

Appendix E

Long Range Financial Planning
Sustainability Analysis

Long-Range Financial Planning

Appendix E

This section of the City of Palm Bay's Fiscal Year/FY 2021 Budget summarizes the long-range planning process by providing a forward-looking view of the General Fund operating budget.

Throughout FY 2018 and FY 2019, the Finance Department, through the assistance of Stantec Consulting Services, completed a General Fund Financial Sustainability Analysis (FSA) that features a 10-year forecast summary and detailed analysis. Projections were based on FY 18 Year-End Estimates and the FY 19 Approved Budget.

Within the FSA, which is disclosed in this section, baseline source data is provided to show how certain assumptions may/may not impact the long-term financial status of the General Fund. The final report was issued on November 7, 2018.

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Stantec

City of Palm Bay, FL

FY 2018 General Fund Financial

Sustainability Analysis – Final Report

November 7, 2018





November 7, 2018

Dear Mr. Lynk,

Gregg Lynk
City Manager
City of Palm Bay
120 Malabar Road
Palm Bay, FL 32907

Stantec Consulting Services Inc. is pleased to present this Final Report of the FY 2018 General Fund Financial Sustainability Analysis that we performed for the City of Palm Bay, Florida. We appreciate the fine assistance provided by you and all of the members of the City staff who participated in the study.

Re: FY 2018 General Fund
Financial Sustainability
Analysis
– Final Report

If you or others at the City have any questions, please do not hesitate to call me at (904) 247-0787 or email me at Michael.Burton@stantec.com. We appreciate the opportunity to be of service to the City, and look forward to the possibility of doing so again in the near future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Burton".

Michael Burton
President

200 Business Park Circle, Suite 100
St. Augustine, FL 32095
(904) 247-0787
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Enclosure

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1. EXECUTIVE SUMMARY

1.1 INTRODUCTION

Stantec Consulting Services Inc. (Stantec) has conducted a Financial Sustainability Analysis (FSA) for the General Fund of the City of Palm Bay, FL (City). The following sections of this report describe in detail the assumptions, procedures, and results of the analysis, as well as the conclusions and recommendations gathered from the analysis. This Executive Summary presents an overview of the results of the study.

1.2 OBJECTIVES

The principal objectives or components of the FSA are as follows:

General Fund Financial Sustainability Analysis – Conduct an analysis that evaluates the current and projected financial condition of the City's General Fund and identifies financial adjustments that will provide a sustainable future for the City over a multi-year projection period.

1.3 GENERAL FUND FINANCIAL SUSTAINABILITY ANALYSIS

The objective of this analysis was to evaluate the current and projected financial condition of the City's General Fund, using the FY 2018 Year-End Estimates and the FY 2019 Adopted Budget, and to identify potential revenue enhancements and other financial adjustments that will enable the City to meet all its fiscal obligations over a multi-year projection period.

Using the City's taxable property values, historical and budgeted financial information, current debt obligations, and required transfers to other funds, we populated our proprietary General Fund Financial Analysis and Management System (FAMS-GF©) interactive model.

During interactive work sessions with City staff, we discussed other assumptions and policies that would affect the financial performance of the City such as economic growth, property development and redevelopment, additional expenses outside of the City's budgets, required levels of operating and capital reserves, earnings on invested funds, escalation rates for operating costs, etc. We then evaluated the General Fund's financial management plan by examining how various scenarios such as potential changes in property development and values, assumed cost escalations, and other variables would affect the General Fund's ability to provide sufficient revenues to fund its cost requirements.

Based upon the analysis presented herein, we have reached the following conclusions regarding the General Fund over the projection period:

- The City is one of the fastest growing Cities within the State of Florida. While growth comes with expanded revenue from new construction and a rising economic tide, it also will require additional investment in capital improvements and personnel services to maintain the City's existing level of service as provided by the General Fund.
- The City's current millage rate is projected to produce sufficient revenues to meet its ongoing capital and operating costs throughout the projection period. If the millage rate is maintained at its current rate of 8.4500, the City will be able to fund necessary expansion of capital improvement program and personnel services required to maintain its current level of service as the City expands with new growth and development.

- However, the City's policy limiting annual Ad Valorem revenue growth to 3% over the previous fiscal year, plus the value of new construction, does not allow the City to capitalize financially on projected growth. If the Ad Valorem cap policy is enacted in each year of the projection period, the City would begin to engage in deficit spending by FY 2021, depleting reserves below the 10% minimum target by FY 2023, and ultimately depleting all available reserves by FY 2027. Under this scenario, the City would not only be unable to expand capital investment and personnel services to maintain its existing level of service to meet the demands of new growth, it will be unable to afford the current level of budget with reasonable cost escalations due to the limits upon revenue growth.

After identifying and discussing with City staff any potential scenarios the General Fund could face during the projection period, we prepared workbooks of the diagnostic results to aid the FY 2019 budget process.

2. GENERAL FUND FINANCIAL SUSTAINABILITY ANALYSIS (FSA)

The City retained the services of Stantec to evaluate the current and projected financial condition of the City's General Fund (Fund) and identify revenue enhancements and other financial adjustments that will provide a sustainable future for the City over a multi-year projection period. This report describes in detail the approach taken to complete the assessment, as well as the results of the analysis, our concluding observations, and future considerations.

2.1 BACKGROUND

The national economic and real estate market collapse that began in 2008 resulted in a precipitous drop in property values throughout the nation and the State of Florida, causing a parallel drop in ad valorem tax revenue for most local governments. Since the financial crisis, many local governments have been forced to either fund annual budget shortfalls with cash reserves or to avoid needed capital projects that would otherwise adequately maintain infrastructure such as roads, parks, etc. During this time, operating costs have continued to increase, and revenues dependent on the recovery of property values have been slow to recover.

Additionally, local governments have had to face the unforeseen financial burden of natural disasters and unfunded state mandates. Most recently, the destruction caused by Hurricane Irma cost an estimated \$50 billion in damages and FEMA reimbursement has historically been an unreliable source of funding. Local governments will also have to budget for additional school resource officers in 2019 required by Senate Bill 7026 and an additional homestead exemption up for ballot that will adversely impact ad valorem tax revenue. As a result of these challenges, many fiscal managers in the state are realizing that reserves will be exhausted in a few years.

For FY 2018, The City of Palm Bay retained Stantec to develop a financial model to project the General Fund's condition under the "status quo" condition, or without any enhancements to revenues or expense reductions as currently budgeted.

2.2 SOURCE DATA

The analysis used both historical and projected information. The following presents the key source data utilized in the FSA:

2.2.1 Fund Balance

City staff provided the historical, audited financial information used to establish the beginning FY 2018 balances for the General Fund. Any funds reserved or encumbered for specific capital projects were included in the beginning fund balances, while the associated capital project costs were included in the CIP.

2.2.2 Revenues

The revenue utilized in the FSA consists of ad valorem taxes, assessments, franchise fees, charges for services, licensing and permitting fees, intergovernmental revenues, state shared revenues, fines and forfeitures, federal grants and donations, interest earnings, and other minor miscellaneous revenues from various service charges.

Ad valorem, or property tax, revenues are budgeted to contribute approximately 43% of the revenues to the General Fund in FY 2019. These revenues are a function of the taxable value of all properties in the City (assessed value less exemptions) and the City's adopted millage rate of 8.4500. Beyond FY 2019, the millage rate is calculated utilizing the City's adopted policy of restricting ad valorem revenue growth to 3% above the prior year's value, plus the value of new construction. The revenue growth restriction is accomplished by adjusting the millage rate annually to achieve the revenue specified revenue limitation. Taxable property valuations obtained from the Brevard County Property Appraiser show an estimated 10.9% increase in taxable value for FY 2019. These valuations provide the basis for ad valorem tax revenues in FY 2019.

Ad valorem tax revenues are projected in the multi-year projection period by applying an assumed increase (or decrease) in overall taxable property values to the base assessed values in each year. After discussions with City staff regarding development expectations and evaluation of recent trends in the region, it was assumed that property value increases would remain strong but begin to stabilize over the ten-year projection period. FY 2020 property values are projected to increase by 10.0%, followed by 9.0% in FY 2021, 8.5% in FY 2022, and then 7.0% in FY 2023. The ad valorem revenue shortfall attributed to the proposed additional homestead exemption has been included in the analysis and is reflected in FY 2020. It should be noted that the City budgets 96.0% of estimated ad valorem tax revenues, which are reflected in the analysis herein.

Interest earnings were calculated annually based upon average fund balances and assumed annual interest earnings rates. All other FY 2018 and FY 2019 revenues were based upon FY 2018 Year-End Estimates and the FY 2019 Adopted Budget, respectively. Beginning in FY 2020, revenue escalation factors for each revenue line item were identified during reviews with City staff and applied where appropriate, resulting in an overall average annual increase in non-ad valorem revenues of approximately 0.95% throughout the projection period.

2.2.3 Operating Expenditures

The FY 2018 and FY 2019 operating expenditures were based upon the FY 2018 Year-End Estimates and the FY 2019 Adopted Budget, respectively, and include all operations and maintenance (O&M) expenses, debt service requirements, transfers out, and capital outlay. Each year thereafter, O&M expenses were projected based upon the FY 2019 Adopted Budget, adjusted by cost escalation factors identified through reviews with City staff, resulting in an overall average annual increase in O&M costs of approximately 3.19% throughout the projection period. The cost escalation factors and spending assumptions are reflected in detail in Schedule 9 of Appendix A. Schedule 8 of Appendix A details the expense projections through FY 2028.

2.2.4 Capital Improvement Program

The cash-funded capital program in this analysis is based on the budgeted Capital Outlay in FY 2018 and FY 2019. Based upon discussions with City management, beginning in FY 2020 the analysis assumes an average level of capital spending consistent with historical trends. The projected capital spending is escalated to current dollars based off the inflation rate extracted from the 10-year average ENR Construction Cost Index.

2.3 ASSUMPTIONS

The following presents the key assumptions utilized in the FSA.

2.3.1 Cost Escalation

Annual cost escalation factors for the various types of operating expenses were discussed with City staff and applied in each year of the projection period, beginning in FY 2020. The specific escalation factors assumed for each category of expense are presented in Appendix A of this report and reflect recent historical trends, current industry observations, and City staff expectations.

2.3.2 Minimum Working Capital Reserve

The current required minimum balance for unrestricted reserves assumed in the Study is equal to 10% of total annual O&M expense, as adopted by the City. It should be noted that the Florida Government Financial Officer's Association (FGFOA) recommends a minimum of 2-months, or 16.7% of operating reserves for General Funds within the state.

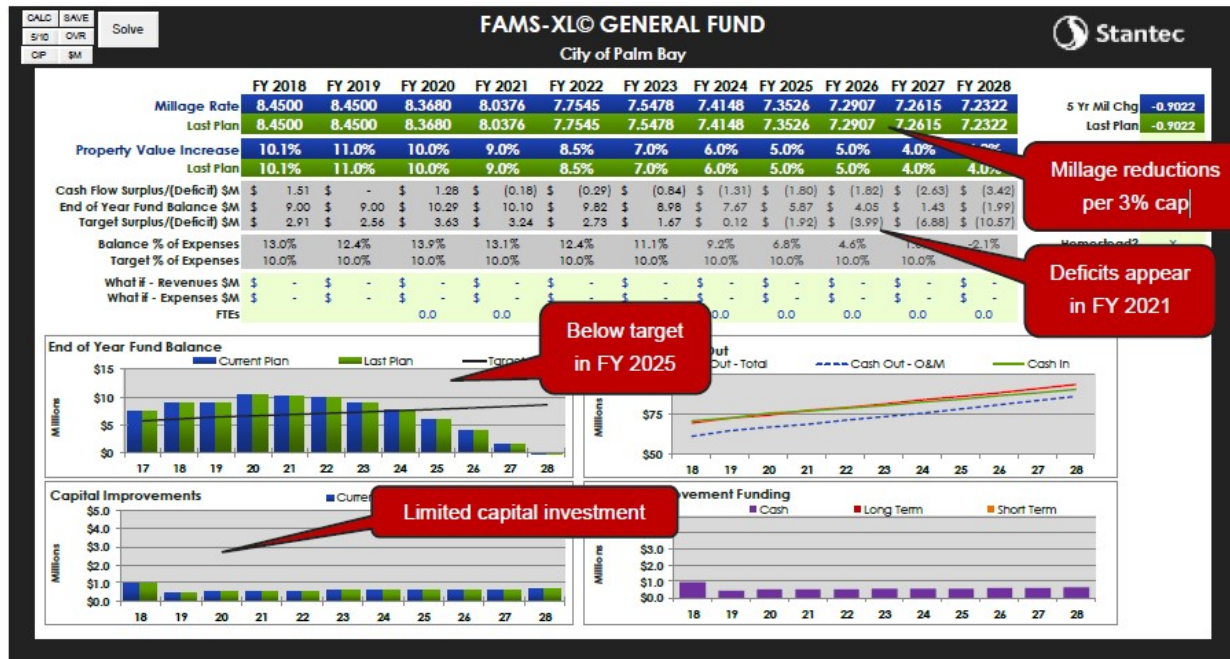
2.3.2 Homestead Exemption

The proposed constitutional amendment (HJR 7105) is a measure to increase the homestead exemption by exempting the assessed valuation of homestead property greater than \$100,000 and up to \$125,000 for all levies other than school district levies, etc. Based on the high likelihood that this constitutional amendment will pass, we have incorporated our estimation of the City's lost ad valorem revenue resulting from this additional exemption. The ad valorem impact was estimated by utilizing the full property database provided by the Brevard County Property Appraiser. Under the current millage, the impact is expected to be approximately \$1.2 million in lost ad valorem revenue, annually. This proposed exemption would not impact the City's ad valorem revenues until FY 2020.

2.4 BASELINE RESULTS

The screenshot of the model control panel below features the baseline 10-year forecast summary for the City's General Fund. The baseline analysis demonstrates that beyond FY 2019, if the Ad Valorem cap policy is enacted in each year of the projection period, the City would begin to engage in deficit spending by FY 2021, depleting reserves below the 10% minimum target by FY 2025, and ultimately depleting all available reserves by FY 2028. It should be noted that this scenario, under the direction of City staff and management, does not assume any further hiring of FTEs within the General Fund, including Public Safety staff. The projection also does not include any substantial investment in capital improvements, such as road resurfacing, fire stations, parks, etc.

Under this scenario, the City would not only be unable to expand capital investment and personnel services to maintain its existing level of service to meet the demands of new growth, it will be unable to afford the current level of budget with reasonable cost escalations due to the limits upon revenues. The detailed schedules of the baseline analysis are shown in Appendix A.

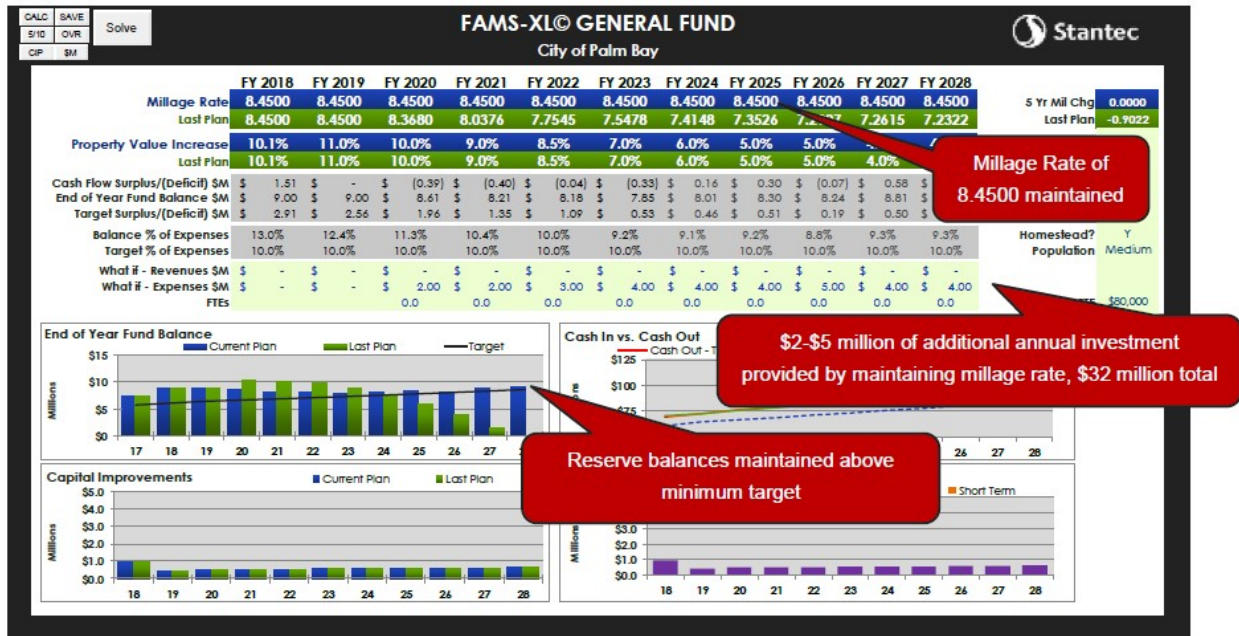


2.5 ALTERNATIVE RESULTS

While the baseline analysis shows a projection by maintaining the 3% cap on Ad Valorem revenue growth by reducing the millage rate in each year pursuant to the adopted formula; we have also prepared an alternative projection showing the same financial dynamics with the current Ad Valorem Millage rate of 8.4500 maintained throughout the projection period.

The screenshot of the model control panel on the following page features the alternative 10-year forecast summary for the City's General Fund, with the baseline analysis shown for comparison in the green bars and numbers. The alternative analysis demonstrates that beyond FY 2019, if the Ad Valorem millage rate of 8.4500 is maintained, cash flow surpluses would provide additional revenues to afford approximately \$2 - \$5 million of annual new investment in General Fund personnel or capital investment such as additional police officers, road resurfacing projects, fire station expansion, or renewal & replacement of park facilities.

The City is growing at a rapid pace, and the need for additional investment to maintain level of service will be necessary. If new investment in capital and personnel does not occur as the City grows, the level of service provided by the Fund will decrease. It is our conclusion that if the millage rate is maintained and not reduced by the cap policy, the City will be able to sustainably maintain its level of service through additional capital and personnel investment. The detailed schedules of the alternative analysis are shown in Appendix B.



2.6 CONCLUSIONS & RECOMMENDATIONS

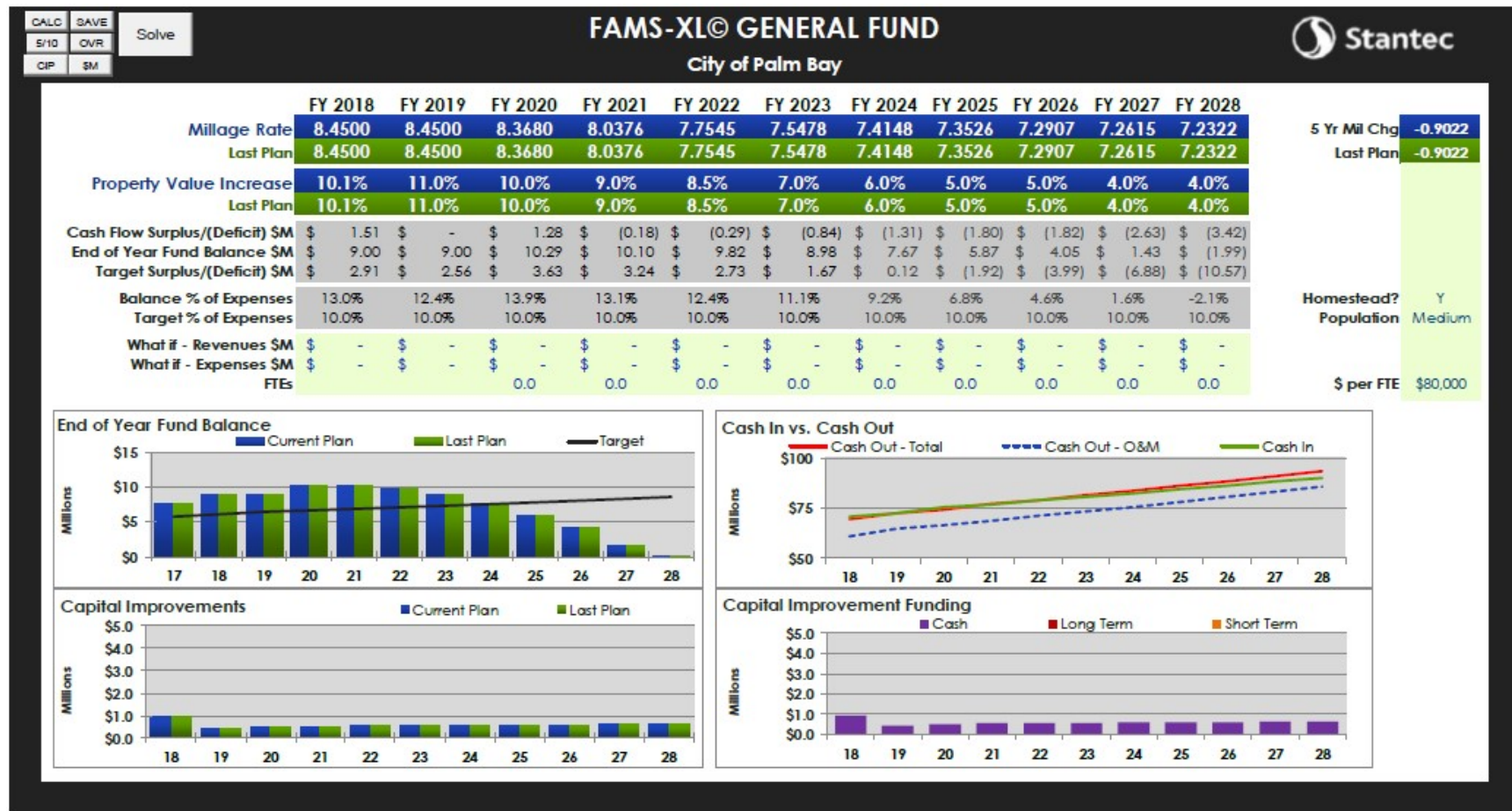
Based upon the analysis presented herein and the results presented in the prior subsection, we have reached the following conclusions and recommendations for the General Fund over the projection period:

- The City is one of the fastest growing Cities within the State of Florida. While growth comes with expanded revenue from new construction and a rising economic tide, it also will require additional investment in capital improvements and personnel services to maintain the City's existing level of service as provided by the General Fund.
- The City's current millage rate is projected to produce sufficient revenues to meet its ongoing capital and operating costs throughout the projection period. If the millage rate is maintained at its current rate of 8.4500, the City will be able to fund necessary expansion of capital improvement program and personnel services required to maintain its current level of service as the City expands with new growth and development.
- However, the City's policy limiting annual Ad Valorem revenue growth to 3% over the previous fiscal year, plus the value of new construction, does not allow the City to capitalize financially on projected growth. If the Ad Valorem cap policy is enacted in each year of the projection period, the City would begin to engage in deficit spending by FY 2021, depleting reserves below the 10% minimum target by FY 2025, and ultimately depleting all available reserves by FY 2028. Under this scenario, the City would not only be unable to expand capital investment and personnel services to maintain its existing level of service to meet the demands of new growth, it will be unable to afford the current level of budget with reasonable cost escalations due to the limits upon revenue growth.

- The City should continue to review the financial performance of the General Fund on an annual basis and evaluate the adequacy of its revenues to meet ongoing expenses. Doing so will allow for the recognition of updated revenue and expense information, as well as unforeseen changes in economic conditions. Continual review will allow for consideration of any necessary adjustments in FY 2019 and beyond, which will allow the General Fund to meet its financial requirements as well as mitigate impacts to taxpayers from future events occurring differently than presently projected.

APPENDIX A: BASELINE ANALYSIS SUPPORTING SCHEDULES

- Schedule 1 General Fund Control Panel Schedule
- Schedule 2 Projection of Cash Flows Schedule
- Schedule 3 Beginning Fund Balance Schedule
- Schedule 4 Revenue Projection Summary Schedule
- Schedule 5 Expense Projection Summary
- Schedule 6 Revenue Projection – Line Item Detail Schedule
- Schedule 7 Revenue Escalation Factors Schedule
- Schedule 8 Expense Projection – Line Item Detail Schedule
- Schedule 9 Cost Escalation Factors



Schedule 2 - Projection of Cash Flows

FY 2018 General Fund Sustainability Analysis

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
MILLAGE RATE (From Panel) ⁽¹⁾	8.4500	8.4500	8.3680	8.0376	7.7545	7.5478	7.4148	7.3526	7.2907	7.2615	7.2322
TOTAL TAXABLE VALUE (000's) ⁽²⁾	\$ 3,592,626	\$ 3,988,001	\$ 4,244,385	\$ 4,626,380	\$ 5,019,622	\$ 5,370,995	\$ 5,693,255	\$ 5,977,918	\$ 6,276,814	\$ 6,527,886	\$ 6,789,002
AD-VALOREM TAX REVENUES											
APPLIED AD VALOREM REVENUES	\$ 30,357,686	\$ 33,698,605	\$ 35,517,013	\$ 37,184,988	\$ 38,924,657	\$ 40,539,199	\$ 42,214,348	\$ 43,953,239	\$ 45,762,366	\$ 47,402,246	\$ 49,099,418
% BUDGETARY ADJUSTMENT	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %
SUBTOTAL: CALCULATED AD VALOREM TAX REVENUES	\$ 29,143,379	\$ 32,350,661	\$ 34,096,333	\$ 35,697,589	\$ 37,367,671	\$ 38,917,631	\$ 40,525,774	\$ 42,195,109	\$ 43,931,871	\$ 45,506,156	\$ 47,135,442
Less: CRA Portion	\$ (822,787)	\$ (904,909)	\$ (1,065,533)	\$ (1,184,551)	\$ (1,302,820)	\$ (1,407,239)	\$ (1,507,810)	\$ (1,604,975)	\$ (1,705,796)	\$ (1,794,620)	\$ (1,886,458)
ADJUSTED AD-VALOREM TAX REVENUES	\$ 28,320,592	\$ 31,445,752	\$ 33,030,800	\$ 34,513,038	\$ 36,064,851	\$ 37,510,392	\$ 39,017,964	\$ 40,590,134	\$ 42,226,075	\$ 43,711,537	\$ 45,248,983
% Change by year		11.0%	5.0%	4.5%	4.5%	4.0%	4.0%	4.0%	4.0%	3.5%	3.5%
EXECUTED OTHER REVENUES											
TAXES	\$ 16,110,507	\$ 15,935,168	\$ 16,088,800	\$ 16,224,600	\$ 16,361,700	\$ 16,500,300	\$ 16,640,400	\$ 16,781,900	\$ 16,892,400	\$ 17,003,800	\$ 17,116,000
OTHER FEES AND PERMITS	\$ 5,577,905	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500
INTERGOVERNMENTAL REVENUE	\$ 12,669,241	\$ 12,480,080	\$ 12,622,396	\$ 12,181,400	\$ 12,308,600	\$ 12,437,000	\$ 12,566,800	\$ 12,698,100	\$ 12,800,400	\$ 12,903,600	\$ 13,007,600
CHARGES FOR SERVICES	\$ 3,846,033	\$ 4,103,312	\$ 4,174,100	\$ 4,247,100	\$ 4,322,200	\$ 4,399,400	\$ 4,479,000	\$ 4,560,900	\$ 4,645,100	\$ 4,731,900	\$ 4,821,200
FINES AND FORFEITS	\$ 408,180	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500
MISCELLANEOUS REVENUES	\$ 1,246,835	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200
OTHER SOURCES	\$ 2,573,766	\$ 2,175,334	\$ 3,048,401	\$ 3,190,545	\$ 3,163,307	\$ 3,121,557	\$ 3,173,114	\$ 3,223,363	\$ 3,272,338	\$ 3,320,072	\$ 3,406,900
NON-OPERATING	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
SUBTOTAL EXECUTED OTHER REVENUES	\$ 42,432,467	\$ 41,122,094	\$ 42,361,897	\$ 42,271,845	\$ 42,584,007	\$ 42,886,457	\$ 43,287,514	\$ 43,692,463	\$ 44,038,438	\$ 44,387,572	\$ 44,779,900
% Change by year		-3.1%	3.0%	-0.2%	0.7%	0.7%	0.9%	0.9%	0.8%	0.8%	0.9%
SUBTOTAL GENERAL FUND REVENUES	\$ 70,753,059	\$ 72,567,846	\$ 75,392,697	\$ 76,784,883	\$ 78,648,859	\$ 80,396,849	\$ 82,305,477	\$ 84,282,597	\$ 86,264,513	\$ 88,099,109	\$ 90,028,883
Plus: "What If" Revenue from Panel	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
TOTAL ADJUSTED GENERAL FUND REVENUES	\$ 70,753,059	\$ 72,567,846	\$ 75,392,697	\$ 76,784,883	\$ 78,648,859	\$ 80,396,849	\$ 82,305,477	\$ 84,282,597	\$ 86,264,513	\$ 88,099,109	\$ 90,028,883
GENERAL FUND EXPENSES											
PERSONNEL SERVICES	\$ 46,781,797	\$ 50,859,211	\$ 52,633,453	\$ 54,471,223	\$ 56,375,051	\$ 58,347,380	\$ 60,390,359	\$ 62,506,964	\$ 64,699,927	\$ 66,972,087	\$ 69,326,391
OPERATING EXPENSES	\$ 14,183,893	\$ 13,593,803	\$ 13,882,414	\$ 14,177,301	\$ 14,478,602	\$ 14,786,463	\$ 15,101,030	\$ 15,422,454	\$ 15,750,891	\$ 16,086,496	\$ 16,429,431
CONTRIBUTIONS	\$ 54,825	\$ 201,500	\$ 205,530	\$ 209,641	\$ 213,833	\$ 218,110	\$ 222,472	\$ 226,922	\$ 231,460	\$ 236,089	\$ 240,811
CAPITAL OUTLAY	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
DEBT SERVICE	\$ 129,262	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142
TRANSFERS	\$ 1,221,858	\$ 1,140,801	\$ 797,631	\$ 798,103	\$ 735,391	\$ 735,391	\$ 742,136	\$ 749,084	\$ 756,240	\$ 763,611	\$ 771,203
NON-OPERATING	\$ 5,925,638	\$ 6,212,389	\$ 5,948,040	\$ 6,656,648	\$ 6,462,773	\$ 6,461,620	\$ 6,462,869	\$ 6,459,877	\$ 5,919,651	\$ 5,922,314	\$ 5,920,067
CASH-FUNDED CAPITAL	\$ 942,072	\$ 432,000	\$ 513,500	\$ 527,000	\$ 541,000	\$ 555,000	\$ 570,000	\$ 585,000	\$ 600,500	\$ 616,500	\$ 633,000
SUBTOTAL EXECUTED OPERATING EXPENSES	\$ 69,239,345	\$ 72,567,846	\$ 74,108,710	\$ 76,968,057	\$ 78,934,792	\$ 81,232,106	\$ 83,617,008	\$ 86,078,443	\$ 88,086,811	\$ 90,725,240	\$ 93,449,046
Less: Incremental Cost Change (From Panel)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

Schedule 2 - Projection of Cash Flows

FY 2018 General Fund Sustainability Analysis

TOTAL ADJUSTED GENERAL FUND EXPENSES	\$ 69,239,345	\$ 72,567,846	\$ 74,108,710	\$ 76,968,057	\$ 78,934,792	\$ 81,232,106	\$ 83,617,008	\$ 86,078,443	\$ 88,086,811	\$ 90,725,240	\$ 93,449,046
<i>Personnel Services % Change</i>	<i>N/A</i>	<i>0.087</i>	<i>0.035</i>	<i>0.035</i>	<i>0.035</i>	<i>0.035</i>	<i>0.035</i>	<i>0.035</i>	<i>0.035</i>	<i>0.035</i>	<i>0.035</i>
<i>Operating % Change</i>	<i>N/A</i>	<i>-0.042</i>	<i>0.021</i>	<i>0.021</i>	<i>0.021</i>	<i>0.021</i>	<i>0.021</i>	<i>0.021</i>	<i>0.021</i>	<i>0.021</i>	<i>0.021</i>
<i>Total O&M Expense % Change</i>	<i>N/A</i>	<i>0.057</i>	<i>0.032</i>	<i>0.032</i>	<i>0.032</i>	<i>0.032</i>	<i>0.032</i>	<i>0.032</i>	<i>0.032</i>	<i>0.032</i>	<i>0.032</i>
<i>Total Expense % Change by year</i>	<i>N/A</i>	<i>0.048</i>	<i>0.021</i>	<i>0.039</i>	<i>0.026</i>	<i>0.029</i>	<i>0.029</i>	<i>0.029</i>	<i>0.023</i>	<i>0.03</i>	<i>0.03</i>
NET OPERATING INCOME	\$ 1,513,714	\$ —	\$ 1,283,987	\$ (183,174)	\$ (285,934)	\$ (835,257)	\$ (1,311,531)	\$ (1,795,846)	\$ (1,822,298)	\$ (2,626,131)	\$ 93,449,046
NET CHANGE IN FUND BALANCE											
Unrestricted General Fund Balance - Beginning Year	\$ 7,488,602	\$ 9,002,316	\$ 9,002,316	\$ 10,286,303	\$ 10,103,129	\$ 9,817,195	\$ 8,981,938	\$ 7,670,407	\$ 5,874,561	\$ 4,052,263	\$ 1,426,132
Plus/(Less): Net Income	\$ 1,513,714	\$ —	\$ 1,283,987	\$ (183,174)	\$ (285,934)	\$ (835,257)	\$ (1,311,531)	\$ (1,795,846)	\$ (1,822,298)	\$ (2,626,131)	\$ (3,420,163)
Unrestricted General Fund Balance - End Year	\$ 9,002,316	\$ 9,002,316	\$ 10,286,303	\$ 10,103,129	\$ 9,817,195	\$ 8,981,938	\$ 7,670,407	\$ 5,874,561	\$ 4,052,263	\$ 1,426,132	\$ (1,994,031)
RESERVE TARGET											
Minimum Reserve Target % of Expenses	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %
Minimum Reserve Target	\$ 6,096,569	\$ 6,445,301	\$ 6,651,587	\$ 6,864,852	\$ 7,085,365	\$ 7,313,384	\$ 7,549,139	\$ 7,792,942	\$ 8,045,082	\$ 8,305,858	\$ 8,575,582
Total Reserve Balance Requirement	\$ 6,096,569	\$ 6,445,301	\$ 6,651,587	\$ 6,864,852	\$ 7,085,365	\$ 7,313,384	\$ 7,549,139	\$ 7,792,942	\$ 8,045,082	\$ 8,305,858	\$ 8,575,582
End of Year Fund Balance in Excess/ (Deficiency) of Minimum Reserve	\$ 2,905,747	\$ 2,557,015	\$ 3,634,716	\$ 3,238,277	\$ 2,731,830	\$ 1,668,554	\$ 121,269	\$ (1,918,381)	\$ (3,992,819)	\$ (6,879,727)	\$ (10,569,613)

(1) The projected Millage rate is calibrated to reflect the City's policy restricting growth in ad valorem revenues to 3.0% a year, beginning in FY 2020.

