





<b>FIVE YEAR PROJECTION - FUND 100 AREA WIDE</b>									
Division	Division Name	2015-2016 ACTUAL	2016-2017 AMENDED	2017-2018 APPROVED	2018-2019 PROJECTED	2019-2020 PROJECTED	2020-2021 PROJECTED	2021-2022 PROJECTED	2022-2023 PROJECTED
103	Borough Clerk	495,336	527,715	531,758	551,332	571,639	592,706	614,562	637,237
105	Elections	417,834	404,175	406,356	419,748	433,610	447,959	462,814	478,193
106	Records Management	432,548	442,927	454,232	467,768	481,742	496,168	511,063	526,442
110	Administration	1,720,753	1,741,345	1,680,701	1,738,688	1,798,777	1,861,049	1,925,586	1,992,473
115	Human Resources	525,979	707,273	692,979	719,194	746,409	774,664	803,997	834,452
111	Law	1,230,958	1,667,626	1,691,437	1,744,303	1,798,961	1,855,475	1,913,913	1,974,343
116	GIS	918,817	985,317	1,133,470	1,175,747	1,219,621	1,265,156	1,312,413	1,361,460
117	Information Technology Admin	388,911	414,986	448,965	474,128	500,415	527,871	556,546	586,490
121	Information Technology	2,024,559	1,759,895	1,658,588	1,724,715	1,793,430	1,864,835	1,939,035	2,016,140
122	Maintenance & Licensing	1,521,366	2,571,008	2,522,647	2,573,100	2,624,562	2,677,053	2,730,594	2,785,206
604	Labor Relations Board	-	3,551	5,550	5,661	5,774	5,890	6,007	6,128
609	Board of Adjustments & Appeals	761	5,600	5,600	5,712	5,826	5,943	6,062	6,183
612	Bid Review Committee	1,120	20,401	33,400	34,068	34,749	35,444	36,153	36,876
104	Mayor	59,262	83,009	83,519	85,622	87,780	89,995	92,267	94,599
113	Common Contractual	1,325,919	1,820,525	1,820,450	1,856,859	1,893,996	1,931,876	1,970,514	2,009,924
119	Revenue and Budget	1,545,428	1,667,867	1,622,529	1,681,281	1,742,204	1,805,382	1,870,899	1,938,844
120	Finance Admin	759,419	929,467	787,524	809,563	832,286	855,715	879,875	904,790
125	Accounting	1,815,682	1,789,361	1,736,317	1,802,194	1,870,565	1,941,526	2,015,177	2,091,621
140	Assessment	2,503,781	2,932,250	2,643,241	2,744,027	2,848,654	2,957,271	3,070,032	3,187,098
130	Planning	802,363	1,274,805	1,268,236	1,312,065	1,357,477	1,404,531	1,453,287	1,503,811
131	Platting	709,584	756,149	746,825	775,323	804,905	835,615	867,494	900,589
132	Cultural Resources	92,316	-	-	-	-	-	-	-
133	Planning Admin	416,786	454,064	463,152	480,005	497,489	515,629	534,451	553,980
137	Environmental	199,758	-	-	-	-	-	-	-
139	Development Services	1,529,716	1,542,296	1,626,945	1,689,599	1,754,664	1,822,234	1,892,407	1,965,284
150	Public Works Admin	124,436	165,783	169,228	175,677	182,375	189,332	196,558	204,064

