

**Carson City
Request for Board Action**

Date Submitted: 4/15/14

Agenda Date Requested: 4/24/14
Time Requested: 20 minutes

To: Mayor and Supervisors

From: Nick Providenti, Director of Finance

Subject Title: For Possible Action: Presentation, discussion and possible direction regarding the estimated 5 year financial impact of implementing the Pontifex Compensation and Classification Study and possible direction to staff to begin the implementation process including negotiating the new proposed compensation and classification amounts with the Carson City Employees Association (CCEA).

Staff Summary: Staff will be presenting the financial impact of implementing the Pontifex Compensation and Classification Study and is asking for direction on possible implementation of the study.

Type of Action Requested: (check one)

Resolution

Ordinance

Formal Action/Motion

Other (Specify)

Does this action require a Business Impact Statement: () Yes (X) No

Recommended Board Action: I move to direct staff to implement the Pontifex Compensation and Classification Study and begin negotiating the proposed compensation and classification amounts with the Carson City Employees Association (CCEA).

Any other board action will depend on the discussion.

Explanation for Recommended Board Action: Staff has prepared a 5 year general fund projection and analyzed differences in the utilities funds assuming the new compensation and classification amounts recommended by the Pontifex Study. The analysis was prepared assuming that all employees received their 2% COLA on July 1, 2014 and then were put into the new classification and compensation structure. The projection assumed 0% COLAs in FY 2016 – FY 2019, with employees receiving increases based on performance only, assuming they were not topped out.

Applicable Statute, Code, Policy Rule or Regulation: N/A

Fiscal Impact: It is estimated that the general fund will need an additional \$65,196 in FY 2015, \$185,546 in FY 2016 and \$39,619 in FY 2017 to fund the study. The savings in the general fund begin in FY 2018, with savings estimates of \$417,160 in FY 2018 and \$1,173,976 in FY 2019.

Explanation of Impact: The analysis assumes that the city will no longer give COLA's after July 1, 2014. The only vehicle for employee pay increases from FY 2015 – FY 2019 would be merit increases. This would have to be negotiated and eventually the ranges suggested by Pontifex would need to be adjusted to the market.

Funding Source: Fund Balance

Supporting Material: Pontifex ranges with suggested pay scales, 5 year projections without Pontifex Study and 5 year projections with Pontifex Study.

Alternatives: Do not implement Pontifex Study

Prepared By: Nick Providenti

Reviewed By: : Ushel A. Holt Date: 4/16/14
(Department Head)
: Marena Woods Date: 4/16/14
(City Manager)
: [Signature] Date: 4/16/14
(District Attorney)
: Ushel A. Holt Date: 4/16/14
(Finance Director)

Board Action Taken:

Motion: _____ 1) _____ Aye/Nay
2) _____ _____

(Vote Recorded By)

CARSON CITY CLASSIFICATION STRUCTURE

Effective: January 1, 2014

Administrative & Operations Support

Grade A1 \$27,165 - \$33,957 - \$40,748

Animal Services Caretaker

Office Assistant

Patient Care Technician

Sewer Technician 1

Street Technician 1

Grade A2 \$30,365 - \$37,957 - \$45,548

Accounting Clerk

Building Maintenance Worker

Cook

Judicial Clerk

Judicial Courtroom Clerk

Landfill Gate Attendant

Landfill Worker

Library Assistant

Library Support Worker

Office Specialist

Parking Enforcement Officer

Parks Maintenance Worker

Sewer Technician 2

Street Sign Technician

Street Technician 2

Water Meter Technician

CARSON CITY CLASSIFICATION STRUCTURE

Administrative & Operations Support (continued)

<u>Grade A3</u>	\$33,565 - \$41,957 - \$50,348
Accounting Technician	
Alternative Sentencing Specialist	
Business License Specialist	
Debt Recovery Technician	
Legal Assistant	
Permit Technician	
Public Safety Communications Operator	
Recordation Technician	
Senior Building Maintenance Worker	
Senior Judicial Clerk	
Senior Landfill Gate Attendant	
Senior Library Assistant	
Senior Office Specialist	
Senior Street Sign Technician	
Sewer Technician 3	
Sheriff Support Specialist	
Street Technician 3	
Utility Billing Specialist	
WIC Program Specialist	
Youth Advisor	

CARSON CITY CLASSIFICATION STRUCTURE

Administrative & Operations Support (continued)