(2) The projection of property values include the shortfall due to the new homestead exemption in FY 2020.

Appendix A

Schedule 3 - Beginning Fund Balances

FY 2018 General Fund Sustainability Analysis

Type	Balance as of 10/1/2017	% Included	Balances Included in Model
Nonspendable:	\$ 21,112	0.00%	\$ —
Restricted:	\$ 800,000	0.00%	\$ —
Committed:	\$ 193,358	0.00%	\$ —
Assigned:	\$ 128,915	0.00%	\$ —
Unassigned:	\$ 7,488,602	100.00%	\$ 7,488,602
Net Unrestricted Fund Balance	\$ 8,631,987		\$ 7,488,602

Appendix A

Schedule 4 - Revenue Projection Summary

FY 2018 General Fund Sustainability Analysis

Revenue Type	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
AD VALOREM	\$ 28,320,592	\$ 31,445,752	\$ 33,030,800	\$ 34,513,038	\$ 36,064,851	\$ 37,510,392	\$ 39,017,963	\$ 40,590,134	\$ 42,226,075	\$ 43,711,537	\$ 45,248,983
TAXES	\$ 16,110,507	\$ 15,935,168	\$ 16,088,800	\$ 16,224,600	\$ 16,361,700	\$ 16,500,300	\$ 16,640,400	\$ 16,781,900	\$ 16,892,400	\$ 17,003,800	\$ 17,116,000
OTHER FEES AND PERMITS	\$ 5,577,905	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500
INTERGOVERNMENTAL REVENUE	\$ 12,669,241	\$ 12,480,080	\$ 12,622,396	\$ 12,181,400	\$ 12,308,600	\$ 12,437,000	\$ 12,566,800	\$ 12,698,100	\$ 12,800,400	\$ 12,903,600	\$ 13,007,600
CHARGES FOR SERVICES	\$ 3,846,033	\$ 4,103,312	\$ 4,174,100	\$ 4,247,100	\$ 4,322,200	\$ 4,399,400	\$ 4,479,000	\$ 4,560,900	\$ 4,645,100	\$ 4,731,900	\$ 4,821,200
FINES AND FORFEITS	\$ 408,180	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500
MISCELLANEOUS REVENUES	\$ 1,246,835	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200
OTHER SOURCES	\$ 2,573,766	\$ 2,175,334	\$ 3,048,401	\$ 3,190,545	\$ 3,163,307	\$ 3,121,557	\$ 3,173,114	\$ 3,223,363	\$ 3,272,338	\$ 3,320,072	\$ 3,406,900
NON-OPERATING	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Total Sources of Funds:	\$ 70,753,059	\$ 72,567,846	\$ 75,392,697	\$ 76,784,883	\$ 78,648,858	\$ 80,396,849	\$ 82,305,477	\$ 84,282,597	\$ 86,264,513	\$ 88,099,109	\$ 90,028,883

Revenue By Type

AD VALOREM	40.0 %	43.3 %	43.8 %	44.9 %	45.9 %	46.7 %	47.4 %	48.2 %	48.9 %	49.6 %	50.3 %
TAXES	22.8 %	22.0 %	21.3 %	20.8 %	20.8 %	20.5 %	20.2 %	19.9 %	19.6 %	19.3 %	19.0 %
OTHER FEES AND PERMITS	7.9 %	7.8 %	7.5 %	7.2 %	7.2 %	7.0 %	6.9 %	6.7 %	6.6 %	6.4 %	6.3 %
INTERGOVERNMENTAL REVENUE	17.9 %	17.2 %	16.7 %	15.9 %	15.7 %	15.5 %	15.3 %	15.1 %	14.8 %	14.6 %	14.4 %
CHARGES FOR SERVICES	5.4 %	5.7 %	5.5 %	5.5 %	5.5 %	5.5 %	5.4 %	5.4 %	5.4 %	5.4 %	5.4 %
FINES AND FORFEITS	0.6 %	0.5 %	0.5 %	0.5 %	0.5 %	0.5 %	0.5 %	0.5 %	0.5 %	0.4 %	0.4 %
MISCELLANEOUS REVENUES	1.8 %	0.5 %	0.5 %	0.5 %	0.5 %	0.5 %	0.5 %	0.5 %	0.4 %	0.4 %	0.4 %
OTHER SOURCES	3.6 %	3.0 %	4.0 %	4.2 %	4.0 %	3.9 %	3.9 %	3.8 %	3.8 %	3.8 %	3.8 %
NON-OPERATING	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %

Appendix A

Schedule 5 - Expense Projection Summary

FY 2018 General Fund Sustainability Analysis

	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Expenses by Department											
Legislative Department	\$ 717,808	\$ 767,992	\$ 792,391	\$ 817,607	\$ 843,668	\$ 870,603	\$ 898,445	\$ 927,223	\$ 956,971	\$ 987,722	\$ 1,019,513
Office Of City Manager	\$ 804,756	\$ 827,548	\$ 854,525	\$ 882,421	\$ 911,270	\$ 941,104	\$ 971,959	\$ 1,003,871	\$ 1,036,878	\$ 1,071,018	\$ 1,106,333
City Attorney Department	\$ 615,112	\$ 575,522	\$ 590,882	\$ 606,683	\$ 622,940	\$ 639,667	\$ 656,878	\$ 674,588	\$ 692,813	\$ 711,569	\$ 730,872
Procurement Dept	\$ 380,791	\$ 557,818	\$ 576,593	\$ 596,016	\$ 616,109	\$ 636,897	\$ 658,404	\$ 680,654	\$ 703,676	\$ 727,494	\$ 752,139
Finance Dept	\$ 1,344,344	\$ 1,456,781	\$ 1,504,476	\$ 1,553,787	\$ 1,604,769	\$ 1,657,481	\$ 1,711,983	\$ 1,768,337	\$ 1,826,609	\$ 1,886,864	\$ 1,949,172
Comm And Info Technology	\$ 2,669,878	\$ 3,363,368	\$ 3,454,243	\$ 3,547,752	\$ 3,643,977	\$ 3,743,000	\$ 3,844,910	\$ 3,949,796	\$ 4,057,749	\$ 4,168,866	\$ 4,283,246
Human Resources Dept	\$ 704,623	\$ 913,103	\$ 941,395	\$ 970,610	\$ 1,000,781	\$ 1,031,938	\$ 1,064,117	\$ 1,097,351	\$ 1,131,677	\$ 1,167,132	\$ 1,203,755
Growth Management Dept	\$ 1,352,692	\$ 1,968,182	\$ 2,031,104	\$ 2,096,122	\$ 2,163,308	\$ 2,232,737	\$ 2,304,485	\$ 2,378,634	\$ 2,455,265	\$ 2,534,464	\$ 2,616,321
Economic Development	\$ 643,343	\$ 924,382	\$ 948,048	\$ 972,372	\$ 997,375	\$ 1,023,076	\$ 1,049,498	\$ 1,076,663	\$ 1,104,592	\$ 1,133,309	\$ 1,162,839
Parks And Recreation Dept	\$ 4,412,840	\$ 4,229,442	\$ 4,358,393	\$ 4,491,484	\$ 4,628,852	\$ 4,770,640	\$ 4,916,997	\$ 5,068,075	\$ 5,224,032	\$ 5,385,033	\$ 5,551,247
Facilities Department	\$ 2,672,899	\$ 2,932,500	\$ 3,014,898	\$ 3,099,760	\$ 3,187,162	\$ 3,277,184	\$ 3,369,910	\$ 3,465,425	\$ 3,563,818	\$ 3,665,179	\$ 3,769,603
Police Department	\$19,252,670	\$21,285,693	\$22,012,499	\$22,764,883	\$23,543,892	\$24,350,500	\$25,185,475	\$26,050,078	\$26,945,393	\$27,872,550	\$28,832,717
Fire Department	\$14,443,184	\$14,806,298	\$15,334,651	\$15,882,586	\$16,450,929	\$17,040,474	\$17,651,893	\$18,286,175	\$18,944,210	\$19,626,924	\$20,335,281
Public Works Department	\$ 6,938,027	\$ 5,503,823	\$ 5,674,303	\$ 5,850,330	\$ 6,032,089	\$ 6,219,776	\$ 6,413,590	\$ 6,613,740	\$ 6,820,440	\$ 7,033,914	\$ 7,254,390
General Government	\$11,384,306	\$12,023,394	\$11,506,716	\$12,308,454	\$12,146,379	\$12,241,627	\$12,347,951	\$12,452,203	\$12,021,435	\$12,135,816	\$12,247,597
Cash-Funded Capital	\$ 942,072	\$ 432,000	\$ 513,500	\$ 527,000	\$ 541,000	\$ 555,000	\$ 570,000	\$ 585,000	\$ 600,500	\$ 616,500	\$ 633,000
Subtotal: Expenses by Department	\$69,279,345	\$72,567,846	\$74,108,617	\$76,967,867	\$78,934,500	\$81,231,704	\$83,616,495	\$86,077,813	\$88,086,057	\$90,724,356	\$93,448,027
Expenses by Category											
Personnel Services	\$46,781,797	\$50,859,211	\$52,633,453	\$54,471,223	\$56,375,051	\$58,347,380	\$60,390,359	\$62,506,964	\$64,699,927	\$66,972,087	\$69,326,391
Operating Expenses	\$14,183,893	\$13,593,803	\$13,882,414	\$14,177,301	\$14,478,602	\$14,786,463	\$15,101,030	\$15,422,454	\$15,750,891	\$16,086,496	\$16,429,431
Contributions	\$ 54,825	\$ 201,500	\$ 205,530	\$ 209,641	\$ 213,833	\$ 218,110	\$ 222,472	\$ 226,922	\$ 231,460	\$ 236,089	\$ 240,811
Transfers	\$ 1,221,858	\$ 1,140,801	\$ 797,631	\$ 798,103	\$ 735,391	\$ 735,391	\$ 742,136	\$ 749,084	\$ 756,240	\$ 763,611	\$ 771,203
Non-Operating	\$ 5,925,638	\$ 6,212,389	\$ 5,948,040	\$ 6,656,648	\$ 6,462,773	\$ 6,461,620	\$ 6,462,869	\$ 6,459,877	\$ 5,919,651	\$ 5,922,314	\$ 5,920,067
Cash-Funded Capital	\$ 942,072	\$ 432,000	\$ 513,500	\$ 527,000	\$ 541,000	\$ 555,000	\$ 570,000	\$ 585,000	\$ 600,500	\$ 616,500	\$ 633,000
Subtotal: Expenses by Category	\$69,239,345	\$72,567,846	\$74,108,710	\$76,968,057	\$78,934,792	\$81,232,106	\$83,617,008	\$86,078,443	\$88,086,811	\$90,725,240	\$93,449,046
% Execution by Expense Type ⁽¹⁾											
Personnel Services	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Operating Expenses	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Contributions	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Transfers	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Non-Operating	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Cash-Funded Capital	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Executed Expenses by Category											
Personnel Services	\$46,781,797	\$50,859,211	\$52,633,453	\$54,471,223	\$56,375,051	\$58,347,380	\$60,390,359	\$62,506,964	\$64,699,927	\$66,972,087	\$69,326,391
Operating Expenses	\$14,183,893	\$13,593,803	\$13,882,414	\$14,177,301	\$14,478,602	\$14,786,463	\$15,101,030	\$15,422,454	\$15,750,891	\$16,086,496	\$16,429,431

Schedule 5 - Expense Projection Summary**FY 2018 General Fund Sustainability Analysis**

Contributions	\$ 54,825	\$ 201,500	\$ 205,530	\$ 209,641	\$ 213,833	\$ 218,110	\$ 222,472	\$ 226,922	\$ 231,460	\$ 236,089	\$ 240,811
Transfers	\$1,221,858	\$1,140,801	\$ 797,631	\$ 798,103	\$ 735,391	\$ 735,391	\$ 742,136	\$ 749,084	\$ 756,240	\$ 763,611	\$ 771,203
Non-Operating	\$5,925,638	\$6,212,389	\$5,948,040	\$ 6,656,648	\$6,462,773	\$6,461,620	\$6,462,869	\$6,459,877	\$5,919,651	\$5,922,314	\$5,920,067
Cash-Funded Capital	\$ 942,072	\$ 432,000	\$ 513,500	\$ 527,000	\$ 541,000	\$ 555,000	\$ 570,000	\$ 585,000	\$ 600,500	\$ 616,500	\$ 633,000
Total Executed Expenses by Category:	\$69,239,345	\$72,567,846	\$74,108,710	\$76,968,057	\$78,934,792	\$81,232,106	\$83,617,008	\$86,078,443	\$88,086,811	\$90,725,240	\$93,449,046

(1) The projected expense execution rates were determined by the 3-year average of historical budget vs. actual results.

Appendix A

	Type	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
1	AD VALOREM	OPERATING MILLAGE	\$28,320,592	\$31,445,752	\$33,030,800	\$34,513,038	\$36,064,851	\$37,510,392	\$39,017,963	\$40,590,134	\$42,226,075	\$43,711,537	\$45,248,983
2	TAXES	DELINQUENT OPERATING	\$ 180,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
3	TAXES	ROAD IMPR DEBT DELINQUENT	\$ 207	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
4	TAXES	1ST LOCAL OPTION FUEL TAX	\$ 3,900,000	\$ 3,848,419	\$ 3,895,000	\$ 3,936,200	\$ 3,977,800	\$ 4,019,800	\$ 4,062,300	\$ 4,105,200	\$ 4,138,700	\$ 4,172,500	\$ 4,206,500
5	TAXES	FLORIDA POWER & LIGHT	\$ 7,220,000	\$ 7,375,000	\$ 7,464,300	\$ 7,543,200	\$ 7,622,900	\$ 7,703,500	\$ 7,784,900	\$ 7,867,200	\$ 7,931,400	\$ 7,996,100	\$ 8,061,300
6	TAXES	PALM BAY WATER	\$ 1,390,000	\$ 1,420,000	\$ 1,437,200	\$ 1,452,400	\$ 1,467,700	\$ 1,483,200	\$ 1,498,900	\$ 1,514,700	\$ 1,527,100	\$ 1,539,600	\$ 1,552,200
7	TAXES	CITY GAS	\$ 45,700	\$ 47,000	\$ 47,600	\$ 48,100	\$ 48,600	\$ 49,100	\$ 49,600	\$ 50,100	\$ 50,500	\$ 50,900	\$ 51,300
8	TAXES	MISC GAS COMPANIES	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000
9	TAXES	COMMUNICATION SVC TAX	\$ 2,730,000	\$ 2,600,449	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400
10	TAXES	BUSINESS TAX RECEIPTS	\$ 533,200	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000
11	TAXES	BUSINESS TAX PENALTIES	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
12	TAXES	BUSINESS TAX TRANSFERS	\$ 1,700	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
13	TAXES	BUSINESS TAX APPLICATIONS	\$ 13,200	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
14	OTHER FEES AND PERMITS	FLORIDA POWER & LIGHT	\$ 5,270,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000
15	OTHER FEES AND PERMITS	CITY GAS	\$ 40,585	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
16	OTHER FEES AND PERMITS	WASTE MANAGEMENT	\$ 250,200	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000
17	OTHER FEES AND PERMITS	BRD OF ADJUST VARIANCES	\$ 4,200	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
18	OTHER FEES AND PERMITS	FLOOD PLAIN PERMITS	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
19	OTHER FEES AND PERMITS	TREE PERMITS	\$ 12,420	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
20	INTERGOVERNMENTAL REVENUE	DEPT OF JUSTICE	\$ 63,669	\$ 42,618	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600
21	INTERGOVERNMENTAL REVENUE	HOMELAND SECURI	\$ 394,829	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
22	INTERGOVERNMENTAL REVENUE	FEMA REIMBURSEM	\$ 47,869	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
23	INTERGOVERNMENTAL REVENUE	FEMA REIMBURSEM	\$ 7,978	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
24	INTERGOVERNMENTAL REVENUE	STATE REVENUE SHARING	\$ 4,660,000	\$ 4,827,781	\$ 4,886,200	\$ 4,937,800	\$ 4,990,000	\$ 5,042,700	\$ 5,096,000	\$ 5,149,900	\$ 5,191,900	\$ 5,234,300	\$ 5,277,000
25	INTERGOVERNMENTAL REVENUE	MOBILE HOME LICENSES	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
26	INTERGOVERNMENTAL REVENUE	ALCOHOLIC BEVERAGE LICENS	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
27	INTERGOVERNMENTAL REVENUE	HALF CENT SALES TAX	\$ 6,720,000	\$ 6,934,085	\$ 7,018,000	\$ 7,092,200	\$ 7,167,200	\$ 7,242,900	\$ 7,319,400	\$ 7,396,800	\$ 7,457,100	\$ 7,517,900	\$ 7,579,200
28	INTERGOVERNMENTAL REVENUE	FIREFIGHTER SUPPLEMNT CMP	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
29	INTERGOVERNMENTAL REVENUE	BREVARD CNTY SCHOOL BOARD	\$ 99,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
30	INTERGOVERNMENTAL REVENUE	BREVARD COUNTY	\$ 566,796	\$ 566,796	\$ 566,796	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
31	INTERGOVERNMENTAL REVENUE	COUNTY OCCUP LICENSE	\$ 40,300	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
32	CHARGES FOR SERVICES	COMPREHENSIVE PLAN AMEND	\$ 15,000	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
33	CHARGES FOR SERVICES	ZONING FEES	\$ 16,650	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500
34	CHARGES FOR SERVICES	VACATING OF EASEMENT	\$ 1,800	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
35	CHARGES FOR SERVICES	ENGINEERING PLAN FEES	\$ 279,175	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
36	CHARGES FOR SERVICES	SALE OF MAPS & PUBLICATN	\$ 10	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
37	CHARGES FOR SERVICES	CERTIFICATIONS/COPYING	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
38	CHARGES FOR SERVICES	COLLECTION ALLOWANCE	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500

		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Type	Description	Estimate	Approved	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
1 AD VALOREM	OPERATING MILLAGE	\$28,320,592	\$31,445,752	\$33,030,800	\$34,513,038	\$36,064,851	\$37,510,392	\$39,017,963	\$40,590,134	\$42,226,075	\$43,711,537	\$45,248,983
39 CHARGES FOR SERVICES	ADMINISTRATIVE FEES	\$ 390	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
40 CHARGES FOR SERVICES	LIEN RESEARCH FEES	\$ 165,500	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
41 CHARGES FOR SERVICES	PASSPORT SERVICE FEES	\$ 33,640	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
42 CHARGES FOR SERVICES	SITE PLAN REVIEW FEE	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500
43 CHARGES FOR SERVICES	FORECLOSURE APP FEES	\$ 25,800	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
44 CHARGES FOR SERVICES	APPLICANT TESTING FEES	\$ 2,340	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
45 CHARGES FOR SERVICES	ZONING VERIFICATION FEES	\$ 805	\$ 805	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
46 CHARGES FOR SERVICES	CITY CHARGEBACKS	\$ 74,034	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
47 CHARGES FOR SERVICES	POLICE SERVICES	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
48 CHARGES FOR SERVICES	SPECIAL DETAIL	\$ 4,178	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
49 CHARGES FOR SERVICES	FIRE PLAN CHECK	\$ 81,037	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
50 CHARGES FOR SERVICES	FIRE INSPECTION FEES	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
51 CHARGES FOR SERVICES	FIRE INSPECTION	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
52 CHARGES FOR SERVICES	POLICE RANGE FEES	\$ 14,790	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
53 CHARGES FOR SERVICES	ALARM REGISTRATION FEES	\$ 26,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
54 CHARGES FOR SERVICES	SALES-RECYCLING MATERIALS	\$ 120,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
55 CHARGES FOR SERVICES	COLLECTION & DISPOSAL FEE	\$ 223,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
56 CHARGES FOR SERVICES	MOWING SERVICES	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
57 CHARGES FOR SERVICES	CITY CHARGEBACKS	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
58 CHARGES FOR SERVICES	RIGHT-OF-WAY FEES	\$ 101,286	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
59 CHARGES FOR SERVICES	OTHER TRANS CHARGES	\$ 70,450	\$ 70,450	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500
60 CHARGES FOR SERVICES	MEMBERSHIP FEES	\$ 86,991	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
61 CHARGES FOR SERVICES	TRIPS	\$ (811)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
62 CHARGES FOR SERVICES	IN-HOUSE LABOR	\$ 12,322	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
63 CHARGES FOR SERVICES	RECREATION PROG	\$ 302,000	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500
64 CHARGES FOR SERVICES	SPECIAL EVENTS	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000
65 CHARGES FOR SERVICES	MEETING ROOMS RENTAL	\$ 20,382	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
66 CHARGES FOR SERVICES	CAPTAIN'S HOUSE RENTAL	\$ 15,414	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
67 CHARGES FOR SERVICES	GYMNASIUM RENTAL	\$ 10,634	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
68 CHARGES FOR SERVICES	BALLFIELD RENTAL	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
69 CHARGES FOR SERVICES	BALLFIELD LIGHT FEES	\$ 32,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
70 CHARGES FOR SERVICES	PAVILLION RENTAL	\$ 24,000	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200
71 CHARGES FOR SERVICES	TENNIS COURT RENTALS	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
73 CHARGES FOR SERVICES	PBAC RENTALS	\$ (160)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
74 CHARGES FOR SERVICES	MISC SALES	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
75 CHARGES FOR SERVICES	MISC INCOME	\$ 2,127	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
76 CHARGES FOR SERVICES	PBAC - STAFF FE	\$ 3,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

Type	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
1 AD VALOREM	OPERATING MILLAGE	\$28,320,592	\$31,445,752	\$33,030,800	\$34,513,038	\$36,064,851	\$37,510,392	\$39,017,963	\$40,590,134	\$42,226,075	\$43,711,537	\$45,248,983
77 CHARGES FOR SERVICES	TWCC - STAFF FE	\$ 350	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
78 CHARGES FOR SERVICES	UTILITIES FUND ALLOCATION	\$ 1,340,470	\$ 1,643,391	\$ 1,691,700	\$ 1,741,500	\$ 1,792,700	\$ 1,845,400	\$ 1,899,700	\$ 1,955,600	\$ 2,013,100	\$ 2,072,300	\$ 2,133,300
79 CHARGES FOR SERVICES	BUILDING FUND ALLOCATION	\$ 97,852	\$ 159,335	\$ 164,300	\$ 168,800	\$ 173,800	\$ 178,900	\$ 184,200	\$ 189,600	\$ 195,200	\$ 200,900	\$ 206,800
80 CHARGES FOR SERVICES	BCRA FUND ALLOCATION	\$ 14,624	\$ 27,002	\$ 27,800	\$ 28,600	\$ 29,400	\$ 30,300	\$ 31,200	\$ 32,100	\$ 33,000	\$ 34,000	\$ 35,000
81 CHARGES FOR SERVICES	SWU FUND ALLOCATION	\$ 354,679	\$ 487,167	\$ 502,500	\$ 516,300	\$ 531,500	\$ 547,100	\$ 563,200	\$ 579,800	\$ 596,900	\$ 614,500	\$ 632,600
82 CHARGES FOR SERVICES	SOLID WASTE FUND ALLOCATI	\$ 55,434	\$ 60,288	\$ 62,100	\$ 63,900	\$ 65,800	\$ 67,700	\$ 69,700	\$ 71,800	\$ 73,900	\$ 76,100	\$ 78,300
83 CHARGES FOR SERVICES	CDBG ALLOCATION	\$ —	\$ 15,369	\$ 15,800	\$ 16,300	\$ 16,800	\$ 17,300	\$ 17,800	\$ 18,300	\$ 18,800	\$ 19,400	\$ 20,000
84 CHARGES FOR SERVICES	NSP FUND ALLOCATION	\$ —	\$ 9,346	\$ 9,600	\$ 9,900	\$ 10,200	\$ 10,500	\$ 10,800	\$ 11,100	\$ 11,400	\$ 11,700	\$ 12,000
85 CHARGES FOR SERVICES	SHIP FUND ALLOCATOIN	\$ 16,920	\$ 3,038	\$ 3,100	\$ 3,200	\$ 3,300	\$ 3,400	\$ 3,500	\$ 3,600	\$ 3,700	\$ 3,800	\$ 3,900
86 CHARGES FOR SERVICES	HOME FUND ALLOCATION	\$ —	\$ 3,421	\$ 3,500	\$ 3,600	\$ 3,700	\$ 3,800	\$ 3,900	\$ 4,000	\$ 4,100	\$ 4,200	\$ 4,300
87 FINES AND FORFEITS	ABANDONED PROPERTY	\$ 12,342	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
88 FINES AND FORFEITS	RESTITUTION	\$ 110	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
89 FINES AND FORFEITS	COURT FINES	\$ 42,500	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
90 FINES AND FORFEITS	SECOND DOLLAR REVENUE	\$ 6,476	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
91 FINES AND FORFEITS	INVESTIGATIVE COST RECVRY	\$ 177,045	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
92 FINES AND FORFEITS	CODE COMPLIANCE FINES	\$ 149,207	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
93 FINES AND FORFEITS	FALSE ALARM FINES	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
94 FINES AND FORFEITS	FIRE INSPECTION	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
95 MISCELLANEOUS REVENUES	INTEREST INCOME	\$ 137,251	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
96 MISCELLANEOUS REVENUES	INT ON TAX COLL	\$ 12,791	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
97 MISCELLANEOUS REVENUES	INTEREST ON RES	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
98 MISCELLANEOUS REVENUES	LOAN INTEREST	\$ 416	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
99 MISCELLANEOUS REVENUES	INCREASE[DECREA	\$ 7,581	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
100 MISCELLANEOUS REVENUES	PROPERTY LEASE	\$ 206,300	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000
101 MISCELLANEOUS REVENUES	PROPERTY SALES	\$ 520,872	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
102 MISCELLANEOUS REVENUES	CITY AUCTION PR	\$ 92,176	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
103 MISCELLANEOUS REVENUES	SALES OF SURPLU	\$ 4,600	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
104 MISCELLANEOUS REVENUES	PARKS SPONSORSH	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
105 MISCELLANEOUS REVENUES	APPLIED FORFEIT	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200
106 MISCELLANEOUS REVENUES	RECOVERIES/REFUNDS	\$ 40,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
107 MISCELLANEOUS REVENUES	OTHER MISC REVENUES	\$ 118,300	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
108 MISCELLANEOUS REVENUES	P-CARD REBATE	\$ 36,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
109 MISCELLANEOUS REVENUES	ELECTRONIC CITATION	\$ 14,730	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
110 MISCELLANEOUS REVENUES	FIRST FRIDAY-VENDOR FEES	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
111 MISCELLANEOUS REVENUES	PW RISK/DAMAGE	\$ 618	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
112 OTHER SOURCES	FROM CODE NUISANCE FUND	\$ 4,536	\$ 1,869	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
113 OTHER SOURCES	FROM CRA	\$ 147,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

Schedule 6 - Detailed Revenue Projection

FY 2018 General Fund Sustainability Analysis

		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Type	Description	Estimate	Approved	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
1 AD VALOREM	OPERATING MILLAGE	\$28,320,592	\$31,445,752	\$33,030,800	\$34,513,038	\$36,064,851	\$37,510,392	\$39,017,963	\$40,590,134	\$42,226,075	\$43,711,537	\$45,248,983
114 OTHER SOURCES	FROM BUILDING FUND	\$ 166,649	\$ 203,036	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000
115 OTHER SOURCES	FROM ROAD MAINT	\$ 18,422	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
116 OTHER SOURCES	FROM UTILITIES OPER	\$ 1,922,117	\$ 1,806,369	\$ 2,679,401	\$ 2,821,545	\$ 2,794,307	\$ 2,752,557	\$ 2,804,114	\$ 2,854,363	\$ 2,903,338	\$ 2,951,072	\$ 3,037,900
117 OTHER SOURCES	FROM STORMWATER UTILITY	\$ 213,469	\$ 59,167	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200
118 OTHER SOURCES	FROM SOLID WASTE FUND	\$ 61,902	\$ 64,167	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200
119 OTHER SOURCES	FROM OTHER EE B	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
120 OTHER SOURCES	FROM FLEET SERVICES FUND	\$ 27,171	\$ 28,226	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200
OTHER SOURCES	CAPITAL LEASES	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Total:		\$70,753,059	\$72,567,846	\$75,721,174	\$76,784,883	\$78,648,858	\$80,396,849	\$82,305,477	\$84,282,597	\$86,264,513	\$88,099,109	\$90,028,883

Appendix A

Schedule 7 - Revenue Escalation Factors

FY 2018 General Fund Sustainability Analysis

Type	Description	Escalation Factor	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
AD VALOREM	OPERATING MILLAGE	Property Value	10.00 %	9.00 %	8.50 %	7.00 %	6.00 %	5.00 %	5.00 %	4.00 %	4.00 %
TAXES	1ST LOCAL OPTION FUEL TAX	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
TAXES	FLORIDA POWER & LIGHT	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
TAXES	PALM BAY WATER	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
TAXES	CITY GAS	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
TAXES	MISC GAS COMPANIES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	COMMUNICATION SVC TAX	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	BUSINESS TAX RECEIPTS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	BUSINESS TAX PENALTIES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	BUSINESS TAX TRANSFERS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	BUSINESS TAX APPLICATIONS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	FLORIDA POWER & LIGHT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	CITY GAS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	WASTE MANAGEMENT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	BRD OF ADJUST VARIANCES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	FLOOD PLAIN PERMITS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	TREE PERMITS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	DEPT OF JUSTICE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	STATE REVENUE SHARING	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
INTERGOVERNMENTAL REVENUE	MOBILE HOME LICENSES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	ALCOHOLIC BEVERAGE LICENS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	HALF CENT SALES TAX	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
INTERGOVERNMENTAL REVENUE	FIREFIGHTER SUPPLEMNT CMP	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	BREVARD COUNTY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	COUNTY OCCUP LICENSE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	COMPREHENSIVE PLAN AMEND	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ZONING FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	VACATING OF EASEMENT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ENGINEERING PLAN FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	CERTIFICATIONS/COPYING	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	COLLECTION ALLOWANCE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ADMINISTRATIVE FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	LIEN RESEARCH FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	PASSPORT SERVICE FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	SITE PLAN REVIEW FEE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	FORECLOSURE APP FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	APPLICANT TESTING FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ZONING VERIFICATION FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %

Schedule 7 - Revenue Escalation Factors

FY 2018 General Fund Sustainability Analysis

Type	Description	Escalation Factor	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
CHARGES FOR SERVICES	CITY CHARGEBACKS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	POLICE SERVICES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	SPECIAL DETAIL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	FIRE PLAN CHECK	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	FIRE INSPECTION FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	FIRE INSPECTION	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	POLICE RANGE FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ALARM REGISTRATION FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	SALES-RECYCLING MATERIALS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	COLLECTION & DISPOSAL FEE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MOWING SERVICES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	CITY CHARGEBACKS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	RIGHT-OF-WAY FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	OTHER TRANS CHARGES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MEMBERSHIP FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	IN-HOUSE LABOR	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	RECREATION PROG	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	SPECIAL EVENTS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MEETING ROOMS RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	CAPTAIN'S HOUSE RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	GYMNASIUM RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	BALLFIELD RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	BALLFIELD LIGHT FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	PAVILLION RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	TENNIS COURT RENTALS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MISC SALES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	UTILITIES FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	BUILDING FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	BCRA FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SWU FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SOLID WASTE FUND ALLOCATI	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	CDBG ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	NSP FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SHIP FUND ALLOCATOIN	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	HOME FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
FINES AND FORFEITS	ABANDONED PROPERTY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	COURT FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	SECOND DOLLAR REVENUE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	INVESTIGATIVE COST RECVRY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	PROPERTY LEASE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %

Schedule 7 - Revenue Escalation Factors

FY 2018 General Fund Sustainability Analysis

Type	Description	Escalation Factor	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
FINES AND FORFEITS	CODE COMPLIANCE FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	FALSE ALARM FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	FIRE INSPECTION	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INTEREST INCOME	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INT ON TAX COLL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INTEREST ON RES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	PROPERTY LEASE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	CITY AUCTION PR	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	SALES OF SURPLU	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	PARKS SPONSORSH	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	APPLIED FORFEIT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	RECOVERIES/REFUNDS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	OTHER MISC REVENUES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	P-CARD REBATE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	ELECTRONIC CITATION	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	FIRST FRIDAY-VENDOR FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM CODE NUISANCE FUND	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM ROAD MAINTENANCE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM ROAD MAINT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM UTILITIES OPER	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
OTHER SOURCES	FROM STORMWATER UTILITY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM EMPL BENEFIT FUND	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM OTHER EE B	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	PAVILLION RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	TENNIS COURT RENTALS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MISC SALES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	UTILITIES FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	BUILDING FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	BCRA FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SWU FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SOLID WASTE FUND ALLOCATI	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	CDBG ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	NSP FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SHIP FUND ALLOCATOIN	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	HOME FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
FINES AND FORFEITS	ABANDONED PROPERTY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	COURT FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	SECOND DOLLAR REVENUE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	INVESTIGATIVE COST RECVRY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	PROPERTY LEASE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %

Schedule 7 - Revenue Escalation Factors

FY 2018 General Fund Sustainability Analysis

Type	Description	Escalation Factor	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
FINES AND FORFEITS	CODE COMPLIANCE FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	FALSE ALARM FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	FIRE INSPECTION	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INTEREST INCOME	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INT ON TAX COLL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INTEREST ON RES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	PROPERTY LEASE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	CITY AUCTION PR	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	SALES OF SURPLU	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	PARKS SPONSORSH	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	APPLIED FORFEIT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	RECOVERIES/REFUNDS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	OTHER MISC REVENUES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	P-CARD REBATE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	ELECTRONIC CITATION	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	FIRST FRIDAY-VENDOR FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM CODE NUISANCE FUND	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM ROAD MAINTENANCE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM ROAD MAINT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM UTILITIES OPER	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
OTHER SOURCES	FROM STORMWATER UTILITY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM EMPL BENEFIT FUND	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM OTHER EE B	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %

Appendix A

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
1	LEGISLATIVE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 229,855	\$ 233,846	\$ 241,623	\$ 249,660	\$ 257,963	\$ 266,543	\$ 275,407	\$ 284,567	\$ 294,032	\$ 303,811	\$ 313,915
2	LEGISLATIVE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 84,651	\$ 86,870	\$ 89,759	\$ 92,744	\$ 95,829	\$ 99,016	\$ 102,309	\$ 105,712	\$ 109,228	\$ 112,861	\$ 116,614
3	LEGISLATIVE DEPARTMENT	COMP TIME USED	\$ 450	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
4	LEGISLATIVE DEPARTMENT	SPECIAL PAY	\$ 6,908	\$ 7,115	\$ 7,352	\$ 7,596	\$ 7,849	\$ 8,110	\$ 8,380	\$ 8,658	\$ 8,946	\$ 9,244	\$ 9,551
5	LEGISLATIVE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 1,104	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173
6	LEGISLATIVE DEPARTMENT	VEHICLE ALLOWANCE	\$ 9,534	\$ 9,720	\$ 10,043	\$ 10,377	\$ 10,722	\$ 11,079	\$ 11,448	\$ 11,828	\$ 12,222	\$ 12,628	\$ 13,048
7	LEGISLATIVE DEPARTMENT	CLOTHING ALLOWANCE	\$ 100	\$ 100	\$ 103	\$ 107	\$ 110	\$ 114	\$ 118	\$ 122	\$ 126	\$ 130	\$ 134
8	LEGISLATIVE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 24,467	\$ 23,704	\$ 24,492	\$ 25,307	\$ 26,149	\$ 27,018	\$ 27,917	\$ 28,845	\$ 29,805	\$ 30,796	\$ 31,820
9	LEGISLATIVE DEPARTMENT	RETIREMENT - ICMA	\$ 21,779	\$ 22,347	\$ 23,464	\$ 24,638	\$ 25,869	\$ 27,163	\$ 28,521	\$ 29,947	\$ 31,444	\$ 33,017	\$ 34,668
10	LEGISLATIVE DEPARTMENT	RETIREMENT - FRS	\$ 26,113	\$ 25,699	\$ 26,984	\$ 28,333	\$ 29,750	\$ 31,237	\$ 32,799	\$ 34,439	\$ 36,161	\$ 37,969	\$ 39,868
11	LEGISLATIVE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 132,036	\$ 151,987	\$ 157,042	\$ 162,265	\$ 167,662	\$ 173,238	\$ 179,000	\$ 184,953	\$ 191,104	\$ 197,460	\$ 204,027
12	LEGISLATIVE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 27,855	\$ 38,259	\$ 39,531	\$ 40,846	\$ 42,205	\$ 43,608	\$ 45,059	\$ 46,557	\$ 48,106	\$ 49,706	\$ 51,359
13	LEGISLATIVE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 7,173	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
14	LEGISLATIVE DEPARTMENT	WORKERS COMPENSATION	\$ 16,704	\$ 16,407	\$ 16,953	\$ 17,517	\$ 18,099	\$ 18,701	\$ 19,323	\$ 19,966	\$ 20,630	\$ 21,316	\$ 22,025
15	LEGISLATIVE DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 20,070	\$ 40,070	\$ 40,871	\$ 41,689	\$ 42,523	\$ 43,373	\$ 44,241	\$ 45,125	\$ 46,028	\$ 46,948	\$ 47,887
16	LEGISLATIVE DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ 12,000	\$ 12,000	\$ 12,240	\$ 12,485	\$ 12,734	\$ 12,989	\$ 13,249	\$ 13,514	\$ 13,784	\$ 14,060	\$ 14,341
17	LEGISLATIVE DEPARTMENT	TRAVEL M&IE	\$ 1,538	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
18	LEGISLATIVE DEPARTMENT	COUNCIL TRAVEL M&IE	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
19	LEGISLATIVE DEPARTMENT	MISC REIMBURSEMENTS	\$ 7,800	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
20	LEGISLATIVE DEPARTMENT	POSTAGE/FREIGHT/OTHER	\$ 900	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076
21	LEGISLATIVE DEPARTMENT	COPIER LEASE	\$ 2,700	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
22	LEGISLATIVE DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 20,000	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185	\$ 23,881	\$ 24,597	\$ 25,335	\$ 26,095
23	LEGISLATIVE DEPARTMENT	OTHER OFFICE EQUIP MAINT	\$ 900	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305
24	LEGISLATIVE DEPARTMENT	PRINTING & BINDING	\$ 8,000	\$ 8,000	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
25	LEGISLATIVE DEPARTMENT	OTHER PROMO ACTIVITIES	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
26	LEGISLATIVE DEPARTMENT	LEGAL ADVERTISEMENTS	\$ 3,500	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
27	LEGISLATIVE DEPARTMENT	ELECTION EXPENSES	\$ 4,000	\$ 14,100	\$ 14,382	\$ 14,670	\$ 14,963	\$ 15,262	\$ 15,568	\$ 15,879	\$ 16,196	\$ 16,520	\$ 16,851
28	LEGISLATIVE DEPARTMENT	OTHER CURRENT CHARGES	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
29	LEGISLATIVE DEPARTMENT	OFFICE SUPPLIES	\$ 4,000	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
30	LEGISLATIVE DEPARTMENT	SOFTWARE <\$5,000	\$ 196	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
31	LEGISLATIVE DEPARTMENT	FURNITURE/EQUIP <\$5,000	\$ 3,478	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
32	LEGISLATIVE DEPARTMENT	DUES & MEMBERSHIPS	\$ 30,722	\$ 21,665	\$ 22,098	\$ 22,540	\$ 22,991	\$ 23,451	\$ 23,920	\$ 24,398	\$ 24,886	\$ 25,384	\$ 25,892
33	LEGISLATIVE DEPARTMENT	TRAINING & EDUCATION COST	\$ 700	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	\$ 1,914	\$ 1,953	\$ 1,992	\$ 2,032
34	LEGISLATIVE DEPARTMENT	COUNCIL TRAINING & EDUC	\$ —	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
35	LEGISLATIVE DEPARTMENT	OTHER CONTRIBUTIONS	\$ 75	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
36	OFFICE OF CITY MANAGER	FULL-TIME SALARIES/WAGES	\$ 392,671	\$ 425,001	\$ 439,136	\$ 453,741	\$ 468,832	\$ 484,425	\$ 500,536	\$ 517,184	\$ 534,385	\$ 552,158	\$ 570,522
37	OFFICE OF CITY MANAGER	FULL-TIME SALARIES/WAGES	\$ 81,738	\$ 86,448	\$ 89,323	\$ 92,294	\$ 95,364	\$ 98,535	\$ 101,812	\$ 105,199	\$ 108,697	\$ 112,312	\$ 116,048
38	OFFICE OF CITY MANAGER	OVERTIME	\$ 79	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
39	OFFICE OF CITY MANAGER	SPECIAL PAY	\$ 20,851	\$ 16,500	\$ 17,049	\$ 17,616	\$ 18,202	\$ 18,807	\$ 19,433	\$ 20,079	\$ 20,747	\$ 21,437	\$ 22,150
40	OFFICE OF CITY MANAGER	INSURANCE BENEFITS CREDIT	\$ 574	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
41	OFFICE OF CITY MANAGER	VEHICLE ALLOWANCE	\$ 8,413	\$ 9,720	\$ 10,043	\$ 10,377	\$ 10,722	\$ 11,079	\$ 11,448	\$ 11,828	\$ 12,222	\$ 12,628	\$ 13,048
42	OFFICE OF CITY MANAGER	CLOTHING ALLOWANCE	\$ 100	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
43	OFFICE OF CITY MANAGER	EXPENSE ALLOWANCE	\$ 3,000	\$ 3,000	\$ 3,100	\$ 3,203	\$ 3,309	\$ 3,419	\$ 3,533	\$ 3,651	\$ 3,772	\$ 3,898	\$ 4,027
44	OFFICE OF CITY MANAGER	SOCIAL SECURITY/MEDICARE	\$ 34,900	\$ 41,201	\$ 42,571	\$ 43,987	\$ 45,450	\$ 46,962	\$ 48,524	\$ 50,137	\$ 51,805	\$ 53,528	\$ 55,308
45	OFFICE OF CITY MANAGER	RETIREMENT - ICMA	\$ 45,224	\$ 48,585	\$ 51,014	\$ 53,565	\$ 56,243	\$ 59,055	\$ 62,008	\$ 65,109	\$ 68,364	\$ 71,782	\$ 75,371
46	OFFICE OF CITY MANAGER	RETIREMENT - ICMA RHS	\$ 2,500	\$ 12,500	\$ 13,125	\$ 13,781	\$ 14,470	\$ 15,194	\$ 15,954	\$ 16,751	\$ 17,589	\$ 18,468	\$ 19,392
47	OFFICE OF CITY MANAGER	EMP HEALTH INS PREMIUMS	\$ 53,276	\$ 41,461	\$ 42,840	\$ 44,265	\$ 45,737	\$ 47,258	\$ 48,830	\$ 50,454	\$ 52,132	\$ 53,866	\$ 55,657
48	OFFICE OF CITY MANAGER	OTHER EMP INS PREMIUMS	\$ 15,475	\$ 21,255	\$ 21,962	\$ 22,692	\$ 23,447	\$ 24,227	\$ 25,033	\$ 25,865	\$ 26,725	\$ 27,614	\$ 28,533
49	OFFICE OF CITY MANAGER	EMPLOYEE CAFETERIA CREDIT	\$ 3,688	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
50	OFFICE OF CITY MANAGER	WORKERS COMPENSATION	\$ 9,280	\$ 9,115	\$ 9,418	\$ 9,731	\$ 10,055	\$ 10,389	\$ 10,735	\$ 11,092	\$ 11,461	\$ 11,842	\$ 12,236
51	OFFICE OF CITY MANAGER	CONSULTANT SERVICES	\$ 12,000	\$ 19,800	\$ 20,196	\$ 20,600	\$ 21,012	\$ 21,432	\$ 21,861	\$ 22,298	\$ 22,744	\$ 23,199	\$ 23,663
52	OFFICE OF CITY MANAGER	OTHER PROFESSIONAL SVC	\$ 49,732	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
53	OFFICE OF CITY MANAGER	OTHER CONTRACTUAL SERVICE	\$ 30,700	\$ 32,700	\$ 33,354	\$ 34,021	\$ 34,702	\$ 35,396	\$ 36,103	\$ 36,826	\$ 37,562	\$ 38,313	\$ 39,080
54	OFFICE OF CITY MANAGER	TRAVEL M&IE	\$ 8,800	\$ 12,520	\$ 12,770	\$ 13,026	\$ 13,286	\$ 13,552	\$ 13,823	\$ 14,100	\$ 14,382	\$ 14,669	\$ 14,963
55	OFFICE OF CITY MANAGER	POSTAGE/FREIGHT/OTHER	\$ 422	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433	\$ 442	\$ 450	\$ 459	\$ 469	\$ 478
56	OFFICE OF CITY MANAGER	COPIER LEASE	\$ 3,005	\$ 2,476	\$ 2,526	\$ 2,576	\$ 2,628	\$ 2,680	\$ 2,734	\$ 2,788	\$ 2,844	\$ 2,901	\$ 2,959
57	OFFICE OF CITY MANAGER	PRINTING & BINDING	\$ 100	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
58	OFFICE OF CITY MANAGER	ADVERTISING (EXCL LEGAL)	\$ 450	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
59	OFFICE OF CITY MANAGER	OFFICE SUPPLIES	\$ 750	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
60	OFFICE OF CITY MANAGER	SOFTWARE <\$5,000	\$ 292	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
61	OFFICE OF CITY MANAGER	FURNITURE/EQUIP <\$5,000	\$ —	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
62	OFFICE OF CITY MANAGER	MISC OPERATING SUPPLIES	\$ 1,500	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
63	OFFICE OF CITY MANAGER	TOOLS/EQUIPMENT	\$ 2,946	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
64	OFFICE OF CITY MANAGER	DUES & MEMBERSHIPS	\$ 14,690	\$ 15,528	\$ 15,839	\$ 16,155	\$ 16,478	\$ 16,808	\$ 17,144	\$ 17,487	\$ 17,837	\$ 18,194	\$ 18,557
65	OFFICE OF CITY MANAGER	TRAINING & EDUCATION COST	\$ 7,600	\$ 14,361	\$ 14,648	\$ 14,941	\$ 15,240	\$ 15,545	\$ 15,856	\$ 16,173	\$ 16,496	\$ 16,826	\$ 17,163
66	CITY ATTORNEY DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 130,503	\$ 126,844	\$ 131,063	\$ 135,422	\$ 139,926	\$ 144,579	\$ 149,388	\$ 154,356	\$ 159,490	\$ 164,795	\$ 170,275
67	CITY ATTORNEY DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 2,996	\$ 3,709	\$ 3,832	\$ 3,960	\$ 4,092	\$ 4,228	\$ 4,368	\$ 4,513	\$ 4,664	\$ 4,819	\$ 4,979
68	CITY ATTORNEY DEPARTMENT	PART-TIME WAGES	\$ 86,142	\$ 86,142	\$ 89,007	\$ 91,967	\$ 95,026	\$ 98,186	\$ 101,452	\$ 104,826	\$ 108,313	\$ 111,915	\$ 115,637
69	CITY ATTORNEY DEPARTMENT	SPECIAL PAY	\$ 8,879	\$ 8,879	\$ 9,174	\$ 9,479	\$ 9,795	\$ 10,120	\$ 10,457	\$ 10,805	\$ 11,164	\$ 11,536	\$ 11,919
70	CITY ATTORNEY DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 155	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809
71	CITY ATTORNEY DEPARTMENT	VEHICLE ALLOWANCE	\$ 3,366	\$ 3,645	\$ 3,766	\$ 3,891	\$ 4,021	\$ 4,155	\$ 4,293	\$ 4,436	\$ 4,583	\$ 4,736	\$ 4,893
72	CITY ATTORNEY DEPARTMENT	CLOTHING ALLOWANCE	\$ 50	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
73	CITY ATTORNEY DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 13,680	\$ 10,846	\$ 11,207	\$ 11,579	\$ 11,965	\$ 12,362	\$ 12,774	\$ 13,198	\$ 13,637	\$ 14,091	\$ 14,560
74	CITY ATTORNEY DEPARTMENT	RETIREMENT - ICMA	\$ 15,676	\$ 12,367	\$ 12,985	\$ 13,635	\$ 14,316	\$ 15,032	\$ 15,784	\$ 16,573	\$ 17,402	\$ 18,272	\$ 19,185
75	CITY ATTORNEY DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 14,555	\$ 18,926	\$ 19,555	\$ 20,206	\$ 20,878	\$ 21,572	\$ 22,290	\$ 23,031	\$ 23,797	\$ 24,588	\$ 25,406
76	CITY ATTORNEY DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 2,321	\$ 3,188	\$ 3,294	\$ 3,404	\$ 3,517	\$ 3,634	\$ 3,755	\$ 3,879	\$ 4,009	\$ 4,142	\$ 4,280
77	CITY ATTORNEY DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 870	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
78	CITY ATTORNEY DEPARTMENT	WORKERS COMPENSATION	\$ 1,392	\$ 1,367	\$ 1,412	\$ 1,459	\$ 1,508	\$ 1,558	\$ 1,610	\$ 1,664	\$ 1,719	\$ 1,776	\$ 1,835
79	CITY ATTORNEY DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 4	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
80	CITY ATTORNEY DEPARTMENT	TRAVEL M&IE	\$ 7,000	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
81	CITY ATTORNEY DEPARTMENT	POSTAGE/FREIGHT/OTHER	\$ 700	\$ 700	\$ 714	\$ 728	\$ 743	\$ 758	\$ 773	\$ 788	\$ 804	\$ 820	\$ 837
82	CITY ATTORNEY DEPARTMENT	COPIER LEASE	\$ 3,586	\$ 3,500	\$ 3,570	\$ 3,641	\$ 3,714	\$ 3,789	\$ 3,864	\$ 3,942	\$ 4,020	\$ 4,101	\$ 4,183
83	CITY ATTORNEY DEPARTMENT	BUILDING REPAIRS	\$ 1,114	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
84	CITY ATTORNEY DEPARTMENT	OFFICE SUPPLIES	\$ 210	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
85	CITY ATTORNEY DEPARTMENT	SOFTWARE <\$5,000	\$ 2,806	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
86	CITY ATTORNEY DEPARTMENT	MISC OPERATING SUPPLIES	\$ 1,364	\$ 600	\$ 612	\$ 624	\$ 637	\$ 649	\$ 662	\$ 676	\$ 689	\$ 703	\$ 717
88	CITY ATTORNEY DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 702	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
89	CITY ATTORNEY DEPARTMENT	OTHER CONTRIBUTIONS	\$ 3,500	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
90	CITY ATTORNEY DEPARTMENT	OTHER ATTORNEY COST	\$ 270,000	\$ 270,000	\$ 275,400	\$ 280,908	\$ 286,526	\$ 292,257	\$ 298,102	\$ 304,064	\$ 310,145	\$ 316,348	\$ 322,675
91	CITY ATTORNEY DEPARTMENT	FORENSIC AUDIT COSTS	\$ 413	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
92	CITY ATTORNEY DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 32,971	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951
93	CITY ATTORNEY DEPARTMENT	COURT CASES	\$ 10,000	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951
94	CITY ATTORNEY DEPARTMENT	POSTAGE/FREIGHT/OTHER	\$ 7	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
95	PROCUREMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 87,307	\$ 89,580	\$ 92,559	\$ 95,638	\$ 98,819	\$ 102,105	\$ 105,501	\$ 109,010	\$ 112,635	\$ 116,382	\$ 120,252
96	PROCUREMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 143,112	\$ 252,634	\$ 261,036	\$ 269,718	\$ 278,689	\$ 287,957	\$ 297,535	\$ 307,430	\$ 317,655	\$ 328,220	\$ 339,136
97	PROCUREMENT DEPT	INSURANCE BENEFITS CREDIT	\$ 3,464	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782
98	PROCUREMENT DEPT	VEHICLE ALLOWANCE	\$ 4,488	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
99	PROCUREMENT DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
100	PROCUREMENT DEPT	SOCIAL SECURITY/MEDICARE	\$ 19,315	\$ 26,190	\$ 27,061	\$ 27,961	\$ 28,891	\$ 29,852	\$ 30,845	\$ 31,871	\$ 32,931	\$ 34,026	\$ 35,157
101	PROCUREMENT DEPT	RETIREMENT - ICMA	\$ 23,899	\$ 31,474	\$ 33,048	\$ 34,700	\$ 36,435	\$ 38,257	\$ 40,170	\$ 42,178	\$ 44,287	\$ 46,501	\$ 48,827
102	PROCUREMENT DEPT	EMP HEALTH INS PREMIUMS	\$ 55,545	\$ 100,844	\$ 104,198	\$ 107,663	\$ 111,244	\$ 114,944	\$ 118,767	\$ 122,717	\$ 126,798	\$ 131,016	\$ 135,373
103	PROCUREMENT DEPT	OTHER EMP INS PREMIUMS	\$ 15,475	\$ 25,506	\$ 26,354	\$ 27,231	\$ 28,136	\$ 29,072	\$ 30,039	\$ 31,038	\$ 32,071	\$ 33,137	\$ 34,239
104	PROCUREMENT DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 1,594	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
105	PROCUREMENT DEPT	WORKERS COMPENSATION	\$ 9,280	\$ 10,938	\$ 11,302	\$ 11,678	\$ 12,066	\$ 12,467	\$ 12,882	\$ 13,310	\$ 13,753	\$ 14,211	\$ 14,683
106	PROCUREMENT DEPT	TRAVEL M&IE	\$ 3,000	\$ 3,095	\$ 3,157	\$ 3,220	\$ 3,284	\$ 3,350	\$ 3,417	\$ 3,485	\$ 3,555	\$ 3,626	\$ 3,699
107	PROCUREMENT DEPT	POSTAGE/FREIGHT/OTHER	\$ 1,200	\$ 1,100	\$ 1,122	\$ 1,144	\$ 1,167	\$ 1,191	\$ 1,214	\$ 1,239	\$ 1,264	\$ 1,289	\$ 1,315
109	PROCUREMENT DEPT	PRINTING & BINDING	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
110	PROCUREMENT DEPT	LEGAL ADVERTISEMENTS	\$ 700	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598	\$ 609
111	PROCUREMENT DEPT	OFFICE SUPPLIES	\$ 1,060	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
112	PROCUREMENT DEPT	MISC OPERATING SUPPLIES	\$ —	\$ 125	\$ 128	\$ 130	\$ 133	\$ 135	\$ 138	\$ 141	\$ 144	\$ 146	\$ 149
113	PROCUREMENT DEPT	UNIFORMS/CLOTHING	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
114	PROCUREMENT DEPT	DUES & MEMBERSHIPS	\$ 1,100	\$ 1,050	\$ 1,071	\$ 1,092	\$ 1,114	\$ 1,137	\$ 1,159	\$ 1,182	\$ 1,206	\$ 1,230	\$ 1,255
115	PROCUREMENT DEPT	LICENSES/CERTIFICATES	\$ —	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433	\$ 442	\$ 450	\$ 459	\$ 469	\$ 478
116	PROCUREMENT DEPT	TRAINING & EDUCATION COST	\$ 2,600	\$ 2,380	\$ 2,428	\$ 2,476	\$ 2,526	\$ 2,576	\$ 2,628	\$ 2,680	\$ 2,734	\$ 2,789	\$ 2,844
117	FINANCE DEPT	FULL-TIME SALARIES/WAGES	\$ 108,055	\$ 113,640	\$ 117,420	\$ 121,325	\$ 125,360	\$ 129,529	\$ 133,837	\$ 138,288	\$ 142,888	\$ 147,640	\$ 152,550
118	FINANCE DEPT	FULL-TIME SALARIES/WAGES	\$ 246,072	\$ 249,714	\$ 258,019	\$ 266,601	\$ 275,467	\$ 284,629	\$ 294,096	\$ 303,877	\$ 313,984	\$ 324,426	\$ 335,216
119	FINANCE DEPT	INSURANCE BENEFITS CREDIT	\$ 451	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332
120	FINANCE DEPT	VEHICLE ALLOWANCE	\$ 4,767	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
121	FINANCE DEPT	SOCIAL SECURITY/MEDICARE	\$ 26,523	\$ 27,464	\$ 28,377	\$ 29,321	\$ 30,296	\$ 31,304	\$ 32,345	\$ 33,421	\$ 34,532	\$ 35,681	\$ 36,868
122	FINANCE DEPT	RETIREMENT - ICMA	\$ 30,616	\$ 31,806	\$ 33,396	\$ 35,066	\$ 36,819	\$ 38,660	\$ 40,593	\$ 42,623	\$ 44,754	\$ 46,992	\$ 49,342

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
123	FINANCE DEPT	EMP HEALTH INS PREMIUMS	\$ 50,794	\$ 56,300	\$ 58,172	\$ 60,107	\$ 62,106	\$ 64,172	\$ 66,306	\$ 68,511	\$ 70,790	\$ 73,144	\$ 75,577
124	FINANCE DEPT	OTHER EMP INS PREMIUMS	\$ 15,475	\$ 21,255	\$ 21,962	\$ 22,692	\$ 23,447	\$ 24,227	\$ 25,033	\$ 25,865	\$ 26,725	\$ 27,614	\$ 28,533
125	FINANCE DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 3,985	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
126	FINANCE DEPT	WORKERS COMPENSATION	\$ 9,280	\$ 9,115	\$ 9,418	\$ 9,731	\$ 10,055	\$ 10,389	\$ 10,735	\$ 11,092	\$ 11,461	\$ 11,842	\$ 12,236
127	FINANCE DEPT	INVESTMENT SERVICES	\$ 8,184	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
128	FINANCE DEPT	OTHER PROFESSIONAL SVC	\$ —	\$ 13,500	\$ 13,770	\$ 14,045	\$ 14,326	\$ 14,613	\$ 14,905	\$ 15,203	\$ 15,507	\$ 15,817	\$ 16,134
129	FINANCE DEPT	TRAVEL M&IE	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
130	FINANCE DEPT	POSTAGE/FREIGHT/OTHER	\$ 225	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
131	FINANCE DEPT	COPIER LEASE	\$ 2,577	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
132	FINANCE DEPT	PRINTING & BINDING	\$ 548	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433	\$ 442	\$ 450	\$ 459	\$ 469	\$ 478
133	FINANCE DEPT	LEGAL ADVERTISEMENTS	\$ 1,700	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	\$ 1,914	\$ 1,953	\$ 1,992	\$ 2,032
134	FINANCE DEPT	OTHER CURRENT CHARGES	\$ 5,182	\$ 5,800	\$ 5,916	\$ 6,034	\$ 6,155	\$ 6,278	\$ 6,404	\$ 6,532	\$ 6,662	\$ 6,796	\$ 6,932
135	FINANCE DEPT	OFFICE SUPPLIES	\$ 1,000	\$ 2,110	\$ 2,152	\$ 2,195	\$ 2,239	\$ 2,284	\$ 2,330	\$ 2,376	\$ 2,424	\$ 2,472	\$ 2,522
136	FINANCE DEPT	SOFTWARE <\$5,000	\$ 584	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
137	FINANCE DEPT	DUES & MEMBERSHIPS	\$ 1,485	\$ 1,485	\$ 1,515	\$ 1,545	\$ 1,576	\$ 1,607	\$ 1,640	\$ 1,672	\$ 1,706	\$ 1,740	\$ 1,775
138	FINANCE DEPT	BOOKS/SUBSCRIPTIONS	\$ 100	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
139	FINANCE DEPT	LICENSES/CERTIFICATES	\$ 750	\$ 600	\$ 612	\$ 624	\$ 637	\$ 649	\$ 662	\$ 676	\$ 689	\$ 703	\$ 717
140	FINANCE DEPT	TRAINING & EDUCATION COST	\$ 4,750	\$ 4,750	\$ 4,845	\$ 4,942	\$ 5,041	\$ 5,142	\$ 5,244	\$ 5,349	\$ 5,456	\$ 5,565	\$ 5,677
141	FINANCE DEPT	FULL-TIME SALARIES/WAGES	\$ 296,301	\$ 294,900	\$ 304,708	\$ 314,842	\$ 325,314	\$ 336,133	\$ 347,313	\$ 358,864	\$ 370,799	\$ 383,132	\$ 395,874
143	FINANCE DEPT	OVERTIME	\$ 1,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
144	FINANCE DEPT	INSURANCE BENEFITS CREDIT	\$ 567	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084
145	FINANCE DEPT	CLOTHING ALLOWANCE	\$ 200	\$ 200	\$ 207	\$ 214	\$ 221	\$ 228	\$ 236	\$ 243	\$ 251	\$ 260	\$ 268
146	FINANCE DEPT	SOCIAL SECURITY/MEDICARE	\$ 21,536	\$ 21,521	\$ 22,237	\$ 22,976	\$ 23,740	\$ 24,530	\$ 25,346	\$ 26,189	\$ 27,060	\$ 27,960	\$ 28,890
147	FINANCE DEPT	RETIREMENT - ICMA	\$ 23,966	\$ 23,771	\$ 24,960	\$ 26,208	\$ 27,518	\$ 28,894	\$ 30,338	\$ 31,855	\$ 33,448	\$ 35,121	\$ 36,877
148	FINANCE DEPT	EMP HEALTH INS PREMIUMS	\$ 79,079	\$ 89,524	\$ 92,501	\$ 95,578	\$ 98,757	\$ 102,041	\$ 105,435	\$ 108,942	\$ 112,565	\$ 116,309	\$ 120,177
149	FINANCE DEPT	OTHER EMP INS PREMIUMS	\$ 18,570	\$ 25,506	\$ 26,354	\$ 27,231	\$ 28,136	\$ 29,072	\$ 30,039	\$ 31,038	\$ 32,071	\$ 33,137	\$ 34,239
150	FINANCE DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 4,084	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
151	FINANCE DEPT	WORKERS COMPENSATION	\$ 11,136	\$ 10,938	\$ 11,302	\$ 11,678	\$ 12,066	\$ 12,467	\$ 12,882	\$ 13,310	\$ 13,753	\$ 14,211	\$ 14,683
152	FINANCE DEPT	AUDIT COSTS	\$ 40,000	\$ 45,840	\$ 46,757	\$ 47,692	\$ 48,646	\$ 49,619	\$ 50,611	\$ 51,623	\$ 52,656	\$ 53,709	\$ 54,783
153	FINANCE DEPT	TRAVEL M&IE	\$ 1,400	\$ 1,250	\$ 1,275	\$ 1,301	\$ 1,327	\$ 1,353	\$ 1,380	\$ 1,408	\$ 1,436	\$ 1,465	\$ 1,494
154	FINANCE DEPT	POSTAGE/FREIGHT/OTHER	\$ 1,412	\$ 2,400	\$ 2,448	\$ 2,497	\$ 2,547	\$ 2,598	\$ 2,650	\$ 2,703	\$ 2,757	\$ 2,812	\$ 2,868
155	FINANCE DEPT	COPIER LEASE	\$ 3,036	\$ 2,476	\$ 2,526	\$ 2,576	\$ 2,628	\$ 2,680	\$ 2,734	\$ 2,788	\$ 2,844	\$ 2,901	\$ 2,959
156	FINANCE DEPT	OFFICE EQUIPMENT REPAIR	\$ 200	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
157	FINANCE DEPT	PRINTING & BINDING	\$ 1,500	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	\$ 1,914	\$ 1,953	\$ 1,992	\$ 2,032
158	FINANCE DEPT	OTHER CURRENT CHARGES	\$ 2,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
159	FINANCE DEPT	OFFICE SUPPLIES	\$ 2,929	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585
160	FINANCE DEPT	SOFTWARE <\$5,000	\$ 146	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
161	FINANCE DEPT	DUES & MEMBERSHIPS	\$ 940	\$ 940	\$ 959	\$ 978	\$ 998	\$ 1,017	\$ 1,038	\$ 1,059	\$ 1,080	\$ 1,101	\$ 1,123
162	FINANCE DEPT	BOOKS/SUBSCRIPTIONS	\$ 100	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
163	FINANCE DEPT	LICENSES/CERTIFICATES	\$ 580	\$ 580	\$ 592	\$ 603	\$ 616	\$ 628	\$ 640	\$ 653	\$ 666	\$ 680	\$ 693