<b>FIVE YEAR PROJECTION - FUND 100 AREA WIDE</b>									
Division	Division Name	2015-2016 ACTUAL	2016-2017 AMENDED	2017-2018 APPROVED	2018-2019 PROJECTED	2019-2020 PROJECTED	2020-2021 PROJECTED	2021-2022 PROJECTED	2022-2023 PROJECTED
151	Facility Maintenance	1,732,299	1,968,053	1,857,480	1,920,746	1,986,284	2,082,346	2,153,249	2,226,700
155	Operations	116,784	121,628	121,682	126,353	131,205	136,243	143,984	149,469
158	Community Clean Up	72,588	141,212	92,108	94,914	97,812	100,808	103,903	107,101
126	Telecommunication	777,840	813,939	1,167,325	1,192,345	1,217,929	1,244,092	1,270,849	1,298,215
300	Emergency Services	1,929,303	2,047,478	1,874,878	1,942,350	2,012,338	2,084,939	2,160,254	2,238,387
301	Emergency Medical Service Board	-	625	1,125	1,148	1,170	1,194	1,218	1,242
310	Fleet Maintenance	250,739	241,415	257,176	265,249	273,596	282,230	291,160	303,809
330	Rescue Units	730,403	949,252	1,013,029	1,042,844	1,073,373	1,105,043	1,137,761	1,171,687
334	Ambulance Operations	7,028,735	7,987,409	8,535,614	8,843,151	9,162,260	9,493,391	9,836,913	10,193,508
350	Emergency Services	74,631	132,119	98,544	100,515	102,525	104,576	106,667	108,801
351	Emergency Services Station	35,316	114,684	84,278	85,964	87,683	89,436	91,225	93,050
360	Local Emerg. Planning Board	3,651	10,000	11,950	12,189	12,433	12,681	12,935	13,194
380	Emergency Management	-	212,873	547,533	564,013	581,043	598,645	616,839	635,646
123	Outdoor Ice Rinks	369	1,300	3,100	3,162	3,225	3,290	3,356	3,423
124	Brett Memorial Ice Arena	837,384	875,237	822,216	848,530	875,751	903,910	933,044	963,187
129	Recreational Services	305,143	307,482	307,946	319,863	332,241	345,097	358,449	372,318
136	Community Pools	1,513,380	1,523,102	1,376,489	1,428,897	1,483,314	1,539,817	1,598,488	1,659,412
142	Parks & Recreation	447,213	470,231	496,341	511,088	525,873	541,601	557,852	574,643
145	Community Development Admin	664,664	734,385	713,097	740,489	768,939	881,422	913,772	947,340
146	Community Enrichment	19,668	27,500	27,500	28,050	28,611	29,183	29,767	30,362
147	Recreation Infrastructure	288,277	329,153	310,173	321,383	333,017	345,089	357,619	370,623
149	Northern Region	157,577	176,058	198,107	204,190	210,476	216,972	223,687	230,627
180	Capital Projects Admin	296,278	474,214	381,488	394,329	407,627	421,399	435,663	450,438
181	Project Management	1,040,095	1,001,022	976,996	1,014,084	1,052,594	1,081,286	1,122,580	1,165,463
182	Pre-Design & Engineering	1,345,513	1,484,018	1,518,576	1,571,726	1,628,539	1,687,466	1,748,591	1,811,995
183	Purchasing	806,229	897,690	920,305	954,518	989,640	1,026,075	1,063,870	1,103,078

<b>FIVE YEAR PROJECTION - FUND 100 AREA WIDE</b>									
Division	Division Name	2015-2016 ACTUAL	2016-2017 AMENDED	2017-2018 APPROVED	2018-2019 PROJECTED	2019-2020 PROJECTED	2020-2021 PROJECTED	2021-2022 PROJECTED	2022-2023 PROJECTED
	<b>FUND 100 TOTAL</b>	139,430,582	148,333,573	147,803,355	151,837,990	154,219,454	156,806,687	158,937,867	161,814,831
	Excess Revenue over Expenditures	(780,391)	(12,679,901)	(4,237,866)	(11,401,937)	(13,655,272)	(14,495,547)	(15,867,284)	(16,638,085)
	Beginning Fund Balance		56,431,060	43,751,159	39,513,293	28,111,356	14,456,085	(39,462)	(15,906,746)
	Less Reserves		(37,307,172)	(33,069,306)	(33,569,306)	(33,819,306)	(34,319,306)	(34,569,306)	(35,069,306)
	Structural deficit		6,443,987	6,443,987	(5,457,950)	(19,363,221)	(34,358,768)	(50,476,052)	(67,614,137)
Assumptions: Annual increase unless noted									
Wages increase 4%									
Healthcare 2%									
All other benefits 4%									
Operating costs 2%									
Education Contribution 3%									
New Debt for schools/transportation 50m: Annual Debt service added FY19 forward									
Decreases in existing Debt removed from expenditures									
Reserve are in at legal amounts with increases for Paving/Calcuim									