<u>Grade A4</u>	\$36,765 - \$45,957 - \$55,148
Administrative Assistant	
Council & Commission Reporter	
Culinary Coordinator	
Evidence Custodian	
Head Lifeguard	
Parks & Cemetery Coordinator	
Parks Maintenance Coordinator	
Parks Shop Coordinator	
Payroll Administrator	
Public Health Communication Specialist	
Senior Legal Assistant	
Senior Permit Technician	
Senior Sewer Technician	
Senior Street Technician	
Victim Witness Advocate	
Volunteer Coordinator	
Warehouse Supply Coordinator	
Workforce Program Case Manager	

CARSON CITY CLASSIFICATION STRUCTURE

Technicians & Trades

<u>Grade T1</u>	\$36,266 - \$45,333 - \$54,399
Animal Service Officer	
Assistant Planner	
Court Interpreter	
Employee Benefits Coordinator	
Engineering Technician	
GIS Specialist	
Help Desk Technician	
Human Resources Specialist	
Human Services Program Specialist	
Laboratory Technician	
Park Ranger	
Property Appraiser	
Recreation Program Coordinator	
Sports Field Coordinator	
Transit Coordinator	
Wastewater Plant Operator 1	
Water Distribution Technician 1	
Water Production Operator 1	
Youth Program Coordinator	

<u>Grade T2</u>	\$39,893 – \$49,866 - \$59,839
Building Inspector	
Civil Engineering Designer	
Communications Technician	
Compliance Officer	
Construction Inspector, PW	
Environmental Control Officer	
Environmental Health Specialist	
Fleet Services Technician	
Instrumentation Technician	
Judicial Assistant	
Prevention Programs Coordinator	
Public Health Investigator	
Public Health Program Specialist	
Senior Deputy Coroner	
Senior Environmental Control Officer	
Senior Laboratory Technician	

CARSON CITY CLASSIFICATION STRUCTURE

Technicians & Trades (continued)

<u>Grade T2 (continued)</u>	\$39,893 – \$49,866 - \$59,839
Senior Property Appraiser	
Skilled Trades Technician	
Systems Technician	
Traffic Systems Technician	
Wastewater Plant Mechanic	
Wastewater Plant Operator 2	
Water Distribution Technician 2	
Water Production Operator 2	
<u>Grade T3</u>	\$43,882 - \$54,853 - \$65,823
Senior Building Inspector	
Senior Communication Technician	
Senior Environmental Control Officer	
Senior Fleet Services Technician	
Senior Instrumentation Technician	
Senior Traffic Systems Technician	
Senior Wastewater Plant Mechanic	
Senior Water Distribution Technician	
Wastewater Plant Operator 3	
Water Production Operator 3	
<u>Grade T4</u>	\$48,270 - \$60,338 - \$72,405
Environmental Control Foreman	
Fleet Services Foreman	
Laboratory Coordinator	
Landfill Foreman	
Sewer Operations Foreman	
Streets Maintenance Foreman	
Wastewater Plant Operator 4	
Water Distribution Foreman	
Water Meter Operations Foreman	
Water Production Foreman	
Water Production Operator 4	

CARSON CITY CLASSIFICATION STRUCTURE

Professionals

<u>Grade P1</u>	\$49,713 - \$62,141 - \$74,569
Accountant	
Adult Services Librarian	
Alternative Sentencing Officer	
Assistant Project Manager	
Elder Resource Advocate	
Fiscal Analyst	
GIS Analyst	
Grant Analyst	
Investigator-DA	
Juvenile Probation Officer	
Natural Resources Specialist	
Park Planner	
Probation Officer	
Public Health Educator	
Public Health Preparedness Planner	
Recruitment Analyst	
Risk Management Coordinator	
Sheriff Administrative Generalist	
Technology Librarian	
Youth Services Librarian	

<u>Grade P2</u>	\$54,684 - \$68,355 - \$82,026
Business Systems Analyst	
Criminalist	
Court Systems Administrator	
DUI Case Manager	
Network Analyst	
Project Manager	
Public Guardian	
Public Health Nurse	
Senior Park Planner	
Systems Analyst	
Transportation Planner	

CARSON CITY CLASSIFICATION STRUCTURE

Professionals (continued)

