

AGENDA
EAST GOSHEN TOWNSHIP
BOARD OF SUPERVISORS
LONG-RANGE PLANNING SESSION
Wednesday, May 29, 2019
10:00AM

1. Call to Order
2. Pledge of Allegiance
3. Moment of Silence – Supervisor Carmen Battavio
4. Consider Long-Range Projections and May 23, 2019 Memo to Board of Supervisors
5. Any Other Matter
6. Public Comment
7. Adjournment

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Memo

To: Board of Supervisors
From: Jon Altshul
Re: Long-Range Planning Session
Date: May 23, 2019

Long-Term Projections

As shown in the attached worksheet, I am projecting the Township's General Fund balance, excluding the Operating Reserve Fund, to fall below 20% of expenditures—the minimum required under the adopted financial policy—in 2027. Absent a tax increase, a substantial reduction or a draw down from the Operating Reserve Fund, this projection shows the Township's General Fund will run out of money in 2029.

To clarify, the Township's financial policy requires the Township's General Fund to not fall below 20% of annual revenues and the Operating Reserve Fund to be funded at 5% of revenues. The Operating Reserve, or "Rainy Day Fund", is currently funded at about 25% of General Fund revenues.

As a simple rule of thumb, each 0.1 mill increase in the real estate tax rate generates about \$160,000 in additional revenue and adds about \$25 to a "typical" homeowner's real estate bill.

Assumptions

- The forecast assumes long-term inflation of 2%, which is consistent with Federal Reserve forecasts, 3% salary and EIT growth (reflecting CPI and steps, although small adjustments are made to reflect anticipated retirements), and 7% health insurance growth, with an adjustment in 2021 when we realize the full rate credit for DVHT.
- Police costs are based on the 2019 adopted WEGO budget, with a long term PPU split of 55.5% (EG)-44.5% (WG), and with an assumed \$450,000 arbitration award in mid-2019 and police inflation of 4% annually reflecting insurance and salaries. I have also assumed that the Township's Police Pension Trust will pay 20% of the 110% MMO annually (i.e. 20% will be an off-budget expense; note that in 2019, we used 25% from this trust), and that due to overpayments into the Police's Pension Plan, the MMO will decline at a rate of 3% annually.
- Interest income gradually declining in concert with fund balance.
- No additional development (i.e. real estate taxes flat) and no new borrowing.
- The cost of the pond projects is increased to \$140,000 per year for the next five years.
- The projection includes assumptions about new funding requests annually. Specifically, I have assumed \$125,000 in total "new" expenses annually above the baseline, as well as the cost of a new Public Works Equipment Operator described below.

Economic Indicators

Private sector and government economic forecasters anticipate continued strong economic growth over the next several years, with a gradual increase in interest rates and continued full employment, as shown in the table below.

	2019	2020	2021	Long-term
Unemployment	3.7% (PNC) 3.7% (Fed Res)	3.6% (PNC) 3.8% (Fed Res)	3.9% (Fed Res)	4.3% (Fed Res)
Inflation (CPI)	1.9% (PNC) 2.0% (Fed Res)	2.4% (PNC) 2.0% (Fed Res)	2.0% (Fed Res)	2.0% (Fed Res)
Housing prices (Case Schiller)	3.5% (PNC)	2.3% (PNC)		
Wage Growth	3.4% (PNC)	3.3% (PNC)		
Interest Rates (Federal Funds Rate)	2.4% (PNC) 2.4% (Fed Res)	2.4% (PNC) 2.6% (Fed Res)	2.6% (Fed Res)	2.8% (Fed Res)

Sources: PNC, National Economic Outlook, March 2019 & Economic Projections of Federal Reserve Board Members, March 2019

Street lights for Township building frontage

We have priced out the cost of installing eight 16’ street lights along the Township’s 480’ of frontage along Paoli Pike (i.e. at a distance of 60’ between poles). Below find pictures of aluminum street lights in Coatesville and Downingtown that Mark Miller and I identified last month. Each comes with an electrical outlet for holiday lights and a fixture for hanging flags or banners. Mark estimates that installing these streetlights would cost about \$70,500 total, including \$24,000 for the 8 poles, \$7,300 for installation, \$9,700 for the concrete foundations, and \$8,000 for the trenching and conduits, plus contingency and ancillary expenses. This project could serve as a simple and elegant demonstration project for what we envision the Paoli Pike corridor to look like a decade from now.