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
164	FINANCE DEPT	TRAINING & EDUCATION COST	\$ 3,750	\$ 3,750	\$ 3,825	\$ 3,902	\$ 3,980	\$ 4,059	\$ 4,140	\$ 4,223	\$ 4,308	\$ 4,394	\$ 4,482
165	FINANCE DEPT	FULL-TIME SALARIES/WAGES	\$ 158,010	\$ 216,341	\$ 223,536	\$ 230,971	\$ 238,653	\$ 246,590	\$ 254,791	\$ 263,265	\$ 272,021	\$ 281,068	\$ 290,416
166	FINANCE DEPT	OVERTIME	\$ 400	—	—	—	—	—	—	—	—	—	—
167	FINANCE DEPT	INSURANCE BENEFITS CREDIT	\$ 407	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257
168	FINANCE DEPT	EDUCATION-DEGREE	\$ 750	\$ 750	\$ 775	\$ 801	\$ 827	\$ 855	\$ 883	\$ 913	\$ 943	\$ 974	\$ 1,007
169	FINANCE DEPT	CLOTHING ALLOWANCE	\$ 200	\$ 300	\$ 310	\$ 320	\$ 331	\$ 342	\$ 353	\$ 365	\$ 377	\$ 390	\$ 403
170	FINANCE DEPT	SOCIAL SECURITY/MEDICARE	\$ 16,305	\$ 15,078	\$ 15,579	\$ 16,098	\$ 16,633	\$ 17,186	\$ 17,758	\$ 18,348	\$ 18,959	\$ 19,589	\$ 20,241
171	FINANCE DEPT	RETIREMENT - ICMA	\$ 19,218	\$ 18,240	\$ 19,152	\$ 20,110	\$ 21,115	\$ 22,171	\$ 23,279	\$ 24,443	\$ 25,666	\$ 26,949	\$ 28,296
172	FINANCE DEPT	EMP HEALTH INS PREMIUMS	\$ 61,321	\$ 60,729	\$ 62,749	\$ 64,836	\$ 66,992	\$ 69,220	\$ 71,522	\$ 73,901	\$ 76,359	\$ 78,899	\$ 81,523
173	FINANCE DEPT	OTHER EMP INS PREMIUMS	\$ 15,475	\$ 21,255	\$ 21,962	\$ 22,692	\$ 23,447	\$ 24,227	\$ 25,033	\$ 25,865	\$ 26,725	\$ 27,614	\$ 28,533
174	FINANCE DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 3,257	—	—	—	—	—	—	—	—	—	—
175	FINANCE DEPT	WORKERS COMPENSATION	\$ 9,280	\$ 9,115	\$ 9,418	\$ 9,731	\$ 10,055	\$ 10,389	\$ 10,735	\$ 11,092	\$ 11,461	\$ 11,842	\$ 12,236
176	FINANCE DEPT	TRAVEL M&IE	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
177	FINANCE DEPT	POSTAGE/FREIGHT/OTHER	\$ 6,600	\$ 6,600	\$ 6,732	\$ 6,867	\$ 7,004	\$ 7,144	\$ 7,287	\$ 7,433	\$ 7,581	\$ 7,733	\$ 7,888
178	FINANCE DEPT	COPIER LEASE	\$ 1,830	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
179	FINANCE DEPT	PRINTING & BINDING	\$ 1,376	\$ 1,600	\$ 1,632	\$ 1,665	\$ 1,698	\$ 1,732	\$ 1,767	\$ 1,802	\$ 1,838	\$ 1,875	\$ 1,912
180	FINANCE DEPT	OTHER PROMO ACTIVITIES	\$ 200	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
181	FINANCE DEPT	UTILITY BILLING	\$ 500	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
182	FINANCE DEPT	CREDIT CARD PROCESS FEES	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
183	FINANCE DEPT	OFFICE SUPPLIES	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
184	FINANCE DEPT	DUES & MEMBERSHIPS	\$ 215	\$ 215	\$ 219	\$ 224	\$ 228	\$ 233	\$ 237	\$ 242	\$ 247	\$ 252	\$ 257
186	FINANCE DEPT	TRAINING & EDUCATION COST	\$ 1,930	\$ 1,930	\$ 1,969	\$ 2,008	\$ 2,048	\$ 2,089	\$ 2,131	\$ 2,173	\$ 2,217	\$ 2,261	\$ 2,307
187	COMM AND INFO TECHNOLOGY	FULL-TIME SALARIES/WAGES	\$ 101,607	\$ 104,661	\$ 108,142	\$ 111,739	\$ 115,455	\$ 119,295	\$ 123,262	\$ 127,362	\$ 131,598	\$ 135,975	\$ 140,497
188	COMM AND INFO TECHNOLOGY	FULL-TIME SALARIES/WAGES	\$ 729,787	\$ 767,842	\$ 793,380	\$ 819,766	\$ 847,031	\$ 875,202	\$ 904,310	\$ 934,387	\$ 965,463	\$ 997,574	\$ 1,030,752
189	COMM AND INFO TECHNOLOGY	PART-TIME WAGES	\$ 8,825	\$ 8,522	\$ 8,805	\$ 9,098	\$ 9,401	\$ 9,714	\$ 10,037	\$ 10,370	\$ 10,715	\$ 11,072	\$ 11,440
190	COMM AND INFO TECHNOLOGY	OVERTIME	\$ 13	—	—	—	—	—	—	—	—	—	—
191	COMM AND INFO TECHNOLOGY	INSURANCE BENEFITS CREDIT	\$ 1,592	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400
192	COMM AND INFO TECHNOLOGY	VEHICLE ALLOWANCE	\$ 4,767	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
193	COMM AND INFO TECHNOLOGY	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
194	COMM AND INFO TECHNOLOGY	SOCIAL SECURITY/MEDICARE	\$ 60,110	\$ 62,514	\$ 64,593	\$ 66,741	\$ 68,961	\$ 71,255	\$ 73,625	\$ 76,073	\$ 78,603	\$ 81,218	\$ 83,919
195	COMM AND INFO TECHNOLOGY	RETIREMENT - ICMA	\$ 74,588	\$ 78,471	\$ 82,395	\$ 86,514	\$ 90,840	\$ 95,382	\$ 100,151	\$ 105,159	\$ 110,417	\$ 115,937	\$ 121,734
196	COMM AND INFO TECHNOLOGY	EMP HEALTH INS PREMIUMS	\$ 214,732	\$ 216,949	\$ 224,164	\$ 231,620	\$ 239,323	\$ 247,283	\$ 255,507	\$ 264,005	\$ 272,786	\$ 281,858	\$ 291,233
197	COMM AND INFO TECHNOLOGY	OTHER EMP INS PREMIUMS	\$ 46,426	\$ 63,765	\$ 65,886	\$ 68,077	\$ 70,341	\$ 72,681	\$ 75,098	\$ 77,596	\$ 80,176	\$ 82,843	\$ 85,598
198	COMM AND INFO TECHNOLOGY	EMPLOYEE CAFETERIA CREDIT	\$ 10,606	—	—	—	—	—	—	—	—	—	—
199	COMM AND INFO TECHNOLOGY	WORKERS COMPENSATION	\$ 27,840	\$ 27,345	\$ 28,254	\$ 29,194	\$ 30,165	\$ 31,168	\$ 32,205	\$ 33,276	\$ 34,383	\$ 35,526	\$ 36,708
200	COMM AND INFO TECHNOLOGY	OTHER PROFESSIONAL SVC	\$ 45,605	\$ 310,000	\$ 316,200	\$ 322,524	\$ 328,974	\$ 335,554	\$ 342,265	\$ 349,110	\$ 356,093	\$ 363,214	\$ 370,479
201	COMM AND INFO TECHNOLOGY	TRAVEL M&IE	\$ 1,156	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076
202	COMM AND INFO TECHNOLOGY	BUSINESS TRAVEL	\$ —	\$ 100	\$ 102	\$ 104	\$ 106	\$ 108	\$ 110	\$ 113	\$ 115	\$ 117	\$ 120
203	COMM AND INFO TECHNOLOGY	TELEPHONE SERVICES	\$ 55,215	\$ 67,885	\$ 69,243	\$ 70,628	\$ 72,040	\$ 73,481	\$ 74,951	\$ 76,450	\$ 77,979	\$ 79,538	\$ 81,129
204	COMM AND INFO TECHNOLOGY	CELLULAR SERVICES	\$ 69,203	\$ 84,757	\$ 86,452	\$ 88,181	\$ 89,945	\$ 91,744	\$ 93,579	\$ 95,450	\$ 97,359	\$ 99,306	\$ 101,292

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
205	COMM AND INFO TECHNOLOGY	AIR CARDS	\$ 94,373	\$ 99,365	\$ 101,352	\$ 103,379	\$ 105,447	\$ 107,556	\$ 109,707	\$ 111,901	\$ 114,139	\$ 116,422	\$ 118,750
206	COMM AND INFO TECHNOLOGY	OTHER COMMUNICATION SVCS	\$ 1,457	\$ 4,010	\$ 4,090	\$ 4,172	\$ 4,255	\$ 4,341	\$ 4,427	\$ 4,516	\$ 4,606	\$ 4,698	\$ 4,792
207	COMM AND INFO TECHNOLOGY	POSTAGE/FREIGHT/OTHER	\$ 333	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
208	COMM AND INFO TECHNOLOGY	COPIER LEASE	\$ —	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299	\$ 1,325	\$ 1,351	\$ 1,378	\$ 1,406	\$ 1,434
209	COMM AND INFO TECHNOLOGY	COMPUTER HARDWARE MAINT	\$ 76,244	\$ 53,919	\$ 55,537	\$ 57,203	\$ 58,919	\$ 60,686	\$ 62,507	\$ 64,382	\$ 66,314	\$ 68,303	\$ 70,352
210	COMM AND INFO TECHNOLOGY	COMPUTER SOFTWARE MAINT	\$ 378,478	\$ 404,264	\$ 416,392	\$ 428,884	\$ 441,750	\$ 455,003	\$ 468,653	\$ 482,712	\$ 497,194	\$ 512,110	\$ 527,473
211	COMM AND INFO TECHNOLOGY	TELEPHONE MAINTENANCE	\$ 21,266	\$ 24,000	\$ 24,720	\$ 25,462	\$ 26,225	\$ 27,012	\$ 27,823	\$ 28,657	\$ 29,517	\$ 30,402	\$ 31,315
212	COMM AND INFO TECHNOLOGY	PRINTING & BINDING	\$ 1,000	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
213	COMM AND INFO TECHNOLOGY	OFFICE SUPPLIES	\$ 3,500	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
214	COMM AND INFO TECHNOLOGY	COMPUTER SUPPLIES	\$ 81,415	\$ 70,900	\$ 72,318	\$ 73,764	\$ 75,240	\$ 76,744	\$ 78,279	\$ 79,845	\$ 81,442	\$ 83,071	\$ 84,732
215	COMM AND INFO TECHNOLOGY	SOFTWARE <\$5,000	\$ 29,696	\$ 208,438	\$ 212,607	\$ 216,859	\$ 221,196	\$ 225,620	\$ 230,132	\$ 234,735	\$ 239,430	\$ 244,218	\$ 249,103
216	COMM AND INFO TECHNOLOGY	FURNITURE/EQUIP <\$5,000	\$ 32,173	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649	\$ 22,082	\$ 22,523	\$ 22,974	\$ 23,433	\$ 23,902
217	COMM AND INFO TECHNOLOGY	PC REPLACEMENT HARDWARE	\$ 93,472	\$ 90,859	\$ 92,676	\$ 94,530	\$ 96,420	\$ 98,349	\$ 100,316	\$ 102,322	\$ 104,368	\$ 106,456	\$ 108,585
218	COMM AND INFO TECHNOLOGY	COMPUTER HARDWARE	\$ —	\$ 137,326	\$ 140,073	\$ 142,874	\$ 145,731	\$ 148,646	\$ 151,619	\$ 154,651	\$ 157,744	\$ 160,899	\$ 164,117
219	COMM AND INFO TECHNOLOGY	TOOLS/EQUIPMENT	\$ 964	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
220	COMM AND INFO TECHNOLOGY	DUES & MEMBERSHIPS	\$ —	\$ 695	\$ 709	\$ 723	\$ 738	\$ 752	\$ 767	\$ 783	\$ 798	\$ 814	\$ 831
221	COMM AND INFO TECHNOLOGY	BOOKS/SUBSCRIPTIONS	\$ 7,269	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
222	COMM AND INFO TECHNOLOGY	LICENSES/CERTIFICATES	\$ 388,323	\$ 425,971	\$ 434,490	\$ 443,180	\$ 452,044	\$ 461,085	\$ 470,306	\$ 479,713	\$ 489,307	\$ 499,093	\$ 509,075
223	COMM AND INFO TECHNOLOGY	TRAINING & EDUCATION COST	\$ 7,793	\$ 6,400	\$ 6,528	\$ 6,659	\$ 6,792	\$ 6,928	\$ 7,066	\$ 7,207	\$ 7,352	\$ 7,499	\$ 7,649
225	HUMAN RESOURCES DEPT	FULL-TIME SALARIES/WAGES	\$ 324,963	\$ 353,935	\$ 365,706	\$ 377,869	\$ 390,437	\$ 403,422	\$ 416,840	\$ 430,703	\$ 445,028	\$ 459,829	\$ 475,123
226	HUMAN RESOURCES DEPT	COMP TIME USED	\$ 72	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
227	HUMAN RESOURCES DEPT	PART-TIME WAGES	\$ 16,853	\$ 16,796	\$ 17,355	\$ 17,932	\$ 18,528	\$ 19,144	\$ 19,781	\$ 20,439	\$ 21,119	\$ 21,821	\$ 22,547
228	HUMAN RESOURCES DEPT	INSURANCE BENEFITS CREDIT	\$ 706	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575
229	HUMAN RESOURCES DEPT	VEHICLE ALLOWANCE	\$ —	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
230	HUMAN RESOURCES DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
231	HUMAN RESOURCES DEPT	SOCIAL SECURITY/MEDICARE	\$ 25,631	\$ 34,464	\$ 35,610	\$ 36,795	\$ 38,018	\$ 39,283	\$ 40,589	\$ 41,939	\$ 43,334	\$ 44,775	\$ 46,265
232	HUMAN RESOURCES DEPT	RETIREMENT - ICMA	\$ 26,083	\$ 39,345	\$ 41,312	\$ 43,378	\$ 45,547	\$ 47,824	\$ 50,215	\$ 52,726	\$ 55,362	\$ 58,130	\$ 61,037
233	HUMAN RESOURCES DEPT	EMP HEALTH INS PREMIUMS	\$ 84,153	\$ 118,439	\$ 122,378	\$ 126,448	\$ 130,654	\$ 134,999	\$ 139,489	\$ 144,128	\$ 148,922	\$ 153,875	\$ 158,993
234	HUMAN RESOURCES DEPT	OTHER EMP INS PREMIUMS	\$ 21,665	\$ 32,988	\$ 34,085	\$ 35,219	\$ 36,390	\$ 37,600	\$ 38,851	\$ 40,143	\$ 41,478	\$ 42,858	\$ 44,283
235	HUMAN RESOURCES DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 5,579	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
236	HUMAN RESOURCES DEPT	WORKERS COMPENSATION	\$ 12,992	\$ 15,073	\$ 15,574	\$ 16,092	\$ 16,628	\$ 17,181	\$ 17,752	\$ 18,342	\$ 18,952	\$ 19,583	\$ 20,234
237	HUMAN RESOURCES DEPT	PHYSICALS/DRUG SCREENS	\$ 75,000	\$ 76,740	\$ 78,275	\$ 79,840	\$ 81,437	\$ 83,066	\$ 84,727	\$ 86,422	\$ 88,150	\$ 89,913	\$ 91,711
238	HUMAN RESOURCES DEPT	POLYGRAPHS	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
239	HUMAN RESOURCES DEPT	PSYCHOLOGICAL TESTING	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
240	HUMAN RESOURCES DEPT	PROMOTIONAL EXAMS	\$ 500	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
241	HUMAN RESOURCES DEPT	IN-HOUSE TRAINING	\$ 8,000	\$ 8,000	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
242	HUMAN RESOURCES DEPT	TEMP EMPLOYMENT SERVICES	\$ 38,000	\$ 38,000	\$ 38,760	\$ 39,535	\$ 40,326	\$ 41,132	\$ 41,955	\$ 42,794	\$ 43,650	\$ 44,523	\$ 45,414
243	HUMAN RESOURCES DEPT	HARDWARE/SOFTWARE SUPPORT	\$ 23,410	\$ 22,700	\$ 23,154	\$ 23,617	\$ 24,089	\$ 24,571	\$ 25,063	\$ 25,564	\$ 26,075	\$ 26,597	\$ 27,129
244	HUMAN RESOURCES DEPT	TRAVEL M&IE	\$ 3,042	\$ 6,752	\$ 6,887	\$ 7,025	\$ 7,165	\$ 7,309	\$ 7,455	\$ 7,604	\$ 7,756	\$ 7,911	\$ 8,069
245	HUMAN RESOURCES DEPT	POSTAGE/FREIGHT/OTHER	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
246	HUMAN RESOURCES DEPT	COPIER LEASE	\$ 3,013	\$ 2,976	\$ 3,036	\$ 3,096	\$ 3,158	\$ 3,221	\$ 3,286	\$ 3,351	\$ 3,418	\$ 3,487	\$ 3,557
247	HUMAN RESOURCES DEPT	OFFICE EQUIPMENT REPAIR	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305
248	HUMAN RESOURCES DEPT	PRINTING & BINDING	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
249	HUMAN RESOURCES DEPT	EMPLOYEE RECOGNITION	\$ 3,000	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585
250	HUMAN RESOURCES DEPT	RECRUITMENT	\$ 7,460	\$ 7,460	\$ 7,609	\$ 7,761	\$ 7,917	\$ 8,075	\$ 8,236	\$ 8,401	\$ 8,569	\$ 8,741	\$ 8,915
251	HUMAN RESOURCES DEPT	OTHER CURRENT CHARGES	\$ 751	\$ 750	\$ 765	\$ 780	\$ 796	\$ 812	\$ 828	\$ 845	\$ 862	\$ 879	\$ 896
252	HUMAN RESOURCES DEPT	PAY STUB FEES	\$ 2,400	\$ 2,400	\$ 2,448	\$ 2,497	\$ 2,547	\$ 2,598	\$ 2,650	\$ 2,703	\$ 2,757	\$ 2,812	\$ 2,868
253	HUMAN RESOURCES DEPT	OFFICE SUPPLIES	\$ 4,500	\$ 4,500	\$ 4,590	\$ 4,682	\$ 4,775	\$ 4,871	\$ 4,968	\$ 5,068	\$ 5,169	\$ 5,272	\$ 5,378
254	HUMAN RESOURCES DEPT	UNIFORMS/CLOTHING	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
255	HUMAN RESOURCES DEPT	TRAINING SUPPLIES	\$ 200	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
256	HUMAN RESOURCES DEPT	DUES & MEMBERSHIPS	\$ 3,000	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585
257	HUMAN RESOURCES DEPT	BOOKS/SUBSCRIPTIONS	\$ 1,300	\$ 1,300	\$ 1,326	\$ 1,353	\$ 1,380	\$ 1,407	\$ 1,435	\$ 1,464	\$ 1,493	\$ 1,523	\$ 1,554
258	HUMAN RESOURCES DEPT	TRAINING & EDUCATION COST	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
259	GROWTH MANAGEMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 30,000	\$ 54,889	\$ 56,715	\$ 58,601	\$ 60,550	\$ 62,564	\$ 64,644	\$ 66,794	\$ 69,016	\$ 71,311	\$ 73,683
260	GROWTH MANAGEMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 22,337	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
261	GROWTH MANAGEMENT DEPT	OVERTIME	\$ 436	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
262	GROWTH MANAGEMENT DEPT	INSURANCE BENEFITS CREDIT	\$ —	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270
263	GROWTH MANAGEMENT DEPT	VEHICLE ALLOWANCE	\$ 1,279	\$ 2,430	\$ 2,511	\$ 2,594	\$ 2,681	\$ 2,770	\$ 2,862	\$ 2,957	\$ 3,055	\$ 3,157	\$ 3,262
264	GROWTH MANAGEMENT DEPT	CLOTHING ALLOWANCE	\$ 50	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
265	GROWTH MANAGEMENT DEPT	SOCIAL SECURITY/MEDICARE	\$ 4,077	\$ 4,330	\$ 4,474	\$ 4,623	\$ 4,777	\$ 4,935	\$ 5,100	\$ 5,269	\$ 5,444	\$ 5,625	\$ 5,813
266	GROWTH MANAGEMENT DEPT	RETIREMENT - ICMA	\$ 4,272	\$ 5,352	\$ 5,620	\$ 5,901	\$ 6,196	\$ 6,505	\$ 6,831	\$ 7,172	\$ 7,531	\$ 7,907	\$ 8,303
267	GROWTH MANAGEMENT DEPT	EMP HEALTH INS PREMIUMS	\$ 12,841	\$ 12,618	\$ 13,038	\$ 13,471	\$ 13,919	\$ 14,382	\$ 14,861	\$ 15,355	\$ 15,866	\$ 16,393	\$ 16,938
268	GROWTH MANAGEMENT DEPT	OTHER EMP INS PREMIUMS	\$ 4,204	\$ 2,126	\$ 2,197	\$ 2,270	\$ 2,345	\$ 2,423	\$ 2,504	\$ 2,587	\$ 2,673	\$ 2,762	\$ 2,854
269	GROWTH MANAGEMENT DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 457	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
270	GROWTH MANAGEMENT DEPT	WORKERS COMPENSATION	\$ 2,521	\$ 912	\$ 942	\$ 974	\$ 1,006	\$ 1,040	\$ 1,074	\$ 1,110	\$ 1,147	\$ 1,185	\$ 1,224
271	GROWTH MANAGEMENT DEPT	TRAVEL M&IE	\$ 100	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
272	GROWTH MANAGEMENT DEPT	COPIER LEASE	\$ 2,727	\$ 1,399	\$ 1,427	\$ 1,456	\$ 1,485	\$ 1,514	\$ 1,545	\$ 1,576	\$ 1,607	\$ 1,639	\$ 1,672
273	GROWTH MANAGEMENT DEPT	DUES & MEMBERSHIPS	\$ 942	\$ 800	\$ 816	\$ 832	\$ 849	\$ 866	\$ 883	\$ 901	\$ 919	\$ 937	\$ 956
274	GROWTH MANAGEMENT DEPT	TRAINING & EDUCATION COST	\$ 358	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
275	GROWTH MANAGEMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 297,062	\$ 475,517	\$ 491,332	\$ 507,673	\$ 524,558	\$ 542,004	\$ 560,031	\$ 578,657	\$ 597,902	\$ 617,788	\$ 638,334
276	GROWTH MANAGEMENT DEPT	COMP TIME USED	\$ 408	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
277	GROWTH MANAGEMENT DEPT	OVERTIME	\$ 1,393	\$ 2,200	\$ 2,273	\$ 2,349	\$ 2,427	\$ 2,508	\$ 2,591	\$ 2,677	\$ 2,766	\$ 2,858	\$ 2,953
278	GROWTH MANAGEMENT DEPT	INSURANCE BENEFITS CREDIT	\$ 591	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565
279	GROWTH MANAGEMENT DEPT	CLOTHING ALLOWANCE	\$ 223	\$ 352	\$ 364	\$ 376	\$ 388	\$ 401	\$ 415	\$ 428	\$ 443	\$ 457	\$ 473
280	GROWTH MANAGEMENT DEPT	SOCIAL SECURITY/MEDICARE	\$ 21,459	\$ 35,258	\$ 36,431	\$ 37,642	\$ 38,894	\$ 40,188	\$ 41,524	\$ 42,905	\$ 44,332	\$ 45,807	\$ 47,330
281	GROWTH MANAGEMENT DEPT	RETIREMENT - ICMA	\$ 23,944	\$ 39,644	\$ 41,626	\$ 43,708	\$ 45,893	\$ 48,188	\$ 50,597	\$ 53,127	\$ 55,783	\$ 58,572	\$ 61,501
282	GROWTH MANAGEMENT DEPT	EMP HEALTH INS PREMIUMS	\$ 91,610	\$ 157,992	\$ 163,247	\$ 168,676	\$ 174,286	\$ 180,083	\$ 186,072	\$ 192,260	\$ 198,655	\$ 205,262	\$ 212,089
283	GROWTH MANAGEMENT DEPT	OTHER EMP INS PREMIUMS	\$ 15,430	\$ 36,732	\$ 37,954	\$ 39,216	\$ 40,520	\$ 41,868	\$ 43,260	\$ 44,699	\$ 46,186	\$ 47,722	\$ 49,309
284	GROWTH MANAGEMENT DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 4,438	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
285	GROWTH MANAGEMENT DEPT	WORKERS COMPENSATION	\$ 10,022	\$ 16,261	\$ 16,802	\$ 17,361	\$ 17,938	\$ 18,535	\$ 19,151	\$ 19,788	\$ 20,446	\$ 21,126	\$ 21,829

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
286	GROWTH MANAGEMENT DEPT	ENGINEERING SERVICES	\$ 112,000	\$ 112,000	\$ 114,240	\$ 116,525	\$ 118,855	\$ 121,232	\$ 123,657	\$ 126,130	\$ 128,653	\$ 131,226	\$ 133,850
287	GROWTH MANAGEMENT DEPT	OTHER PROFESSIONAL SVC	\$ 25,000	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530	\$ 27,061	\$ 27,602	\$ 28,154	\$ 28,717	\$ 29,291	\$ 29,877
288	GROWTH MANAGEMENT DEPT	TEMP EMPLOYMENT SERVICES	\$ 480	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
290	GROWTH MANAGEMENT DEPT	POSTAGE/FREIGHT/OTHER	\$ 2,486	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
291	GROWTH MANAGEMENT DEPT	OTHER PROMO ACTIVITIES	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
292	GROWTH MANAGEMENT DEPT	LEGAL ADVERTISEMENTS	\$ 14,607	\$ 18,575	\$ 18,947	\$ 19,325	\$ 19,712	\$ 20,106	\$ 20,508	\$ 20,918	\$ 21,337	\$ 21,764	\$ 22,199
293	GROWTH MANAGEMENT DEPT	OTHER CURRENT CHARGES	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
294	GROWTH MANAGEMENT DEPT	OFFICE SUPPLIES	\$ 2,419	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
295	GROWTH MANAGEMENT DEPT	COPIER SUPPLIES	\$ 63	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
296	GROWTH MANAGEMENT DEPT	SOFTWARE <\$5,000	\$ 1,808	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
297	GROWTH MANAGEMENT DEPT	FURNITURE/EQUIP <\$5,000	\$ 1,900	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
298	GROWTH MANAGEMENT DEPT	MISC OPERATING SUPPLIES	\$ 128	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
299	GROWTH MANAGEMENT DEPT	DUES & MEMBERSHIPS	\$ 2,436	\$ 1,675	\$ 1,709	\$ 1,743	\$ 1,778	\$ 1,813	\$ 1,849	\$ 1,886	\$ 1,924	\$ 1,963	\$ 2,002
300	GROWTH MANAGEMENT DEPT	BOOKS/SUBSCRIPTIONS	\$ 100	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
301	GROWTH MANAGEMENT DEPT	LICENSES/CERTIFICATES	\$ —	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742	\$ 9,937	\$ 10,135	\$ 10,338	\$ 10,545	\$ 10,756
302	GROWTH MANAGEMENT DEPT	TRAINING & EDUCATION COST	\$ 3,350	\$ 19,000	\$ 19,380	\$ 19,768	\$ 20,163	\$ 20,566	\$ 20,978	\$ 21,397	\$ 21,825	\$ 22,262	\$ 22,707
305	GROWTH MANAGEMENT DEPT	PART-TIME WAGES	\$ 18,000	\$ 29,246	\$ 30,219	\$ 31,224	\$ 32,262	\$ 33,335	\$ 34,444	\$ 35,589	\$ 36,773	\$ 37,996	\$ 39,260
306	GROWTH MANAGEMENT DEPT	OVERTIME	\$ 1,000	\$ 1,000	\$ 1,033	\$ 1,068	\$ 1,103	\$ 1,140	\$ 1,178	\$ 1,217	\$ 1,257	\$ 1,299	\$ 1,342
307	GROWTH MANAGEMENT DEPT	INSURANCE BENEFITS CREDIT	\$ 706	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977
308	GROWTH MANAGEMENT DEPT	EDUCATION-DEGREE	\$ 250	\$ 250	\$ 258	\$ 267	\$ 276	\$ 285	\$ 294	\$ 304	\$ 314	\$ 325	\$ 336
309	GROWTH MANAGEMENT DEPT	HOLIDAY PAY	\$ 525	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
310	GROWTH MANAGEMENT DEPT	CLOTHING ALLOWANCE	\$ 700	\$ 1,000	\$ 1,033	\$ 1,068	\$ 1,103	\$ 1,140	\$ 1,178	\$ 1,217	\$ 1,257	\$ 1,299	\$ 1,342
311	GROWTH MANAGEMENT DEPT	SOCIAL SECURITY/MEDICARE	\$ 29,457	\$ 38,731	\$ 40,019	\$ 41,350	\$ 42,725	\$ 44,146	\$ 45,615	\$ 47,132	\$ 48,699	\$ 50,319	\$ 51,993
312	GROWTH MANAGEMENT DEPT	RETIREMENT - ICMA	\$ 33,262	\$ 44,373	\$ 46,592	\$ 48,921	\$ 51,367	\$ 53,936	\$ 56,632	\$ 59,464	\$ 62,437	\$ 65,559	\$ 68,837
313	GROWTH MANAGEMENT DEPT	EMP HEALTH INS PREMIUMS	\$ 86,824	\$ 160,364	\$ 165,698	\$ 171,208	\$ 176,903	\$ 182,786	\$ 188,865	\$ 195,147	\$ 201,637	\$ 208,344	\$ 215,273
314	GROWTH MANAGEMENT DEPT	OTHER EMP INS PREMIUMS	\$ 24,760	\$ 43,293	\$ 44,733	\$ 46,221	\$ 47,758	\$ 49,346	\$ 50,987	\$ 52,683	\$ 54,435	\$ 56,246	\$ 58,117
315	GROWTH MANAGEMENT DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 4,586	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
316	GROWTH MANAGEMENT DEPT	WORKERS COMPENSATION	\$ 14,848	\$ 20,152	\$ 20,822	\$ 21,515	\$ 22,230	\$ 22,970	\$ 23,734	\$ 24,523	\$ 25,339	\$ 26,181	\$ 27,052
317	GROWTH MANAGEMENT DEPT	CODE COMPLIANCE ATTORNEY	\$ 4,500	\$ 4,500	\$ 4,590	\$ 4,682	\$ 4,775	\$ 4,871	\$ 4,968	\$ 5,068	\$ 5,169	\$ 5,272	\$ 5,378
318	GROWTH MANAGEMENT DEPT	TRAINING AND TRAVEL	\$ 3,300	\$ 7,800	\$ 7,956	\$ 8,115	\$ 8,277	\$ 8,443	\$ 8,612	\$ 8,784	\$ 8,960	\$ 9,139	\$ 9,322
319	GROWTH MANAGEMENT DEPT	POSTAGE/FREIGHT/OTHER	\$ 18,000	\$ 38,200	\$ 38,964	\$ 39,743	\$ 40,538	\$ 41,349	\$ 42,176	\$ 43,019	\$ 43,880	\$ 44,757	\$ 45,653
320	GROWTH MANAGEMENT DEPT	COPIER LEASE	\$ 3,089	\$ 2,716	\$ 2,770	\$ 2,826	\$ 2,882	\$ 2,940	\$ 2,999	\$ 3,059	\$ 3,120	\$ 3,182	\$ 3,246
321	GROWTH MANAGEMENT DEPT	PRINTING & BINDING	\$ 800	\$ 1,800	\$ 1,836	\$ 1,873	\$ 1,910	\$ 1,948	\$ 1,987	\$ 2,027	\$ 2,068	\$ 2,109	\$ 2,151
322	GROWTH MANAGEMENT DEPT	CREDIT CARD PROCESS FEES	\$ 1,600	\$ 1,600	\$ 1,632	\$ 1,665	\$ 1,698	\$ 1,732	\$ 1,767	\$ 1,802	\$ 1,838	\$ 1,875	\$ 1,912
323	GROWTH MANAGEMENT DEPT	OFFICE SUPPLIES	\$ 809	\$ 959	\$ 978	\$ 998	\$ 1,018	\$ 1,038	\$ 1,059	\$ 1,080	\$ 1,102	\$ 1,124	\$ 1,146
324	GROWTH MANAGEMENT DEPT	COPIER SUPPLIES	\$ 650	\$ 850	\$ 867	\$ 884	\$ 902	\$ 920	\$ 938	\$ 957	\$ 976	\$ 996	\$ 1,016
325	GROWTH MANAGEMENT DEPT	MISC OPERATING SUPPLIES	\$ 300	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
326	GROWTH MANAGEMENT DEPT	UNIFORMS/CLOTHING	\$ 800	\$ 2,950	\$ 3,009	\$ 3,069	\$ 3,131	\$ 3,193	\$ 3,257	\$ 3,322	\$ 3,389	\$ 3,456	\$ 3,526
327	GROWTH MANAGEMENT DEPT	DUES & MEMBERSHIPS	\$ 874	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076
328	GROWTH MANAGEMENT DEPT	LICENSES/CERTIFICATES	\$ —	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742	\$ 9,937	\$ 10,135	\$ 10,338	\$ 10,545	\$ 10,756