Grade P3 \$60,152 - \$75,191 - \$90,229

Accounting Coordinator

IT Project Leader

Purchasing & Contracts Administrator

Senior Project Manager

Senior Project Manager - Stormwater

Senior Transportation Planner

Systems Administrator

Grade P4 \$66,168 - \$82,710 - \$99,251

Advanced Practitioner Nursing

Open Space Administrator

Principal Planner

Principal Project Manager

CARSON CITY CLASSIFICATION STRUCTURE

Supervisors

<u>Grade S1</u>	\$45,642 - \$57,053 - \$68,464
Alternative Sentencing Supervisor	
Animal Services Supervisor	
Court Operations Supervisor	
Deputy Clerk Recorder	
Detention Shift Supervisor	
Office Manager	
Public Safety Communications Supervisor	
Recreation Program Supervisor	
Supervising Criminalist	
Supervisor Appraisal Services	
Victim Witness Program Administrator	
<u>Grade S2</u>	\$58,531 - \$73,164 - \$87,797
Civil Design Supervisor	
Fleet Services Supervisor	
Water Operations Supervisor	
Wastewater Operations Supervisor	

CARSON CITY CLASSIFICATION STRUCTURE

Managers

Grade M1

\$57,328 - \$71,660 - \$85,992

Animal Services Manager
Assistant Chief Alternative Sentencing
Business Development Manager
Chief Deputy, Elections & Marriage
Chief Deputy, Records Management
Chief Property Appraiser
Chronic Disease & Health Prevention Manager
Circulation & Facilities Manager
Civil Division Manager
Clinical Services Manager
Department Business Manager
Deputy Emergency Manager
Deputy Treasurer
Disease Prevention & Control Manager
Parks & Facilities Maintenance Manager
Programming & Outreach Manager
Public Health Preparedness Manager
Public Safety Communications Manager
Recreation Program Manager
Technical Services Manager

Grade M2

\$80,571 - \$100,714 - \$120,857

Chief Building Official
City Engineer
Construction Manager
Deputy Chief Juvenile Detention
Deputy Chief Juvenile Probation
IT Manager
Operations Manager-Control Systems
Operations Manager-Public Works
Planning Manager
Transportation Manager
Utility Manager

CARSON CITY CLASSIFICATION STRUCTURE

Directors

Grade D1

\$87,452 - \$113,687 - \$139,923

Deputy Director, Finance
Deputy Director, Library
Deputy Director, Parks & Recreation
Deputy Director, Public Works
Deputy Fire Chief

Grade D2

\$96,197 - \$125,056 - \$153,915

Chief Alternative Sentencing
Chief Juvenile Probation Officer
Community Development Director
Court Administrator
Finance Director
Fire Chief
Health & Human Services Director
Human Resources Director
IT Director
Library Director
Parks & Recreation Director
Public Works Director
Senior Center Director

Grade D3

\$103,321 - \$134,317 - \$165,313

Deputy City Manager

CARSON CITY CLASSIFICATION STRUCTURE

Legal Services

<u>L1</u> Law Clerk	\$48,300 - \$60,375 - \$72,450
<u>L2</u> Deputy District Attorney	\$62,966 - \$78,707 - \$94,448
<u>L3</u> Senior Deputy District Attorney	\$70,450 - \$88,062 - \$105,674
<u>L4</u> Assistant District Attorney	\$87,452 - \$113,687 - \$139,923
<u>L5</u> Chief Deputy District Attorney Juvenile Special Master	\$96,197 - \$125,056 - \$153,915