We may also want to consider the installation of solar panels on the flat Public Works garage roof. Energy generated from the panels could be used to power the street lights and charging stations (see next page), with any surplus sold back to the grid. Obviously, this option will have higher up-front costs—and as a tax-exempt government entity we wouldn’t receive any benefit from solar tax credits—but lower on-going costs. In addition, solar would be consistent with the West Chester Area Council of Government’s Energy Transition Plan and the Township’s commitment to sustainability. More staff research is needed on the cost and benefits of installing solar panels and will be provided to the Board as part of the 2020 budget development process.



Charging stations

The Sustainability Committee has expressed an interest in installing charging stations (two plugs per station) for electric vehicles in both the Township building parking lot and, potentially, in the Park. At the Township building, the stations could tie into the proposed conduit work for the street lights (or the solar panels described above); in the Park, the stations could be placed in the playground parking lot and connected to the conduit serving the comfort station.

According to Lenni, two charging stations with two plugs each at these locations would cost about \$35,000 to install. Credit card readers could be installed on the stations to offset the installation, utility and on-going maintenance costs. According to Mark, some of the installation work could be performed in-house, which would lower the cost.

Note that Pennsylvania offers a rebate program of up to \$5,000 per plug for charging stations funded through the settlement from Volkswagen’s recent emissions scandal. Note that the application guidelines require that the site be available for use by the public at least 80 hours per week to be eligible for a rebate and given winter-time daylight hours, any station in the Park may not qualify. The application deadline is December 31, 2019.

Good Fellowship Contribution for Advanced Life Support

Good Fellowship Ambulance Company has requested that East Goshen contribute \$23,925 in 2020, and presumably beyond, which would amount to about 7.4% of its total municipal funding. For perspective,

11% of Good Fellowship’s total calls are from East Goshen, but obviously all of them are ALS. Good Fellowship has developed a funding formula that factors in population served and calls for service for BLS and ALS to develop its municipal requests.

Staffing

Mark has requested that Public Works be authorized to hire an additional Equipment Operator in order to improve departmental efficiency, although it is unlikely that a new equipment operator will lead to a substantial reduction in overtime pay. Currently, Public Works has 7 full-time Equipment Operators (in addition to the foremen and the mechanic). This position has a starting salary of \$49,953 and an expected all-in cost, including health insurance, FICA and workers comp, but excluding overtime, of about \$70,000.

We also anticipate that the receptionist position will be vacant soon due to an expected retirement. Staff believes that having a knowledgeable person substantially reduces the amount of time other staff spend answering routine questions and overall improves resident satisfaction with the Township. However, there is no straight-forward way to measure the added value that having a full-time receptionist on staff provides. The position has a starting salary of \$38,368 and all-in costs of approximately \$60,000.

With that said, we all owe Ms. Joanne Morgan, the Township’s “Director of First Impressions”, a debt of gratitude for her 31 years of extraordinary service to East Goshen. She is irreplaceable!

Refuse Rates

The Township has not increased refuse rates in approximately 10 years. However, with the declining market for recyclables (and the attendant additional recycling expense), the fund is starting to come under substantial financial pressure, and the Board may need to consider taking steps soon to ensure it remains on a sustainable path.

The table below shows annual refuse fund trends over the past several years. In 2018, the refuse fund had a positive change in fund balance, but this was a one-time blip, as the Township received three years of Act 101/Section 904 commercial recycling grants in a 12-month period, which caused that revenue line item to be \$104,781 over-budget.

