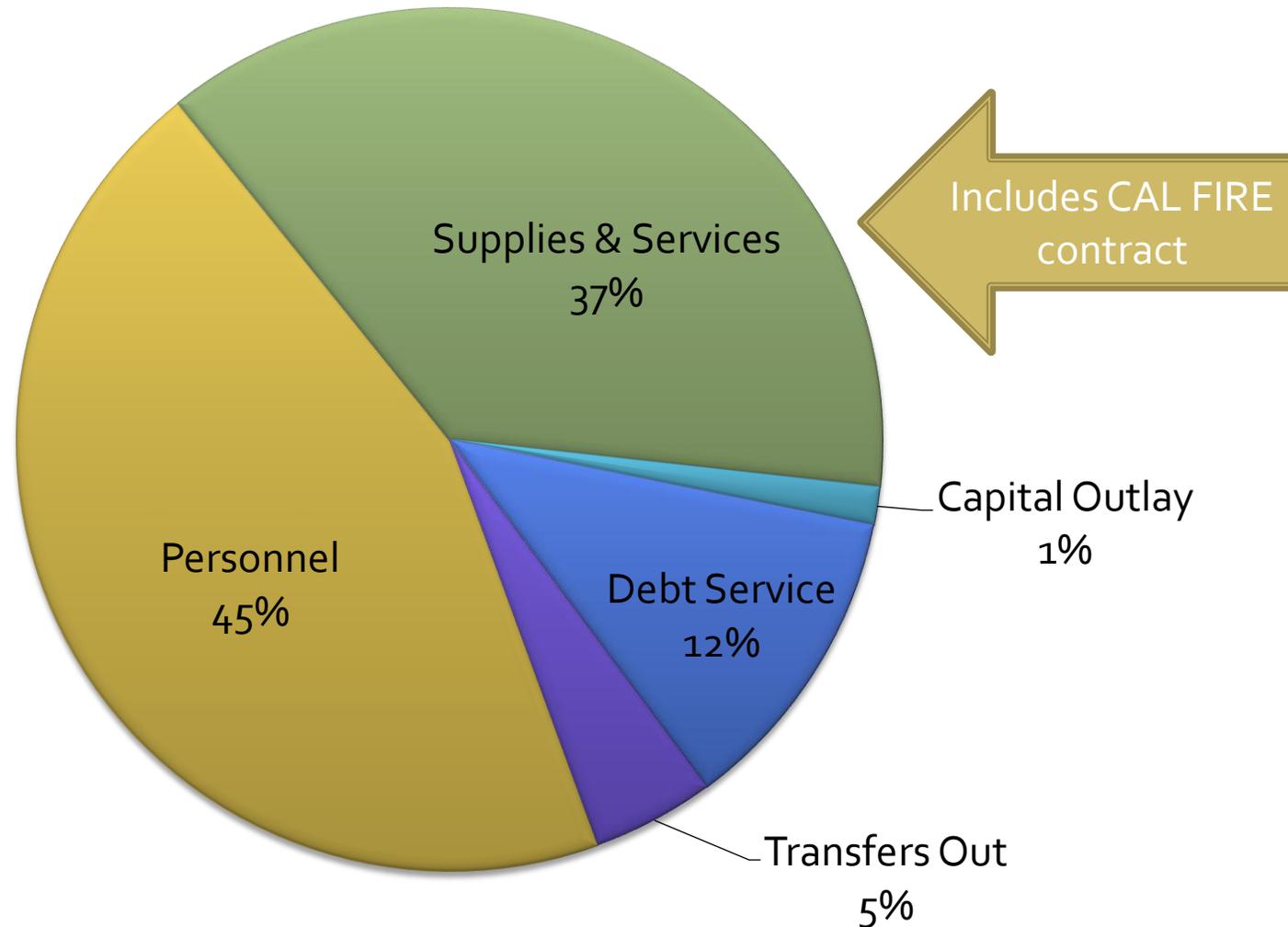
2016/17 General Fund Total Financial Uses by Function \$12,309,807 (Includes Measure C)



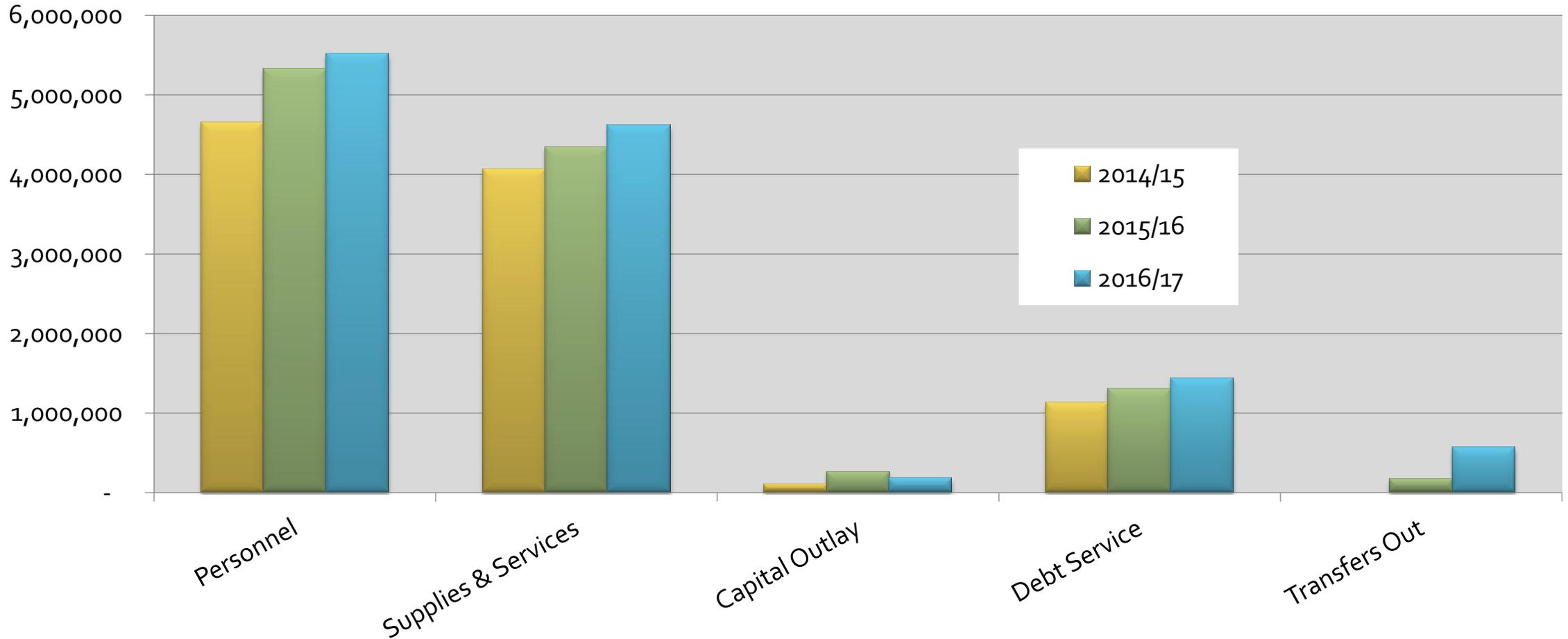
General Fund Appropriations by Function (With Measure C)



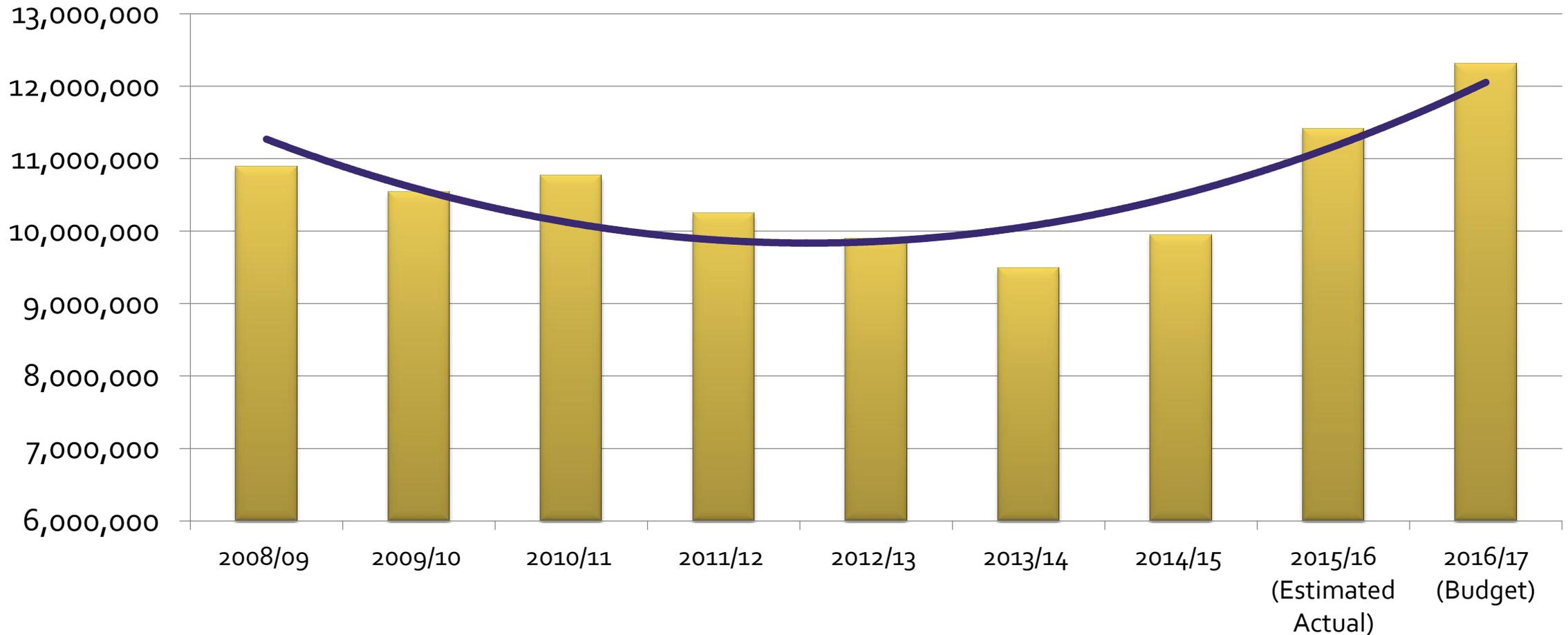
2016/17 General Fund Financial Uses by Use (With Measure C)



General Fund Financial Uses by Use



General Fund Total Financial Uses Nine Year Comparison



Measure C Funds

"a temporary sales tax increase of 0.50% that automatically expires in six years, and that establishes a citizen oversight committee to ensure that funds are used to preserve public services such as police protection, fire suppression, street maintenance, animal control and other services for the Town of Paradise"

2016/17 Measure C Resources

Designated Reserves:			
	Assigned – Final Year (from 1 st Quarter)	\$283,274	
	Assigned – Police Vehicle Payments	86,403	
	Assigned – Pearson Road CIP	40,000	
	Unassigned – Contingencies	213,226	\$622,903
Expected Revenues:			\$1,170,000



Proposed 2016/17 Measure C Budget

Animal Control			
	Increased Hours For AC Officer	\$30,733	
	Advanced training for AC Officer	1,500	
	Leadership Course for AC Supervisor	1,000	
	AC System (Chameleon Training)	1,000	
	Plastic Raised Beds	2,700	
	Metal Dog Bowls	200	
	Protective Cover for Washing Machines	1,500	
	Air conditioner unit	400	
	4 Animal Isolation Units	7,000	
	Online Dog Licensing	10,000	
	Infrastructure Concrete Repair	8,000	\$64,356

Proposed 2016/17 Measure C Budget

Fire Department			
	Maintain current staffing levels – CAL FIRE	\$150,000	
	Type 1 Fire Engine	86,632	
	Apparatus Replacement Fund	50,000	
	Matching funds for SCBA's	3,500	
	Multi-Gas Monitor	2,000	
	Station 81 Storage Wall	1,470	
	Station 82 Safety Door Replacement	2,000	
	Blower for Engine 82	1,500	
	Tool Bracket Fabrication for Engine 82	2,000	\$299,102

Proposed 2016/17 Measure C Budget

Police Department			
	2 nd Detective (1/2 Yr Sergeant & 1/2 Yr Officer)	\$161,182	
	3 Police Vehicles & Equipment Full Funding	100,000	
	Body Cameras & Hardware – Yr 2 of 5	5,917	
	Officer Training	15,000	
	K-9 Program (Training, food and vet)	10,000	
	Lieutenant Transition Plan	15,000	
	Training for 2 New Lieutenants	6,575	
	RIMS Conference for Lieutenant	1,425	
	Sponsor 2 Trainees Through Police Academy	34,000	
	Sawmill Peak Communication Study	3,000	
	Emergency 9-1-1 MIS	10,000	
	Patrol Cameras with Durable Cases (20)	3,000	
	Repair Men's Locker Room Floor	5,000	
	2 nd Phase of Siding Replacement	40,000	\$410,099

