



Aggregate - Projection Summary

ı	BUDGET REVENUE / EXPENDITURE PROJECTIONS											
	FY 2016	FY 2017	% chg	FY 2018	% chg	FY 2019	% chg	FY 2020	% chg	FY 2021	% chg	
REVENUE												
Local	\$58,078,681	\$58,541,578	0.80%	\$58,160,095	-0.65%	\$60,495,486	4.02%	\$63,042,152	4.21%	\$65,741,699	4.28%	
State	\$14,340,594	\$13,022,149	-9.19%	\$13,182,410	1.23%	\$13,112,627	-0.53%	\$12,603,111	-3.89%	\$11,844,685	-6.02%	
Federal	\$4,642,777	\$3,842,777	-17.23%	\$3,842,777	0.00%	\$3,842,777	0.00%	\$3,842,777	0.00%	\$3,842,777	0.00%	
Other_	\$0	\$0		\$0		\$0		\$0		\$0		
TOTAL REVENUE	\$77,062,052	\$75,406,504	-2.15%	\$75,185,282	-0.29%	\$77,450,890	3.01%	\$79,488,040	2.63%	\$81,429,161	2.44%	
EXPENDITURES												
Salary and Benefit Costs	\$64,020,676	\$66,454,166	3.80%	\$66,962,772	0.77%	\$69,833,869	4.29%	\$72,284,744	3.51%	\$74,529,384	3.11%	
Other	\$18,748,338	\$18,745,232	-0.02%	\$20,004,113	6.72%	\$20,476,125	2.36%	\$20,959,588	2.36%	\$21,454,781	2.36%	
TOTAL EXPENDITURES	\$82,769,014	\$85,199,398	2.94%	\$86,966,885	2.07%	\$90,309,993	3.84%	\$93,244,332	3.25%	\$95,984,166	2.94%	
SURPLUS / DEFICIT	(\$5,706,961)	(\$9,792,894)		(\$11,781,603)		(\$12,859,103)		(\$13,756,292)		(\$14,555,004)		
OTHER FINANCING SOURCES/USES												
Other Financing Sources	\$3,306,806	\$3,500,000	5.84%	\$3,570,000	2.00%	\$3,641,400	2.00%	\$3,714,228	2.00%	\$3,788,513	2.00%	
Other Financing Uses	(\$5,497,466)	(\$5,987,257)		(\$3,957,257)		(\$4,028,657)		(\$4,101,485)		(\$4,175,770)		
TOTAL OTHER FIN. SOURCES/USES	(\$2,190,660)	(\$2,487,257)		(\$387,257)		(\$387,257)		(\$387,257)		(\$387,257)		
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	(\$7,897,621)	(\$12,280,151)		(\$12,168,860)		(\$13,246,360)		(\$14,143,549)		(\$14,942,261)		
BEGINNING FUND BALANCE	\$33,146,985	\$25,249,364		\$12,969,213		\$800,353		(\$12,446,007)		(\$26,589,556)		
PROJECTED YEAR END BALANCE	\$25,249,364	\$12,969,213		\$800,353		(\$12,446,007)		(\$26,589,556)		(\$41,531,818)		
FUND BALANCE AS % OF EXPENDITURES	30.51%	15.22%		0.92%		-13.78%		-28.52%		-43.27%		
FUND BALANCE AS # OF MONTHS OF EXPEND.	3.66	1.83		0.11		(1.65)		(3.42)		(5.19)		