Year	Ending Refuse Fund balance	Change	Notes
2012	\$809,099	-	
2013	\$783,647	(\$25,452)	
2014	\$748,898	(\$34,749)	
2015	\$655,683	(\$93,215)	
2016	\$616,907	(\$38,776)	
2017	\$614,128	(\$2,779)	

2018	\$667,149	\$53,021	We received 3 years of Act 101/Sect 904 commercial recycling grants in 2018, which caused that revenue line item to be \$104,781 over budget
2019	\$521,571 (est)	(\$145,578) (estimated based on budget)	

The table below shows projected year-end refuse fund balances at different rate scenarios, assuming expense escalations of 2% annually.

Projected year end Refuse Fund Balance under different rate scenarios						
31-Dec	1) Remain at \$69.88 per quarter	2) Increase to \$75 in 2020	3) Increase to \$75 in 2020 and \$80 in 2022	4) Increase to \$80 in 2020	5) Increase to \$80 in 2020 and \$85 in 2022	6) Increase to \$80 in 2020; \$85 in 2022 & \$90 in 2024
2019	521,571	521,571	521,571	521,571	521,571	521,571
2020	354,162	423,262	423,262	490,742	490,742	490,742
2021	164,486	302,685	302,685	437,645	437,645	437,645
2022	(47,902)	159,396	226,876	361,836	429,316	429,316
2023	(283,458)	(7,060)	127,900	262,860	397,820	397,820
2024	(542,644)	(197,146)	5,294	140,254	342,694	410,174
2025	(825,932)	(411,335)	(141,415)	(6,455)	263,465	398,425

The table below shows quarterly refuse/recycling rates for area municipalities that provide trash service. East Goshen's current rates compare very favorably to those of other area municipalities.

Municipality	Quarterly rate	Service
East Goshen	\$69.88	<ul style="list-style-type: none"> • 2 pickups per week (1 recycling) • 27 yard waste pick-ups per year • 1 bulk trash pick-up per month
West Goshen	\$85	<ul style="list-style-type: none"> • 2 pickups per week (limit 96 gallons); 1 bulk pickup per week; 1 yard waste pick-up per month
Westtown	\$80	<ul style="list-style-type: none"> • 1 pick-up per week • 1 bulk pick-up per month; 1 yard waste per month
West Chester	\$3/bag	<ul style="list-style-type: none"> • 1 pick-up per week; 4 bags max per week • 1 bulk pick-up per month • 1-2 yard waste pickups per month
West Whiteland	\$2.50/bag, plus \$49 annually for recycling.	<ul style="list-style-type: none"> • 1 pick-up per week • 1 bulk pick-up per month • 12 yard pick-up per year
Uwchlan	\$67	<ul style="list-style-type: none"> • 1 pick-up per week • 18 yard waste collections per year • One bulk item per week

Fee increases

The Township has not systematically reviewed fee levels in a long time. As you know, fees need to be reasonably related to the service being provided, and therefore cannot be arbitrarily increased.

Sewer inspection

The Township charges \$60 for a sewer connection fee. This is clearly too low. Mark Miller estimates that he spends 2-3 hours on these inspections, plus nominal vehicle costs, this fee should be between \$150 and \$200.

Certs

East Goshen has the lowest cert fees in the area, as shown below.

Municipality	Real Estate Cert	Utility Cert
East Goshen	\$5	\$5
West Goshen	\$5	\$10
Westtown	\$5	\$15
Willistown	\$30	\$30
East Bradford	\$25	\$25
West Whiteland	\$30	\$15
West Chester	\$10	\$15
WCASD	\$20	n/a
Chester County	\$16-\$18	n/a

According to Chris, it takes her “less than 5 minutes” to generate a real estate cert, plus minimal use of Township resources (letterhead, financial system, computers, etc), which reasonably corresponds with about \$5 worth of costs. However, she estimates that she spends 10 minutes on sewer/refuse certs, which would justify a price point of about \$10. At this rate, the refuse and sewer funds would generate approximately \$1,400 additional revenue per year.

One challenge with certs is that the information is technically subject to right-to-know requests, which, while slower and more bureaucratic than certs, are essentially free for the requester. However, I don’t think that a price increase of \$5 would have a material impact on RTK requests.