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FY 2018 General Fund Sustainability Analysis

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329	GROWTH MANAGEMENT DEPT	TRAINING & EDUCATION COST	\$ 3,150	\$ 3,150	\$ 3,213	\$ 3,277	\$ 3,343	\$ 3,410	\$ 3,478	\$ 3,547	\$ 3,618	\$ 3,691	\$ 3,765
330	ECONOMIC DEVELOPMENT	FULL-TIME SALARIES/WAGES	\$ 82,315	\$ 91,856	\$ 94,911	\$ 98,068	\$ 101,329	\$ 104,699	\$ 108,182	\$ 111,780	\$ 115,497	\$ 119,339	\$ 123,308
331	ECONOMIC DEVELOPMENT	FULL-TIME SALARIES/WAGES	\$ 128,710	\$ 147,163	\$ 152,057	\$ 157,115	\$ 162,340	\$ 167,739	\$ 173,318	\$ 179,083	\$ 185,039	\$ 191,193	\$ 197,552
333	ECONOMIC DEVELOPMENT	OVERTIME	\$ 150	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
335	ECONOMIC DEVELOPMENT	VEHICLE ALLOWANCE	\$ 4,749	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
336	ECONOMIC DEVELOPMENT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
337	ECONOMIC DEVELOPMENT	SOCIAL SECURITY/MEDICARE	\$ 15,573	\$ 17,350	\$ 17,927	\$ 18,523	\$ 19,139	\$ 19,776	\$ 20,434	\$ 21,113	\$ 21,815	\$ 22,541	\$ 23,291
338	ECONOMIC DEVELOPMENT	RETIREMENT - ICMA	\$ 19,613	\$ 22,204	\$ 23,314	\$ 24,480	\$ 25,704	\$ 26,989	\$ 28,339	\$ 29,755	\$ 31,243	\$ 32,805	\$ 34,446
339	ECONOMIC DEVELOPMENT	EMP HEALTH INS PREMIUM	\$ 49,660	\$ 59,132	\$ 61,099	\$ 63,131	\$ 65,230	\$ 67,400	\$ 69,642	\$ 71,958	\$ 74,351	\$ 76,824	\$ 79,379
340	ECONOMIC DEVELOPMENT	OTHER EMP INS PREMIUMS	\$ 9,815	\$ 17,004	\$ 17,570	\$ 18,154	\$ 18,758	\$ 19,382	\$ 20,026	\$ 20,692	\$ 21,380	\$ 22,091	\$ 22,826
341	ECONOMIC DEVELOPMENT	EMPLOYEE CAFETERIA CREDIT	\$ 2,821	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
343	ECONOMIC DEVELOPMENT	OTHER PROFESSIONAL SVC	\$ 100,000	\$ 170,000	\$ 173,400	\$ 176,868	\$ 180,405	\$ 184,013	\$ 187,694	\$ 191,448	\$ 195,277	\$ 199,182	\$ 203,166
344	ECONOMIC DEVELOPMENT	REAL ESTATE COSTS	\$ 17,510	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959	\$ 8,118	\$ 8,281	\$ 8,446	\$ 8,615	\$ 8,787	\$ 8,963
347	ECONOMIC DEVELOPMENT	BUILDING REPAIRS	\$ 221	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
348	ECONOMIC DEVELOPMENT	PRINTING & BINDING	\$ —	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
349	ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT	\$ 700	\$ 700	\$ 714	\$ 728	\$ 743	\$ 758	\$ 773	\$ 788	\$ 804	\$ 820	\$ 837
350	ECONOMIC DEVELOPMENT	ADVERTISING (EXCL LEGAL)	\$ 100,000	\$ 105,000	\$ 107,100	\$ 109,242	\$ 111,427	\$ 113,655	\$ 115,928	\$ 118,247	\$ 120,612	\$ 123,024	\$ 125,485
352	ECONOMIC DEVELOPMENT	OTHER CURRENT CHARGES	\$ 200	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
354	ECONOMIC DEVELOPMENT	MISC OPERATING SUPPLIES	\$ 956	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
355	ECONOMIC DEVELOPMENT	DUES & MEMBERSHIPS	\$ 13,000	\$ 12,500	\$ 12,750	\$ 13,005	\$ 13,265	\$ 13,530	\$ 13,801	\$ 14,077	\$ 14,359	\$ 14,646	\$ 14,939
356	ECONOMIC DEVELOPMENT	BOOKS/SUBSCRIPTIONS	\$ 20	\$ 100	\$ 102	\$ 104	\$ 106	\$ 108	\$ 110	\$ 113	\$ 115	\$ 117	\$ 120
357	ECONOMIC DEVELOPMENT	LICENSES/CERTIFICATES	\$ —	\$ 831	\$ 848	\$ 865	\$ 882	\$ 900	\$ 917	\$ 936	\$ 955	\$ 974	\$ 993
358	ECONOMIC DEVELOPMENT	TRAINING & EDUCATION COST	\$ 2,600	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
360	PARKS AND RECREATION DEPT	FULL-TIME SALARIES/WAGES	\$ 102,003	\$ 104,660	\$ 108,141	\$ 111,738	\$ 115,454	\$ 119,294	\$ 123,261	\$ 127,361	\$ 131,597	\$ 135,973	\$ 140,496
362	PARKS AND RECREATION DEPT	OVERTIME	\$ 600	\$ 1,000	\$ 1,033	\$ 1,068	\$ 1,103	\$ 1,140	\$ 1,178	\$ 1,217	\$ 1,257	\$ 1,299	\$ 1,342
364	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ —	\$ 350	\$ 362	\$ 374	\$ 386	\$ 399	\$ 412	\$ 426	\$ 440	\$ 455	\$ 470
365	PARKS AND RECREATION DEPT	VEHICLE ALLOWANCE	\$ 4,488	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
366	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 200	\$ 156	\$ 161	\$ 167	\$ 172	\$ 178	\$ 184	\$ 190	\$ 196	\$ 203	\$ 209
367	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 29,769	\$ 31,624	\$ 32,676	\$ 33,763	\$ 34,885	\$ 36,046	\$ 37,245	\$ 38,483	\$ 39,763	\$ 41,086	\$ 42,452
368	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 36,554	\$ 38,637	\$ 40,569	\$ 42,597	\$ 44,727	\$ 46,964	\$ 49,312	\$ 51,777	\$ 54,366	\$ 57,084	\$ 59,939
369	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 119,349	\$ 127,649	\$ 131,894	\$ 136,281	\$ 140,814	\$ 145,497	\$ 150,336	\$ 155,336	\$ 160,502	\$ 165,840	\$ 171,356
370	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 24,760	\$ 34,041	\$ 35,173	\$ 36,343	\$ 37,552	\$ 38,801	\$ 40,091	\$ 41,424	\$ 42,802	\$ 44,226	\$ 45,697
371	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 5,936	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
375	PARKS AND RECREATION DEPT	COPIER LEASE	\$ 4,153	\$ 2,476	\$ 2,526	\$ 2,576	\$ 2,628	\$ 2,680	\$ 2,734	\$ 2,788	\$ 2,844	\$ 2,901	\$ 2,959
377	PARKS AND RECREATION DEPT	COMPUTER SOFTWARE MAINT	\$ 8,928	\$ 9,828	\$ 10,123	\$ 10,427	\$ 10,739	\$ 11,062	\$ 11,393	\$ 11,735	\$ 12,087	\$ 12,450	\$ 12,823
379	PARKS AND RECREATION DEPT	PRINTING & BINDING	\$ 6,200	\$ 5,500	\$ 5,610	\$ 5,722	\$ 5,837	\$ 5,953	\$ 6,072	\$ 6,194	\$ 6,318	\$ 6,444	\$ 6,573
380	PARKS AND RECREATION DEPT	ADVERTISING (EXCL LEGAL)	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
381	PARKS AND RECREATION DEPT	OTHER PROMO ACTIVITIES	\$ 5,500	\$ 5,500	\$ 5,610	\$ 5,722	\$ 5,837	\$ 5,953	\$ 6,072	\$ 6,194	\$ 6,318	\$ 6,444	\$ 6,573
383	PARKS AND RECREATION DEPT	SOFTWARE <\$5,000	\$ 500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
384	PARKS AND RECREATION DEPT	FURNITURE/EQUIP <\$5,000	\$ 500	\$ 1,524	\$ 1,554	\$ 1,586	\$ 1,617	\$ 1,650	\$ 1,683	\$ 1,716	\$ 1,751	\$ 1,786	\$ 1,821

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
388	PARKS AND RECREATION DEPT	LICENSES/CERTIFICATES	\$ —	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
389	PARKS AND RECREATION DEPT	TRAINING & EDUCATION COST	\$ 1,108	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
390	PARKS AND RECREATION DEPT	FULL-TIME SALARIES/WAGES	\$ 188,453	\$ 193,152	\$ 199,576	\$ 206,214	\$ 213,072	\$ 220,159	\$ 227,481	\$ 235,047	\$ 242,864	\$ 250,941	\$ 259,287
391	PARKS AND RECREATION DEPT	COMP TIME USED	\$ 4,294	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
393	PARKS AND RECREATION DEPT	OVERTIME	\$ 2,000	\$ 8,650	\$ 8,938	\$ 9,235	\$ 9,542	\$ 9,859	\$ 10,187	\$ 10,526	\$ 10,876	\$ 11,238	\$ 11,612
395	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ —	\$ 1,346	\$ 1,391	\$ 1,437	\$ 1,485	\$ 1,534	\$ 1,585	\$ 1,638	\$ 1,692	\$ 1,749	\$ 1,807
396	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 200	\$ 200	\$ 207	\$ 214	\$ 221	\$ 228	\$ 236	\$ 243	\$ 251	\$ 260	\$ 268
397	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 27,179	\$ 26,435	\$ 27,314	\$ 28,223	\$ 29,161	\$ 30,131	\$ 31,133	\$ 32,169	\$ 33,239	\$ 34,344	\$ 35,486
398	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 15,569	\$ 16,017	\$ 16,818	\$ 17,659	\$ 18,542	\$ 19,469	\$ 20,442	\$ 21,464	\$ 22,538	\$ 23,664	\$ 24,848
399	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 55,545	\$ 52,644	\$ 54,395	\$ 56,204	\$ 58,073	\$ 60,005	\$ 62,000	\$ 64,062	\$ 66,193	\$ 68,395	\$ 70,669
400	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 12,380	\$ 17,004	\$ 17,570	\$ 18,154	\$ 18,758	\$ 19,382	\$ 20,026	\$ 20,692	\$ 21,380	\$ 22,091	\$ 22,826
401	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 2,748	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
402	PARKS AND RECREATION DEPT	WORKERS COMPENSATION	\$ 7,424	\$ 7,292	\$ 7,535	\$ 7,785	\$ 8,044	\$ 8,312	\$ 8,588	\$ 8,874	\$ 9,169	\$ 9,474	\$ 9,789
405	PARKS AND RECREATION DEPT	RECREATION PROGRAMS	\$ 190,322	\$ 190,322	\$ 194,128	\$ 198,011	\$ 201,971	\$ 206,011	\$ 210,131	\$ 214,333	\$ 218,620	\$ 222,993	\$ 227,452
406	PARKS AND RECREATION DEPT	TRAINING AND TRAVEL	\$ 661	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
410	PARKS AND RECREATION DEPT	CREDIT CARD PROCESS FEES	\$ 7,800	\$ 7,800	\$ 7,956	\$ 8,115	\$ 8,277	\$ 8,443	\$ 8,612	\$ 8,784	\$ 8,960	\$ 9,139	\$ 9,322
412	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 900	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076
414	PARKS AND RECREATION DEPT	TOOLS/EQUIPMENT	\$ 70	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
418	PARKS AND RECREATION DEPT	PART-TIME WAGES	\$ 5,402	\$ 17,402	\$ 17,981	\$ 18,579	\$ 19,197	\$ 19,835	\$ 20,495	\$ 21,176	\$ 21,881	\$ 22,609	\$ 23,360
419	PARKS AND RECREATION DEPT	OVERTIME	\$ 17,000	\$ 18,000	\$ 18,599	\$ 19,217	\$ 19,856	\$ 20,517	\$ 21,199	\$ 21,904	\$ 22,633	\$ 23,385	\$ 24,163
421	PARKS AND RECREATION DEPT	CERTIFICATE / LICENSE	\$ 1,522	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
422	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ 6,896	\$ 4,838	\$ 4,999	\$ 5,165	\$ 5,337	\$ 5,514	\$ 5,698	\$ 5,887	\$ 6,083	\$ 6,285	\$ 6,495
423	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
424	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 60,577	\$ 51,707	\$ 53,427	\$ 55,204	\$ 57,040	\$ 58,937	\$ 60,897	\$ 62,922	\$ 65,015	\$ 67,177	\$ 69,412
425	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 60,732	\$ 55,142	\$ 57,899	\$ 60,794	\$ 63,834	\$ 67,025	\$ 70,377	\$ 73,896	\$ 77,590	\$ 81,470	\$ 85,543
426	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 208,648	\$ 223,411	\$ 230,841	\$ 238,519	\$ 246,452	\$ 254,648	\$ 263,118	\$ 271,869	\$ 280,911	\$ 290,254	\$ 299,907
427	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 64,995	\$ 85,020	\$ 87,848	\$ 90,769	\$ 93,788	\$ 96,908	\$ 100,131	\$ 103,461	\$ 106,902	\$ 110,457	\$ 114,131
428	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 11,473	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
432	PARKS AND RECREATION DEPT	EQUIPMENT RENTAL	\$ 2,150	\$ 2,150	\$ 2,193	\$ 2,237	\$ 2,282	\$ 2,327	\$ 2,374	\$ 2,421	\$ 2,470	\$ 2,519	\$ 2,569
433	PARKS AND RECREATION DEPT	OTHER RENTALS/LEASES	\$ 2,890	\$ 3,690	\$ 3,764	\$ 3,839	\$ 3,916	\$ 3,994	\$ 4,074	\$ 4,156	\$ 4,239	\$ 4,323	\$ 4,410
437	PARKS AND RECREATION DEPT	CHEMICALS	\$ 28,000	\$ 28,000	\$ 28,560	\$ 29,131	\$ 29,714	\$ 30,308	\$ 30,914	\$ 31,533	\$ 32,163	\$ 32,806	\$ 33,463
438	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 9,220	\$ 9,220	\$ 9,404	\$ 9,592	\$ 9,784	\$ 9,980	\$ 10,180	\$ 10,383	\$ 10,591	\$ 10,803	\$ 11,019
439	PARKS AND RECREATION DEPT	JANITORIAL SUPPLIES	\$ 8,000	\$ 8,000	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
441	PARKS AND RECREATION DEPT	SAFETY EQUIPMENT	\$ 2,475	\$ 2,475	\$ 2,525	\$ 2,575	\$ 2,626	\$ 2,679	\$ 2,733	\$ 2,787	\$ 2,843	\$ 2,900	\$ 2,958
443	PARKS AND RECREATION DEPT	LANDSCAPING	\$ 9,150	\$ 3,660	\$ 3,733	\$ 3,808	\$ 3,884	\$ 3,962	\$ 4,041	\$ 4,122	\$ 4,204	\$ 4,288	\$ 4,374
444	PARKS AND RECREATION DEPT	ATHLETIC FIELD	\$ 20,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649	\$ 22,082	\$ 22,523	\$ 22,974	\$ 23,433	\$ 23,902
445	PARKS AND RECREATION DEPT	LICENSES/CERTIFICATES	\$ 100	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
448	PARKS AND RECREATION DEPT	OVERTIME	\$ 6,000	\$ 3,500	\$ 3,616	\$ 3,737	\$ 3,861	\$ 3,989	\$ 4,122	\$ 4,259	\$ 4,401	\$ 4,547	\$ 4,698
450	PARKS AND RECREATION DEPT	CERTIFICATE / LICENSE	\$ 1,611	\$ 1,565	\$ 1,617	\$ 1,671	\$ 1,726	\$ 1,784	\$ 1,843	\$ 1,904	\$ 1,968	\$ 2,033	\$ 2,101
451	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ 2,500	\$ 2,008	\$ 2,075	\$ 2,144	\$ 2,215	\$ 2,289	\$ 2,365	\$ 2,444	\$ 2,525	\$ 2,609	\$ 2,696

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
452	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
453	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 22,897	\$ 15,931	\$ 16,461	\$ 17,008	\$ 17,574	\$ 18,158	\$ 18,762	\$ 19,386	\$ 20,031	\$ 20,697	\$ 21,386
454	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 21,610	\$ 19,882	\$ 20,876	\$ 21,920	\$ 23,016	\$ 24,167	\$ 25,375	\$ 26,644	\$ 27,976	\$ 29,375	\$ 30,844
455	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 105,716	\$ 73,354	\$ 75,794	\$ 78,314	\$ 80,919	\$ 83,610	\$ 86,391	\$ 89,264	\$ 92,233	\$ 95,301	\$ 98,470
456	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 27,885	\$ 29,757	\$ 30,747	\$ 31,769	\$ 32,826	\$ 33,918	\$ 35,046	\$ 36,211	\$ 37,416	\$ 38,660	\$ 39,946
457	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 5,459	—	—	—	—	—	—	—	—	—	—
458	PARKS AND RECREATION DEPT	WORKERS COMPENSATION	\$ 16,704	\$ 12,761	\$ 13,185	\$ 13,624	\$ 14,077	\$ 14,545	\$ 15,029	\$ 15,529	\$ 16,045	\$ 16,579	\$ 17,130
459	PARKS AND RECREATION DEPT	MOWING CONTRACTS	\$ 31,629	\$ 59,629	\$ 60,822	\$ 62,038	\$ 63,279	\$ 64,544	\$ 65,835	\$ 67,152	\$ 68,495	\$ 69,865	\$ 71,262
461	PARKS AND RECREATION DEPT	EQUIPMENT RENTAL	\$ —	\$ 800	\$ 816	\$ 832	\$ 849	\$ 866	\$ 883	\$ 901	\$ 919	\$ 937	\$ 956
465	PARKS AND RECREATION DEPT	CHEMICALS	\$ 14,734	\$ 44,734	\$ 45,629	\$ 46,541	\$ 47,472	\$ 48,422	\$ 49,390	\$ 50,378	\$ 51,385	\$ 52,413	\$ 53,461
466	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 1,925	\$ 1,925	\$ 1,964	\$ 2,003	\$ 2,043	\$ 2,084	\$ 2,125	\$ 2,168	\$ 2,211	\$ 2,255	\$ 2,301
467	PARKS AND RECREATION DEPT	JANITORIAL SUPPLIES	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
469	PARKS AND RECREATION DEPT	ATHLETIC FIELD	\$ 12,986	\$ 18,000	\$ 18,360	\$ 18,727	\$ 19,102	\$ 19,484	\$ 19,873	\$ 20,271	\$ 20,676	\$ 21,090	\$ 21,512
473	PARKS AND RECREATION DEPT	COMP TIME USED	\$ 500	—	—	—	—	—	—	—	—	—	—
474	PARKS AND RECREATION DEPT	PART-TIME WAGES	\$ 12,083	\$ 12,083	\$ 12,485	\$ 12,900	\$ 13,329	\$ 13,772	\$ 14,231	\$ 14,704	\$ 15,193	\$ 15,698	\$ 16,220
475	PARKS AND RECREATION DEPT	OVERTIME	\$ 1,500	\$ 1,500	\$ 1,550	\$ 1,601	\$ 1,655	\$ 1,710	\$ 1,767	\$ 1,825	\$ 1,886	\$ 1,949	\$ 2,014
477	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ —	\$ 281	\$ 290	\$ 300	\$ 310	\$ 320	\$ 331	\$ 342	\$ 353	\$ 365	\$ 377
478	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
479	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 4,418	\$ 4,153	\$ 4,291	\$ 4,434	\$ 4,581	\$ 4,734	\$ 4,891	\$ 5,054	\$ 5,222	\$ 5,396	\$ 5,575
480	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 2,861	\$ 4,036	\$ 4,238	\$ 4,450	\$ 4,672	\$ 4,906	\$ 5,151	\$ 5,409	\$ 5,679	\$ 5,963	\$ 6,261
481	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 8,879	\$ 10,355	\$ 10,699	\$ 11,055	\$ 11,423	\$ 11,803	\$ 12,195	\$ 12,601	\$ 13,020	\$ 13,453	\$ 13,901
482	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 3,095	\$ 4,251	\$ 4,392	\$ 4,538	\$ 4,689	\$ 4,845	\$ 5,007	\$ 5,173	\$ 5,345	\$ 5,523	\$ 5,707
483	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 539	—	—	—	—	—	—	—	—	—	—
484	PARKS AND RECREATION DEPT	WORKERS COMPENSATION	\$ 1,856	\$ 1,823	\$ 1,884	\$ 1,946	\$ 2,011	\$ 2,078	\$ 2,147	\$ 2,218	\$ 2,292	\$ 2,368	\$ 2,447
488	PARKS AND RECREATION DEPT	COPIER LEASE	\$ 3,203	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
491	PARKS AND RECREATION DEPT	OFFICE SUPPLIES	\$ 1,200	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299	\$ 1,325	\$ 1,351	\$ 1,378	\$ 1,406	\$ 1,434
492	PARKS AND RECREATION DEPT	MISC OPERATING SUPPLIES	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
493	PARKS AND RECREATION DEPT	CHEMICALS	\$ 26,925	\$ 21,600	\$ 22,032	\$ 22,473	\$ 22,922	\$ 23,381	\$ 23,848	\$ 24,325	\$ 24,812	\$ 25,308	\$ 25,814
494	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 750	\$ 750	\$ 765	\$ 780	\$ 796	\$ 812	\$ 828	\$ 845	\$ 862	\$ 879	\$ 896
495	PARKS AND RECREATION DEPT	JANITORIAL SUPPLIES	\$ 553	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
497	PARKS AND RECREATION DEPT	LICENSES/CERTIFICATES	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
499	PARKS AND RECREATION DEPT	FULL-TIME SALARIES/WAGES	\$ 113,192	\$ 114,105	\$ 117,900	\$ 121,821	\$ 125,873	\$ 130,059	\$ 134,385	\$ 138,854	\$ 143,472	\$ 148,244	\$ 153,175
500	PARKS AND RECREATION DEPT	COMP TIME USED	\$ 2,178	—	—	—	—	—	—	—	—	—	—
501	PARKS AND RECREATION DEPT	PART-TIME WAGES	\$ 28,191	\$ 28,191	\$ 29,129	\$ 30,097	\$ 31,098	\$ 32,133	\$ 33,201	\$ 34,306	\$ 35,447	\$ 36,626	\$ 37,844
502	PARKS AND RECREATION DEPT	OVERTIME	\$ 1,800	\$ 1,300	\$ 1,343	\$ 1,388	\$ 1,434	\$ 1,482	\$ 1,531	\$ 1,582	\$ 1,635	\$ 1,689	\$ 1,745
504	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ —	\$ 250	\$ 258	\$ 267	\$ 276	\$ 285	\$ 294	\$ 304	\$ 314	\$ 325	\$ 336
505	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 250	\$ 150	\$ 155	\$ 160	\$ 165	\$ 171	\$ 177	\$ 183	\$ 189	\$ 195	\$ 201
506	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 10,953	\$ 10,443	\$ 10,790	\$ 11,149	\$ 11,520	\$ 11,903	\$ 12,299	\$ 12,708	\$ 13,131	\$ 13,567	\$ 14,019
507	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 10,151	\$ 10,273	\$ 10,787	\$ 11,326	\$ 11,892	\$ 12,487	\$ 13,111	\$ 13,767	\$ 14,455	\$ 15,178	\$ 15,937
508	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 31,388	\$ 52,740	\$ 54,494	\$ 56,306	\$ 58,179	\$ 60,114	\$ 62,113	\$ 64,179	\$ 66,314	\$ 68,519	\$ 70,798