Proposed 2016/17 Measure C Budget

Public Works

2016 Road Rehabilitation (overlay & striping)

\$500,000

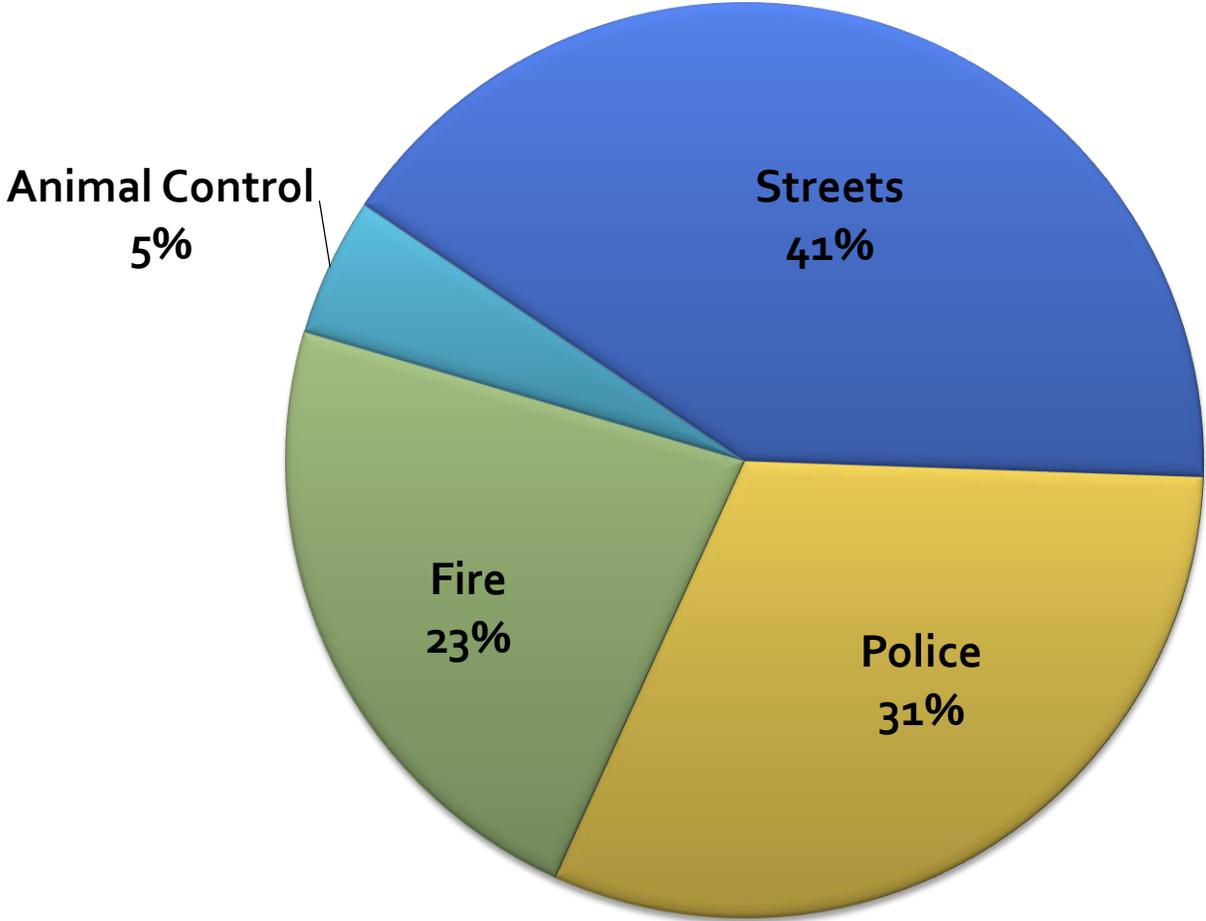
Road & Drainage Improvements Pearson Road (2015/16 carry forward)

40,000

\$540,000



2016/17 Measure C Financial Uses by Function

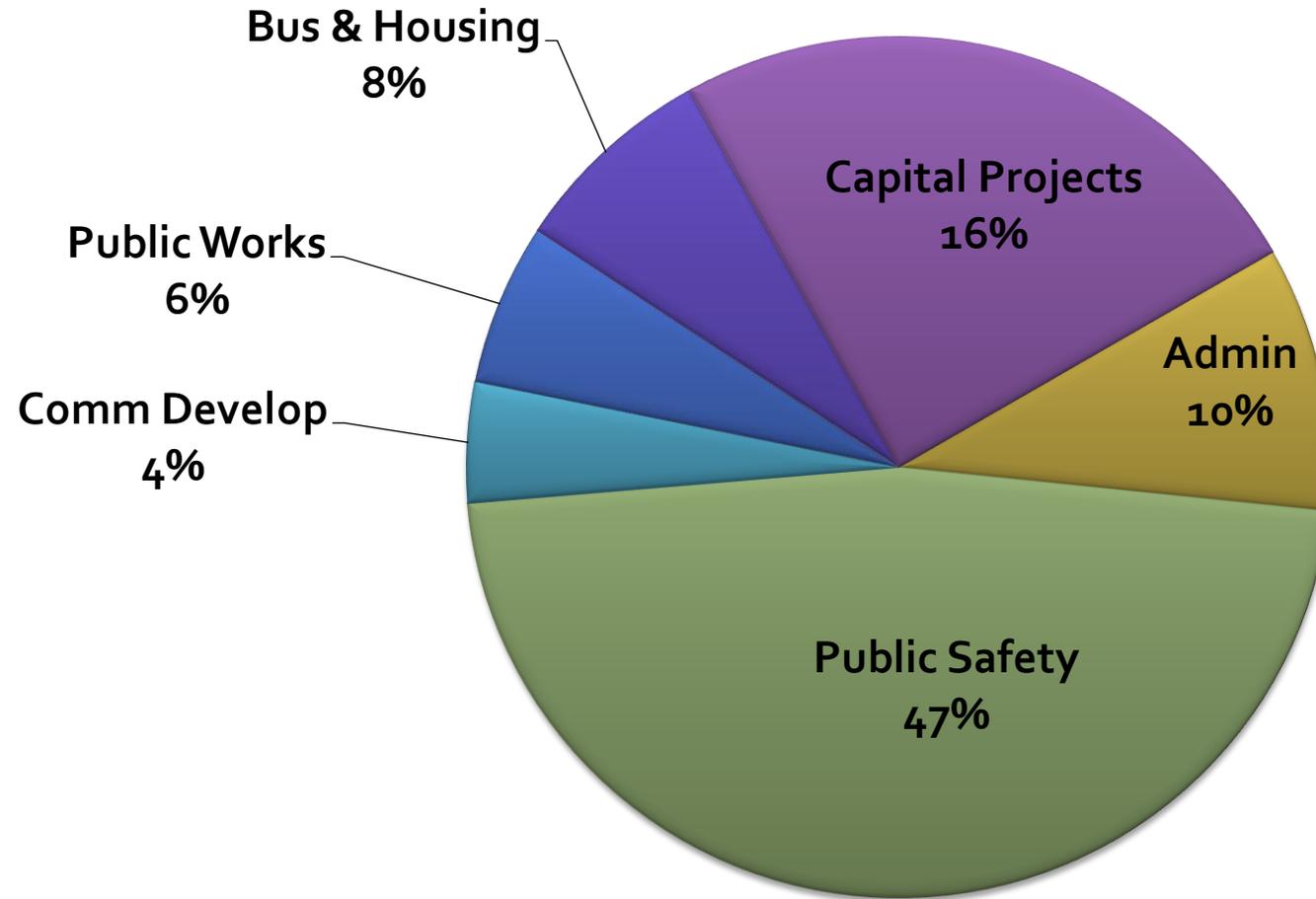


All Funds

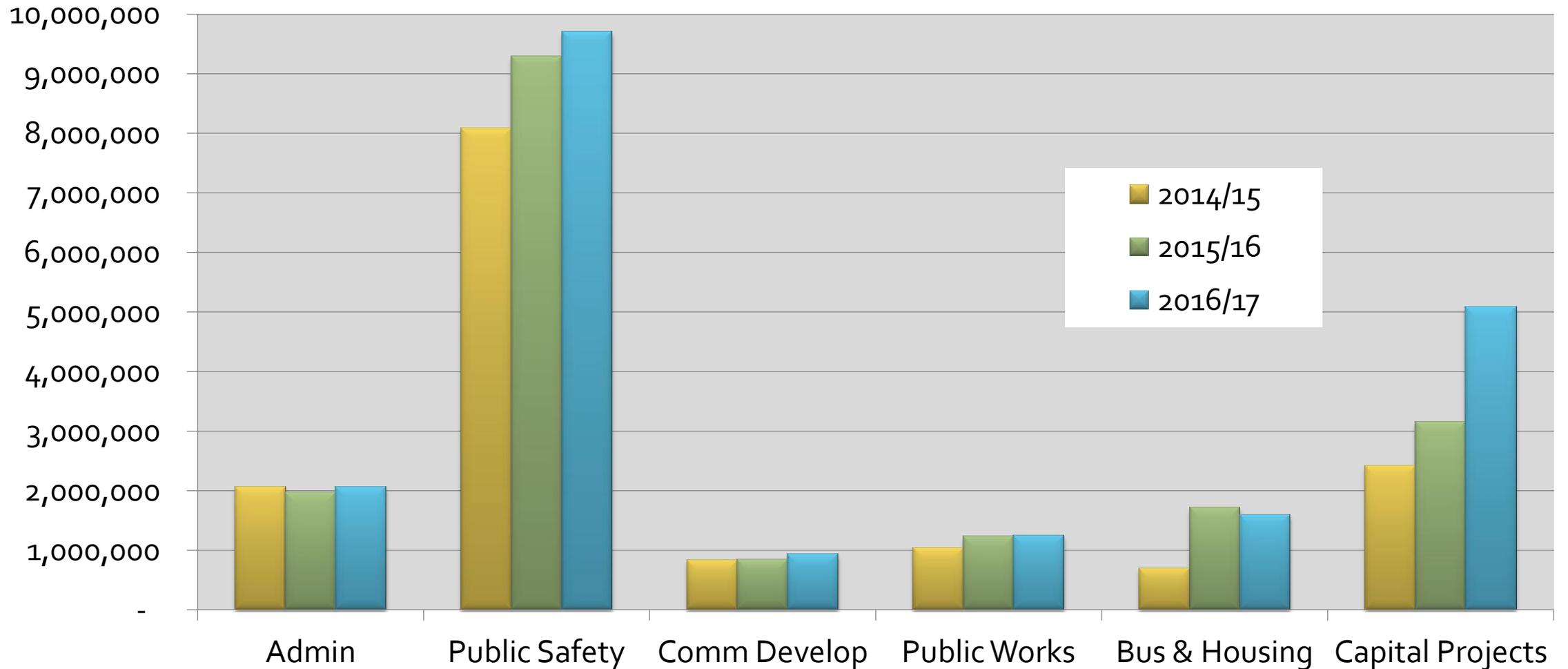


Measure C
Increases AC
Officer Hours &
Purchases Shelter
Sanitation Unit

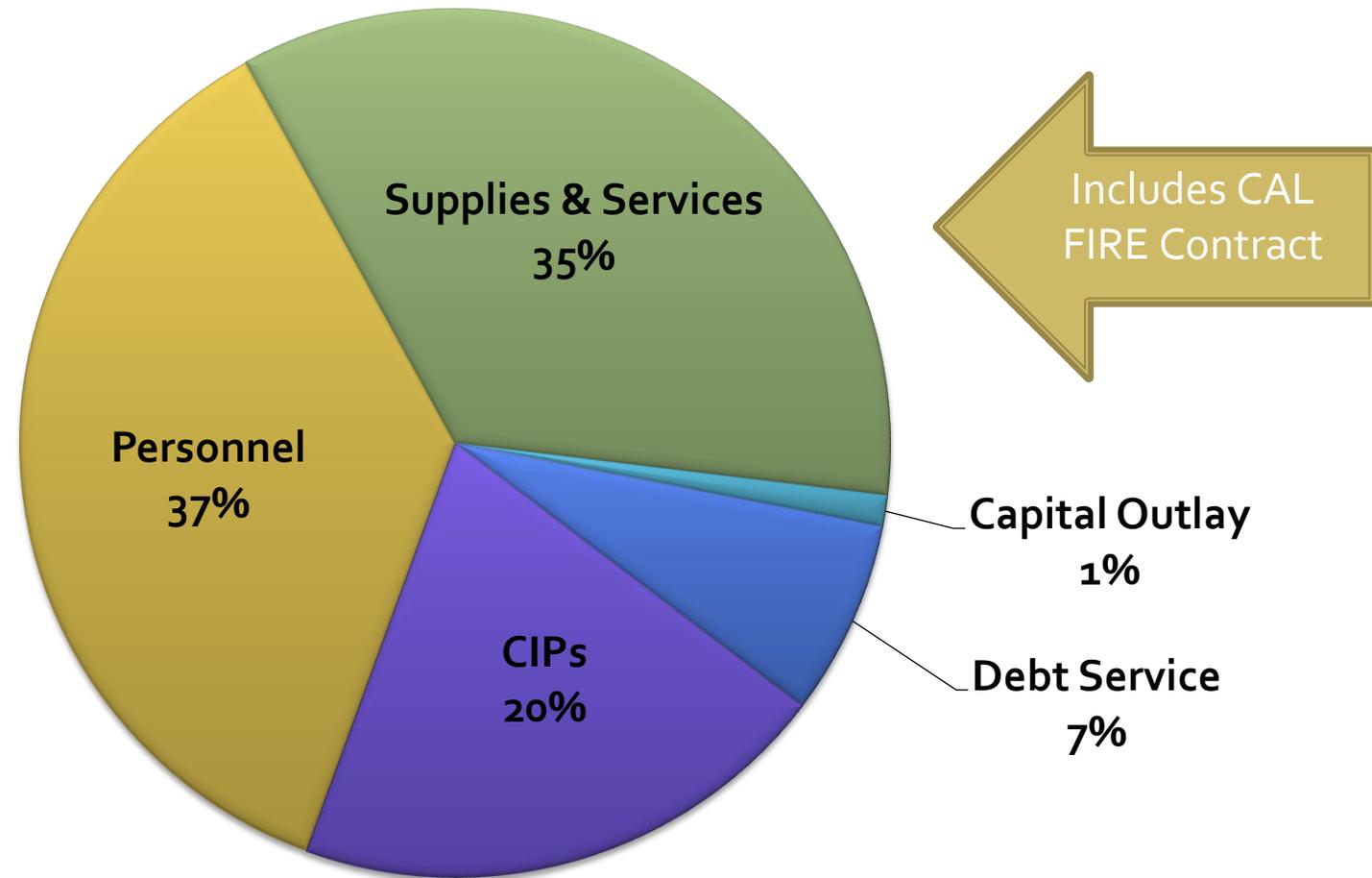
2016/17 Governmental Funds Appropriations by Function