Educational Fund - Projection Summary

	BUDGET REVENUE / EXPENDITURE PROJECTIONS											
	FY 2016	FY 2017	% chg	FY 2018	% chg	FY 2019	% chg	FY 2020	% chg	FY 2021	% chg	
REVENUE												
Local	\$49,879,564	\$50,586,626	1.42%	\$50,258,693	-0.65%	\$51,915,305	3.30%	\$54,806,363	5.57%	\$56,519,119	3.13%	
State	\$10,013,686	\$8,695,241	-13.17%	\$8,855,502	1.84%	\$8,785,719	-0.79%	\$8,276,203	-5.80%	\$7,517,777	-9.16%	
Federal	\$4,642,777	\$3,842,777	-17.23%	\$3,842,777	0.00%	\$3,842,777	0.00%	\$3,842,777	0.00%	\$3,842,777	0.00%	
Other	\$0	\$0		\$0		\$0		\$0		\$0		
TOTAL REVENUE	\$64,536,027	\$63,124,644	-2.19%	\$62,956,972	-0.27%	\$64,543,801	2.52%	\$66,925,343	3.69%	\$67,879,673	1.43%	
EXPENDITURES												
Salary and Benefit Costs	\$57,564,427	\$59,870,021	4.01%	\$60,258,212	0.65%	\$62,938,898	4.45%	\$65,177,403	3.56%	\$67,197,737	3.10%	
Other	\$12,321,812	\$12,208,858	-0.92%	\$13,321,454	9.11%	\$13,643,866	2.42%	\$13,974,337	2.42%	\$14,313,071	2.42%	
TOTAL EXPENDITURES	\$69,886,238	\$72,078,878	3.14%	\$73,579,666	2.08%	\$76,582,763	4.08%	\$79,151,740	3.35%	\$81,510,808	2.98%	
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SURPLUS / DEFICIT_	(\$5,350,211)	(\$8,954,234)		(\$10,622,694)		(\$12,038,962)		(\$12,226,397)		(\$13,631,135)		
OTHER FINANCING SOURCES/USES												
Other Financing Sources	\$1,653,403	\$0		\$0		\$0		\$0		\$0		
Other Financing Uses	(\$2,040,660)	(\$387,257)		(\$387,257)		(\$387,257)		(\$387,257)		(\$387,257)		
TOTAL OTHER FIN. SOURCES/USES	(\$387,257)	(\$387,257)		(\$387,257)		(\$387,257)		(\$387,257)		(\$387,257)		
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	(\$5,737,468)	(\$9,341,491)		(\$11,009,951)		(\$12,426,219)		(\$12,613,654)		(\$14,018,392)		
BEGINNING FUND BALANCE	\$24,417,439	\$18,679,971		\$9,338,480		(\$1,671,471)		(\$14,097,690)		(\$26,711,344)		
PROJECTED YEAR END BALANCE	\$18,679,971	\$9,338,480		(\$1,671,471)		(\$14,097,690)		(\$26,711,344)		(\$40,729,736)		
FUND BALANCE AS % OF EXPENDITURES	26.73%	12.96%		-2.27%		-18.41%		-33.75%		-49.97%		
FUND BALANCE AS # OF MONTHS OF EXPEND.	3.21	1.55		(0.27)		(2.21)		(4.05)		(6.00)		