Permit/zoning fees

Mark Gordon has also identified a handful of permit and zoning fees that no longer recover the Township’s costs, including for decks, swimming pools, various subdivision and land development reviews, signs and ZHB hearings that, with the Board concurrence, could be incorporated into the 2020 fee schedule, which will be adopted at the re-organization meeting in January.

Pollution Insurance

We have submitted an application for pollution insurance to our broker for a price quote. The importance of pollution insurance was highlighted recently when our carrier denied our claim to pay for environmental remediation at the Park caused by a residential oil spill from an abutting property. While we were eventually made whole by the resident’s insurance carrier, the episode highlighted a potential liability, especially for sewer spills at the plant or from a ruptured line, gasoline spills from our two above ground storage tanks and toxic chemical spills at various locations throughout the Township.

While we have not yet received a price quote for a pollution policy, we do not anticipate it to be cost prohibitive. It could also be allocated between the General Fund and the Sewer Operating Fund.

Consider enforcement of Wellington Conditional Use/EMS calls for assisted living

As you know, in February 2019, Medicare announced that it was changing its regulations to allow for reimbursement for EMS calls that don’t result in patient transport. However, this new regulation is not expected to be implemented until early 2020. Goshen does bill private insurance for non-transport evaluation/lift assist calls, although not all carriers cover these calls. In the meantime, as you know, Pennsylvania recently changed its insurance rules to require private insurers to cover non-transport calls as well, and as with the Medicare change, that new policy is expected to be implemented soon.

In other words, change is coming soon.

In the meantime, note also that the following condition was approved in Wellington’s Conditional decision from 2002:

The applicant shall make an annual contribution to the Township, which shall be used to offset the cost of increased police services associated with ambulance calls to Wellington. The amount of this annual contribution shall be mutually agreed to by both the applicant and the Board of Supervisors, after a review of the costs associates with providing these police services.

While WEGO does not respond to normal EMS calls at Wellington or Bellingham, according to the Fire Company, Wellington had been making annual \$2,000 contributions—which, according to GFC, is the recommended contribution for assisted living facilities—until 2015 and has not made a contribution since. No similar condition or requirement exists for Bellingham, which has given sporadically in the past, but not since 2016.

Parks & Recreation Grant Opportunities

Jason has identified grant opportunities for the following projects.

Project	Description	Estimated Cost
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Amphitheater	Band shell/Canopy (\$65,000); ADA viewing area and path access (\$22,000); improved turf grass (\$5,500); trees/landscaping/benches (\$16,175)	\$108,675
Area surrounding playground	T-Ball/volleyball renovation (\$9,000); wiffle ball field (\$3,500);	\$12,500
Veteran's Pavilion Area	(3) Fixed tables with chess (\$10,500); Grill upgrade (\$1,000); bocce/Stones Course (\$12,500);	\$24,000
Park Infrastructure	Tennis windscreens and bleachers (\$9,000); baseball field bleachers (\$16,000); trail and other (\$6,849)	\$31,849
<i>Subtotal</i>		<i>\$177,024</i>
Total with 15% Contingency		\$203,577

Currently, the CIP includes the amphitheater improvements (\$108,675) and area around the playground (\$60,837) for 2020 and the other above improvements (\$55,849) for 2021. Many of these projects either should be constructed simultaneously (amphitheater improvements) or only make sense from a grant funder perspective if done as a "park-wide" renovation. The Park Commission's recommendation is to push the 2020 projects to 2021 into an East Goshen Park "park-wide" renovation.

The following sources of grant funds are available for these projects and we would probably request \$100,000 per application: Community Conservancy Partnership Program (DCNR C2P2), Greenways, Trails and Recreation Programs (DCED GTRP) and the Chester County Municipal Grant program. Jason estimates that all total we may qualify for about \$150,000 in total grants, leaving a local match of \$53,577. Theoretically, available funds from the 2017 Bonds could be reallocated for the local match, as described in the last paragraph of this memo.

If the Board of Supervisors agrees to this updated project plan, the Park Commission would begin discussing amphitheater designs in summer 2019 and approach the Board for approval in anticipation of spring 2020 grant funding rounds.