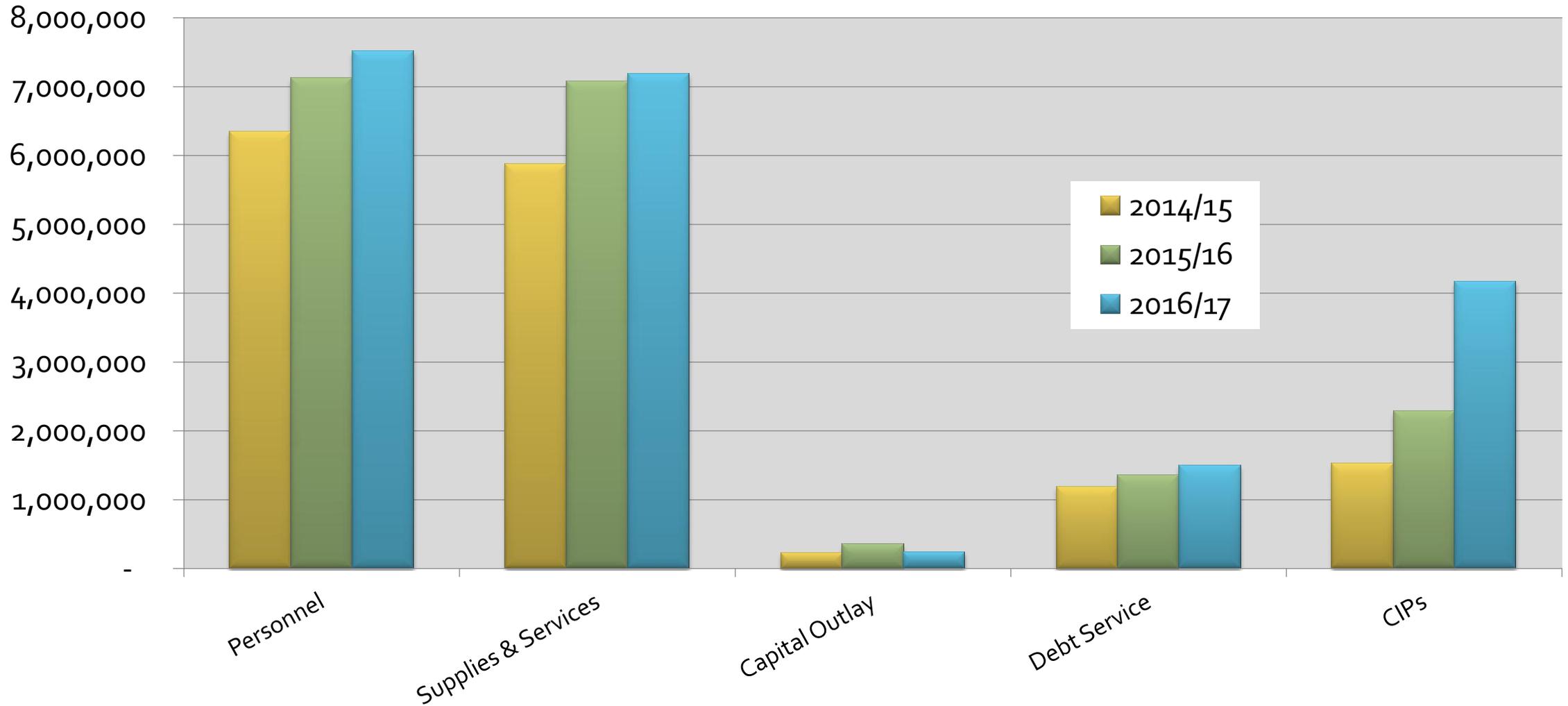
Governmental Funds Appropriations by Function



2016/17 Government Funds Appropriations by Use



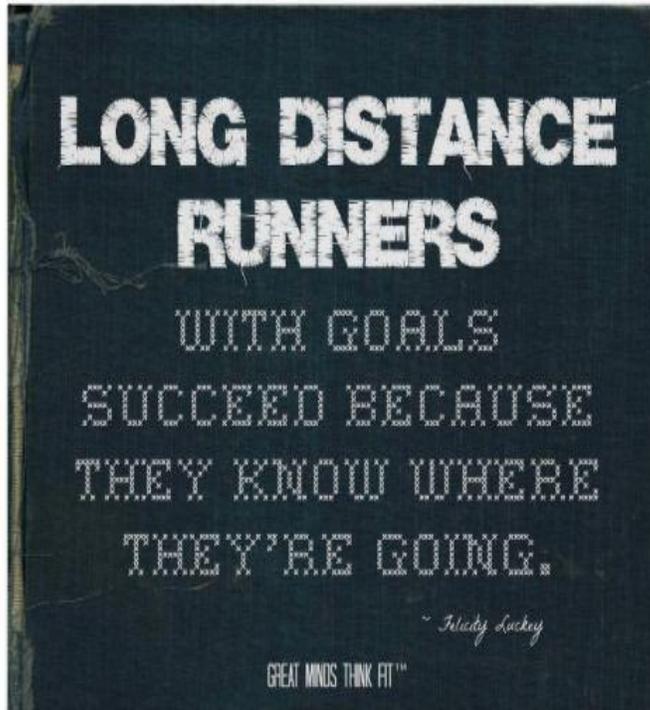
Governmental Funds Appropriations by Use



Departments



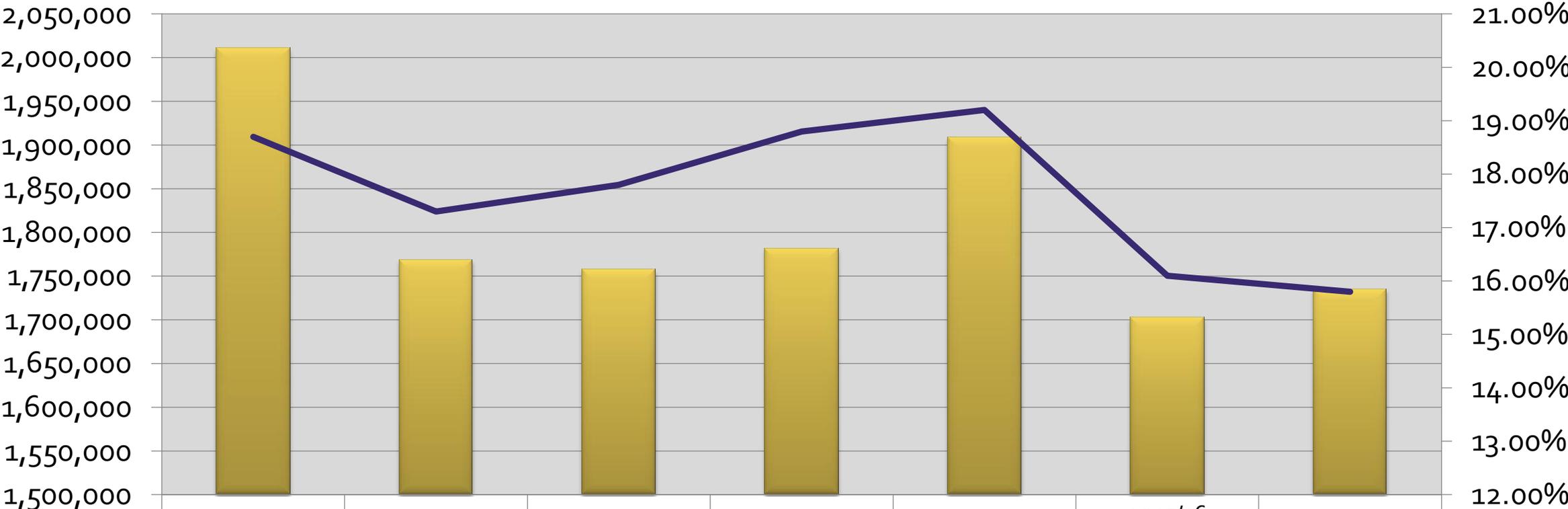
Town Management and Administrative Services



Town Council
Town Clerk
Human Resources
Information Technology
Central Services

Town Manager
Legal Services
Finance
EOC

Seven Year Comparison General Fund Administration



■ \$	2,010,611	1,768,626	1,757,274	1,781,021	1,908,343	1,702,585	1,734,932
— %	18.7%	17.3%	17.8%	18.8%	19.2%	16.1%	15.8%

Town Management and Administration Highlights

Personnel

- Reinstate Administrative Services Department
- Reorganize Town Clerk Function
- Reclassify Admin Analyst to Admin Analyst II

Customer Service Enhancements

- \$12,000 Budgeted to Open Front Door of Town Hall
 - Extends hours for dog licenses & bus passes
 - Improves customer accessibility

Sustainability

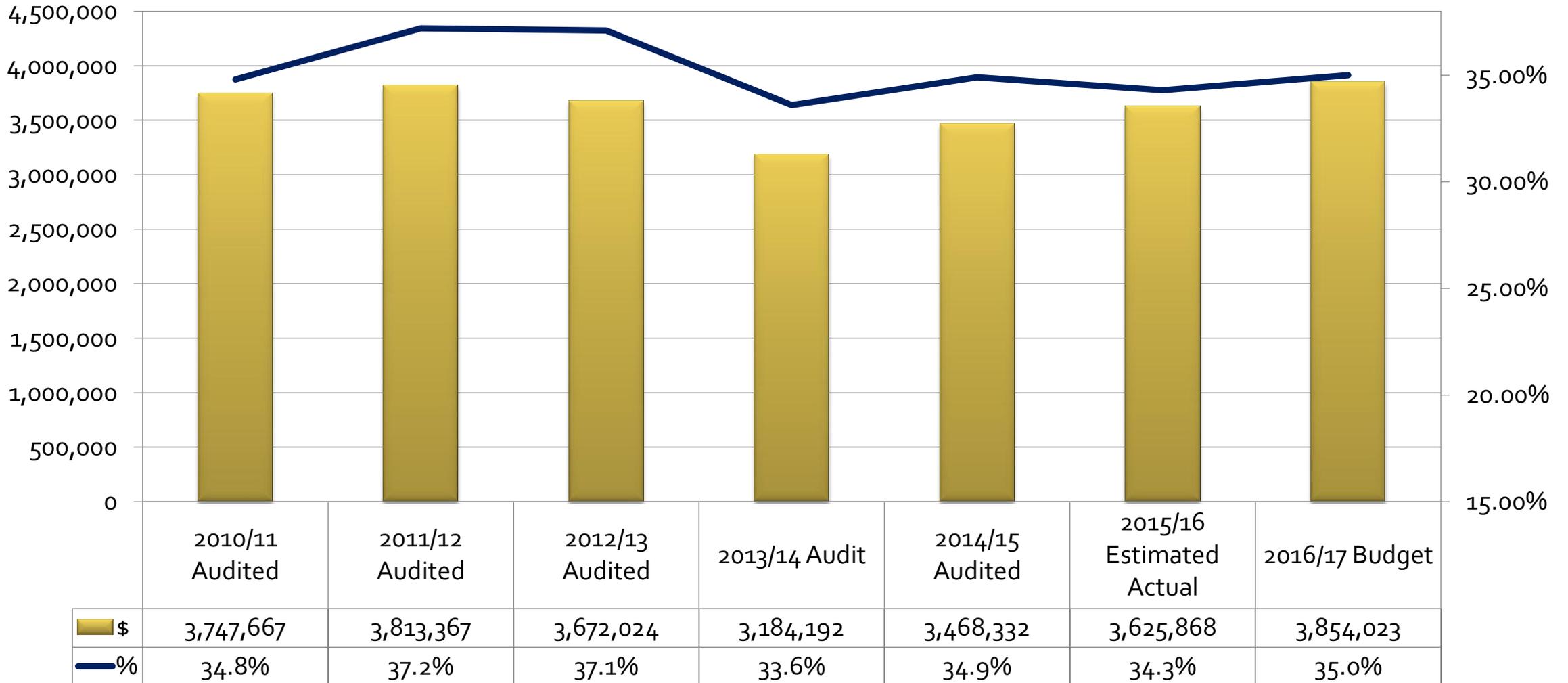
- Invest in 14 computers & 2 laptops (various funds)
- 5 Copy Machine Leases – Cost Neutral
- Asset replacement fund used to finance Windows upgrade – Fund will be repaid over 5 Years
- Update Master Fee Schedule

Fire Department



Administration
Suppression
Volunteer Program

Seven Year Comparison General Fund Fire Department Programs



Fire Department Highlights

Personnel

- Requesting CAL FIRE achieve \$140,000 in savings on the contract
- CALFIRE contract expires 6/30/17 – will negotiate new contract

Sustainability

- Equipment rental reimbursements over \$75,000 will go to the Asset Replacement Fund