Budget Worksheet								
PONTIFEX								
	2013	2014	2015	2016	2017	2018	2019	
	Actual	Estimate	Projection	Projection	Projection	Projection	Projection	
Revenues								
Taxes								
Property	21,258,565	21,678,083	21,916,181	22,573,666	23,476,613	24,415,678	25,392,305	
CTAX	19,825,135	20,638,503	21,464,043	22,322,605	23,215,509	24,144,129	25,109,894	
CTAX for SFFPD			-	-	-	-	-	
Gaming	139,946	145,000	145,000	146,450	147,915	149,394	150,888	
Candidate Filing Fee								
Total	41,223,646	42,461,586	43,525,224	45,042,721	46,840,036	48,709,201	50,653,087	
Licenses and Permits								
Business	631,819	620,000	620,000	632,400	645,048	657,949	671,108	
Liquor	140,640	140,000	140,000	140,000	140,000	140,000	140,000	
Gaming	701,870	635,000	635,000	641,350	647,764	654,241	660,784	
Right of way toll	189,271	212,802	246,285	261,062	276,726	293,329	310,929	
Marriage	13,755	15,000	15,000	15,000	15,000	15,000	15,000	
Animal	21,203	20,000	20,000	20,000	20,000	20,000	20,000	
Mobile home permits	20	30	-	-	-	-	-	
Total	1,698,578	1,642,832	1,676,285	1,709,812	1,744,537	1,780,519	1,817,821	
Franchise Fees								
Gas	1,006,612	1,272,500	1,272,500	1,285,225	1,298,077	1,311,058	1,324,169	
Electric	2,193,599	2,400,000	2,450,000	2,474,500	2,499,245	2,524,237	2,549,480	
Telephone	819,731	787,000	787,000	794,870	802,819	810,847	818,955	
Sanitation	406,764	425,000	425,000	429,250	433,543	437,878	442,257	
Cable	388,012	405,000	405,000	405,000	405,000	405,000	405,000	
Total	4,814,718	5,289,500	5,339,500	5,388,845	5,438,683	5,489,020	5,539,860	
Grants								
Federal	117,046	112,470	110,000	110,000	110,000	110,000	110,000	
State	0	3,367	-	-	-	-	-	
Local	1,002,176	275,253	216,821	216,821	216,821	216,821	216,821	
Total	1,119,222	391,090	326,821	326,821	326,821	326,821	326,821	

Budget Worksheet								
PONTIFEX								
	2013	2014	2015	2016	2017	2018	2019	
	Actual	Estimate	Projection	Projection	Projection	Projection	Projection	
Charges for Services								
General Government	4,968,391	4,892,831	4,891,533	5,038,279	5,189,427	5,345,110	5,505,463	
Judicial	712,872	773,550	773,500	788,970	804,749	820,844	837,261	
Public Safety	470,515	423,260	423,200	431,664	440,297	449,103	458,085	
Public Works		0	-	-	-	-	-	
Health	371,660	384,656	538,311	549,077	560,059	571,260	582,685	
Landfill Fees	2,961,228	3,330,000	3,380,000	3,463,800	3,548,438	3,633,922	3,720,262	
Parks and Recreation	1,247,366	1,214,859	1,205,440	1,229,549	1,254,140	1,279,223	1,304,807	
Total	10,732,032	11,019,156	11,211,984	11,501,339	11,797,111	12,099,463	12,408,564	
Fines and Forfeits								
Library	332	-	-	-	-	-	-	
Court	927,678	897,018	892,918	892,918	892,918	892,918	892,918	
Animal Services	51,241	50,000	50,000	50,000	50,000	50,000	50,000	
Total	979,251	947,018	942,918	942,918	942,918	942,918	942,918	
Miscellaneous								
Investment Income	26,786	75,000	75,000	125,000	125,000	125,000	125,000	
Other	1,498,005	1,399,165	1,021,350	1,021,280	1,021,280	1,021,280	1,021,280	
Total	1,524,791	1,474,165	1,096,350	1,146,280	1,146,280	1,146,280	1,146,280	
Total Revenues	62,092,238	63,225,347	64,119,082	66,058,736	68,236,387	70,494,222	72,835,351	

Budget Worksheet								
PONTIFEX								
	2013	2014	2015	2016	2017	2018	2019	
	Actual	Estimate	Projection	Projection	Projection	Projection	Projection	
General government								
Total	13,367,554	14,448,904	14,695,512	15,000,718	15,308,041	15,607,632	15,906,843	
Judicial								
Total	5,014,060	5,529,537	5,281,733	5,437,618	5,560,849	5,687,695	5,817,451	
Public Safety								
Total	28,108,677	28,699,276	29,020,573	29,743,478	30,571,826	31,451,027	32,382,592	
Public Works								
Total	1,711,787	1,919,919	1,852,231	1,905,149	1,961,807	2,019,428	2,074,802	
Health								
Total	3,706,265	4,465,375	4,123,571	4,196,979	4,271,370	4,346,322	4,424,596	
Welfare								
Total	266,276	437,157	447,503	462,746	478,607	495,116	512,376	
Culture & Recreation								
Total	5,258,781	5,387,408	5,507,056	5,621,585	5,738,351	5,858,735	5,983,019	
Total Expenditures	57,433,400	60,887,576	60,928,179	62,368,273	63,890,851	65,465,955	67,101,679	
Excess Revenues	4,658,838	2,337,771	3,190,903	3,690,463	4,345,536	5,028,267	5,733,671	