Operations and Maintenance Fund - Projection Summary

	BUDGET	BUDGET REVENUE / EXPENDITURE PROJECTIONS										
	FY 2016	FY 2017	% chg	FY 2018	% chg	FY 2019	% chg	FY 2020	% chg	FY 2021	% chg	
REVENUE												
Local	\$4,790,110	\$4,755,416	-0.72%	\$4,724,134	-0.66%	\$5,120,640	8.39%	\$4,919,465	-3.93%	\$5,495,893	11.72%	
State	\$2,600,000	\$2,600,000	0.00%	\$2,600,000	0.00%	\$2,600,000	0.00%	\$2,600,000	0.00%	\$2,600,000	0.00%	
Federal	\$0	\$0		\$0		\$0		\$0		\$0		
Other	\$0	\$0		\$0		\$0		\$0		\$0		
TOTAL REVENUE	\$7,390,110	\$7,355,416	-0.47%	\$7,324,134	-0.43%	\$7,720,640	5.41%	\$7,519,465	-2.61%	\$8,095,893	7.67%	
EXPENDITURES												
Salary and Benefit Costs	\$4,015,035	\$4,108,136	2.32%	\$4,194,025	2.09%	\$4,326,825	3.17%	\$4,474,851	3.42%	\$4,633,181	3.54%	
Other	\$3,039,514	\$3,115,502	2.50%	\$3,193,389	2.50%	\$3,273,224	2.50%	\$3,355,055	2.50%	\$3,438,931	2.50%	
TOTAL EXPENDITURES	\$7,054,549	\$7,223,638	2.40%	\$7,387,414	2.27%	\$7,600,049	2.88%	\$7,829,906	3.02%	\$8,072,112	3.09%	
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SURPLUS / DEFICIT_	\$335,562	\$131,778		(\$63,280)		\$120,591		(\$310,441)		\$23,781		
OTHER FINANCING SOURCES/USES												
Other Financing Sources	\$1,653,403	\$0		\$0		\$0		\$0		\$0		
Other Financing Uses	(\$1,803,403)	\$0		\$0		\$0		\$0		\$0		
TOTAL OTHER FIN. SOURCES/USES	(\$150,000)	\$0		\$0		\$0		\$0		\$0		
URPLUS / DEFICIT INCL. OTHER FIN. SOURCES	\$185,562	\$131,778		(\$63,280)		\$120,591		(\$310,441)		\$23,781		
BEGINNING FUND BALANCE	(\$294,894)	(\$109,333)		\$22,445		(\$40,835)		\$79,756		(\$230,685)		
PROJECTED YEAR END BALANCE	(\$109,333)	\$22,445		(\$40,835)		\$79,756		(\$230,685)		(\$206,904)		
FUND BALANCE AS % OF EXPENDITURES	-1.55%	0.31%		-0.55%		1.05%		-2.95%		-2.56%		
JND BALANCE AS # OF MONTHS OF EXPEND.	(0.19)	0.04		(0.07)		0.13		(0.35)		(0.31)		





Transportation Fund - Projection Summary

	BUDGET REVENUE / EXPENDITURE PROJECTIONS										
	FY 2016	FY 2017	% chg	FY 2018	% chg	FY 2019	% chg	FY 2020	% chg	FY 2021	% chg
REVENUE											
Local	\$1,109,517	\$1,011,552	-8.83%	\$1,004,338	-0.71%	\$1,095,777	9.10%	\$1,049,384	-4.23%	\$1,182,315	12.67%
State	\$1,726,908	\$1,726,908	0.00%	\$1,726,908	0.00%	\$1,726,908	0.00%	\$1,726,908	0.00%	\$1,726,908	0.00%
Federal	\$0	\$0		\$0		\$0		\$0		\$0	
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$2,836,425	\$2,738,460	-3.45%	\$2,731,246	-0.26%	\$2,822,685	3.35%	\$2,776,292	-1.64%	\$2,909,223	4.79%
EXPENDITURES											
Salary and Benefit Costs	\$37,468	\$37,959	1.31%	\$38,596	1.68%	\$39,599	2.60%	\$40,730	2.85%	\$41,911	2.90%
Other	\$3,387,012	\$3,420,872	1.00%	\$3,489,270	2.00%	\$3,559,035	2.00%	\$3,630,196	2.00%	\$3,702,780	2.00%
TOTAL EXPENDITURES	\$3,424,480	\$3,458,831	1.00%	\$3,527,866	2.00%	\$3,598,634	2.01%	\$3,670,925	2.01%	\$3,744,691	2.01%
SURPLUS / DEFICIT	(\$588,055)	(\$720,371)		(\$796,620)		(\$775,949)		(\$894,633)		(\$835,468)	
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OTHER FINANCING SOURCES/USES											
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses _	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES _	\$0	\$0		\$0		\$0		\$0		\$0	
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	(\$588,055)	(\$720,371)		(\$796,620)		(\$775,949)		(\$894,633)		(\$835,468)	
BEGINNING FUND BALANCE	\$2,026,557	\$1,438,502		\$718,131		(\$78,489)		(\$854,438)		(\$1,749,071)	
PROJECTED YEAR END BALANCE	\$1,438,502	\$718,131		(\$78,489)		(\$854,438)		(\$1,749,071)		(\$2,584,539)	
FUND BALANCE AS % OF EXPENDITURES	42.01%	20.76%		-2.22%		-23.74%		-47.65%		-69.02%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	5.04	2.49		(0.27)		(2.85)		(5.72)		(8.28)	