Savings

- Final Payment on Sutphen Fire Engine – Yr 10 of 10
-\$45,527

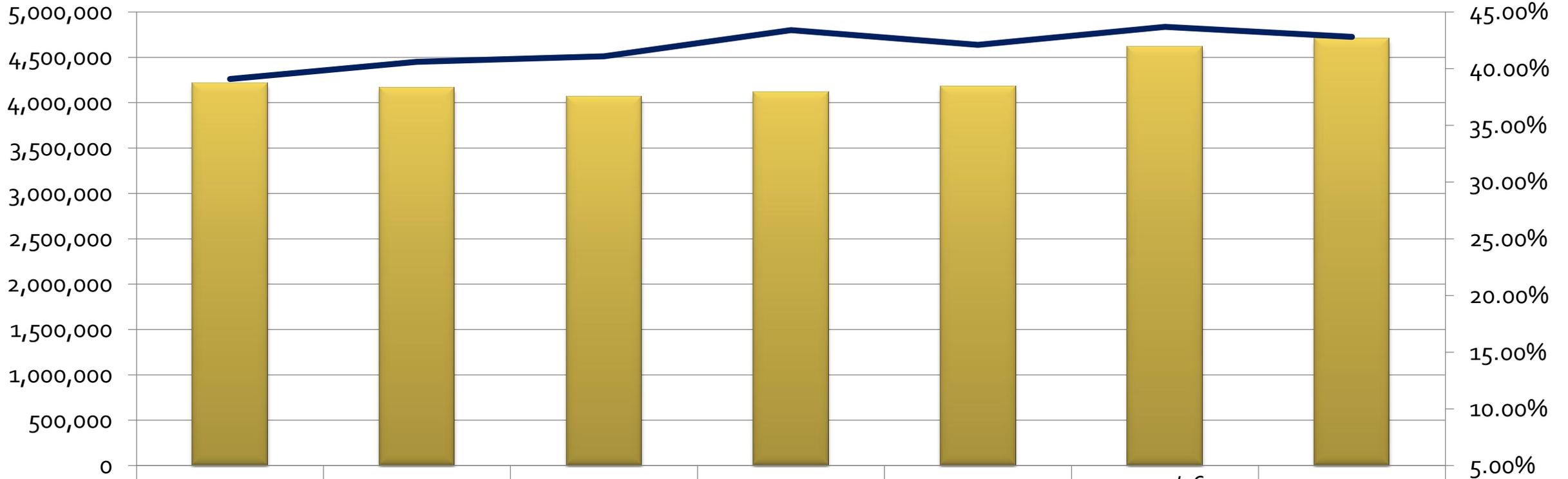
Police Department



Administration
Communications

Operations
Animal Control

Seven Year Comparison General Fund Police Programs



	2010/11 Audited	2011/12 Audited	2012/13 Audited	2013/14 Audit	2014/15 Audited	2015/16 Estimated Actual	2016/17 Budget
■ \$	4,211,148	4,162,586	4,068,514	4,113,994	4,179,679	4,618,574	4,703,502
— %	39.1%	40.6%	41.1%	43.4%	42.1%	43.7%	42.8%

Police Department Highlights

Personnel

- New Lieutenants transition into department
- One vacancy to fill in Operations and Communications
- Temporary Records Transcriptionist to save Officer Overtime

Sustainability

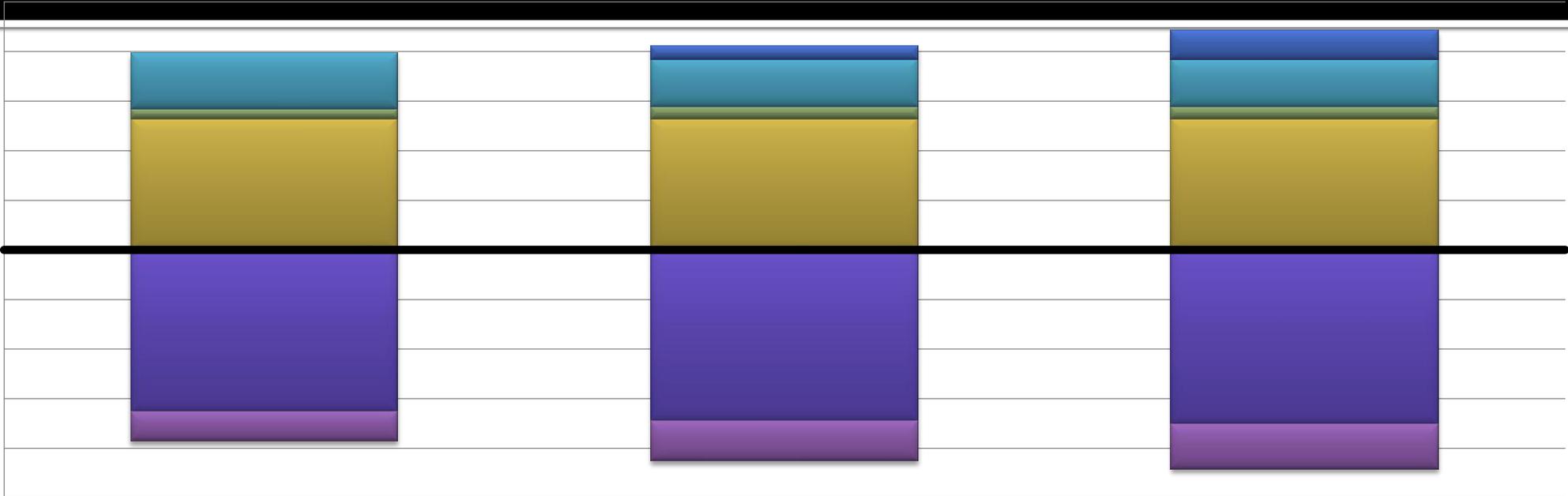
- Purchasing 3 Rifles, ID card printer and scanner through asset replacement fund

Savings

- Final payment on CAD/RMS System – Yr 7 of 7 - \$59,167

2070 – Animal Control Services

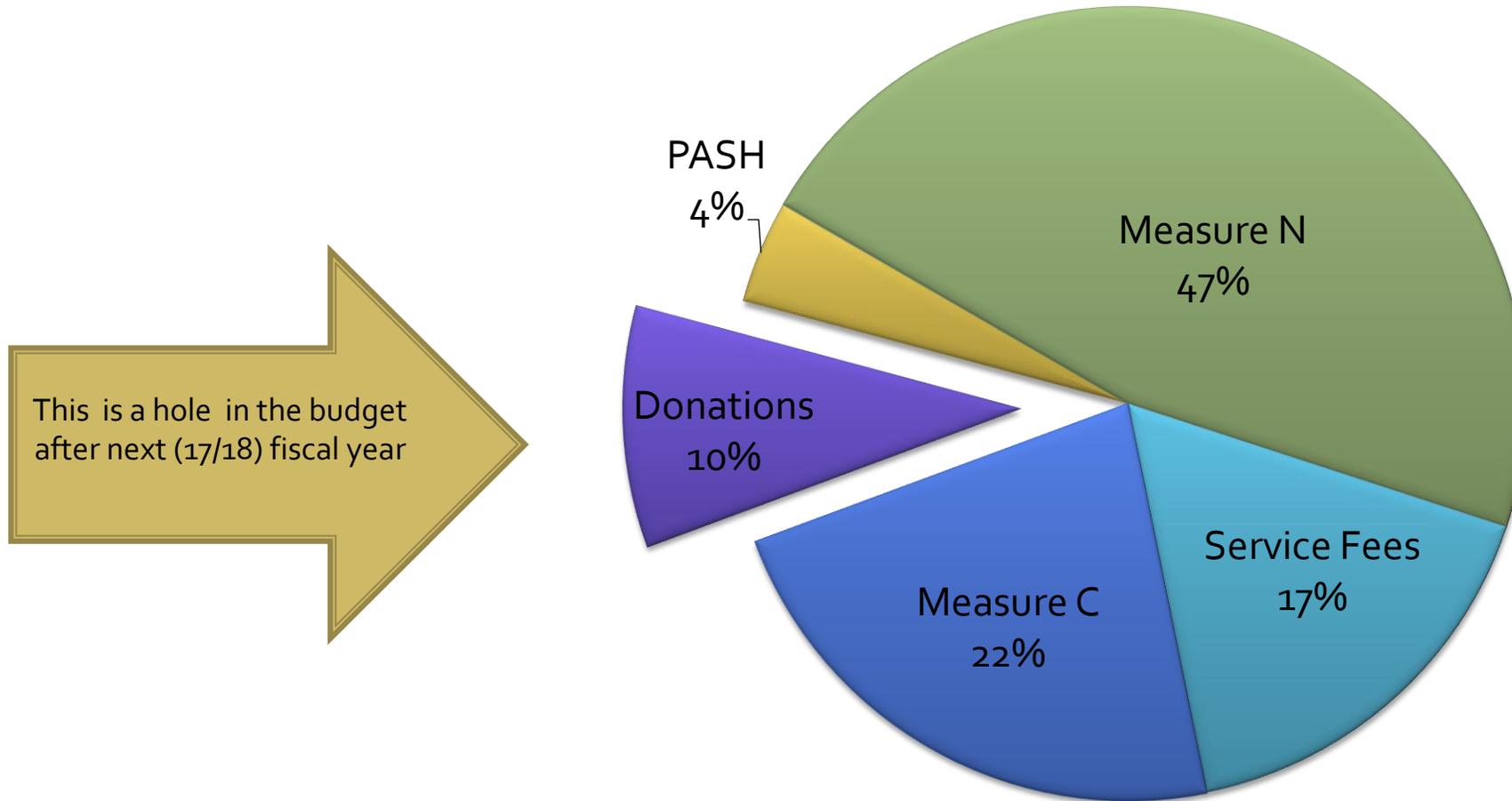
200,000
150,000
100,000
50,000
-
(50,000)
(100,000)
(150,000)
(200,000)
(250,000)



	2014/15 Audited	2015/16 Estimated Actual	2016/17 Budget
■ Transfers Out	(29,199)	(40,206)	(44,439)
■ Expenses	(163,708)	(172,475)	(176,393)
■ Transfers In	-	13,710	28,874
■ Other Revenues	55,884	47,813	47,696
■ PASH Support	9,754	11,900	11,900
■ Measure "N"	132,362	132,362	132,362

Fund Balance	6,896	-	-
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Animal Control 2016/17 Funding Sources



Animal Control Services Highlights

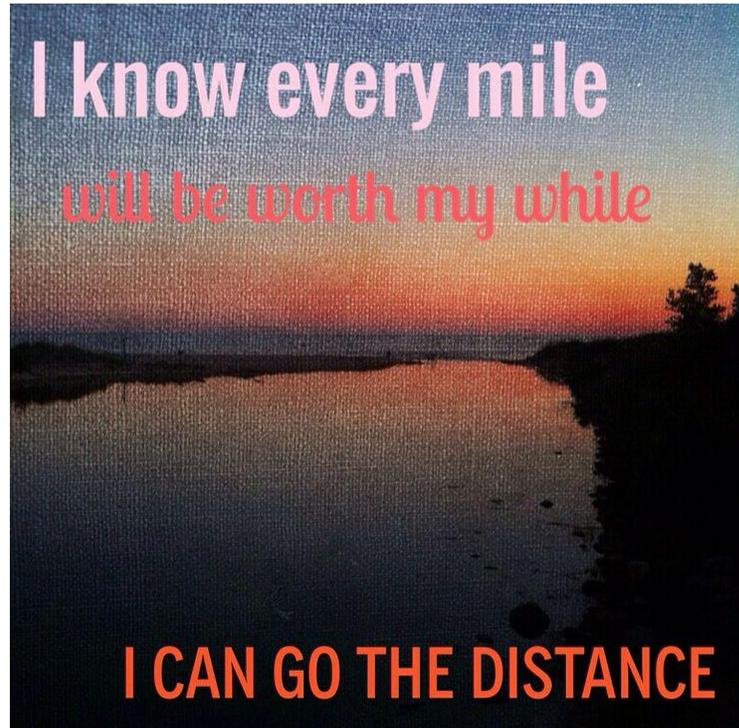
Personnel

- Maintained Staffing Levels and Shelter Hours

Sustainability

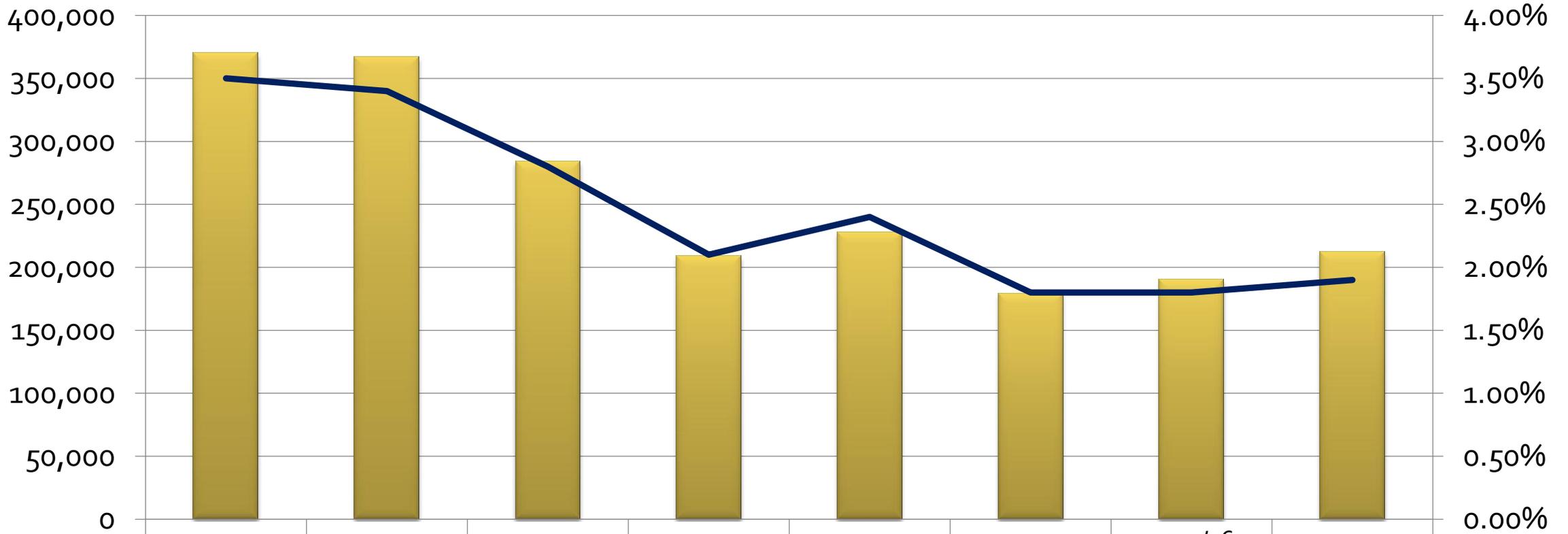
- Implementing On-line dog licensing
- Extending hours at Town Hall for dog licensing