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
509	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 9,285	\$ 12,753	\$ 13,177	\$ 13,615	\$ 14,068	\$ 14,536	\$ 15,020	\$ 15,519	\$ 16,035	\$ 16,569	\$ 17,120
510	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 1,511	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
511	PARKS AND RECREATION DEPT	WORKERS COMPENSATION	\$ 5,568	\$ 5,469	\$ 5,651	\$ 5,839	\$ 6,033	\$ 6,234	\$ 6,441	\$ 6,655	\$ 6,877	\$ 7,105	\$ 7,342
513	PARKS AND RECREATION DEPT	COPIER LEASE	\$ 1,830	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
515	PARKS AND RECREATION DEPT	MACHINERY/EQUIP REPAIR	\$ 5,472	\$ 3,500	\$ 3,605	\$ 3,713	\$ 3,825	\$ 3,939	\$ 4,057	\$ 4,179	\$ 4,305	\$ 4,434	\$ 4,567
516	PARKS AND RECREATION DEPT	OTHER REPAIR/MAINTENANCE	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610
517	PARKS AND RECREATION DEPT	OFFICE SUPPLIES	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
519	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
520	PARKS AND RECREATION DEPT	JANITORIAL SUPPLIES	\$ 1,200	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299	\$ 1,325	\$ 1,351	\$ 1,378	\$ 1,406	\$ 1,434
522	FACILITIES DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 95,509	\$ 82,775	\$ 85,528	\$ 88,373	\$ 91,312	\$ 94,349	\$ 97,487	\$ 100,729	\$ 104,079	\$ 107,541	\$ 111,117
523	FACILITIES DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 484,160	\$ 710,343	\$ 733,968	\$ 758,379	\$ 783,602	\$ 809,664	\$ 836,592	\$ 864,416	\$ 893,166	\$ 922,871	\$ 953,565
524	FACILITIES DEPARTMENT	PART-TIME WAGES	\$ 82,464	\$ 82,464	\$ 85,207	\$ 88,041	\$ 90,969	\$ 93,994	\$ 97,120	\$ 100,350	\$ 103,688	\$ 107,137	\$ 110,700
525	FACILITIES DEPARTMENT	OVERTIME	\$ 22,625	\$ 22,625	\$ 23,377	\$ 24,155	\$ 24,958	\$ 25,788	\$ 26,646	\$ 27,532	\$ 28,448	\$ 29,394	\$ 30,372
528	FACILITIES DEPARTMENT	HOLIDAY PAY	\$ 924	\$ 865	\$ 894	\$ 923	\$ 954	\$ 986	\$ 1,019	\$ 1,053	\$ 1,088	\$ 1,124	\$ 1,161
529	FACILITIES DEPARTMENT	VEHICLE ALLOWANCE	\$ 4,488	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
530	FACILITIES DEPARTMENT	CLOTHING ALLOWANCE	\$ 250	\$ 300	\$ 310	\$ 320	\$ 331	\$ 342	\$ 353	\$ 365	\$ 377	\$ 390	\$ 403
531	FACILITIES DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 49,296	\$ 58,394	\$ 60,336	\$ 62,343	\$ 64,416	\$ 66,559	\$ 68,772	\$ 71,060	\$ 73,423	\$ 75,865	\$ 78,388
532	FACILITIES DEPARTMENT	RETIREMENT - ICMA	\$ 48,403	\$ 64,612	\$ 67,843	\$ 71,235	\$ 74,796	\$ 78,536	\$ 82,463	\$ 86,586	\$ 90,916	\$ 95,461	\$ 100,234
533	FACILITIES DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 128,051	\$ 257,696	\$ 266,267	\$ 275,122	\$ 284,273	\$ 293,727	\$ 303,496	\$ 313,590	\$ 324,020	\$ 334,796	\$ 345,931
534	FACILITIES DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 40,235	\$ 76,518	\$ 79,063	\$ 81,692	\$ 84,409	\$ 87,217	\$ 90,118	\$ 93,115	\$ 96,212	\$ 99,412	\$ 102,718
535	FACILITIES DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 8,469	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
536	FACILITIES DEPARTMENT	WORKERS COMPENSATION	\$ 24,128	\$ 32,814	\$ 33,905	\$ 35,033	\$ 36,198	\$ 37,402	\$ 38,646	\$ 39,931	\$ 41,259	\$ 42,632	\$ 44,050
538	FACILITIES DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ 6,760	\$ 6,760	\$ 6,895	\$ 7,033	\$ 7,174	\$ 7,317	\$ 7,464	\$ 7,613	\$ 7,765	\$ 7,920	\$ 8,079
539	FACILITIES DEPARTMENT	JANITORIAL SERVICES	\$ 108,427	\$ 109,471	\$ 111,660	\$ 113,894	\$ 116,172	\$ 118,495	\$ 120,865	\$ 123,282	\$ 125,748	\$ 128,263	\$ 130,828
541	FACILITIES DEPARTMENT	TRAVEL M&IE	\$ 140	\$ 140	\$ 143	\$ 146	\$ 149	\$ 152	\$ 155	\$ 158	\$ 161	\$ 164	\$ 167
542	FACILITIES DEPARTMENT	ELECTRIC SERVICES	\$ 734,529	\$ 733,773	\$ 748,448	\$ 763,417	\$ 778,686	\$ 794,259	\$ 810,145	\$ 826,348	\$ 842,875	\$ 859,732	\$ 876,927
543	FACILITIES DEPARTMENT	WATER & SEWER SERVICES	\$ 150,137	\$ 131,715	\$ 134,349	\$ 137,036	\$ 139,777	\$ 142,573	\$ 145,424	\$ 148,332	\$ 151,299	\$ 154,325	\$ 157,412
544	FACILITIES DEPARTMENT	STANDBY WATER	\$ 2,733	\$ 2,658	\$ 2,711	\$ 2,765	\$ 2,821	\$ 2,877	\$ 2,935	\$ 2,993	\$ 3,053	\$ 3,114	\$ 3,177
545	FACILITIES DEPARTMENT	COUNTY DISPOSAL	\$ 40,601	\$ 35,800	\$ 36,516	\$ 37,246	\$ 37,991	\$ 38,751	\$ 39,526	\$ 40,317	\$ 41,123	\$ 41,945	\$ 42,784
546	FACILITIES DEPARTMENT	LP GAS	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
547	FACILITIES DEPARTMENT	EQUIPMENT RENTAL	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
548	FACILITIES DEPARTMENT	A/C MAINTENANCE	\$ 77,025	\$ 78,525	\$ 80,881	\$ 83,307	\$ 85,806	\$ 88,381	\$ 91,032	\$ 93,763	\$ 96,576	\$ 99,473	\$ 102,457
549	FACILITIES DEPARTMENT	GENERATOR MAINTENANCE	\$ 8,955	\$ 14,145	\$ 14,569	\$ 15,006	\$ 15,457	\$ 15,920	\$ 16,398	\$ 16,890	\$ 17,397	\$ 17,918	\$ 18,456
550	FACILITIES DEPARTMENT	HALON INSPECTIONS	\$ 1,350	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131
551	FACILITIES DEPARTMENT	ELEVATOR MAINTENANCE	\$ 10,568	\$ 10,568	\$ 10,885	\$ 11,212	\$ 11,548	\$ 11,894	\$ 12,251	\$ 12,619	\$ 12,997	\$ 13,387	\$ 13,789
552	FACILITIES DEPARTMENT	FIRE PROTECT DEVICES MNTC	\$ 11,723	\$ 10,965	\$ 11,294	\$ 11,633	\$ 11,982	\$ 12,341	\$ 12,711	\$ 13,093	\$ 13,486	\$ 13,890	\$ 14,307
554	FACILITIES DEPARTMENT	BUILDING REPAIRS	\$ 220,409	\$ 240,815	\$ 248,039	\$ 255,481	\$ 263,145	\$ 271,039	\$ 279,171	\$ 287,546	\$ 296,172	\$ 305,057	\$ 314,209
555	FACILITIES DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 3,394	\$ 10,394	\$ 10,706	\$ 11,027	\$ 11,358	\$ 11,699	\$ 12,049	\$ 12,411	\$ 12,783	\$ 13,167	\$ 13,562
556	FACILITIES DEPARTMENT	FACILITY MAINT PROJECTS	\$ 80,862	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
558	FACILITIES DEPARTMENT	OTHER CURRENT CHARGES	\$ 959	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
560	FACILITIES DEPARTMENT	UNIFORMS/CLOTHING	\$ 8,340	\$ 8,550	\$ 8,721	\$ 8,895	\$ 9,073	\$ 9,255	\$ 9,440	\$ 9,629	\$ 9,821	\$ 10,018	\$ 10,218
561	FACILITIES DEPARTMENT	JANITORIAL SUPPLIES	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
562	FACILITIES DEPARTMENT	TOOLS/EQUIPMENT	\$ 14,600	\$ 8,800	\$ 8,976	\$ 9,156	\$ 9,339	\$ 9,525	\$ 9,716	\$ 9,910	\$ 10,108	\$ 10,311	\$ 10,517
563	FACILITIES DEPARTMENT	FUELS/LUBRICANTS	\$ 53,521	\$ 53,521	\$ 55,180	\$ 56,891	\$ 58,654	\$ 60,473	\$ 62,347	\$ 64,280	\$ 66,273	\$ 68,327	\$ 70,445
565	FACILITIES DEPARTMENT	DISASTER PREP. HURR.IRMA	\$ 79,206	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
566	FACILITIES DEPARTMENT	LICENSES/CERTIFICATES	\$ 1,497	\$ 1,497	\$ 1,527	\$ 1,557	\$ 1,589	\$ 1,620	\$ 1,653	\$ 1,686	\$ 1,720	\$ 1,754	\$ 1,789
568	POLICE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 101,409	\$ 105,994	\$ 109,519	\$ 113,162	\$ 116,925	\$ 120,814	\$ 124,832	\$ 128,984	\$ 133,274	\$ 137,706	\$ 142,286
571	POLICE DEPARTMENT	OVERTIME	\$ 2,792	\$ 3,000	\$ 3,100	\$ 3,203	\$ 3,309	\$ 3,419	\$ 3,533	\$ 3,651	\$ 3,772	\$ 3,898	\$ 4,027
572	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 90	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
573	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 383	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527
574	POLICE DEPARTMENT	ADMIN DIFFERENTIAL PAY	\$ 2,472	\$ 2,625	\$ 2,712	\$ 2,803	\$ 2,896	\$ 2,992	\$ 3,092	\$ 3,194	\$ 3,301	\$ 3,410	\$ 3,524
576	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 606	\$ 500	\$ 517	\$ 534	\$ 552	\$ 570	\$ 589	\$ 608	\$ 629	\$ 650	\$ 671
577	POLICE DEPARTMENT	HOLIDAY PAY	\$ —	\$ 420	\$ 434	\$ 448	\$ 463	\$ 479	\$ 495	\$ 511	\$ 528	\$ 546	\$ 564
578	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 1,840	\$ 1,846	\$ 1,907	\$ 1,971	\$ 2,036	\$ 2,104	\$ 2,174	\$ 2,246	\$ 2,321	\$ 2,398	\$ 2,478
579	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 20,548	\$ 21,577	\$ 22,295	\$ 23,036	\$ 23,802	\$ 24,594	\$ 25,412	\$ 26,257	\$ 27,130	\$ 28,033	\$ 28,965
580	POLICE DEPARTMENT	RETIREMENT - ICMA	\$ 10,678	\$ 11,264	\$ 11,827	\$ 12,419	\$ 13,039	\$ 13,691	\$ 14,376	\$ 15,095	\$ 15,850	\$ 16,642	\$ 17,474
581	POLICE DEPARTMENT	RETIREMENT - PENSION FUND	\$ 1,755,404	\$ 1,874,531	\$ 1,968,258	\$ 2,066,670	\$ 2,170,004	\$ 2,278,504	\$ 2,392,429	\$ 2,512,051	\$ 2,637,653	\$ 2,769,536	\$ 2,908,013
582	POLICE DEPARTMENT	LIFE & HEALTH INSURANCE	\$ 5,054	\$ 5,800	\$ 6,380	\$ 6,890	\$ 7,442	\$ 8,037	\$ 8,439	\$ 8,861	\$ 9,304	\$ 9,769	\$ 10,257
583	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 37,310	\$ 48,132	\$ 49,733	\$ 51,387	\$ 53,096	\$ 54,862	\$ 56,686	\$ 58,572	\$ 60,520	\$ 62,533	\$ 64,612
584	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 12,380	\$ 17,037	\$ 17,604	\$ 18,189	\$ 18,794	\$ 19,419	\$ 20,065	\$ 20,732	\$ 21,422	\$ 22,134	\$ 22,870
585	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 2,707	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
587	POLICE DEPARTMENT	TRAINING AND TRAVEL	\$ 1,303	\$ 1,580	\$ 1,612	\$ 1,644	\$ 1,677	\$ 1,710	\$ 1,744	\$ 1,779	\$ 1,815	\$ 1,851	\$ 1,888
592	POLICE DEPARTMENT	COLLECTION COSTS	\$ 350	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
594	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 375	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433	\$ 442	\$ 450	\$ 459	\$ 469	\$ 478
595	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 823	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
596	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 3,441	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
597	POLICE DEPARTMENT	DUES & MEMBERSHIPS	\$ 4,501	\$ 5,045	\$ 5,146	\$ 5,249	\$ 5,354	\$ 5,461	\$ 5,570	\$ 5,681	\$ 5,795	\$ 5,911	\$ 6,029
598	POLICE DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 1,344	\$ 1,250	\$ 1,275	\$ 1,301	\$ 1,327	\$ 1,353	\$ 1,380	\$ 1,408	\$ 1,436	\$ 1,465	\$ 1,494
599	POLICE DEPARTMENT	LICENSES/CERTIFICATES	\$ 300	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
600	POLICE DEPARTMENT	TRAINING & EDUCATION COST	\$ 2,115	\$ 2,050	\$ 2,091	\$ 2,133	\$ 2,175	\$ 2,219	\$ 2,263	\$ 2,309	\$ 2,355	\$ 2,402	\$ 2,450
603	POLICE DEPARTMENT	PART-TIME WAGES	\$ 165,400	\$ 231,460	\$ 239,158	\$ 247,112	\$ 255,331	\$ 263,823	\$ 272,597	\$ 281,664	\$ 291,031	\$ 300,711	\$ 310,712
604	POLICE DEPARTMENT	OVERTIME	\$ 13,958	\$ 17,000	\$ 17,565	\$ 18,150	\$ 18,753	\$ 19,377	\$ 20,021	\$ 20,687	\$ 21,375	\$ 22,086	\$ 22,821
605	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 780	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
606	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 2,470	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050
607	POLICE DEPARTMENT	TRAINER/LEADER	\$ 137	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
608	POLICE DEPARTMENT	ADMIN DIFFERENTIAL PAY	\$ 20,157	\$ 20,455	\$ 21,135	\$ 21,838	\$ 22,565	\$ 23,315	\$ 24,090	\$ 24,892	\$ 25,720	\$ 26,575	\$ 27,459
609	POLICE DEPARTMENT	STATE INCENTIVE PAY	\$ 11,040	\$ 11,040	\$ 11,407	\$ 11,787	\$ 12,179	\$ 12,584	\$ 13,002	\$ 13,435	\$ 13,881	\$ 14,343	\$ 14,820
610	POLICE DEPARTMENT	EMERGENCY PAY	\$ 137	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
611	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 8,892	\$ 9,125	\$ 9,428	\$ 9,742	\$ 10,066	\$ 10,401	\$ 10,747	\$ 11,104	\$ 11,474	\$ 11,855	\$ 12,249
612	POLICE DEPARTMENT	CAREER PAY	\$ 2,250	\$ 2,250	\$ 2,325	\$ 2,402	\$ 2,482	\$ 2,565	\$ 2,650	\$ 2,738	\$ 2,829	\$ 2,923	\$ 3,020

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
613	POLICE DEPARTMENT	HOLIDAY PAY	\$ 14,364	\$ 17,000	\$ 17,565	\$ 18,150	\$ 18,753	\$ 19,377	\$ 20,021	\$ 20,687	\$ 21,375	\$ 22,086	\$ 22,821
614	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 3,592	\$ 3,620	\$ 3,740	\$ 3,865	\$ 3,993	\$ 4,126	\$ 4,263	\$ 4,405	\$ 4,552	\$ 4,703	\$ 4,859
615	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 110,448	\$ 115,192	\$ 119,023	\$ 122,982	\$ 127,072	\$ 131,298	\$ 135,665	\$ 140,177	\$ 144,839	\$ 149,656	\$ 154,634
617	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 229,300	\$ 288,721	\$ 298,324	\$ 308,245	\$ 318,497	\$ 329,090	\$ 340,035	\$ 351,345	\$ 363,030	\$ 375,104	\$ 387,579
618	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 82,595	\$ 108,256	\$ 111,856	\$ 115,577	\$ 119,421	\$ 123,392	\$ 127,496	\$ 131,737	\$ 136,118	\$ 140,645	\$ 145,323
619	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 17,181	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
620	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 48,256	\$ 47,398	\$ 48,974	\$ 50,603	\$ 52,286	\$ 54,025	\$ 55,822	\$ 57,679	\$ 59,597	\$ 61,579	\$ 63,627
621	POLICE DEPARTMENT	PHYSICALS/DRUG SCREENS	\$ 2,135	\$ 4,400	\$ 4,488	\$ 4,578	\$ 4,669	\$ 4,763	\$ 4,858	\$ 4,955	\$ 5,054	\$ 5,155	\$ 5,258
622	POLICE DEPARTMENT	POLYGRAPHS	\$ 1,560	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390	\$ 2,438
623	POLICE DEPARTMENT	PSYCHOLOGICAL TESTING	\$ 1,920	\$ 3,120	\$ 3,182	\$ 3,246	\$ 3,311	\$ 3,377	\$ 3,445	\$ 3,514	\$ 3,584	\$ 3,656	\$ 3,729
624	POLICE DEPARTMENT	TESTING SERVICES	\$ 2,980	\$ 5,320	\$ 5,426	\$ 5,535	\$ 5,646	\$ 5,759	\$ 5,874	\$ 5,991	\$ 6,111	\$ 6,233	\$ 6,358
625	POLICE DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 9,065	\$ 9,260	\$ 9,445	\$ 9,634	\$ 9,827	\$ 10,023	\$ 10,224	\$ 10,428	\$ 10,637	\$ 10,850	\$ 11,067
629	POLICE DEPARTMENT	COMPUTER HARDWARE MAINT	\$ 4,780	\$ 4,977	\$ 5,126	\$ 5,280	\$ 5,439	\$ 5,602	\$ 5,770	\$ 5,943	\$ 6,121	\$ 6,305	\$ 6,494
631	POLICE DEPARTMENT	FIRE PROTECT DEVICES MNTC	\$ 1,317	\$ 1,600	\$ 1,648	\$ 1,697	\$ 1,748	\$ 1,801	\$ 1,855	\$ 1,910	\$ 1,968	\$ 2,027	\$ 2,088
632	POLICE DEPARTMENT	RADIO MAINTENANCE	\$ 110,217	\$ 126,366	\$ 130,157	\$ 134,062	\$ 138,084	\$ 142,226	\$ 146,493	\$ 150,888	\$ 155,414	\$ 160,077	\$ 164,879
633	POLICE DEPARTMENT	OTHER MACH/EQUIP MAINT	\$ 1,260	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791	\$ 1,845	\$ 1,900	\$ 1,957
634	POLICE DEPARTMENT	VEHICLE REPAIR	\$ 18,002	\$ 21,000	\$ 21,630	\$ 22,279	\$ 22,947	\$ 23,636	\$ 24,345	\$ 25,075	\$ 25,827	\$ 26,602	\$ 27,400
635	POLICE DEPARTMENT	BUILDING REPAIRS	\$ 10,618	\$ 4,530	\$ 4,666	\$ 4,806	\$ 4,950	\$ 5,099	\$ 5,252	\$ 5,409	\$ 5,571	\$ 5,738	\$ 5,911
636	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 1,521	\$ 5,300	\$ 5,459	\$ 5,623	\$ 5,791	\$ 5,965	\$ 6,144	\$ 6,328	\$ 6,518	\$ 6,714	\$ 6,915
638	POLICE DEPARTMENT	GUN RANGE MAINTENANCE	\$ 9,932	\$ 12,056	\$ 12,418	\$ 12,790	\$ 13,174	\$ 13,569	\$ 13,976	\$ 14,395	\$ 14,827	\$ 15,272	\$ 15,730
640	POLICE DEPARTMENT	VOLUNTEER PROGRAMS	\$ 3,015	\$ 3,400	\$ 3,468	\$ 3,537	\$ 3,608	\$ 3,680	\$ 3,754	\$ 3,829	\$ 3,906	\$ 3,984	\$ 4,063
641	POLICE DEPARTMENT	RECRUITMENT	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
642	POLICE DEPARTMENT	OTHER PROMO ACTIVITIES	\$ 150	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
643	POLICE DEPARTMENT	LEGAL ADVERTISEMENTS	\$ 418	\$ 600	\$ 612	\$ 624	\$ 637	\$ 649	\$ 662	\$ 676	\$ 689	\$ 703	\$ 717
644	POLICE DEPARTMENT	TAGS/TITLES/PERMITS	\$ 1,215	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
645	POLICE DEPARTMENT	OFFICE SUPPLIES	\$ 14,244	\$ 16,000	\$ 16,320	\$ 16,646	\$ 16,979	\$ 17,319	\$ 17,665	\$ 18,019	\$ 18,379	\$ 18,747	\$ 19,121
647	POLICE DEPARTMENT	FURNITURE/EQUIP <\$5,000	\$ 11,795	\$ 9,200	\$ 9,384	\$ 9,572	\$ 9,763	\$ 9,958	\$ 10,158	\$ 10,361	\$ 10,568	\$ 10,779	\$ 10,995
648	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 12,438	\$ 14,200	\$ 14,484	\$ 14,774	\$ 15,069	\$ 15,371	\$ 15,678	\$ 15,992	\$ 16,311	\$ 16,638	\$ 16,970
649	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 4,120	\$ 5,600	\$ 5,712	\$ 5,826	\$ 5,943	\$ 6,062	\$ 6,183	\$ 6,307	\$ 6,433	\$ 6,561	\$ 6,693
650	POLICE DEPARTMENT	JANITORIAL SUPPLIES	\$ 6,493	\$ 6,800	\$ 6,936	\$ 7,075	\$ 7,216	\$ 7,361	\$ 7,508	\$ 7,658	\$ 7,811	\$ 7,967	\$ 8,127
651	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 229,744	\$ 234,778	\$ 239,474	\$ 244,263	\$ 249,148	\$ 254,131	\$ 259,214	\$ 264,398	\$ 269,686	\$ 275,080	\$ 280,581
652	POLICE DEPARTMENT	VEHICLE SUPPLIES	\$ 5,449	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
653	POLICE DEPARTMENT	FUELS/LUBRICANTS	\$ 210	\$ 150	\$ 155	\$ 159	\$ 164	\$ 169	\$ 175	\$ 180	\$ 186	\$ 191	\$ 197
654	POLICE DEPARTMENT	TRAINING SUPPLIES	\$ 3,260	\$ 2,800	\$ 2,856	\$ 2,913	\$ 2,971	\$ 3,031	\$ 3,091	\$ 3,153	\$ 3,216	\$ 3,281	\$ 3,346
655	POLICE DEPARTMENT	AMMO & RANGE SUPPLIES	\$ 30,997	\$ 29,537	\$ 30,128	\$ 30,730	\$ 31,345	\$ 31,972	\$ 32,611	\$ 33,263	\$ 33,929	\$ 34,607	\$ 35,299
656	POLICE DEPARTMENT	LICENSES/CERTIFICATES	\$ —	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
660	POLICE DEPARTMENT	PART-TIME WAGES	\$ 20,266	\$ 21,222	\$ 21,928	\$ 22,657	\$ 23,411	\$ 24,189	\$ 24,994	\$ 25,825	\$ 26,684	\$ 27,571	\$ 28,488
661	POLICE DEPARTMENT	OVERTIME	\$ 160,630	\$ 185,000	\$ 191,153	\$ 197,510	\$ 204,079	\$ 210,867	\$ 217,880	\$ 225,126	\$ 232,614	\$ 240,350	\$ 248,344
662	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 495	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
663	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 8,719	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
664	POLICE DEPARTMENT	ACTING PAY	\$ 20,020	\$ 21,600	\$ 22,318	\$ 23,061	\$ 23,828	\$ 24,620	\$ 25,439	\$ 26,285	\$ 27,159	\$ 28,063	\$ 28,996
666	POLICE DEPARTMENT	STATE INCENTIVE PAY	\$ 72,353	\$ 82,500	\$ 85,244	\$ 88,079	\$ 91,008	\$ 94,035	\$ 97,163	\$ 100,394	\$ 103,733	\$ 107,183	\$ 110,748
667	POLICE DEPARTMENT	EMERGENCY PAY	\$ (26)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
668	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 44,420	\$ 49,500	\$ 51,146	\$ 52,847	\$ 54,605	\$ 56,421	\$ 58,298	\$ 60,237	\$ 62,240	\$ 64,310	\$ 66,449
669	POLICE DEPARTMENT	CAREER PAY	\$ 12,286	\$ 11,800	\$ 12,192	\$ 12,598	\$ 13,017	\$ 13,450	\$ 13,897	\$ 14,359	\$ 14,837	\$ 15,330	\$ 15,840
670	POLICE DEPARTMENT	HOLIDAY PAY	\$ 282,950	\$ 301,069	\$ 311,082	\$ 321,428	\$ 332,119	\$ 343,165	\$ 354,578	\$ 366,371	\$ 378,556	\$ 391,146	\$ 404,155
671	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 9,851	\$ 11,890	\$ 12,285	\$ 12,694	\$ 13,116	\$ 13,552	\$ 14,003	\$ 14,469	\$ 14,950	\$ 15,447	\$ 15,961
672	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 439,962	\$ 468,825	\$ 484,418	\$ 500,529	\$ 517,176	\$ 534,376	\$ 552,149	\$ 570,513	\$ 589,488	\$ 609,093	\$ 629,351
674	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 1,434,484	\$ 1,747,883	\$ 1,806,016	\$ 1,866,082	\$ 1,928,145	\$ 1,992,273	\$ 2,058,534	\$ 2,126,998	\$ 2,197,740	\$ 2,270,834	\$ 2,346,360
675	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 368,305	\$ 522,873	\$ 540,263	\$ 558,232	\$ 576,798	\$ 595,981	\$ 615,803	\$ 636,284	\$ 657,446	\$ 679,312	\$ 701,905
676	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 62,241	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
677	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 195,742	\$ 243,111	\$ 251,197	\$ 259,551	\$ 268,183	\$ 277,103	\$ 286,319	\$ 295,842	\$ 305,681	\$ 315,848	\$ 326,352
681	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 4,589	\$ 6,300	\$ 6,489	\$ 6,684	\$ 6,884	\$ 7,091	\$ 7,303	\$ 7,523	\$ 7,748	\$ 7,981	\$ 8,220
683	POLICE DEPARTMENT	OTHER PROMO ACTIVITIES	\$ 2,156	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
684	POLICE DEPARTMENT	COMPUTER SUPPLIES	\$ 262	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
686	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 23,535	\$ 24,020	\$ 24,500	\$ 24,990	\$ 25,490	\$ 26,000	\$ 26,520	\$ 27,050	\$ 27,591	\$ 28,143	\$ 28,706
687	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 44,356	\$ 54,130	\$ 55,213	\$ 56,317	\$ 57,443	\$ 58,592	\$ 59,764	\$ 60,959	\$ 62,178	\$ 63,422	\$ 64,690
688	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 26,144	\$ 91,172	\$ 92,995	\$ 94,855	\$ 96,752	\$ 98,688	\$ 100,661	\$ 102,674	\$ 104,728	\$ 106,823	\$ 108,959
690	POLICE DEPARTMENT	TRAFFIC CONTROL SUPPLIES	\$ 3,919	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
695	POLICE DEPARTMENT	OVERTIME	\$ 78,387	\$ 81,000	\$ 83,694	\$ 86,478	\$ 89,354	\$ 92,325	\$ 95,396	\$ 98,569	\$ 101,847	\$ 105,234	\$ 108,734
696	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 510	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
698	POLICE DEPARTMENT	TRAINER/LEADER	\$ 141	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
699	POLICE DEPARTMENT	ADMIN DIFFERENTIAL PAY	\$ 454	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
700	POLICE DEPARTMENT	STATE INCENTIVE PAY	\$ 17,565	\$ 15,360	\$ 15,871	\$ 16,399	\$ 16,944	\$ 17,508	\$ 18,090	\$ 18,692	\$ 19,313	\$ 19,956	\$ 20,619
701	POLICE DEPARTMENT	EMERGENCY PAY	\$ (157)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
702	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 11,241	\$ 9,000	\$ 9,299	\$ 9,609	\$ 9,928	\$ 10,258	\$ 10,600	\$ 10,952	\$ 11,316	\$ 11,693	\$ 12,082
703	POLICE DEPARTMENT	CAREER PAY	\$ 3,863	\$ 2,850	\$ 2,945	\$ 3,043	\$ 3,144	\$ 3,248	\$ 3,357	\$ 3,468	\$ 3,584	\$ 3,703	\$ 3,826
704	POLICE DEPARTMENT	HOLIDAY PAY	\$ 16,159	\$ 20,000	\$ 20,665	\$ 21,352	\$ 22,063	\$ 22,796	\$ 23,555	\$ 24,338	\$ 25,147	\$ 25,984	\$ 26,848
705	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 28,568	\$ 28,990	\$ 29,954	\$ 30,950	\$ 31,980	\$ 33,043	\$ 34,142	\$ 35,278	\$ 36,451	\$ 37,664	\$ 38,916
706	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 82,215	\$ 84,099	\$ 86,896	\$ 89,786	\$ 92,772	\$ 95,858	\$ 99,046	\$ 102,340	\$ 105,744	\$ 109,261	\$ 112,895
708	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 273,781	\$ 274,443	\$ 283,571	\$ 293,002	\$ 302,747	\$ 312,816	\$ 323,220	\$ 333,970	\$ 345,077	\$ 356,554	\$ 368,413
709	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 61,900	\$ 85,020	\$ 87,848	\$ 90,769	\$ 93,788	\$ 96,908	\$ 100,131	\$ 103,461	\$ 106,902	\$ 110,457	\$ 114,131
710	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 11,045	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
711	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 37,120	\$ 36,460	\$ 37,673	\$ 38,926	\$ 40,220	\$ 41,558	\$ 42,940	\$ 44,368	\$ 45,844	\$ 47,369	\$ 48,944
712	POLICE DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 40,620	\$ 70,000	\$ 71,400	\$ 72,828	\$ 74,285	\$ 75,770	\$ 77,286	\$ 78,831	\$ 80,408	\$ 82,016	\$ 83,656
713	POLICE DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ —	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951
714	POLICE DEPARTMENT	INVESTIGATIVE FUNDS	\$ 573	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
717	POLICE DEPARTMENT	EQUIPMENT RENTAL	\$ 495	\$ 495	\$ 505	\$ 515	\$ 525	\$ 536	\$ 547	\$ 557	\$ 569	\$ 580	\$ 592
718	POLICE DEPARTMENT	VEHICLE LEASE	\$ 4,732	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
719	POLICE DEPARTMENT	COMPUTER HARDWARE MAINT	\$ 17,991	\$ 17,991	\$ 18,531	\$ 19,087	\$ 19,659	\$ 20,249	\$ 20,856	\$ 21,482	\$ 22,127	\$ 22,790	\$ 23,474