Public Works Requests

- We are currently scheduled to replace one dump truck in 2020 and another in 2021 (in addition to upgrading one pick-up (350) to a small dump (F550) in 2020). Each full-sized dump truck costs about \$177,000 (up from \$160,000 in the CPI due to the impact of the new tariffs) and requires about 9 months of lead time between when the order is placed and the truck is delivered. Mark is proposing to order both dump trucks in late 2019 for delivery in 2020. Both existing trucks are 2005 Freightliners that are fully depreciated, and he thinks we can sell the old dump trucks to a nearby municipality for around \$50,000 each. In other words, the net price would be around \$127,000 for each new truck.
- Mark would like to defer the replacement of the 2010 Case loader at a cost of approximately \$110,000, which is currently scheduled for replacement in 2020, until 2021.

- Mark would like to purchase a drone in 2020 (\$3,500) to survey the pipeline, and potentially other uses like surveying road flooding, downed trees and wires in the event of a major storm event.

Bond Fund Projections

As part of the March financial report, I estimated that the General Fund portion of the 2017 General Obligation Bonds had projected “unallocated proceeds” of \$713,525, due to accrued interest and recent grant awards for the dam projects that defray the Township’s costs. Since that time, the total estimated cost of the trail easements for Segments C-E has come in higher than we had projected, by about \$135,000, including the cost of the appraisal firm and reimbursable compensation. In addition, if we want to reserve \$53,577 for the local match for the Park projects described above, that would leave about \$525,000 in unallocated fund balance. However, this \$525,000 should be viewed with some skepticism as many of the costs are estimated and bids may come in higher than envisioned.

Transportation Fund and King Rd Intersection

The Board should be advised that the funding in the Transportation Fund from Non-Impact Fee revenue has a number of competing projects and, moreover these projects, if all done, would likely require support from the General Fund or other sources, as outlined in the table below.

Project	Status	Cost (East Goshen Net)
Rte 3 Interactive Signals	Completed, waiting for invoice	\$257,500
Boot Road Restriping	Pending approval from WGT	\$164,466
Hibberd Lane Traffic Signal	Out to bid	\$60,000-\$100,000
Total		\$481,966-\$521,966

As of January 1, 2019, the Non-Impact Fee portion of the Transportation Fund was \$750,206, which leaves approximately \$250,000 for the King Road & Rte 352 Intersection. East Goshen’s potential gross and net costs for that project are outlined below. Note that this issue, or some variation on it, will likely be discussed at the June 5th meeting at Immaculata.

	Roundabout	Conventional/ Left Turn Lanes
Total Cost	\$3,127,099	\$2,525,503
50% EGT gross cost	\$1,563,550	\$1,262,752
EGT net cost with 50% matching grant	\$781,775	\$631,376
EGT net cost with 70% matching grant	\$469,065	\$378,825

Malvern Library

The Malvern Library has requested an increase in the Township’s annual contribution from \$18,000 to \$25,000 in 2020 and then \$28,015 by 2025. The Township has not increased the contribution to Malvern since 2010, although prior to then, we gave as much as \$32,000 per year.

2018 Malvern Library Statistics by Municipality

Municipality	Population	Checkouts at Malvern Library	Checkouts per resident	2018 Contribution	Contribution per resident
East Goshen	18,233	15,169	0.83	\$18,000	\$0.99
East Whiteland	11,890	13,059	1.10	\$46,700	\$3.93
Malvern*	3,441	14,837	4.31	\$62,180	\$18.07
Willistown	10,923	21,315	1.95	\$39,360	\$3.60

**Includes \$50,000 in-kind donation of building maintenance, utilities, etc, plus \$12,180 for rent.*

Note that East Goshen residents checked out a total of 78,185 titles (including on-line checkouts) across all Chester County libraries in 2018, or about 4.3 books per person. In other words, Malvern Library check-outs accounted for 19.4% of all library check-outs by East Goshen residents. Meanwhile, 48,999 titles were checked out of the Chester County Library in Exton by Township residents in 2018 (or 62.7%). 8,605 titles were checked out by Township residents from the West Chester Library (11.0%). Other libraries in the Chester County system accounted for the remaining 6.9% of check-outs by East Goshen residents.