Community Development Department



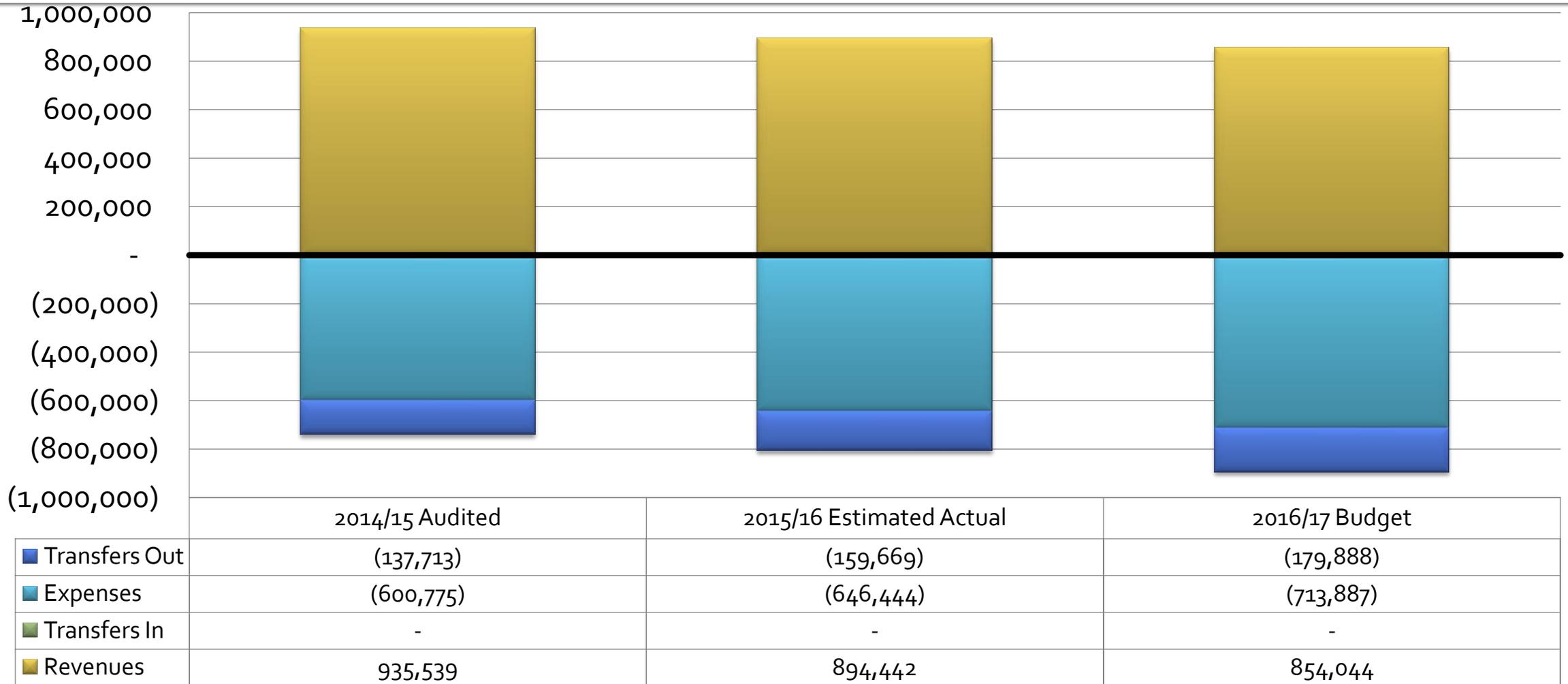
Planning
Solid Waste Mgmt
Code Enforcement
Building Safety & Wastewater
Abandoned Vehicle Abatements

Seven Year Comparison General Fund Community Development



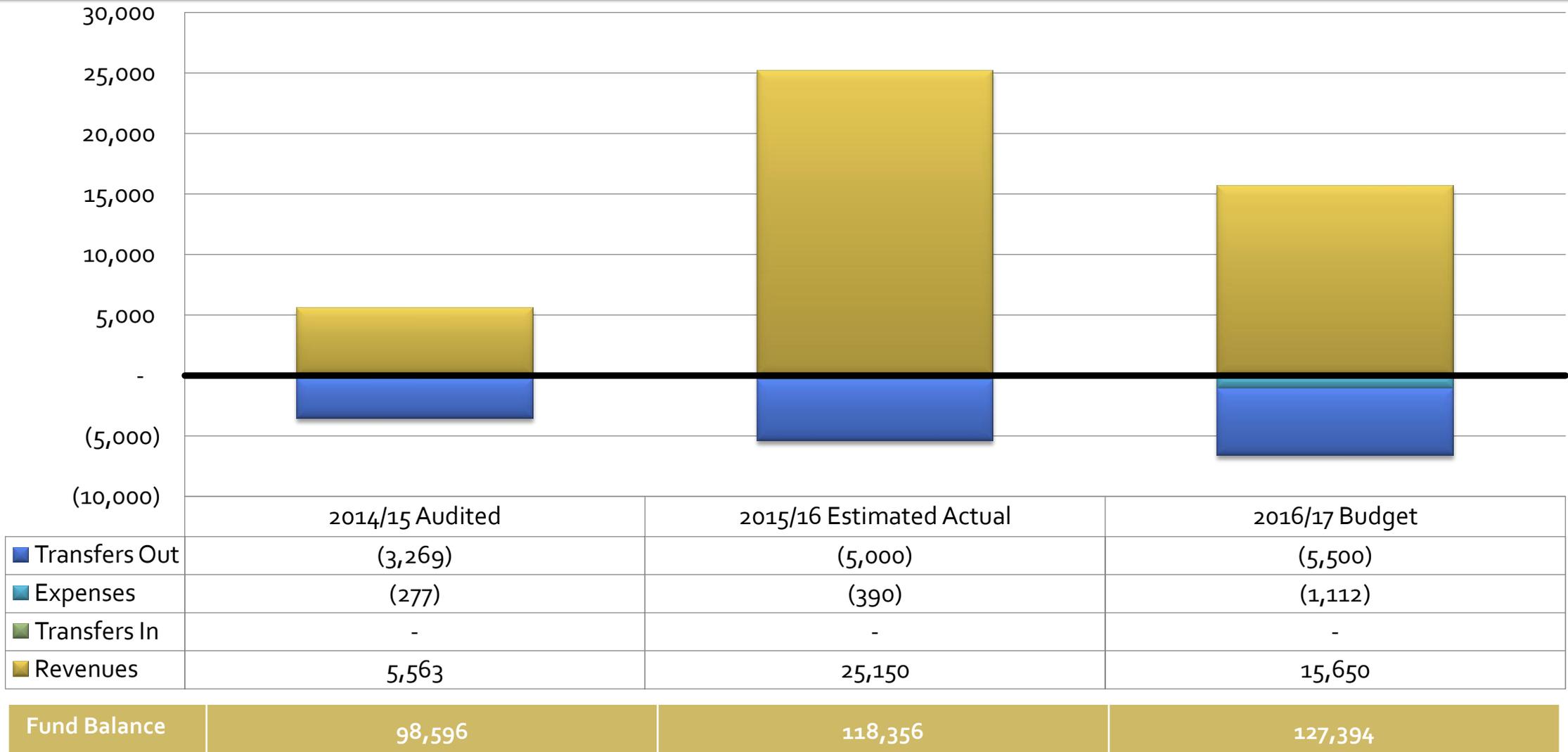
\$	370,036	367,173	283,974	208,536	227,873	179,113	190,175	212,548
%	3.5%	3.4%	2.8%	2.1%	2.4%	1.8%	1.8%	1.9%

2030 – Building Safety & Waste Water Services



Fund Balance	391,125	479,454	439,723
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2215 – Abandoned Vehicle Abatement (AVA) Services



Community Development Department Highlights

Asset Replacement

- Building Safety
Wastewater truck to be replaced - \$6,543 for 5 years

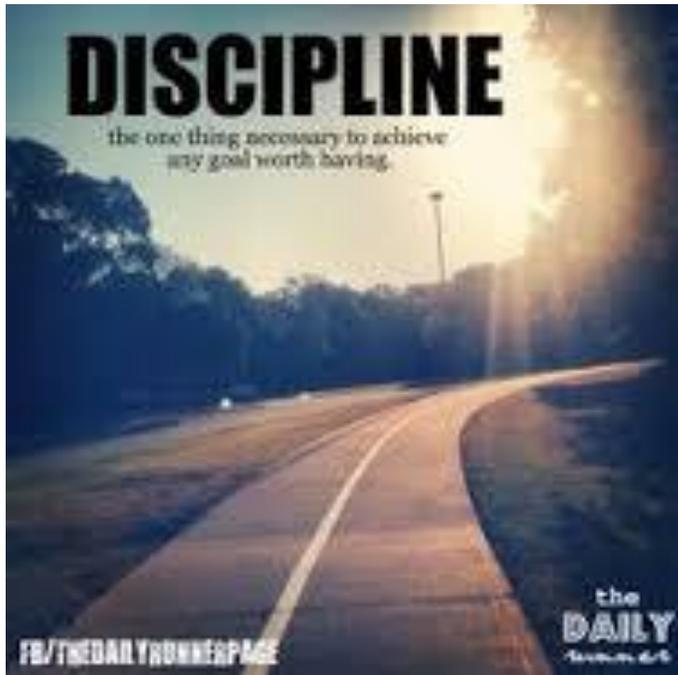
Customer Service

- Computer enhancements will allow more on-line processing for clearance to records
- Computers/tablets to be used in the field to speed processing
- Will negotiate renewed franchise agreement with Northern Recycling & Waste Services

Sustainability

- \$20,000 set aside for chronic code enforcement abatement
- Citation teetered monies to be repaid to County - \$11,600 for 5 years
- Investigate business registration process