Budget Worksheet							
PONTIFEX							
	2013	2014	2015	2016	2017	2018	2019
	Actual	Estimate	Projection	Projection	Projection	Projection	Projection
On-going Operating Transfers							
Transfer in - Qual. of Life	(34,800)	(71,523)	(74,230)	(75,000)	(75,000)	(75,000)	(75,000)
Contingency		500,000	500,000	500,000	500,000	500,000	500,000
Sick Leave Contingency			150,000	100,000	100,000	100,000	100,000
Supp Request Contingency			130,000	130,000	130,000	130,000	130,000
Senior Citizens	(15,000)	(15,000)	21,000	25,000	25,000	25,000	25,000
Ambulance Fund	350,000	500,000	350,000	350,000	350,000	350,000	350,000
Grant Fund	46,396	64,365	73,699	73,000	73,000	73,000	73,000
Supplemental Indigent				-	-	-	-
Debt Service	3,028,272	2,948,664	3,158,867	3,091,768	3,144,063	3,159,723	3,400,393
Landfill Cos/Post Clos Fund				-	-	-	-
Traffic	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Cemetery	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CC Transit	270,000	350,000	350,000	350,000	350,000	350,000	350,000
Group Medical Fund		172,132					
Insurance Fund							
Building Permits Fund				-	-	-	
V & T Special Infrastructure				-	-	-	
Capital Projects Fund							
Total	3,734,868	4,538,638	4,749,336	4,634,768	4,687,063	4,702,723	4,943,393
On-going Expenditures	61,168,268	65,426,214	65,677,515	67,003,041	68,577,914	70,168,678	72,045,072

Budget Worksheet								
PONTIFEX								
	2013	2014	2015	2016	2017	2018	2019	
	Actual	Estimate	Projection	Projection	Projection	Projection	Projection	
One Shot Funding								
Capital Leases								
Landfill Transfer In								
RDA Admin Trans out (in)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	
Capital Projects Fund								
Capital Facilities Fund								
Firefighter Retirement Medical								
Ambulance								
Senior Center								
Admin Assessment								
Insurance Fund								
Group Medical Fund								
Fleet								
Asset Sales	(632)							
Stabilization Fund								
Pontifex								
Total	(480,632)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	
Other Financing Uses (Sources)	3,254,236	4,058,638	4,269,336	4,154,768	4,207,063	4,222,723	4,463,393	
Operating Results	1,404,602	(1,720,867)	(1,078,433)	(464,305)	138,473	805,544	1,270,278	
Beginning fund Balance	4,891,942	6,296,544	4,575,677	3,497,244	3,032,939	3,171,412	3,976,956	
Ending fund Balance	6,296,544	4,575,677	3,497,244	3,032,939	3,171,412	3,976,956	5,247,234	
Adjusted Fund Balance								
% Ending Fund Balance	10.96%	7.51%	5.74%	4.86%	4.96%	6.07%	7.82%	

Budget Worksheet								
	2013	2014	2015	2016	2017	2018	2019	
	Actual	Estimate	Budget	Projection	Projection	Projection	Projection	
Charges for Services								
General Government	4,968,391	4,892,831	4,891,533	5,038,279	5,189,427	5,345,110	5,505,463	
Judicial	712,872	773,550	773,500	788,970	804,749	820,844	837,261	
Public Safety	470,515	423,260	423,200	431,664	440,297	449,103	458,085	
Public Works		0	-	-	-	-	-	
Health	371,660	384,656	538,311	549,077	560,059	571,260	582,685	
Landfill Fees	2,961,228	3,330,000	3,380,000	3,463,800	3,548,438	3,633,922	3,720,262	
Parks and Recreation	1,247,366	1,214,859	1,205,440	1,229,549	1,254,140	1,279,223	1,304,807	
Total	10,732,032	11,019,156	11,211,984	11,501,339	11,797,111	12,099,463	12,408,564	
Fines and Forfeits								
Library	332	-	-	-	-	-	-	
Court	927,678	897,018	892,918	892,918	892,918	892,918	892,918	
Animal Services	51,241	50,000	50,000	50,000	50,000	50,000	50,000	
Total	979,251	947,018	942,918	942,918	942,918	942,918	942,918	
Miscellaneous								
Investment Income	26,786	75,000	75,000	125,000	125,000	125,000	125,000	
Other	1,498,005	1,399,165	1,021,350	1,021,280	1,021,280	1,021,280	1,021,280	
Total	1,524,791	1,474,165	1,096,350	1,146,280	1,146,280	1,146,280	1,146,280	
Total Revenues	62,092,238	63,225,347	64,119,082	66,058,736	68,236,387	70,494,222	72,835,351	