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
720	POLICE DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 3,106	\$ 4,745	\$ 4,887	\$ 5,034	\$ 5,185	\$ 5,341	\$ 5,501	\$ 5,666	\$ 5,836	\$ 6,011	\$ 6,191
721	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 309	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
722	POLICE DEPARTMENT	COMPUTER SUPPLIES	\$ 241	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
723	POLICE DEPARTMENT	SOFTWARE <\$5,000	\$ (476)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
724	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 3,637	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
725	POLICE DEPARTMENT	LAB SUPPLIES	\$ 4,156	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
726	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 2,620	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
727	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 11,002	\$ 8,000	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
728	POLICE DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 307	\$ 370	\$ 377	\$ 385	\$ 393	\$ 400	\$ 409	\$ 417	\$ 425	\$ 434	\$ 442
729	POLICE DEPARTMENT	TRAINING & EDUCATION COST	\$ 5,695	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
730	POLICE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 1,085,068	\$ 1,255,486	\$ 1,297,242	\$ 1,340,387	\$ 1,384,967	\$ 1,431,029	\$ 1,478,623	\$ 1,527,801	\$ 1,578,614	\$ 1,631,116	\$ 1,685,366
731	POLICE DEPARTMENT	DISABILITY PAYMENTS	\$ 1,662	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
732	POLICE DEPARTMENT	COMP TIME USED	\$ 16,442	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
733	POLICE DEPARTMENT	OVERTIME	\$ 118,706	\$ 118,000	\$ 121,925	\$ 125,980	\$ 130,170	\$ 134,499	\$ 138,972	\$ 143,594	\$ 148,370	\$ 153,305	\$ 158,403
734	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 1,665	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
735	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 2,047	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429
736	POLICE DEPARTMENT	STATE INCENTIVE PAY	\$ 17,898	\$ 18,240	\$ 18,847	\$ 19,473	\$ 20,121	\$ 20,790	\$ 21,482	\$ 22,196	\$ 22,934	\$ 23,697	\$ 24,485
737	POLICE DEPARTMENT	EMERGENCY PAY	\$ (66)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
738	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 9,923	\$ 8,750	\$ 9,041	\$ 9,342	\$ 9,652	\$ 9,973	\$ 10,305	\$ 10,648	\$ 11,002	\$ 11,368	\$ 11,746
739	POLICE DEPARTMENT	CAREER PAY	\$ 3,513	\$ 3,400	\$ 3,513	\$ 3,630	\$ 3,751	\$ 3,875	\$ 4,004	\$ 4,137	\$ 4,275	\$ 4,417	\$ 4,564
740	POLICE DEPARTMENT	HOLIDAY PAY	\$ 24,805	\$ 29,952	\$ 30,948	\$ 31,977	\$ 33,041	\$ 34,140	\$ 35,275	\$ 36,449	\$ 37,661	\$ 38,913	\$ 40,208
741	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 22,540	\$ 22,690	\$ 23,445	\$ 24,224	\$ 25,030	\$ 25,863	\$ 26,723	\$ 27,611	\$ 28,530	\$ 29,479	\$ 30,459
742	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 96,528	\$ 103,875	\$ 107,330	\$ 110,899	\$ 114,588	\$ 118,399	\$ 122,337	\$ 126,405	\$ 130,610	\$ 134,953	\$ 139,442
743	POLICE DEPARTMENT	RETIREMENT - ICMA	\$ 6,265	\$ 7,659	\$ 8,042	\$ 8,444	\$ 8,866	\$ 9,310	\$ 9,775	\$ 10,264	\$ 10,777	\$ 11,316	\$ 11,882
744	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 294,836	\$ 329,438	\$ 340,395	\$ 351,716	\$ 363,414	\$ 375,500	\$ 387,989	\$ 400,893	\$ 414,226	\$ 428,003	\$ 442,238
745	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 64,995	\$ 97,773	\$ 101,025	\$ 104,385	\$ 107,857	\$ 111,444	\$ 115,150	\$ 118,980	\$ 122,937	\$ 127,026	\$ 131,251
746	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 12,911	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
747	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 38,976	\$ 41,896	\$ 43,289	\$ 44,729	\$ 46,217	\$ 47,754	\$ 49,342	\$ 50,983	\$ 52,679	\$ 54,431	\$ 56,241
748	POLICE DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 9,996	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
749	POLICE DEPARTMENT	INVESTIGATIVE FUNDS	\$ 30,545	\$ 30,950	\$ 31,569	\$ 32,200	\$ 32,844	\$ 33,501	\$ 34,171	\$ 34,855	\$ 35,552	\$ 36,263	\$ 36,988
750	POLICE DEPARTMENT	TRAINING AND TRAVEL	\$ 1,474	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585
751	POLICE DEPARTMENT	CELLULAR SERVICES	\$ 5,725	\$ 5,640	\$ 5,753	\$ 5,868	\$ 5,985	\$ 6,105	\$ 6,227	\$ 6,352	\$ 6,479	\$ 6,608	\$ 6,740
752	POLICE DEPARTMENT	OTHER COMMUNICATION SVCS	\$ 820	\$ 890	\$ 908	\$ 926	\$ 944	\$ 963	\$ 983	\$ 1,002	\$ 1,022	\$ 1,043	\$ 1,064
753	POLICE DEPARTMENT	VEHICLE LEASE	\$ 25,195	\$ 30,240	\$ 30,845	\$ 31,462	\$ 32,091	\$ 32,733	\$ 33,387	\$ 34,055	\$ 34,736	\$ 35,431	\$ 36,140
754	POLICE DEPARTMENT	OTHER RENTALS/LEASES	\$ 11,601	\$ 12,980	\$ 13,240	\$ 13,504	\$ 13,774	\$ 14,050	\$ 14,331	\$ 14,618	\$ 14,910	\$ 15,208	\$ 15,512
755	POLICE DEPARTMENT	LIABILITY/PROPERTY INSUR	\$ 1,330	\$ 1,302	\$ 1,328	\$ 1,355	\$ 1,382	\$ 1,409	\$ 1,438	\$ 1,466	\$ 1,496	\$ 1,526	\$ 1,556
756	POLICE DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 3,480	\$ 4,400	\$ 4,532	\$ 4,668	\$ 4,808	\$ 4,952	\$ 5,101	\$ 5,254	\$ 5,411	\$ 5,574	\$ 5,741
757	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 240	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
758	POLICE DEPARTMENT	SOFTWARE <\$5,000	\$ 328	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
759	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 994	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
760	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 1,226	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
761	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 4,040	\$ 3,600	\$ 3,672	\$ 3,745	\$ 3,820	\$ 3,897	\$ 3,975	\$ 4,054	\$ 4,135	\$ 4,218	\$ 4,302
762	POLICE DEPARTMENT	LICENSES/CERTIFICATES	\$ 1,862	\$ 2,020	\$ 2,060	\$ 2,102	\$ 2,144	\$ 2,187	\$ 2,230	\$ 2,275	\$ 2,320	\$ 2,367	\$ 2,414
763	POLICE DEPARTMENT	TRAINING & EDUCATION COST	\$ 2,903	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
766	POLICE DEPARTMENT	PART-TIME WAGES	\$ 23,408	\$ 22,271	\$ 23,012	\$ 23,777	\$ 24,568	\$ 25,385	\$ 26,229	\$ 27,102	\$ 28,003	\$ 28,934	\$ 29,897
767	POLICE DEPARTMENT	OVERTIME	\$ 57,192	\$ 50,000	\$ 51,663	\$ 53,381	\$ 55,157	\$ 56,991	\$ 58,886	\$ 60,845	\$ 62,869	\$ 64,960	\$ 67,120
768	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 2,583	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261
770	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 3,629	\$ 3,625	\$ 3,746	\$ 3,870	\$ 3,999	\$ 4,132	\$ 4,269	\$ 4,411	\$ 4,558	\$ 4,710	\$ 4,866
771	POLICE DEPARTMENT	HOLIDAY PAY	\$ 46,524	\$ 52,000	\$ 53,729	\$ 55,516	\$ 57,363	\$ 59,271	\$ 61,242	\$ 63,279	\$ 65,383	\$ 67,558	\$ 69,805
772	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 2,000	\$ 2,700	\$ 2,790	\$ 2,883	\$ 2,978	\$ 3,078	\$ 3,180	\$ 3,286	\$ 3,395	\$ 3,508	\$ 3,624
773	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 100,934	\$ 103,831	\$ 107,284	\$ 110,852	\$ 114,539	\$ 118,349	\$ 122,285	\$ 126,352	\$ 130,554	\$ 134,896	\$ 139,383
774	POLICE DEPARTMENT	RETIREMENT - ICMA	\$ 96,148	\$ 101,891	\$ 106,986	\$ 112,335	\$ 117,952	\$ 123,849	\$ 130,042	\$ 136,544	\$ 143,371	\$ 150,539	\$ 158,066
775	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 387,564	\$ 358,726	\$ 370,657	\$ 382,984	\$ 395,722	\$ 408,883	\$ 422,482	\$ 436,534	\$ 451,052	\$ 466,054	\$ 481,554
776	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 102,135	\$ 140,283	\$ 144,949	\$ 149,769	\$ 154,751	\$ 159,897	\$ 165,215	\$ 170,710	\$ 176,388	\$ 182,254	\$ 188,316
777	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 16,635	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
779	POLICE DEPARTMENT	TRAINING AND TRAVEL	\$ 903	\$ 700	\$ 714	\$ 728	\$ 743	\$ 758	\$ 773	\$ 788	\$ 804	\$ 820	\$ 837
780	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 200	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305
781	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 2,377	\$ 2,800	\$ 2,856	\$ 2,913	\$ 2,971	\$ 3,031	\$ 3,091	\$ 3,153	\$ 3,216	\$ 3,281	\$ 3,346
782	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 175	\$ 240	\$ 245	\$ 250	\$ 255	\$ 260	\$ 265	\$ 270	\$ 276	\$ 281	\$ 287
783	POLICE DEPARTMENT	LICENSES/CERTIFICATES	\$ 200	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
786	POLICE DEPARTMENT	OVERTIME	\$ —	\$ 100	\$ 103	\$ 107	\$ 110	\$ 114	\$ 118	\$ 122	\$ 126	\$ 130	\$ 134
787	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 123	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594
788	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 100	\$ 100	\$ 103	\$ 107	\$ 110	\$ 114	\$ 118	\$ 122	\$ 126	\$ 130	\$ 134
789	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 3,862	\$ 5,250	\$ 5,425	\$ 5,605	\$ 5,791	\$ 5,984	\$ 6,183	\$ 6,389	\$ 6,601	\$ 6,821	\$ 7,048
790	POLICE DEPARTMENT	RETIREMENT - ICMA	\$ 3,166	\$ 4,739	\$ 4,976	\$ 5,225	\$ 5,486	\$ 5,760	\$ 6,048	\$ 6,351	\$ 6,668	\$ 7,002	\$ 7,352
791	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 28,285	\$ 50,470	\$ 52,149	\$ 53,883	\$ 55,675	\$ 57,527	\$ 59,440	\$ 61,417	\$ 63,460	\$ 65,570	\$ 67,751
792	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 6,190	\$ 8,502	\$ 8,785	\$ 9,077	\$ 9,379	\$ 9,691	\$ 10,013	\$ 10,346	\$ 10,690	\$ 11,046	\$ 11,413
793	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 1,004	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
794	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 3,712	\$ 3,646	\$ 3,767	\$ 3,893	\$ 4,022	\$ 4,156	\$ 4,294	\$ 4,437	\$ 4,584	\$ 4,737	\$ 4,894
796	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 79	\$ 150	\$ 153	\$ 156	\$ 159	\$ 162	\$ 166	\$ 169	\$ 172	\$ 176	\$ 179
798	FIRE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 111,355	\$ 103,000	\$ 106,426	\$ 109,965	\$ 113,623	\$ 117,402	\$ 121,306	\$ 125,341	\$ 129,509	\$ 133,817	\$ 138,267
799	FIRE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 7,195,341	\$ 7,179,307	\$ 7,418,083	\$ 7,664,799	\$ 7,919,722	\$ 8,183,123	\$ 8,455,284	\$ 8,736,497	\$ 9,027,063	\$ 9,327,293	\$ 9,637,508
800	FIRE DEPARTMENT	DISABILITY PAYMENTS	\$ 2,639	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
802	FIRE DEPARTMENT	PART-TIME WAGES	\$ 16,865	\$ 27,664	\$ 28,584	\$ 29,535	\$ 30,517	\$ 31,532	\$ 32,581	\$ 33,664	\$ 34,784	\$ 35,941	\$ 37,136
803	FIRE DEPARTMENT	OVERTIME	\$ 143,000	\$ 168,000	\$ 173,587	\$ 179,361	\$ 185,326	\$ 191,490	\$ 197,859	\$ 204,439	\$ 211,239	\$ 218,264	\$ 225,523
804	FIRE DEPARTMENT	FLSA / PREMIUM PAY	\$ 210,125	\$ 210,125	\$ 217,114	\$ 224,334	\$ 231,796	\$ 239,505	\$ 247,470	\$ 255,701	\$ 264,205	\$ 272,993	\$ 282,072
805	FIRE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 11,038	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340
806	FIRE DEPARTMENT	STATE INCENTIVE PAY	\$ 36,600	\$ 36,600	\$ 37,817	\$ 39,075	\$ 40,375	\$ 41,717	\$ 43,105	\$ 44,539	\$ 46,020	\$ 47,550	\$ 49,132
808	FIRE DEPARTMENT	CERTIFICATE / LICENSE	\$ 29,380	\$ 28,080	\$ 29,014	\$ 29,979	\$ 30,976	\$ 32,006	\$ 33,071	\$ 34,171	\$ 35,307	\$ 36,481	\$ 37,695
809	FIRE DEPARTMENT	EDUCATION-DEGREE	\$ 24,625	\$ 26,375	\$ 27,252	\$ 28,159	\$ 29,095	\$ 30,063	\$ 31,063	\$ 32,096	\$ 33,163	\$ 34,266	\$ 35,406

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
810	FIRE DEPARTMENT	PARA SOLO / EMT	\$ 293,754	\$ 286,254	\$ 295,774	\$ 305,612	\$ 315,776	\$ 326,278	\$ 337,130	\$ 348,342	\$ 359,928	\$ 371,899	\$ 384,268
811	FIRE DEPARTMENT	HOLIDAY PAY	\$ 258,900	\$ 258,900	\$ 267,511	\$ 276,408	\$ 285,601	\$ 295,100	\$ 304,914	\$ 315,055	\$ 325,534	\$ 336,361	\$ 347,548
812	FIRE DEPARTMENT	CLOTHING ALLOWANCE	\$ 11,140	\$ 11,146	\$ 11,517	\$ 11,900	\$ 12,296	\$ 12,704	\$ 13,127	\$ 13,564	\$ 14,015	\$ 14,481	\$ 14,962
813	FIRE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 563,883	\$ 555,339	\$ 573,809	\$ 592,893	\$ 612,612	\$ 632,987	\$ 654,039	\$ 675,792	\$ 698,268	\$ 721,492	\$ 745,488
814	FIRE DEPARTMENT	RETIREMENT - ICMA	\$ 50,286	\$ 55,666	\$ 58,449	\$ 61,372	\$ 64,440	\$ 67,662	\$ 71,045	\$ 74,598	\$ 78,328	\$ 82,244	\$ 86,356
815	FIRE DEPARTMENT	RETIREMENT - PENSION FUND	\$ 2,410,622	\$ 2,542,496	\$ 2,669,621	\$ 2,803,102	\$ 2,943,257	\$ 3,090,420	\$ 3,244,941	\$ 3,407,188	\$ 3,577,547	\$ 3,756,425	\$ 3,944,246
816	FIRE DEPARTMENT	LIFE & HEALTH INSURANCE	\$ 3,597	\$ 3,597	\$ 3,957	\$ 4,273	\$ 4,615	\$ 4,984	\$ 5,234	\$ 5,495	\$ 5,770	\$ 6,058	\$ 6,361
817	FIRE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 1,708,136	\$ 1,913,654	\$ 1,977,300	\$ 2,043,063	\$ 2,111,013	\$ 2,181,222	\$ 2,253,767	\$ 2,328,725	\$ 2,406,176	\$ 2,486,203	\$ 2,568,891
818	FIRE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 429,539	\$ 570,458	\$ 589,431	\$ 609,035	\$ 629,290	\$ 650,220	\$ 671,845	\$ 694,190	\$ 717,278	\$ 741,134	\$ 765,783
819	FIRE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 75,002	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
820	FIRE DEPARTMENT	WORKERS COMPENSATION	\$ 227,418	\$ 271,608	\$ 280,641	\$ 289,975	\$ 299,619	\$ 309,584	\$ 319,881	\$ 330,520	\$ 341,512	\$ 352,871	\$ 364,607
821	FIRE DEPARTMENT	MEDICAL DIRECTOR	\$ 15,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649	\$ 22,082	\$ 22,523	\$ 22,974	\$ 23,433	\$ 23,902
822	FIRE DEPARTMENT	ENGINEERING SERVICES	\$ 9,800	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
823	FIRE DEPARTMENT	MONITORING SERVICES	\$ 492	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
825	FIRE DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ 14,052	\$ 14,722	\$ 15,016	\$ 15,317	\$ 15,623	\$ 15,936	\$ 16,254	\$ 16,579	\$ 16,911	\$ 17,249	\$ 17,594
826	FIRE DEPARTMENT	TRAINING AND TRAVEL	\$ 8,400	\$ 8,900	\$ 9,078	\$ 9,260	\$ 9,445	\$ 9,634	\$ 9,826	\$ 10,023	\$ 10,223	\$ 10,428	\$ 10,636
829	FIRE DEPARTMENT	COPIER LEASE	\$ 6,219	\$ 5,465	\$ 5,574	\$ 5,686	\$ 5,800	\$ 5,915	\$ 6,034	\$ 6,154	\$ 6,278	\$ 6,403	\$ 6,531
830	FIRE DEPARTMENT	OTHER RENTALS/LEASES	\$ —	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951
831	FIRE DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 68,633	\$ 17,101	\$ 17,614	\$ 18,142	\$ 18,687	\$ 19,247	\$ 19,825	\$ 20,419	\$ 21,032	\$ 21,663	\$ 22,313
833	FIRE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 13,000	\$ 28,000	\$ 28,840	\$ 29,705	\$ 30,596	\$ 31,514	\$ 32,460	\$ 33,433	\$ 34,436	\$ 35,470	\$ 36,534
834	FIRE DEPARTMENT	EQUIPMENT RECALIBRATION	\$ 13,381	\$ 13,381	\$ 13,782	\$ 14,196	\$ 14,622	\$ 15,060	\$ 15,512	\$ 15,978	\$ 16,457	\$ 16,951	\$ 17,459
835	FIRE DEPARTMENT	PRINTING & BINDING	\$ 1,800	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
836	FIRE DEPARTMENT	OTHER PROMO ACTIVITIES	\$ 1,500	\$ 3,429	\$ 3,498	\$ 3,568	\$ 3,639	\$ 3,712	\$ 3,786	\$ 3,862	\$ 3,939	\$ 4,018	\$ 4,098
837	FIRE DEPARTMENT	TAGS/TITLES/PERMITS	\$ 2,331	\$ 1,925	\$ 1,964	\$ 2,003	\$ 2,043	\$ 2,084	\$ 2,125	\$ 2,168	\$ 2,211	\$ 2,255	\$ 2,301
838	FIRE DEPARTMENT	OFFICE SUPPLIES	\$ 5,336	\$ 5,336	\$ 5,443	\$ 5,552	\$ 5,663	\$ 5,776	\$ 5,891	\$ 6,009	\$ 6,129	\$ 6,252	\$ 6,377
839	FIRE DEPARTMENT	COPIER SUPPLIES	\$ 780	\$ 780	\$ 796	\$ 812	\$ 828	\$ 844	\$ 861	\$ 878	\$ 896	\$ 914	\$ 932
842	FIRE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 28,370	\$ 29,702	\$ 30,296	\$ 30,902	\$ 31,520	\$ 32,150	\$ 32,793	\$ 33,449	\$ 34,118	\$ 34,801	\$ 35,497
843	FIRE DEPARTMENT	UNIFORMS/CLOTHING	\$ 73,120	\$ 61,230	\$ 62,455	\$ 63,704	\$ 64,978	\$ 66,277	\$ 67,603	\$ 68,955	\$ 70,334	\$ 71,741	\$ 73,176
844	FIRE DEPARTMENT	JANITORIAL SUPPLIES	\$ 11,401	\$ 11,401	\$ 11,629	\$ 11,862	\$ 12,099	\$ 12,341	\$ 12,588	\$ 12,839	\$ 13,096	\$ 13,358	\$ 13,625
845	FIRE DEPARTMENT	TOOLS/EQUIPMENT	\$ 127,310	\$ 73,844	\$ 75,321	\$ 76,827	\$ 78,364	\$ 79,931	\$ 81,530	\$ 83,160	\$ 84,824	\$ 86,520	\$ 88,250
847	FIRE DEPARTMENT	OXYGEN/MEDICAL SUPPLIES	\$ 52,000	\$ 72,880	\$ 74,338	\$ 75,824	\$ 77,341	\$ 78,888	\$ 80,465	\$ 82,075	\$ 83,716	\$ 85,391	\$ 87,098
848	FIRE DEPARTMENT	BUNKER GEAR	\$ 30,019	\$ 30,019	\$ 30,619	\$ 31,232	\$ 31,856	\$ 32,494	\$ 33,143	\$ 33,806	\$ 34,482	\$ 35,172	\$ 35,875
849	FIRE DEPARTMENT	MEDICAL SUPPLIES/SWAT	\$ 2,500	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
850	FIRE DEPARTMENT	DUES & MEMBERSHIPS	\$ 3,389	\$ 1,300	\$ 1,326	\$ 1,353	\$ 1,380	\$ 1,407	\$ 1,435	\$ 1,464	\$ 1,493	\$ 1,523	\$ 1,554
851	FIRE DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 1,650	\$ 650	\$ 663	\$ 676	\$ 690	\$ 704	\$ 718	\$ 732	\$ 747	\$ 762	\$ 777
853	PUBLIC WORKS DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 108,055	\$ 113,071	\$ 116,832	\$ 120,717	\$ 124,732	\$ 128,881	\$ 133,167	\$ 137,596	\$ 142,172	\$ 146,901	\$ 151,787
854	PUBLIC WORKS DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 400,000	\$ 408,556	\$ 422,144	\$ 436,184	\$ 450,691	\$ 465,681	\$ 481,169	\$ 497,172	\$ 513,707	\$ 530,792	\$ 548,446
856	PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 1,589	\$ 500	\$ 517	\$ 534	\$ 552	\$ 570	\$ 589	\$ 608	\$ 629	\$ 650	\$ 671
858	PUBLIC WORKS DEPARTMENT	CLOTHING ALLOWANCE	\$ 200	\$ 200	\$ 207	\$ 214	\$ 221	\$ 228	\$ 236	\$ 243	\$ 251	\$ 260	\$ 268
859	PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 38,099	\$ 39,018	\$ 40,316	\$ 41,657	\$ 43,042	\$ 44,474	\$ 45,953	\$ 47,481	\$ 49,060	\$ 50,692	\$ 52,378

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
860	PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 46,405	\$ 47,806	\$ 50,196	\$ 52,706	\$ 55,341	\$ 58,108	\$ 61,014	\$ 64,065	\$ 67,268	\$ 70,631	\$ 74,163
861	PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 81,047	\$ 74,027	\$ 76,489	\$ 79,033	\$ 81,662	\$ 84,378	\$ 87,184	\$ 90,083	\$ 93,080	\$ 96,175	\$ 99,374
862	PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 27,855	\$ 38,259	\$ 39,531	\$ 40,846	\$ 42,205	\$ 43,608	\$ 45,059	\$ 46,557	\$ 48,106	\$ 49,706	\$ 51,359
863	PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 6,657	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
864	PUBLIC WORKS DEPARTMENT	WORKERS COMPENSATION	\$ 16,704	\$ 16,407	\$ 16,953	\$ 17,517	\$ 18,099	\$ 18,701	\$ 19,323	\$ 19,966	\$ 20,630	\$ 21,316	\$ 22,025
865	PUBLIC WORKS DEPARTMENT	OTHER MEDICAL SERVICES	\$ 1,315	\$ 1,315	\$ 1,341	\$ 1,368	\$ 1,395	\$ 1,423	\$ 1,452	\$ 1,481	\$ 1,511	\$ 1,541	\$ 1,572
869	PUBLIC WORKS DEPARTMENT	COPIER LEASE	\$ 7,500	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959	\$ 8,118	\$ 8,281	\$ 8,446	\$ 8,615	\$ 8,787	\$ 8,963
871	PUBLIC WORKS DEPARTMENT	RADIO MAINTENANCE	\$ 740	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
873	PUBLIC WORKS DEPARTMENT	PRINTING & BINDING	\$ 517	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
874	PUBLIC WORKS DEPARTMENT	SPECIAL EVENTS	\$ 2,010	\$ 2,250	\$ 2,295	\$ 2,341	\$ 2,388	\$ 2,435	\$ 2,484	\$ 2,534	\$ 2,585	\$ 2,636	\$ 2,689
877	PUBLIC WORKS DEPARTMENT	OFFICE SUPPLIES	\$ 3,269	\$ 2,800	\$ 2,856	\$ 2,913	\$ 2,971	\$ 3,031	\$ 3,091	\$ 3,153	\$ 3,216	\$ 3,281	\$ 3,346
878	PUBLIC WORKS DEPARTMENT	COPIER SUPPLIES	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
879	PUBLIC WORKS DEPARTMENT	COMPUTER SUPPLIES	\$ 1,297	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
880	PUBLIC WORKS DEPARTMENT	SOFTWARE <\$5,000	\$ 1,788	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
882	PUBLIC WORKS DEPARTMENT	MISC OPERATING SUPPLIES	\$ 1,450	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	\$ 1,914	\$ 1,953	\$ 1,992	\$ 2,032
883	PUBLIC WORKS DEPARTMENT	UNIFORMS/CLOTHING	\$ 13,636	\$ 16,835	\$ 17,172	\$ 17,515	\$ 17,865	\$ 18,223	\$ 18,587	\$ 18,959	\$ 19,338	\$ 19,725	\$ 20,119
886	PUBLIC WORKS DEPARTMENT	DISASTER PREP. HURR.IRMA	\$ 1,534,387	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
887	PUBLIC WORKS DEPARTMENT	DUES & MEMBERSHIPS	\$ 2,100	\$ 1,900	\$ 1,938	\$ 1,977	\$ 2,016	\$ 2,057	\$ 2,098	\$ 2,140	\$ 2,183	\$ 2,226	\$ 2,271
888	PUBLIC WORKS DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 550	\$ 286	\$ 292	\$ 298	\$ 304	\$ 310	\$ 316	\$ 322	\$ 329	\$ 335	\$ 342
889	PUBLIC WORKS DEPARTMENT	LICENSES/CERTIFICATES	\$ 1,341	\$ 881	\$ 899	\$ 917	\$ 935	\$ 954	\$ 973	\$ 992	\$ 1,012	\$ 1,032	\$ 1,053
891	PUBLIC WORKS DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 332,400	\$ 364,366	\$ 376,484	\$ 389,006	\$ 401,944	\$ 415,312	\$ 429,125	\$ 443,397	\$ 458,144	\$ 473,381	\$ 489,125
892	PUBLIC WORKS DEPARTMENT	COMP TIME USED	\$ 1,685	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
893	PUBLIC WORKS DEPARTMENT	PART-TIME WAGES	\$ 26,095	\$ 26,879	\$ 27,773	\$ 28,697	\$ 29,651	\$ 30,637	\$ 31,656	\$ 32,709	\$ 33,797	\$ 34,921	\$ 36,082
894	PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 25,570	\$ 25,000	\$ 25,831	\$ 26,691	\$ 27,578	\$ 28,496	\$ 29,443	\$ 30,422	\$ 31,434	\$ 32,480	\$ 33,560
896	PUBLIC WORKS DEPARTMENT	EDUCATION-DEGREE	\$ 250	\$ 250	\$ 258	\$ 267	\$ 276	\$ 285	\$ 294	\$ 304	\$ 314	\$ 325	\$ 336
897	PUBLIC WORKS DEPARTMENT	CLOTHING ALLOWANCE	\$ 500	\$ 350	\$ 362	\$ 374	\$ 386	\$ 399	\$ 412	\$ 426	\$ 440	\$ 455	\$ 470
898	PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 27,761	\$ 28,949	\$ 29,912	\$ 30,907	\$ 31,935	\$ 32,997	\$ 34,094	\$ 35,228	\$ 36,400	\$ 37,610	\$ 38,861
899	PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 31,803	\$ 32,767	\$ 34,405	\$ 36,126	\$ 37,932	\$ 39,828	\$ 41,820	\$ 43,911	\$ 46,106	\$ 48,412	\$ 50,832
900	PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 62,775	\$ 74,644	\$ 77,127	\$ 79,692	\$ 82,342	\$ 85,081	\$ 87,910	\$ 90,834	\$ 93,855	\$ 96,977	\$ 100,202
901	PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 21,665	\$ 29,757	\$ 30,747	\$ 31,769	\$ 32,826	\$ 33,918	\$ 35,046	\$ 36,211	\$ 37,416	\$ 38,660	\$ 39,946
902	PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 4,261	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
904	PUBLIC WORKS DEPARTMENT	TESTING SERVICES	\$ 1,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
905	PUBLIC WORKS DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 2,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
907	PUBLIC WORKS DEPARTMENT	COPIER LEASE	\$ 8,328	\$ 8,328	\$ 8,495	\$ 8,664	\$ 8,838	\$ 9,014	\$ 9,195	\$ 9,379	\$ 9,566	\$ 9,758	\$ 9,953
908	PUBLIC WORKS DEPARTMENT	COMPUTER HARDWARE MAINT	\$ 912	\$ 912	\$ 939	\$ 968	\$ 997	\$ 1,026	\$ 1,057	\$ 1,089	\$ 1,122	\$ 1,155	\$ 1,190
909	PUBLIC WORKS DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 1,875	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131
910	PUBLIC WORKS DEPARTMENT	OFFICE EQUIPMENT REPAIR	\$ —	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
911	PUBLIC WORKS DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 600	\$ 600	\$ 618	\$ 637	\$ 656	\$ 675	\$ 696	\$ 716	\$ 738	\$ 760	\$ 783
915	PUBLIC WORKS DEPARTMENT	TOOLS/EQUIPMENT	\$ 1,465	\$ 800	\$ 816	\$ 832	\$ 849	\$ 866	\$ 883	\$ 901	\$ 919	\$ 937	\$ 956
916	PUBLIC WORKS DEPARTMENT	DUES & MEMBERSHIPS	\$ 511	\$ 951	\$ 970	\$ 989	\$ 1,009	\$ 1,029	\$ 1,050	\$ 1,071	\$ 1,092	\$ 1,114	\$ 1,137

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
917	PUBLIC WORKS DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ —	\$ 150	\$ 153	\$ 156	\$ 159	\$ 162	\$ 166	\$ 169	\$ 172	\$ 176	\$ 179
918	PUBLIC WORKS DEPARTMENT	LICENSES/CERTIFICATES	\$ —	\$ 775	\$ 791	\$ 806	\$ 822	\$ 839	\$ 856	\$ 873	\$ 890	\$ 908	\$ 926
921	PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 9,408	\$ 8,150	\$ 8,421	\$ 8,701	\$ 8,991	\$ 9,290	\$ 9,598	\$ 9,918	\$ 10,248	\$ 10,588	\$ 10,941
922	PUBLIC WORKS DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 1,171	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144
924	PUBLIC WORKS DEPARTMENT	CERTIFICATE / LICENSE	\$ 4,750	\$ 3,260	\$ 3,368	\$ 3,480	\$ 3,596	\$ 3,716	\$ 3,839	\$ 3,967	\$ 4,099	\$ 4,235	\$ 4,376
925	PUBLIC WORKS DEPARTMENT	HOLIDAY PAY	\$ 11,495	\$ 11,495	\$ 11,877	\$ 12,272	\$ 12,681	\$ 13,102	\$ 13,538	\$ 13,988	\$ 14,453	\$ 14,934	\$ 15,431
926	PUBLIC WORKS DEPARTMENT	CLOTHING ALLOWANCE	\$ 100	\$ 100	\$ 103	\$ 107	\$ 110	\$ 114	\$ 118	\$ 122	\$ 126	\$ 130	\$ 134
927	PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 43,906	\$ 43,472	\$ 44,918	\$ 46,412	\$ 47,955	\$ 49,550	\$ 51,198	\$ 52,901	\$ 54,660	\$ 56,478	\$ 58,357
928	PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 52,238	\$ 52,280	\$ 54,894	\$ 57,639	\$ 60,521	\$ 63,547	\$ 66,724	\$ 70,060	\$ 73,563	\$ 77,241	\$ 81,103
929	PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 163,229	\$ 200,738	\$ 207,414	\$ 214,313	\$ 221,440	\$ 228,805	\$ 236,415	\$ 244,278	\$ 252,402	\$ 260,797	\$ 269,471
930	PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 55,710	\$ 76,518	\$ 79,063	\$ 81,692	\$ 84,409	\$ 87,217	\$ 90,118	\$ 93,115	\$ 96,212	\$ 99,412	\$ 102,718
931	PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 10,067	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
933	PUBLIC WORKS DEPARTMENT	RAILROAD CROSSING MAINT	\$ 81,278	\$ 109,443	\$ 111,632	\$ 113,864	\$ 116,142	\$ 118,465	\$ 120,834	\$ 123,251	\$ 125,716	\$ 128,230	\$ 130,795
934	PUBLIC WORKS DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ 2,187	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
936	PUBLIC WORKS DEPARTMENT	ELECTRIC SERVICES	\$ 7,000	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
937	PUBLIC WORKS DEPARTMENT	COUNTY DISPOSAL	\$ 2,095	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
938	PUBLIC WORKS DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 6,000	\$ 6,000	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 7,379	\$ 7,601	\$ 7,829
939	PUBLIC WORKS DEPARTMENT	MISC OPERATING SUPPLIES	\$ 18,663	\$ 18,000	\$ 18,360	\$ 18,727	\$ 19,102	\$ 19,484	\$ 19,873	\$ 20,271	\$ 20,676	\$ 21,090	\$ 21,512
941	PUBLIC WORKS DEPARTMENT	TOOLS/EQUIPMENT	\$ 5,946	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
947	PUBLIC WORKS DEPARTMENT	PART-TIME WAGES	\$ 22,220	\$ 22,883	\$ 23,644	\$ 24,430	\$ 25,243	\$ 26,083	\$ 26,950	\$ 27,846	\$ 28,772	\$ 29,729	\$ 30,718
948	PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 7,500	\$ 8,100	\$ 8,369	\$ 8,648	\$ 8,935	\$ 9,233	\$ 9,540	\$ 9,857	\$ 10,185	\$ 10,523	\$ 10,873
951	PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 23,228	\$ 22,125	\$ 22,861	\$ 23,621	\$ 24,407	\$ 25,219	\$ 26,057	\$ 26,924	\$ 27,819	\$ 28,745	\$ 29,701
952	PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 16,673	\$ 20,377	\$ 21,396	\$ 22,466	\$ 23,589	\$ 24,768	\$ 26,007	\$ 27,307	\$ 28,672	\$ 30,106	\$ 31,611
953	PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 74,328	\$ 74,644	\$ 77,127	\$ 79,692	\$ 82,342	\$ 85,081	\$ 87,910	\$ 90,834	\$ 93,855	\$ 96,977	\$ 100,202
954	PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 18,570	\$ 25,506	\$ 26,354	\$ 27,231	\$ 28,136	\$ 29,072	\$ 30,039	\$ 31,038	\$ 32,071	\$ 33,137	\$ 34,239
955	PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 2,867	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
959	PUBLIC WORKS DEPARTMENT	AIR CARDS	\$ —	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299	\$ 1,325	\$ 1,351	\$ 1,378	\$ 1,406	\$ 1,434
961	PUBLIC WORKS DEPARTMENT	COUNTY DISPOSAL	\$ 1,440	\$ 1,550	\$ 1,581	\$ 1,613	\$ 1,645	\$ 1,678	\$ 1,711	\$ 1,746	\$ 1,780	\$ 1,816	\$ 1,852
964	PUBLIC WORKS DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 1,574	\$ 350	\$ 361	\$ 371	\$ 382	\$ 394	\$ 406	\$ 418	\$ 430	\$ 443	\$ 457
965	PUBLIC WORKS DEPARTMENT	SIGNAL MAINTENANCE	\$ 38,600	\$ 33,000	\$ 33,990	\$ 35,010	\$ 36,060	\$ 37,142	\$ 38,256	\$ 39,404	\$ 40,586	\$ 41,803	\$ 43,058
966	PUBLIC WORKS DEPARTMENT	STREET LIGHT MAINTENANCE	\$ 9,000	\$ 21,000	\$ 21,630	\$ 22,279	\$ 22,947	\$ 23,636	\$ 24,345	\$ 25,075	\$ 25,827	\$ 26,602	\$ 27,400
967	PUBLIC WORKS DEPARTMENT	PAVEMENT MARKINGS	\$ 30,000	\$ 108,494	\$ 111,749	\$ 115,101	\$ 118,554	\$ 122,111	\$ 125,774	\$ 129,548	\$ 133,434	\$ 137,437	\$ 141,560
970	PUBLIC WORKS DEPARTMENT	TOOLS/EQUIPMENT	\$ 2,375	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
971	PUBLIC WORKS DEPARTMENT	TRAFFIC CONTROL SUPPLIES	\$ 22,486	\$ 46,800	\$ 47,736	\$ 48,691	\$ 49,665	\$ 50,658	\$ 51,671	\$ 52,704	\$ 53,758	\$ 54,834	\$ 55,930
972	PUBLIC WORKS DEPARTMENT	SAFETY EQUIPMENT	\$ 3,500	\$ 3,500	\$ 3,570	\$ 3,641	\$ 3,714	\$ 3,789	\$ 3,864	\$ 3,942	\$ 4,020	\$ 4,101	\$ 4,183
973	PUBLIC WORKS DEPARTMENT	EQUIPMENT <\$5,000	\$ 130,306	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
974	PUBLIC WORKS DEPARTMENT	DUES & MEMBERSHIPS	\$ 557	\$ 260	\$ 265	\$ 271	\$ 276	\$ 281	\$ 287	\$ 293	\$ 299	\$ 305	\$ 311
975	PUBLIC WORKS DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 595	\$ 595	\$ 607	\$ 619	\$ 631	\$ 644	\$ 657	\$ 670	\$ 683	\$ 697	\$ 711
976	PUBLIC WORKS DEPARTMENT	LICENSES/CERTIFICATES	\$ 665	\$ 665	\$ 678	\$ 692	\$ 706	\$ 720	\$ 734	\$ 749	\$ 764	\$ 779	\$ 795
979	PUBLIC WORKS DEPARTMENT	PART-TIME WAGES	\$ 25,702	\$ 34,278	\$ 35,418	\$ 36,596	\$ 37,813	\$ 39,071	\$ 40,370	\$ 41,713	\$ 43,100	\$ 44,534	\$ 46,015