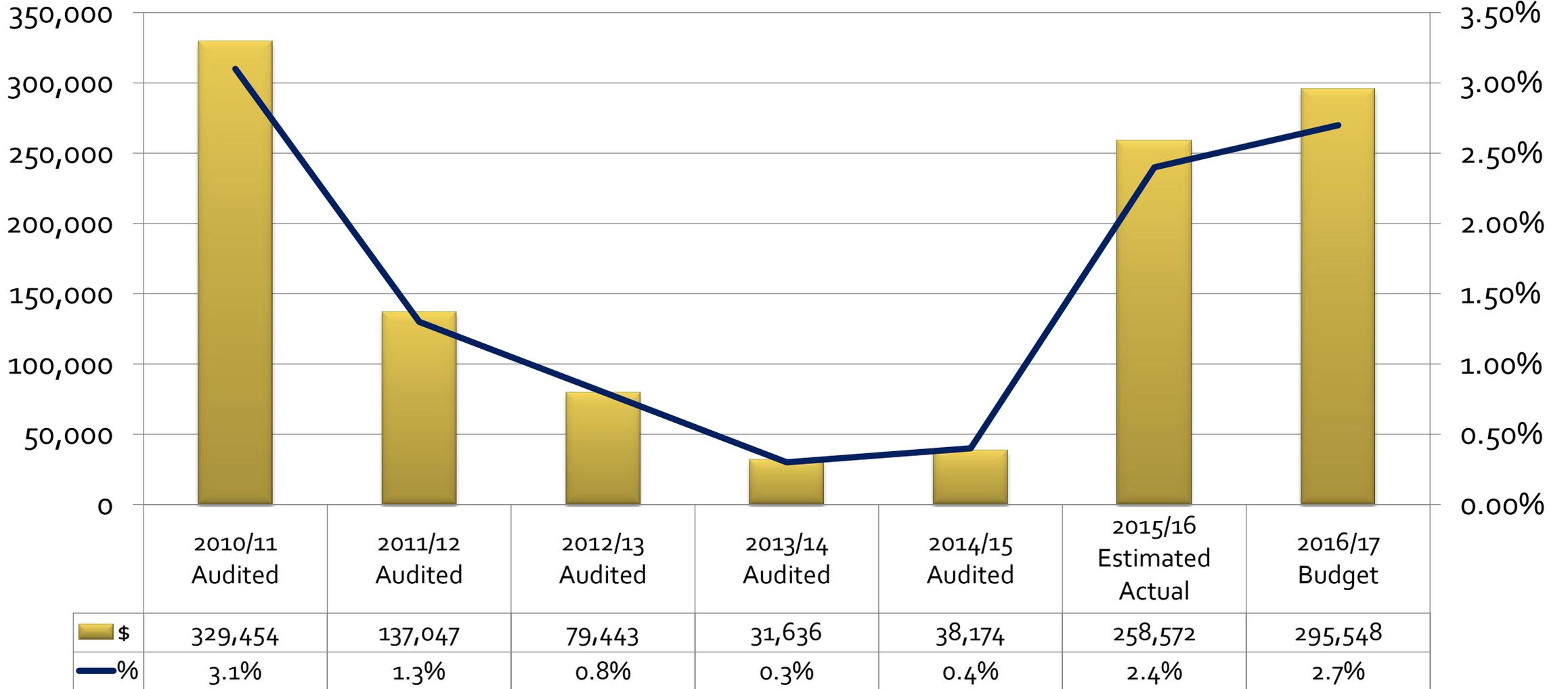
Public Works Department



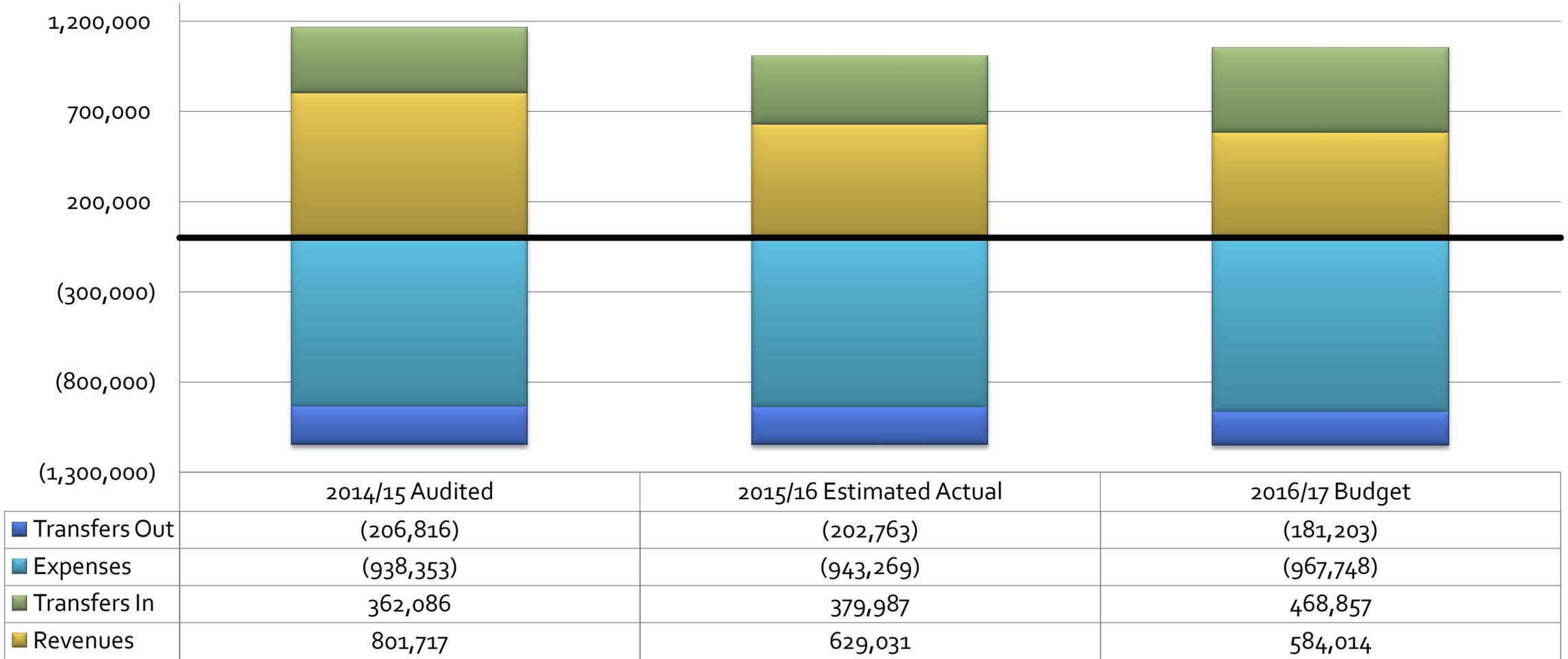
Engineering
Community Park
Gas Tax/Street Maint
Transportation

Fleet Management
Public Facilities
Transit Operations
Capital Improvement

Seven Year Comparison General Fund Public Works

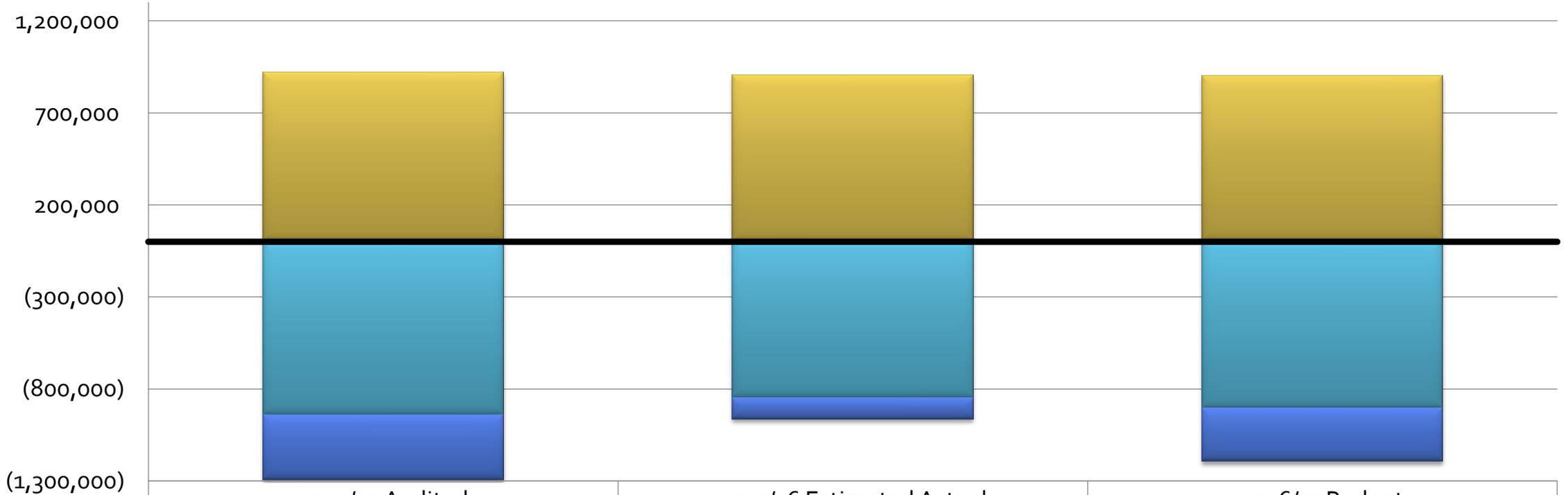


2120 – Gas Tax/Street Maintenance Services



Fund Balance	438,273	301,259	205,179
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5900 – Transit Operation Services



	2014/15 Audited	2015/16 Estimated Actual	2016/17 Budget
■ Transfers Out	(350,915)	(115,469)	(287,859)
■ Expenses	(943,348)	(847,075)	(905,753)
■ Transfers In	-	-	-
■ Revenues	920,782	903,761	902,691

Fund Balance	792,628	733,845	442,924
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Public Works Highlights

Personnel

- Reclassify Construction Inspector to Senior Construction Inspector
- Appropriate allocation for engineering services into General Fund – Covered by grants

Asset Replacement

- Through Asset Replacement Fund purchasing – Construction sloping laser, portable generator & spray trailer retrofit
- Lease purchase tree/brush chipper - \$8,482 for 5 Years

Sustainability

- Without restored gas tax revenues – gas tax reserves will be consumed in 2 more years
 - Gas tax no longer contributing to CIPs
- Need long term funding for CIP projects
- Final payment on dump truck - \$14,497 – Yr 7 of 7

2016/17 Capital Improvement Projects

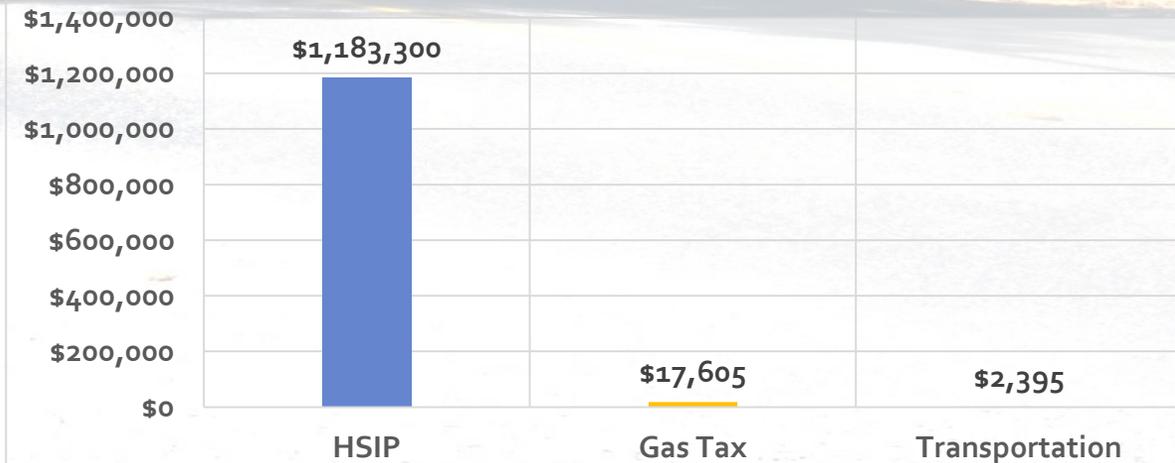
9367	Clark Road Safety Enhancements	\$10,000
9368	Cypress Curve Realignment	997,250
9370	Pearson Road and Drainage Improvements	238,677
9371	Pearson Road Safe Routes to School	1,241,000
9372	Maxwell Drive Safe Routes to School	345,000
9376	Paradise Sewer Feasibility	360,000
9377	Almond Street Multi-modal Improvements	200,000
9378	Memorial Trailway Class I Enhancements	50,000
9379	Downtown Paradise Equal Mobility Project	50,000
9380	Ponderosa Elementary Safe Routes to School	175,000
9381	Measure C Road Rehabilitation Project 2016	514,339
9382	Skyway at Black Olive Signalization Project	160,000
	2016/17 Total	\$4,341,266

Cypress Curve Realignment

Clark Road between Adams and Forest Service

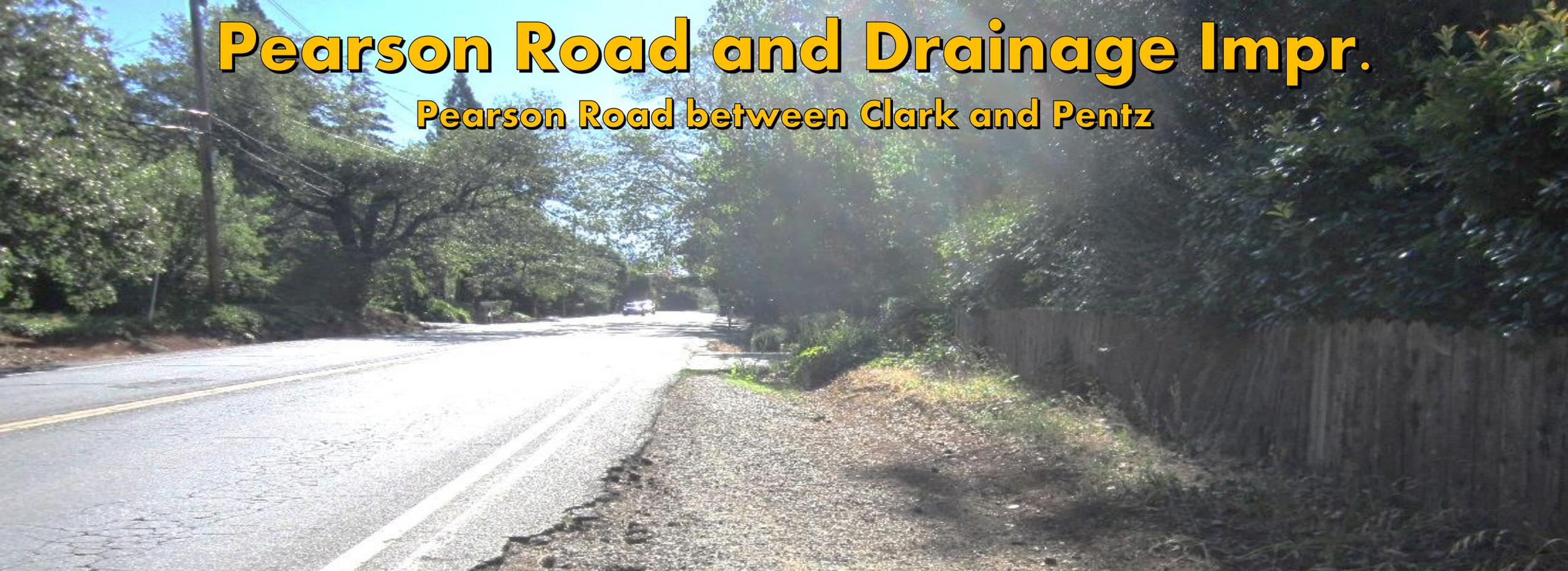
Scope/Schedule

- Widen shoulders
- Straighten curve
- Improve drainage facilities
- Reconstruct roadway
- **Construction fall 2016/ spring 2017**



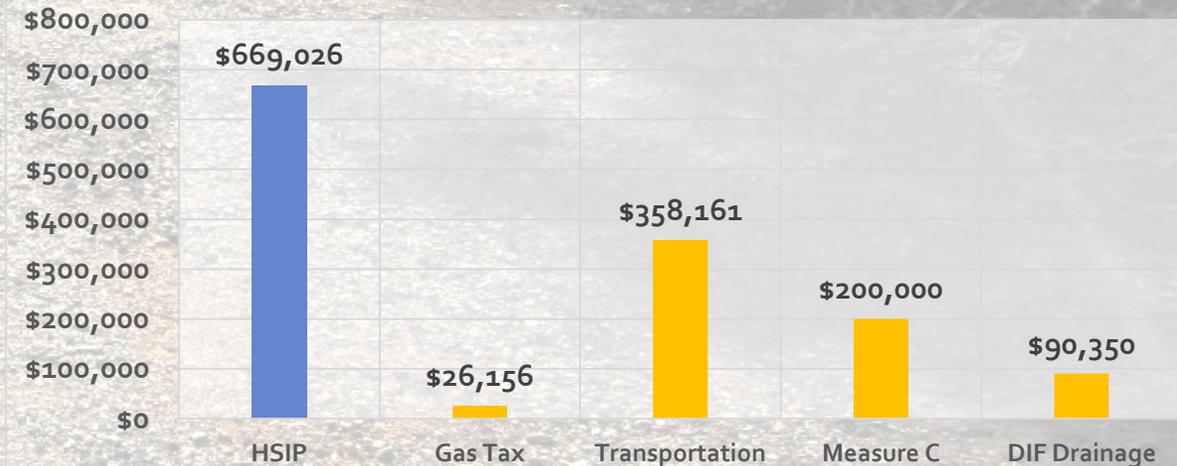
Pearson Road and Drainage Impr.