Budget Worksheet								
		2013	2014	2015	2016	2017	2018	2019
		Actual	Estimate	Budget	Projection	Projection	Projection	Projection
General government								
	Total	13,367,554	14,448,904	14,657,336	14,955,625	15,299,277	15,639,264	15,995,169
Judicial								
	Total	5,014,060	5,529,537	5,276,557	5,471,206	5,667,701	5,868,853	6,063,523
Public Safety								
	Total	28,108,677	28,699,276	29,036,590	29,661,823	30,562,918	31,552,191	32,576,648
Public Works								
	Total	1,711,787	1,919,919	1,831,668	1,926,384	2,016,440	2,105,203	2,194,605
Health								
	Total	3,706,265	4,465,375	4,140,081	4,209,690	4,315,769	4,425,302	4,533,150
Welfare								
	Total	266,276	437,157	447,771	462,190	480,614	499,920	520,226
Culture & Recreation								
	Total	5,258,781	5,387,408	5,472,980	5,561,005	5,694,059	5,832,001	5,975,174
Total Expenditures								
		57,433,400	60,887,576	60,862,983	62,247,923	64,036,778	65,922,734	67,858,495
Excess Revenues								
		4,658,838	2,337,771	3,256,099	3,810,813	4,199,609	4,571,488	4,976,855

Budget Worksheet								
	2013	2014	2015	2016	2017	2018	2019	
	Actual	Estimate	Budget	Projection	Projection	Projection	Projection	
On-going Operating Transfers								
Transfer in - Qual. of Life	(34,800)	(71,523)	(74,230)	(75,000)	(75,000)	(75,000)	(75,000)	
Contingency		500,000	500,000	500,000	500,000	500,000	500,000	
Sick Leave Contingency			150,000	100,000	100,000	100,000	100,000	
Supp Request Contingency			130,000	130,000	130,000	130,000	130,000	
Senior Citizens	(15,000)	(15,000)	21,000	25,000	25,000	25,000	25,000	
Ambulance Fund	350,000	500,000	350,000	350,000	350,000	350,000	350,000	
Grant Fund	46,396	64,365	73,699	73,000	73,000	73,000	73,000	
Supplemental Indigent				-	-	-	-	
Debt Service	3,028,272	2,948,664	3,158,867	3,091,768	3,144,063	3,159,723	3,400,393	
Landfill Cos/Post Clos Fund				-	-	-	-	
Traffic	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Cemetery	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
CC Transit	270,000	350,000	350,000	350,000	350,000	350,000	350,000	
Group Medical Fund		172,132						
Insurance Fund								
Building Permits Fund				-	-	-	-	
V & T Special Infrastructure				-	-	-	-	
Capital Projects Fund								
Total	3,734,868	4,538,638	4,749,336	4,634,768	4,687,063	4,702,723	4,943,393	
On-going Expenditures	61,168,268	65,426,214	65,612,319	66,882,691	68,723,841	70,625,457	72,801,888	

Budget Worksheet								
	2013	2014	2015	2016	2017	2018	2019	
	Actual	Estimate	Budget	Projection	Projection	Projection	Projection	
One Shot Funding								
Capital Leases								
Landfill Transfer In								
RDA Admin Trans out (in)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	
Capital Projects Fund								
Capital Facilities Fund								
Firefighter Retirement Medical								
Ambulance								
Senior Center								
Admin Assessment								
Insurance Fund								
Group Medical Fund								
Fleet								
Asset Sales	(632)							
Stabilization Fund								
Pontifex								
Total	(480,632)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	
Other Financing Uses (Sources)	3,254,236	4,059,638	4,269,336	4,154,768	4,207,063	4,222,723	4,463,393	
Operating Results	1,404,602	(1,720,867)	(1,013,237)	(343,955)	(7,454)	348,765	513,462	
Beginning fund Balance	4,891,942	6,296,544	4,575,677	3,562,440	3,218,485	3,211,031	3,559,796	
Ending fund Balance	6,296,544	4,575,677	3,562,440	3,218,485	3,211,031	3,559,796	4,073,258	
Adjusted Fund Balance								
% Ending Fund Balance	10.96%	7.51%	5.85%	5.17%	5.01%	5.40%	6.00%	