Important Items Not Included in the Projections

Please note that these projections do not reflect any potential long-term Township costs (or savings) associated with the West Chester Area Energy Transition Plan. In addition, these projections do not reflect any costs associated with the implementation of the Paoli Pike Corridor Master Plan beyond the street light and banner improvements outlined above.

Annual Planning Session Forecast, 2020-2029

Account Title	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	2028 Estimate	2029 Estimate	Avg Inc. 2020-2029
BEGINNING GENERAL FUND BALANCE				-	5,689,163	5,263,760	4,699,997	4,011,298	3,398,529	2,599,397	1,889,559	1,189,352	352,805	(606,450)	(1,699,872)
EMERGENCY SERVICES EXPENSES	4,156,575	4,543,688	4,086,850	4,290,164	4,720,171	4,872,491	5,026,080	5,185,349	5,230,882	5,405,821	5,587,601	5,776,442	5,972,776	6,174,796	3.7%
PUBLIC WORKS EXPENSES	2,782,793	2,435,170	2,366,636	2,633,542	2,774,350	2,837,734	2,888,503	2,965,961	3,045,869	3,128,324	3,213,429	3,301,291	3,392,025	3,485,748	2.8%
ADMINISTRATION EXPENSES	1,690,840	1,793,209	1,851,632	1,834,626	1,889,355	1,983,440	1,946,228	1,998,061	2,051,632	2,107,013	2,164,281	2,223,518	2,284,808	2,348,242	2.5%
ZONING/PERMITS/CODES EXPENSES	391,629	424,069	504,160	584,909	508,526	520,107	537,905	556,454	575,792	595,960	617,001	638,962	661,890	685,839	1.7%
PARK AND RECREATION EXPENSES	639,697	675,456	828,595	782,875	838,295	840,970	853,563	866,678	880,341	754,582	769,430	784,920	801,084	817,960	0.6%
TOTAL CORE FUNCTION EXPENSES	9,661,535	9,871,591	9,637,873	10,126,116	10,730,697	11,054,742	11,252,279	11,572,503	11,784,516	11,991,700	12,351,742	12,725,132	13,112,583	13,512,586	2.9%
EMERGENCY SERVICES REVENUES	61,694	71,773	86,082	81,901	81,901	81,901	81,901	81,901	81,901	81,901	81,901	81,901	81,901	81,901	0.0%
PUBLIC WORKS REVENUES	1,149,265	940,177	1,038,912	1,003,167	1,026,730	1,050,887	1,050,896	1,076,289	1,102,323	1,129,016	1,156,385	1,184,448	1,213,224	1,242,730	2.2%
ADMINISTRATION REVENUES	369,365	376,317	377,800	314,323	319,011	323,819	420,309	350,367	355,554	360,874	366,331	371,928	377,670	383,559	2.5%
ZONING/PERMITS/CODES REVENUES	332,194	262,958	298,142	258,770	258,770	258,770	258,770	258,770	258,770	258,770	258,770	258,770	258,770	258,770	0.0%
PARK AND RECREATION REVENUES	148,778	152,067	125,444	134,735	134,735	134,735	134,735	134,735	134,735	134,735	134,735	134,735	134,735	134,735	0.0%
TOTAL CORE FUNCTION REVENUES	2,061,296	1,803,292	1,926,381	1,792,896	1,821,147	1,850,112	1,946,611	1,902,061	1,933,283	1,965,296	1,998,122	2,031,783	2,066,300	2,101,695	1.6%
NET EMERGENCY SERVICES	4,094,881	4,471,915	4,000,767	4,208,263	4,638,270	4,790,590	4,944,179	5,103,448	5,148,981	5,323,920	5,505,700	5,694,541	5,890,875	6,092,895	3.8%