Municipal Retirement/Social Security Fund - Projection Summary

	BUDGET REVENUE / EXPENDITURE PROJECTIONS										
	FY 2016	FY 2017	% chg	FY 2018	% chg	FY 2019	% chg	FY 2020	% chg	FY 2021	% chg
REVENUE											
Local	\$2,261,490	\$2,149,984	-4.93%	\$2,134,930	-0.70%	\$2,325,764	8.94%	\$2,228,940	-4.16%	\$2,506,372	12.45%
State	\$0	\$0		\$0		\$0		\$0		\$0	
Federal	\$0	\$0		\$0		\$0		\$0		\$0	
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$2,261,490	\$2,149,984	-4.93%	\$2,134,930	-0.70%	\$2,325,764	8.94%	\$2,228,940	-4.16%	\$2,506,372	12.45%
EXPENDITURES											
Salary and Benefit Costs	\$2,403,747	\$2,438,050	1.43%	\$2,471,939	1.39%	\$2,528,547	2.29%	\$2,591,760	2.50%	\$2,656,554	2.50%
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$2,403,747	\$2,438,050	1.43%	\$2,471,939	1.39%	\$2,528,547	2.29%	\$2,591,760	2.50%	\$2,656,554	2.50%
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SURPLUS / DEFICIT	(\$142,257)	(\$288,066)		(\$337,009)		(\$202,783)		(\$362,820)		(\$150,182)	
OTHER FINANCING SOURCES/USES											
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0		\$0	
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	(\$142,257)	(\$288,066)		(\$337,009)		(\$202,783)		(\$362,820)		(\$150,182)	
BEGINNING FUND BALANCE	\$960,576	\$818,319		\$530,253		\$193,243		(\$9,540)		(\$372,360)	
PROJECTED YEAR END BALANCE	\$818,319	\$530,253		\$193,243		(\$9,540)		(\$372,360)		(\$522,542)	
FUND BALANCE AS % OF EXPENDITURES	34.04%	21.75%		7.82%		-0.38%		-14.37%		-19.67%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	4.09	2.61		0.94		(0.05)		(1.72)		(2.36)	





Working Cash Fund - Projection Summary

	BUDGET	REVENUE / EXPENDITURE PROJECTIONS												
	FY 2016	FY 2017	% chg	FY 2018	% chg	FY 2019	% chg	FY 2020	% chg	FY 2021	% chg			
REVENUE														
Local	\$38,000	\$38,000	0.00%	\$38,000	0.00%	\$38,000	0.00%	\$38,000	0.00%	\$38,000	0.00%			
State	\$0	\$0		\$0		\$0		\$0		\$0				
Federal	\$0	\$0		\$0		\$0		\$0		\$0				
Other_	\$0	\$0		\$0		\$0		\$0		\$0				
TOTAL REVENUE	\$38,000	\$38,000	0.00%	\$38,000	0.00%	\$38,000	0.00%	\$38,000	0.00%	\$38,000	0.00%			
OTHER FIN. SOURCES/USES														
Other Financing Sources	\$0	\$3,500,000		\$3,570,000		\$3,641,400		\$3,714,228		\$3,788,513				
Other Financing Uses _	(\$1,653,403)	(\$5,600,000)		(\$3,570,000)		(\$3,641,400)		(\$3,714,228)		(\$3,788,513)				
TOTAL OTHER FIN. SOURCES/USES	(\$1,653,403)	(\$2,100,000)		\$0		\$0		\$0		\$0				
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BEGINNING FUND BALANCE	\$6,037,307	\$4,421,904		\$2,359,904		\$2,397,904		\$2,435,904		\$2,473,904				
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PROJECTED YEAR END BALANCE	\$4,421,904	\$2,359,904		\$2,397,904		\$2,435,904		\$2,473,904		\$2,511,904				