Pearson Road between Clark and Pentz



Scope/Schedule

- Widen shoulders
- Install bike lanes
- Improve drainage facilities
- Rehabilitate roadway
- **Construction summer 2016**

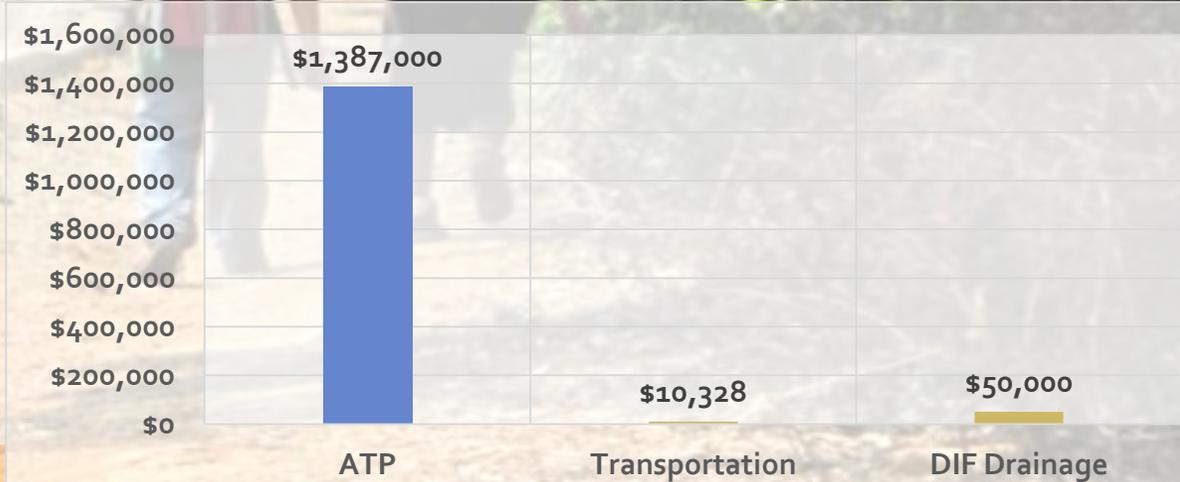


Pearson Rd SR2S Connectivity

Pearson Road between Skyway and Academy

Scope/Schedule

- Install sidewalks
- Improve drainage facilities
- **Construction fall 2016/ spring 2017**
- **Additional leveraging funds may be needed**



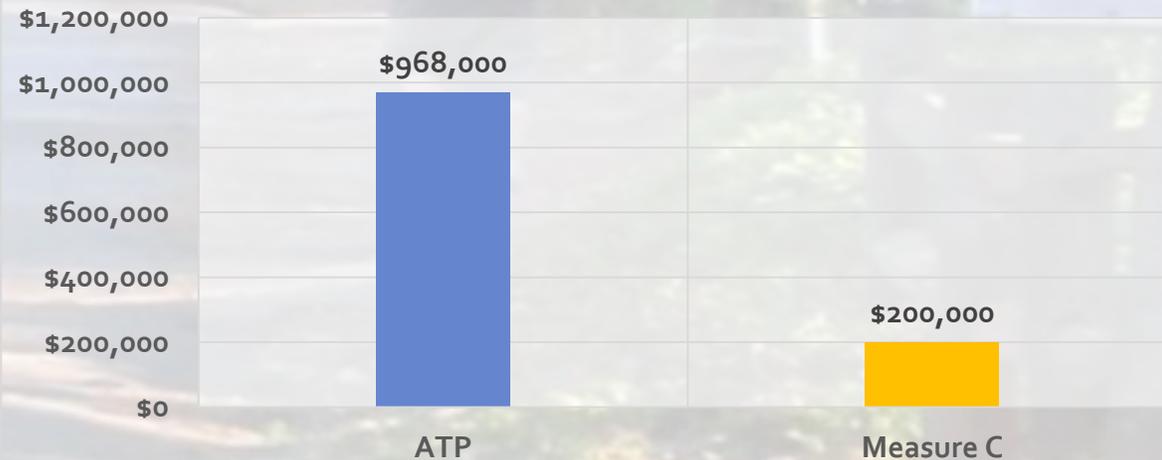
Maxwell Dr SR2S Project

Maxwell Drive between Elliott and Skyway



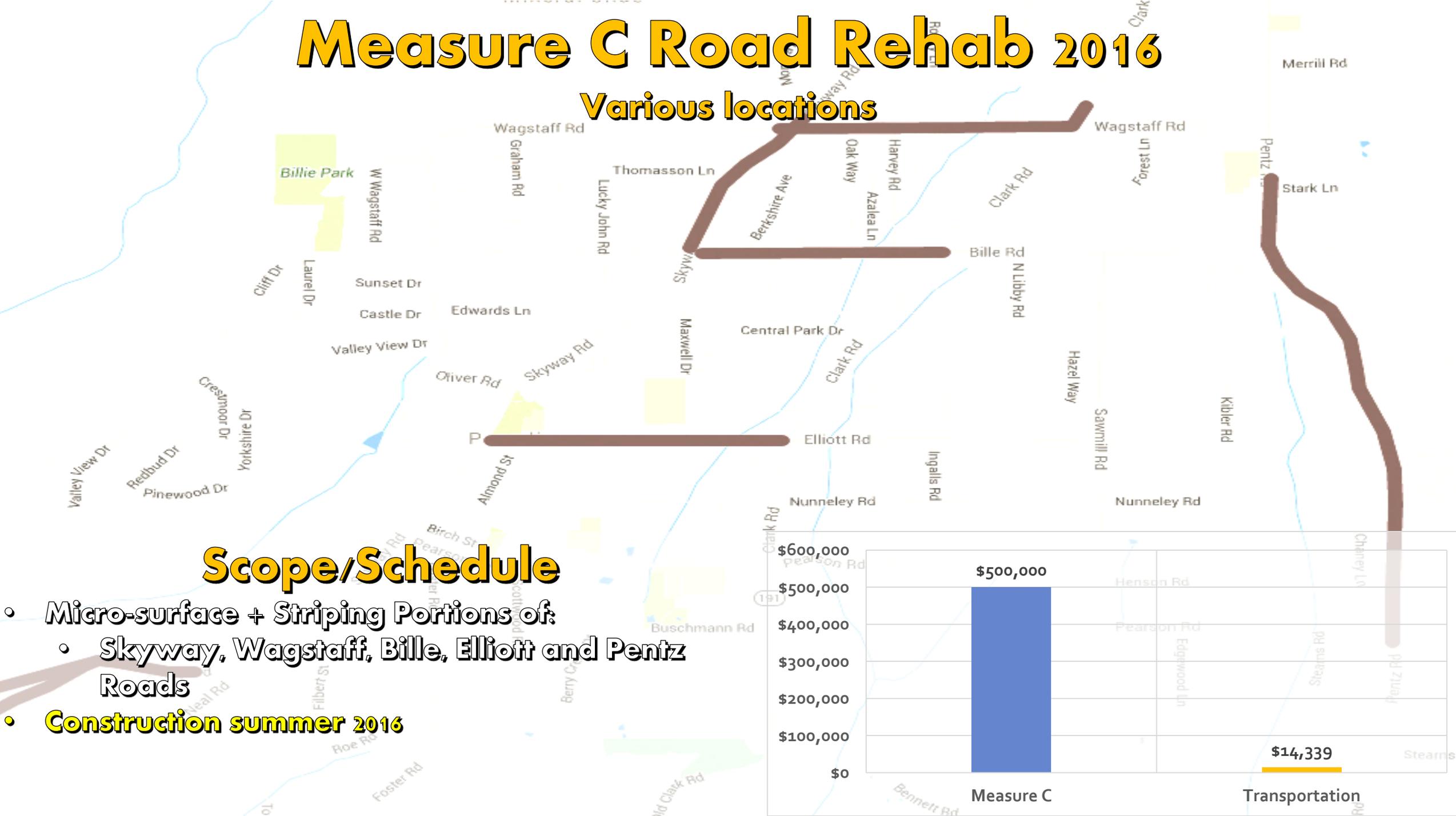
Scope/Schedule

- Install sidewalks
- Install bike lanes
- Improve drainage facilities
- **Construction summer 2017**
- **Additional leveraging funds will be needed for roadway rehab**



Measure C Road Rehab 2016

Various locations



Scope/Schedule

- Micro-surface + Striping Portions of:
 - Skyway, Wagstaff, Bille, Elliott and Pentz Roads
- Construction summer 2016

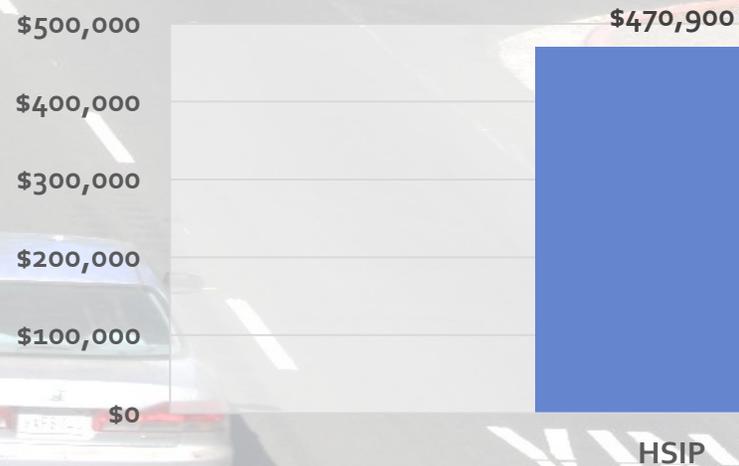


Skyway/Black Olive Signalization



Scope/Schedule

- Install four-way traffic signal
- **Construction summer 2017**



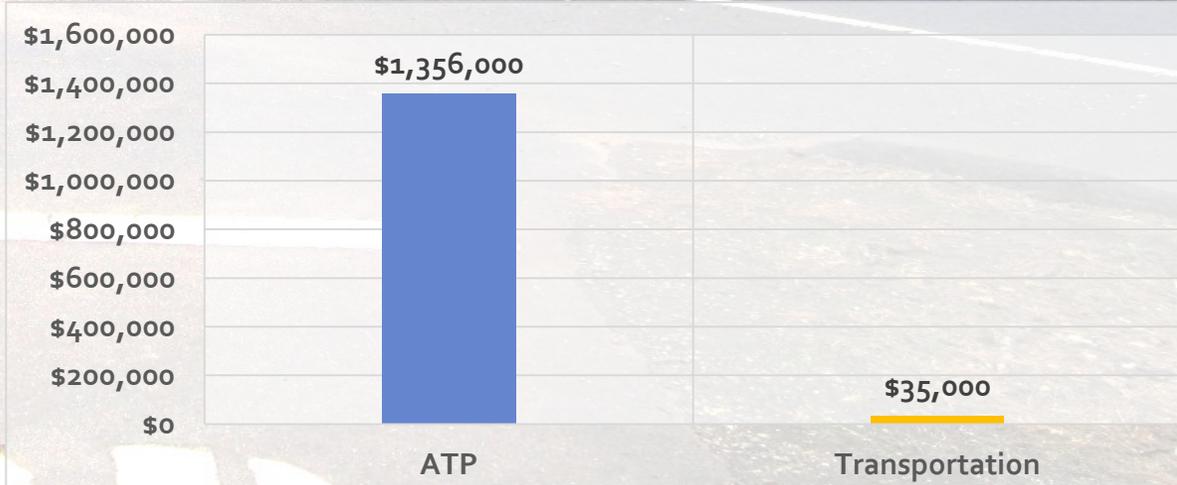
Memorial Trailway Enhancements

Trailway between Princeton and Pentz



Scope/Schedule

- Widen shoulders
- Install LED lights
- Install flashing beacons at crosswalks
- **Construction summer 2018**



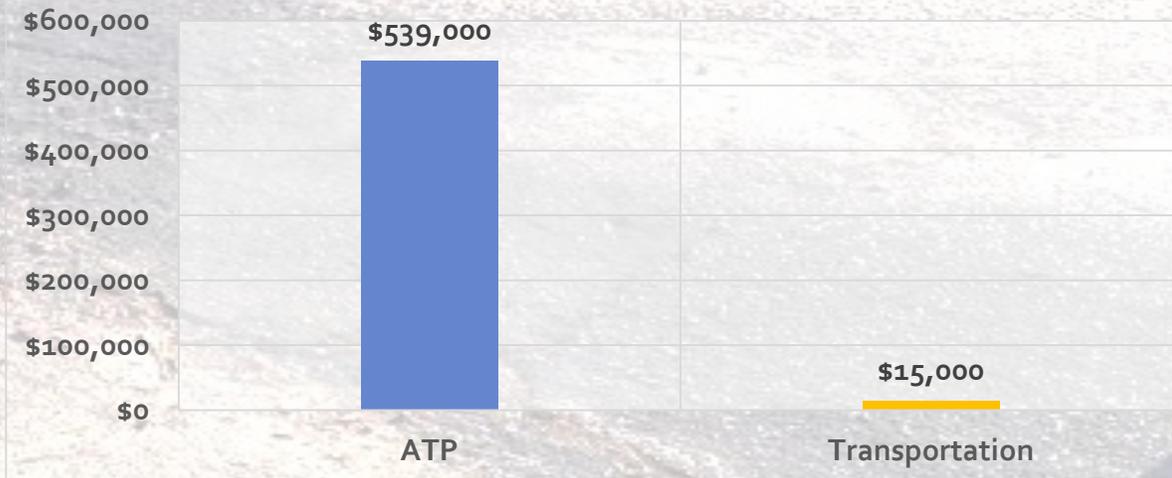
Downtown Equal Mobility Project

Skyway between Pearson and Elliott



Scope/Schedule

- Replace non-compliant sidewalks
- Replace non-compliant driveways
- **Construction 2018**