NET PUBLIC WORKS	1,633,528	1,494,993	1,327,724	1,630,375	1,747,620	1,786,846	1,837,607	1,889,673	1,943,546	1,999,308	2,057,044	2,116,843	2,178,801	2,243,018	3.2%
NET ADMINISTRATION	1,321,475	1,416,892	1,473,832	1,520,303	1,570,344	1,659,622	1,525,919	1,647,695	1,696,078	1,746,139	1,797,950	1,851,589	1,907,138	1,964,683	2.7%
NET ZONING/PERMITS/CODES	59,435	161,110	206,018	326,139	249,756	261,337	279,135	297,684	317,022	337,190	358,231	380,192	403,120	427,069	3.2%
NET PARK AND RECREATION	490,919	523,388	703,151	648,140	703,560	706,235	718,828	731,943	745,606	619,847	634,695	650,185	666,349	683,225	0.7%
CORE FUNCTION NET SUBTOTAL	7,600,238	8,068,299	7,711,492	8,333,220	8,909,550	9,204,629	9,305,668	9,670,442	9,851,234	10,026,404	10,353,620	10,693,349	11,046,283	11,410,890	3.2%
DEBT - PRINCIPAL	498,000	521,000	549,000	574,000	349,999	362,998	376,999	392,000	320,000	330,000	335,000	340,000	350,000	355,000	-3.5%
DEBT - INTEREST	150,271	147,380	249,459	226,399	203,872	188,758	173,076	156,789	141,400	135,000	128,400	121,700	114,475	102,163	-7.6%
TOTAL DEBT SERVICE	648,271	668,380	798,459	800,399	553,871	551,756	550,075	548,789	461,400	465,000	463,400	461,700	464,475	457,163	-4.9%
TOTAL CORE FUNCTION NET	8,248,509	8,736,678	8,509,951	9,133,619	9,463,421	9,756,385	9,855,743	10,219,231	10,312,634	10,491,404	10,817,020	11,155,049	11,510,758	11,868,053	2.7%
NON-CORE FUNCTION REVENUE															
EARNED INCOME TAXES	4,957,049	4,979,900	4,966,732	5,191,400	5,347,142	5,507,556	5,672,783	5,842,966	6,018,255	6,198,803	6,384,767	6,576,310	6,773,600	6,976,807	3.0%
REAL ESTATE PROPERTY TAX	2,032,973	2,028,636	2,048,178	2,039,429	2,039,429	2,039,429	2,039,429	2,039,429	2,039,429	2,039,429	2,039,429	2,039,429	2,039,429	2,039,429	0.0%
REAL ESTATE TRANSFER TAX	686,792	1,209,969	735,107	585,000	596,700	608,634	620,807	633,223	645,887	658,805	671,981	685,421	699,129	713,112	2.0%
CABLE TV FRANCHISE TAX	470,236	476,562	458,973	450,000	459,000	468,180	477,544	487,094	496,836	506,773	516,909	527,247	537,792	548,547	2.0%
LOCAL SERVICES TAX	374,624	344,447	339,829	348,000	348,000	348,000	348,000	348,000	348,000	348,000	348,000	348,000	348,000	348,000	0.0%
OTHER INCOME	33,682	69,695	119,966	519,790	109,387	95,887	84,412	69,387	54,387	39,387	19,387	19,387	19,387	19,387	-22.1%
TOTAL NON CORE FUNCTION REVENUE	8,555,356	9,109,208	8,668,785	9,133,619	8,899,658	9,067,686	9,242,974	9,420,100	9,602,795	9,791,197	9,980,473	10,195,794	10,417,336	10,645,283	1.5%
NET RESULT	306,846	372,530	158,834	0	(563,763)	(688,699)	(612,769)	(799,132)	(709,839)	(700,206)	(836,547)	(959,255)	(1,093,422)	(1,222,770)	
ENDING GENERAL FUND BALANCE				5,689,163	4,699,997	4,011,298	3,398,529	2,599,397	1,889,559	1,189,352	352,805	(606,450)	(1,699,872)	(2,922,642)	
ENDING FUND BALANCE AS % OF EXP				52.1%	41.6%	34.6%	28.8%	21.4%	15.4%	9.5%	2.8%	-4.6%	-12.5%	-20.9%	