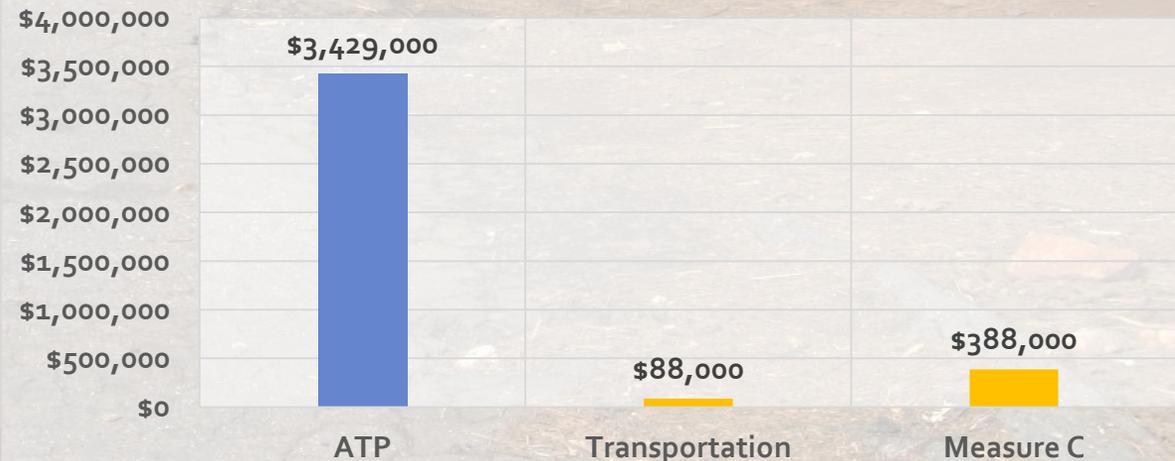
Almond St Multi-Modal Impr.

Almond Street between Pearson and Elliott



Scope/Schedule

- Construct sidewalks and bike lanes
- Improve drainage facilities
- Rehabilitate roadway
- **Construction 2019**
- **Additional leveraging funds will be needed**

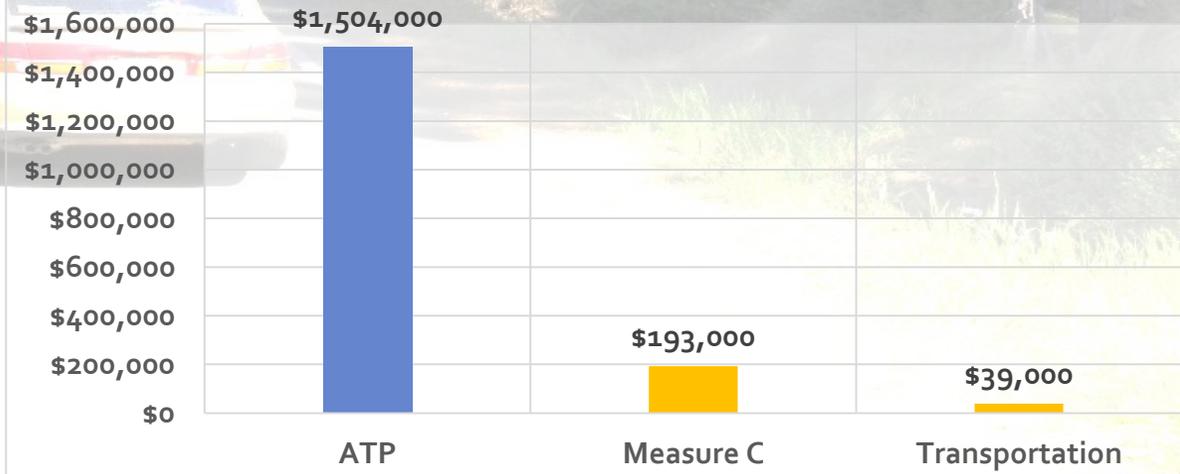


Ponderosa Elementary SR2S

Pentz Road between Bille and Wagstaff

Scope/Schedule

- Construct sidewalks and bike lanes
- Improve drainage facilities
- Rehabilitate roadway
- **Construction 2019**
- **Additional leveraging funds will be needed**



Construction Schedule

2016

Clark Rd Safety Enhancement

Measure C Pearson Rd

Measure C Road Rehab

2017

Cypress Curve Realignment

Pearson Rd SR2S

Skyway/Black Olive Signal

Maxwell Dr SR2S

2018

Memorial Trailway Class I Enhancement

Downtown Paradise Equal Mobility Project

2019

Ponderosa Elementary SR2S Project

Almond Street Multi-Modal Improvement

League of California Cities Municipal Financial Health Diagnostic Tool

The Town continues to make progress on its financial health. Liquidity and cash flow has improved from increasing cash flow reserves. This improves the overall indicators from a score of 2.2 to 2.3. Still a grade of C-.

Financial Health Weaknesses

	2015/16	2016/17	Rating Change
1. Recurring Operating Deficits	Temporarily Cured	Temporarily Cured	Same
2. Unassigned Reserves (With Measure C)	\$977,678 – Less than 10%	\$862,994 – Less than 10%	Same
3. Inadequate Cash & Short Term Investment	\$453,669	\$669,091	Improved
4. Fixed & Personnel Costs Exceed 80%	87.72%	87.34%	Same
5. Asset Maintenance Deferred	Temporarily Cured	Temporarily Cured	Same
6. Pension or OPEB Contributions deferred	\$25,000 Contribution	\$25,000 Contribution	Same

General Fund Five Year Projection

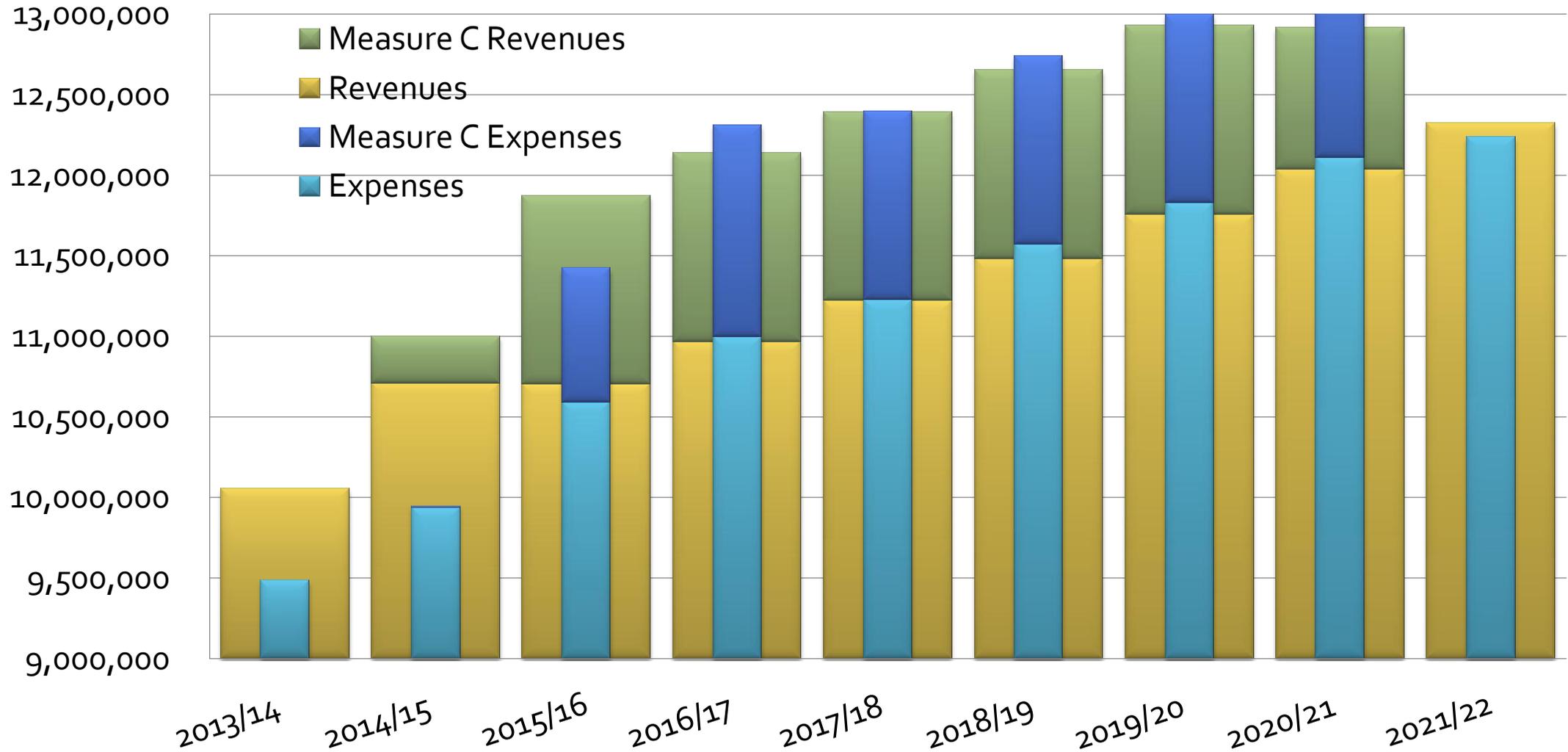


Measure C maintains fire staffing levels, purchases SCBA's and exhaust evacuation system

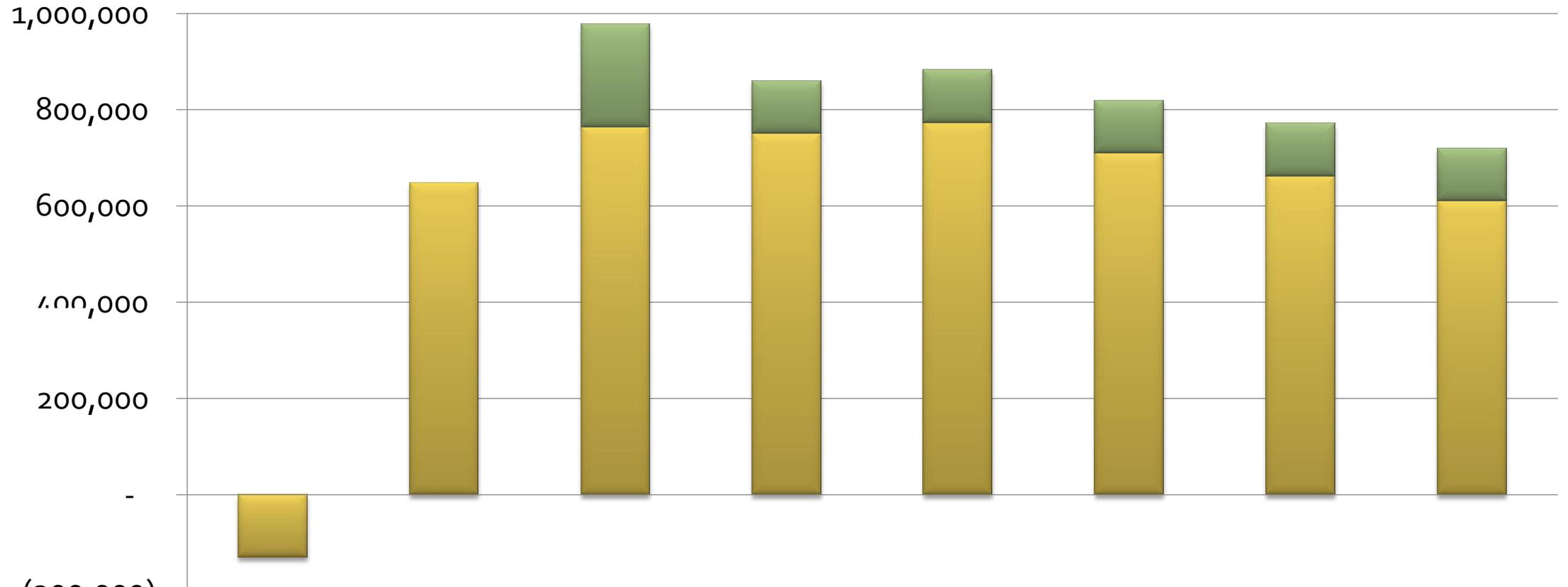
General Fund 5 Year Projection Assumptions

- Using Conservative Revenue and Expenditure Estimates for the next Five Years and assuming \$1,170,000 of Measure "C" each of those years:
- Includes modest COLA's for employees:
 - Curable deficits exist until 2021/22.
 - Revenues are projected to reach pre-recession levels by 2017/18
 - Two larger lease obligations come off the books in 2017/18 totaling about \$105,000

Five Year General Fund Projection Revenue & Expenses



Five Year General Fund Projection Cash Flow/Contingency Reserves



	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Unassigned Measure "C"			213,226	109,669	109,669	109,669	109,669	109,669
Unassigned	(129,944)	647,572	764,453	749,957	771,982	709,615	661,303	610,218

Questions