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
980	PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 26,825	\$ 10,450	\$ 10,798	\$ 11,157	\$ 11,528	\$ 11,911	\$ 12,307	\$ 12,717	\$ 13,140	\$ 13,577	\$ 14,028
981	PUBLIC WORKS DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 1,599	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007
983	PUBLIC WORKS DEPARTMENT	CERTIFICATE / LICENSE	\$ 9,766	\$ 9,843	\$ 10,170	\$ 10,509	\$ 10,858	\$ 11,219	\$ 11,592	\$ 11,978	\$ 12,376	\$ 12,788	\$ 13,213
984	PUBLIC WORKS DEPARTMENT	HOLIDAY PAY	\$ 19,577	\$ 14,585	\$ 15,070	\$ 15,571	\$ 16,089	\$ 16,624	\$ 17,177	\$ 17,748	\$ 18,339	\$ 18,949	\$ 19,579
985	PUBLIC WORKS DEPARTMENT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
986	PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 56,040	\$ 56,517	\$ 58,397	\$ 60,339	\$ 62,346	\$ 64,419	\$ 66,562	\$ 68,776	\$ 71,063	\$ 73,426	\$ 75,868
987	PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 65,968	\$ 66,832	\$ 70,174	\$ 73,682	\$ 77,366	\$ 81,235	\$ 85,296	\$ 89,561	\$ 94,039	\$ 98,741	\$ 103,678
988	PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 260,260	\$ 243,123	\$ 251,209	\$ 259,564	\$ 268,197	\$ 277,117	\$ 286,333	\$ 295,856	\$ 305,696	\$ 315,863	\$ 326,369
989	PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 58,805	\$ 80,769	\$ 83,455	\$ 86,231	\$ 89,099	\$ 92,062	\$ 95,124	\$ 98,288	\$ 101,557	\$ 104,934	\$ 108,424
990	PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 11,514	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
994	PUBLIC WORKS DEPARTMENT	BUILDING REPAIRS	\$ 810	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
996	PUBLIC WORKS DEPARTMENT	SIDEWALK REPAIRS	\$ 7,545	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185	\$ 23,881	\$ 24,597	\$ 25,335	\$ 26,095
998	PUBLIC WORKS DEPARTMENT	MISC OPERATING SUPPLIES	\$ 6,300	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
999	PUBLIC WORKS DEPARTMENT	UNIFORMS/CLOTHING	\$ 340	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
1001	PUBLIC WORKS DEPARTMENT	EQUIPMENT <\$5,000	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
1002	PUBLIC WORKS DEPARTMENT	ROAD STRUCTURE MATERIALS	\$ 139,015	\$ 98,500	\$ 100,470	\$ 102,479	\$ 104,529	\$ 106,620	\$ 108,752	\$ 110,927	\$ 113,146	\$ 115,408	\$ 117,717
1003	PUBLIC WORKS DEPARTMENT	DUES & MEMBERSHIPS	\$ 1,036	\$ 801	\$ 817	\$ 833	\$ 850	\$ 867	\$ 884	\$ 902	\$ 920	\$ 938	\$ 957
1004	PUBLIC WORKS DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 75	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
1005	PUBLIC WORKS DEPARTMENT	LICENSES/CERTIFICATES	\$ 100	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
1007	GENERAL GOVERNMENT	DEBT PAYMENTS - PRINCIPAL	\$ 124,316	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262
1010	GENERAL GOVERNMENT	DEBT SERVICE FEES	\$ 15,000	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918	\$ 16,236	\$ 16,561	\$ 16,892	\$ 17,230	\$ 17,575	\$ 17,926
1011	GENERAL GOVERNMENT	FLEET OPERATING CHARGES	\$ 2,232,883	\$ 2,597,500	\$ 2,649,450	\$ 2,702,439	\$ 2,756,488	\$ 2,811,618	\$ 2,867,850	\$ 2,925,207	\$ 2,983,711	\$ 3,043,385	\$ 3,104,253
1013	GENERAL GOVERNMENT	TO FLEET SERVICES	\$ 1,166,870	\$ 630,258	\$ 287,088	\$ 287,560	\$ 224,848	\$ 224,848	\$ 231,593	\$ 238,541	\$ 245,697	\$ 253,068	\$ 260,660
1014	GENERAL GOVERNMENT	TO OTHER EE BENEFIT FUND	\$ 11,027	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
1018	GENERAL GOVERNMENT	Existing Debt Service	\$ 5,925,638	\$ 6,212,389	\$ 5,948,040	\$ 6,656,648	\$ 6,462,773	\$ 6,461,620	\$ 6,462,869	\$ 6,459,877	\$ 5,919,651	\$ 5,922,314	\$ 5,920,067
1019	Nondepartmental	Honeywell Contract	\$ (40,000)	\$ —	\$ 93	\$ 191	\$ 293	\$ 400	\$ 512	\$ 630	\$ 754	\$ 884	\$ 1,019
Total			\$68,297,273	\$72,135,846	\$73,595,210	\$76,441,057	\$78,393,792	\$80,677,106	\$83,047,008	\$85,493,443	\$87,486,311	\$90,108,740	\$ 92,816,046

Appendix A

Schedule 9 - Cost Escalation Factors
FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Personnel Services											
Full-Time Salaries/Wages	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Part-Time Wages	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Overtime	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Flsa / Premium Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Special Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Acting Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Trainer/Leader	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Admin Differential Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
State Incentive Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Technical Rescue Team	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Certificate / L	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Education-Degre	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Para Solo / Emt	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Career Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Holiday Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Vehicle Allowance	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Clothing Allowance	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Expense Allowance	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Social Security/Medicare	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Retirement - Icma	Pension	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Retirement - Pension Fund	Pension	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Retirement - Icma Rhs	Pension	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Retirement - Frs	Pension	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Life & Health Insurance	Health Insurance	10.00%	10.00%	8.00%	8.00%	8.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Emp Health Ins Premiums	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Other Emp Ins Premiums	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Workers Compensation	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Operations & Maintenance											
Code Compliance Attorney	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Attorney Cost	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Consultant Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Physicals/Drug Screens	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Medical Directo	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Veterinary Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Medical Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Schedule 9 - Cost Escalation Factors
FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Polygraphs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Psychological Testing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Engineering Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Testing Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Promotional Exams	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
In-House Training	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Professional Svc	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Audit Costs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Mowing Contract	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Railroad Crossing Maint	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Temp Employment Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Contractual Service	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Hardware/Softwa	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Janitorial Serv	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Pest Control Se	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investigative Funds	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Special Events	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Recreation Programs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Travel M&le	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Business Travel	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Council Travel M&le	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Court Cases	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Telephone Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Cellular Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Computer/Phone Link Svcs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Air Cards	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Communica	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Postage/Freight/Other	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Electric Servic	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Water & Sewer S	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Standby Water	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
County Disposal	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Street/Traffic Lights	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Lp Gas	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Equipment Renta	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Copier Lease	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Vehicle Lease	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Schedule 9 - Cost Escalation Factors
FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Land Lease	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Rentals/Leases	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Liability/Property Insur	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Computer Hardware Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Computer Software Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Telephone Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Office Equip Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
A/C Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Generator Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Halon Inspectio	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Elevator Mainte	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fire Protect De	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Radio Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Overhead Door M	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Mach/Equip Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Office Equipment Repair	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Vehicle Repair	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Building Repairs	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Machinery/Equip Repair	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Equipment Recal	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Pc Repairs	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Parks Area Main	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Signal Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Street Light Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Repair/Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Gun Range Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Pavement Markings	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Marine Waterfront Solut.	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Bridges & Appurtenances	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Printing & Binding	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Special Events	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Advertising (Excl Legal)	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Volunteer Programs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Recognition	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Recruitment	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Promo Activities	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
First Friday Events	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Schedule 9 - Cost Escalation Factors
FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Legal Advertisements	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Election Expenses	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Tags/Titles/Per	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Utility Billing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Current Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Debt Service Fees	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Pay Stub Fees	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Credit Card Process Fees	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Office Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Copier Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Computer Suppli	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Software <\$5,000	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Furniture/Equip <\$5,000	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Pc Replacement Hardware	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Misc Operating	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Chemicals	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Lab Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Uniforms/Clothing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Janitorial Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Tools/Equipment	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Vehicle Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Fuels/Lubricant	EIA Fuels	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%
Traffic Control Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Oxygen/Medical Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Safety Equipmen	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Training Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Ammo & Range Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Equipment <\$5,000	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Fleet Operating Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Bunker Gear	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Landscaping	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Marina Janitori	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Athletic Field	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Road Structure Materials	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Dues & Memberships	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Books/Subscript	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Licenses/Certificates	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Schedule 9 - Cost Escalation Factors

FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Training & Education Cost	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Council Training & Educ	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contingency	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants & Contributions											
Other Contributions	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Non-Operating											
To Fleet Services	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Default Escalation Factor		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Composite O&M Escalation		2.94%	2.94%	2.94%	2.94%	2.94%	2.94%	2.94%	2.94%	2.94%	2.94%

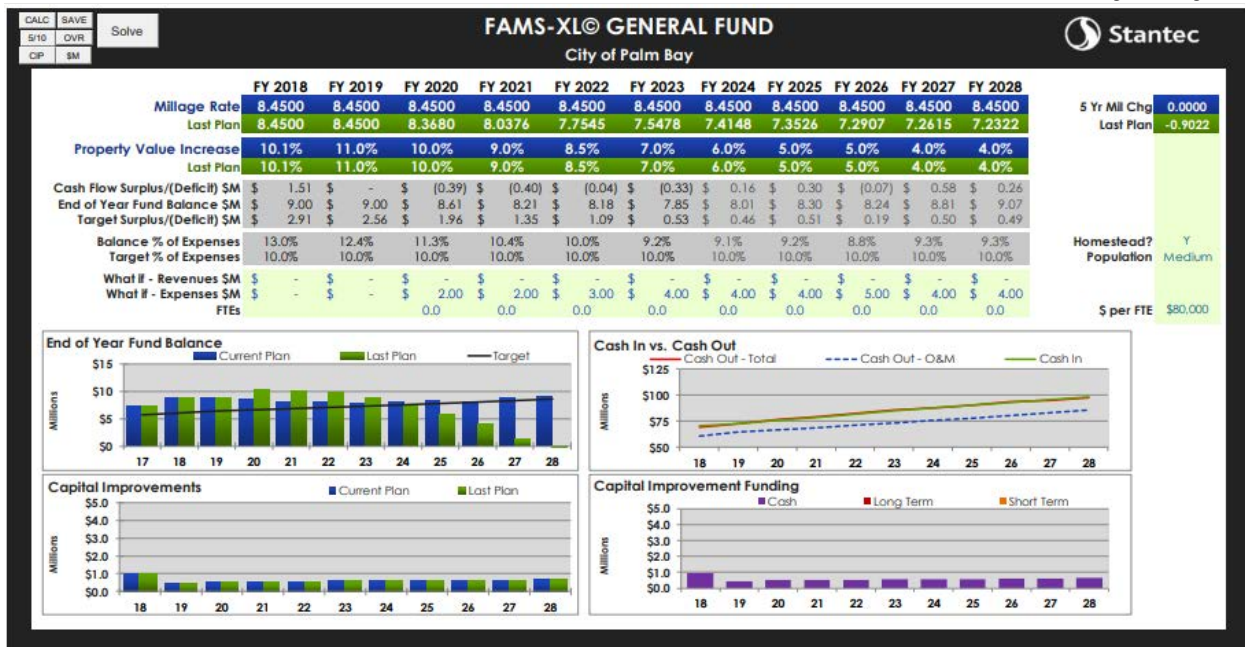
Appendix A

APPENDIX B: ALTERNATIVE ANALYSIS SUPPORTING SCHEDULES

- Schedule 1 General Fund Control Panel Schedule
- Schedule 2 Projection of Cash Flows Schedule
- Schedule 3 Beginning Fund Balance Schedule
- Schedule 4 Revenue Projection Summary Schedule
- Schedule 5 Expense Projection Summary
- Schedule 6 Revenue Projection – Line Item Detail Schedule
- Schedule 7 Revenue Escalation Factors Schedule
- Schedule 8 Expense Projection – Line Item Detail Schedule
- Schedule 9 Cost Escalation Factors

Schedule 1 - FAMS-XL® Control Panel

FY 2018 General Fund Sustainability Analysis



Schedule 2 - Projection of Cash Flow

FY 2018 General Fund Sustainability Analysis

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
MILLAGE RATE (From Panel) ⁽¹⁾	8.4500	8.4500	8.4500	8.4500	8.4500	8.4500	8.4500	8.4500	8.4500	8.4500	8.4500
TOTAL TAXABLE VALUE (000's) ⁽²⁾	\$ 3,592,626	\$ 3,988,001	\$ 4,244,385	\$ 4,626,380	\$ 5,019,622	\$ 5,370,995	\$ 5,693,255	\$ 5,977,918	\$ 6,276,814	\$ 6,527,886	\$ 6,789,002
AD-VALOREM TAX REVENUES											
APPLIED AD VALOREM REVENUES	\$ 30,357,686	\$ 33,698,605	\$35,865,053	\$39,092,907	\$42,415,804	\$45,384,911	\$48,108,005	\$50,513,406	\$53,039,076	\$55,160,639	\$57,367,065
% BUDGETARY ADJUSTMENT	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %	96.0 %
SUBTOTAL: CALCULATED AD VALOREM TAX REVENUES	\$ 29,143,379	\$ 32,350,661	\$34,430,451	\$37,529,191	\$40,719,172	\$43,569,514	\$46,183,685	\$48,492,869	\$50,917,513	\$52,954,213	\$55,072,382
Less: CRA Portion	\$ (822,787)	\$ (904,909)	\$ (1,075,974)	\$ (1,245,329)	\$ (1,419,670)	\$ (1,575,448)	\$ (1,718,320)	\$ (1,844,523)	\$ (1,977,036)	\$ (2,088,347)	\$ (2,204,111)
ADJUSTED AD-VALOREM TAX REVENUES	\$ 28,320,592	\$ 31,445,752	\$33,354,476	\$36,283,862	\$39,299,503	\$41,994,066	\$44,465,365	\$46,648,346	\$48,940,477	\$50,865,866	\$52,868,271
% Change by year		11.0%	6.1%	8.8%	8.3%	6.9%	5.9%	4.9%	4.9%	3.9%	3.9%
EXECTUED OTHER REVENUES											
TAXES	\$ 16,110,507	\$ 15,935,168	\$16,088,800	\$16,224,600	\$16,361,700	\$16,500,300	\$16,640,400	\$16,781,900	\$16,892,400	\$17,003,800	\$17,116,000
OTHER FEES AND PERMITS	\$ 5,577,905	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500
INTERGOVERNMENTAL REVENUE	\$ 12,669,241	\$ 12,480,080	\$12,622,396	\$12,181,400	\$12,308,600	\$12,437,000	\$12,566,800	\$12,698,100	\$12,800,400	\$12,903,600	\$13,007,600
CHARGES FOR SERVICES	\$ 3,846,033	\$ 4,103,312	\$ 4,178,900	\$ 4,257,000	\$ 4,337,400	\$ 4,420,300	\$ 4,505,800	\$ 4,594,000	\$ 4,684,900	\$ 4,778,900	\$ 4,875,700
FINES AND FORFEITS	\$ 408,180	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500
MISCELLANEOUS REVENUES	\$ 1,246,835	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200
OTHER SOURCES	\$ 2,573,766	\$ 2,175,334	\$3,048,401	\$3,190,545	\$3,163,307	\$3,121,557	\$3,173,114	\$3,223,363	\$3,272,338	\$3,320,072	\$3,412,700
NON-OPERATING	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
SUBTOTAL EXECUTED OTHER REVENUES	\$ 42,432,467	\$ 41,122,094	\$42,366,697	\$42,281,745	\$42,599,207	\$42,907,357	\$43,314,314	\$43,725,563	\$44,078,238	\$44,434,572	\$44,840,200
% Change by year		-3.1%	3.0%	-0.2%	0.8%	0.7%	0.9%	0.9%	0.8%	0.8%	0.9%
SUBTOTAL GENERAL FUND REVENUES	\$ 70,753,059	\$ 72,567,846	\$75,721,174	\$78,565,608	\$81,898,710	\$84,901,423	\$87,779,679	\$90,373,909	\$93,018,715	\$95,300,438	\$97,708,471
Plus: "What If" Revenue from Panel	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
TOTAL ADJUSTED GENERAL FUND REVENUES	\$ 70,753,059	\$ 72,567,846	\$75,721,174	\$78,565,608	\$81,898,710	\$84,901,423	\$87,779,679	\$90,373,909	\$93,018,715	\$95,300,438	\$97,708,471
GENERAL FUND EXPENSES											
PERSONNEL SERVICES	\$ 46,781,797	\$ 50,859,211	\$52,633,453	\$54,471,223	\$56,375,051	\$58,347,380	\$60,390,359	\$62,506,964	\$64,699,927	\$66,972,087	\$69,326,391
OPERATING EXPENSES	\$ 14,183,893	\$ 13,593,803	\$13,882,414	\$14,177,301	\$14,478,602	\$14,786,463	\$15,101,030	\$15,422,454	\$15,750,891	\$16,086,496	\$16,429,431
CONTRIBUTIONS	\$ 54,825	\$ 201,500	\$ 205,530	\$ 209,641	\$ 213,833	\$ 218,110	\$ 222,472	\$ 226,922	\$ 231,460	\$ 236,089	\$ 240,811
CAPITAL OUTLAY	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
DEBT SERVICE	\$ 129,262	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142	\$ 128,142
TRANSFERS	\$ 1,221,858	\$ 1,140,801	\$ 797,631	\$ 798,103	\$ 735,391	\$ 735,391	\$ 742,136	\$ 749,084	\$ 756,240	\$ 763,611	\$ 771,203
NON-OPERATING	\$ 5,925,638	\$ 6,212,389	\$5,948,040	\$6,656,648	\$6,462,773	\$6,461,620	\$6,462,869	\$6,459,877	\$5,919,651	\$5,922,314	\$5,920,067
CASH-FUNDED CAPITAL	\$ 942,072	\$ 432,000	\$ 513,500	\$ 527,000	\$ 541,000	\$ 555,000	\$ 570,000	\$ 585,000	\$ 600,500	\$ 616,500	\$ 633,000
SUBTOTAL EXECUTED OPERATING EXPENSES	\$ 69,239,345	\$ 72,567,846	\$74,108,710	\$76,968,057	\$78,934,792	\$81,232,106	\$83,617,008	\$86,078,443	\$88,086,811	\$90,725,240	\$93,449,046
Less: Incremental Cost Change (From Panel)	\$ —	\$ —	\$ 2,000,000	\$ 2,000,000	\$ 3,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 5,000,000	\$ 4,000,000	\$ 4,000,000
TOTAL ADJUSTED GENERAL FUND EXPENSES	\$ 69,239,345	\$ 72,567,846	\$76,108,710	\$78,968,057	\$81,934,792	\$85,232,106	\$87,617,008	\$90,078,443	\$93,086,811	\$94,725,240	\$97,449,046

Personnel Services % Change	N/A	8.7%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Operating % Change	N/A	-4.2%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
Total O&M Expense % Change	N/A	5.7%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
Total Expense % Change by year	N/A	4.8%	4.9%	3.8%	3.8%	4.0%	2.8%	2.8%	3.3%	1.8%	2.9%
NET OPERATING INCOME	\$ 1,513,714	\$ 0	\$ (387,536)	\$ (402,450)	\$ (36,082)	\$ (330,683)	\$ 162,671	\$ 295,466	\$ (68,096)	\$ 575,198	\$ 259,425

NET CHANGE IN FUND BALANCE

Unrestricted General Fund Balance - Beginning Year	\$ 7,488,602	\$ 9,002,316	\$ 9,002,316	\$ 8,614,780	\$ 8,212,330	\$ 8,176,248	\$ 7,845,565	\$ 8,008,236	\$ 8,303,702	\$ 8,235,606	\$ 8,810,804
Plus/(Less): Net Income	\$ 1,513,714	\$ —	\$ (387,536)	\$ (402,450)	\$ (36,082)	\$ (330,683)	\$ 162,671	\$ 295,466	\$ (68,096)	\$ 575,198	\$ 259,425
Unrestricted General Fund Balance - End Year	\$ 9,002,316	\$ 9,002,316	\$ 8,614,780	\$ 8,212,330	\$ 8,176,248	\$ 7,845,565	\$ 8,008,236	\$ 8,303,702	\$ 8,235,606	\$ 8,810,803	\$ 9,070,229

RESERVE TARGET

Minimum Reserve Target % of Expenses	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %	10.0 %
Minimum Reserve Target	\$ 6,096,569	\$ 6,445,301	\$ 6,651,587	\$ 6,864,852	\$ 7,085,365	\$ 7,313,384	\$ 7,549,139	\$ 7,792,942	\$ 8,045,082	\$ 8,305,858	\$ 8,575,582
Total Reserve Balance Requirement	\$ 6,096,569	\$ 6,445,301	\$ 6,651,587	\$ 6,864,852	\$ 7,085,365	\$ 7,313,384	\$ 7,549,139	\$ 7,792,942	\$ 8,045,082	\$ 8,305,858	\$ 8,575,582
End of Year Fund Balance in Excess/(Deficiency) of Minimum Reserve	\$ 2,905,747	\$ 2,557,015	\$ 1,963,193	\$ 1,347,477	\$ 1,090,882	\$ 532,180	\$ 459,097	\$ 510,760	\$ 190,524	\$ 504,945	\$ 494,646

(1) The projected Millage rate is calibrated to reflect the City's policy restricting growth in ad valorem revenues to 3.0% a year, beginning in FY 2020.

(2) The projection of property values include the shortfall due to the new homestead exemption in FY 2020.

Schedule 3 - Beginning Fund Balances**FY 2018 General Fund Sustainability Analysis**

Type	Balance as of 10/1/2017	% Included	Balances Included in Model
Nonspendable:	\$ 21,112	0.0%	\$ —
Restricted:	\$ 800,000	0.0%	\$ —
Committed:	\$ 193,358	0.0%	\$ —
Assigned:	\$ 128,915	0.0%	\$ —
Unassigned:	\$ 7,488,602	100.0%	\$ 7,488,602
Net Unrestricted Fund Balance	\$ 8,631,987		\$ 7,488,602

Appendix B

Schedule 6 - Detailed Revenue Projection

FY 2018 General Fund Sustainability Analysis

Revenue Type	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
AD VALOREM	\$ 28,320,592	\$ 31,445,752	\$ 33,354,476	\$ 36,283,863	\$ 39,299,503	\$ 41,994,066	\$ 44,465,365	\$ 46,648,347	\$ 48,940,477	\$ 50,865,866	\$ 52,868,271
TAXES	\$ 16,110,507	\$ 15,935,168	\$ 16,088,800	\$ 16,224,600	\$ 16,361,700	\$ 16,500,300	\$ 16,640,400	\$ 16,781,900	\$ 16,892,400	\$ 17,003,800	\$ 17,116,000
OTHER FEES AND PERMITS	\$ 5,577,905	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500	\$ 5,656,500
INTERGOVERNMENTAL REVENUE	\$ 12,669,241	\$ 12,480,080	\$ 12,622,396	\$ 12,181,400	\$ 12,308,600	\$ 12,437,000	\$ 12,566,800	\$ 12,698,100	\$ 12,800,400	\$ 12,903,600	\$ 13,007,600
CHARGES FOR SERVICES	\$ 3,846,033	\$ 4,103,312	\$ 4,178,900	\$ 4,257,000	\$ 4,337,400	\$ 4,420,300	\$ 4,505,800	\$ 4,594,000	\$ 4,684,900	\$ 4,778,900	\$ 4,875,700
FINES AND FORFEITS	\$ 408,180	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500	\$ 391,500
MISCELLANEOUS REVENUES	\$ 1,246,835	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200	\$ 380,200
OTHER SOURCES	\$ 2,573,766	\$ 2,175,334	\$ 3,048,401	\$ 3,190,545	\$ 3,163,307	\$ 3,121,557	\$ 3,173,114	\$ 3,223,363	\$ 3,272,338	\$ 3,320,072	\$ 3,412,700
NON-OPERATING	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Total Sources of Funds:	\$ 70,753,059	\$ 72,567,846	\$ 75,721,174	\$ 78,565,608	\$ 81,898,710	\$ 84,901,423	\$ 87,779,679	\$ 90,373,909	\$ 93,018,715	\$ 95,300,438	\$ 97,708,471

Revenue By Type

AD VALOREM	40.0 %	43.3 %	44.0 %	46.2 %	48.0 %	49.5 %	50.7 %	51.6 %	52.6 %	53.4 %	54.1 %
TAXES	22.8 %	22.0 %	21.2 %	20.7 %	20.0 %	19.4 %	19.0 %	18.6 %	18.2 %	17.8 %	17.5 %
OTHER FEES AND PERMITS	7.9 %	7.8 %	7.5 %	7.2 %	6.9 %	6.7 %	6.4 %	6.3 %	6.1 %	5.9 %	5.8 %
INTERGOVERNMENTAL REVENUE	17.9 %	17.2 %	16.7 %	15.5 %	15.0 %	14.6 %	14.3 %	14.1 %	13.8 %	13.5 %	13.3 %
CHARGES FOR SERVICES	5.4 %	5.7 %	5.5 %	5.4 %	5.3 %	5.2 %	5.1 %	5.1 %	5.0 %	5.0 %	5.0 %
FINES AND FORFEITS	0.6 %	0.5 %	0.5 %	0.5 %	0.5 %	0.5 %	0.4 %	0.4 %	0.4 %	0.4 %	0.4 %
MISCELLANEOUS REVENUES	1.8 %	0.5 %	0.5 %	0.5 %	0.5 %	0.4 %	0.4 %	0.4 %	0.4 %	0.4 %	0.4 %
OTHER SOURCES	3.6 %	3.0 %	4.0 %	4.1 %	3.9 %	3.7 %	3.6 %	3.6 %	3.5 %	3.5 %	3.5 %
NON-OPERATING	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %

Appendix B

Schedule 5 - Expense Projection Summary

	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Expenses by Department											
Legislative Department	\$ 717,808	\$ 767,992	\$ 792,391	\$ 817,607	\$ 843,668	\$ 870,603	\$ 898,445	\$ 927,223	\$ 956,971	\$ 987,722	\$1,019,513
Office Of City Manager	\$ 804,756	\$ 827,548	\$ 854,525	\$ 882,421	\$ 911,270	\$ 941,104	\$ 971,959	\$1,003,871	\$1,036,878	\$1,071,018	\$1,106,333
City Attorney Department	\$ 615,112	\$ 575,522	\$ 590,882	\$ 606,683	\$ 622,940	\$ 639,667	\$ 656,878	\$ 674,588	\$ 692,813	\$ 711,569	\$ 730,872
Procurement Dept	\$ 380,791	\$ 557,818	\$ 576,593	\$ 596,016	\$ 616,109	\$ 636,897	\$ 658,404	\$ 680,654	\$ 703,676	\$ 727,494	\$ 752,139
Finance Dept	\$1,344,344	\$1,456,781	\$1,504,476	\$1,553,787	\$1,604,769	\$1,657,481	\$1,711,983	\$1,768,337	\$1,826,609	\$1,886,864	\$1,949,172
Comm And Info Technology	\$2,669,878	\$3,363,368	\$3,454,243	\$3,547,752	\$3,643,977	\$3,743,000	\$3,844,910	\$3,949,796	\$4,057,749	\$4,168,866	\$4,283,246
Human Resources Dept	\$ 704,623	\$ 913,103	\$ 941,395	\$ 970,610	\$1,000,781	\$1,031,938	\$1,064,117	\$1,097,351	\$1,131,677	\$1,167,132	\$1,203,755
Growth Management Dept	\$1,352,692	\$1,968,182	\$2,031,104	\$2,096,122	\$2,163,308	\$2,232,737	\$2,304,485	\$2,378,634	\$2,455,265	\$2,534,464	\$2,616,321
Economic Development	\$ 643,343	\$ 924,382	\$ 948,048	\$ 972,372	\$ 997,375	\$1,023,076	\$1,049,498	\$1,076,663	\$1,104,592	\$1,133,309	\$1,162,839
Parks And Recreation Dept	\$4,412,840	\$4,229,442	\$4,358,393	\$4,491,484	\$4,628,852	\$4,770,640	\$4,916,997	\$5,068,075	\$5,224,032	\$5,385,033	\$5,551,247
Facilities Department	\$2,672,899	\$2,932,500	\$3,014,898	\$3,099,760	\$3,187,162	\$3,277,184	\$3,369,910	\$3,465,425	\$3,563,818	\$3,665,179	\$3,769,603
Police Department	\$19,252,670	\$21,285,693	\$22,012,499	\$22,764,883	\$23,543,892	\$24,350,500	\$25,185,475	\$26,050,078	\$26,945,393	\$27,872,550	\$28,832,717
Fire Department	\$14,443,184	\$14,806,298	\$15,334,651	\$15,882,586	\$16,450,929	\$17,040,474	\$17,651,893	\$18,286,175	\$18,944,210	\$19,626,924	\$20,335,281
Public Works Department	\$6,938,027	\$5,503,823	\$5,674,303	\$5,850,330	\$6,032,089	\$6,219,776	\$6,413,590	\$6,613,740	\$6,820,440	\$7,033,914	\$7,254,390
General Government	\$11,384,306	\$12,023,394	\$11,506,716	\$12,308,454	\$12,146,379	\$12,241,627	\$12,347,951	\$12,452,203	\$12,021,435	\$12,135,816	\$12,247,597
Cash-Funded Capital	\$ 942,072	\$ 432,000	\$ 513,500	\$ 527,000	\$ 541,000	\$ 555,000	\$ 570,000	\$ 585,000	\$ 600,500	\$ 616,500	\$ 633,000
Subtotal: Expenses by Department	\$69,279,345	\$72,567,846	\$74,108,617	\$76,967,867	\$78,934,500	\$81,231,704	\$83,616,495	\$86,077,813	\$88,086,057	\$90,724,356	\$93,448,027
Expenses by Category											
Personnel Services	\$46,781,797	\$50,859,211	\$52,633,453	\$54,471,223	\$56,375,051	\$58,347,380	\$60,390,359	\$62,506,964	\$64,699,927	\$66,972,087	\$69,326,391
Operating Expenses	\$14,183,893	\$13,593,803	\$13,882,414	\$14,177,301	\$14,478,602	\$14,786,463	\$15,101,030	\$15,422,454	\$15,750,891	\$16,086,496	\$16,429,431
Contributions	\$ 54,825	\$ 201,500	\$ 205,530	\$ 209,641	\$ 213,833	\$ 218,110	\$ 222,472	\$ 226,922	\$ 231,460	\$ 236,089	\$ 240,811
Transfers	\$1,221,858	\$1,140,801	\$ 797,631	\$ 798,103	\$ 735,391	\$ 735,391	\$ 742,136	\$ 749,084	\$ 756,240	\$ 763,611	\$ 771,203
Non-Operating	\$5,925,638	\$6,212,389	\$5,948,040	\$6,656,648	\$6,462,773	\$6,461,620	\$6,462,869	\$6,459,877	\$5,919,651	\$5,922,314	\$5,920,067
Cash-Funded Capital	\$ 942,072	\$ 432,000	\$ 513,500	\$ 527,000	\$ 541,000	\$ 555,000	\$ 570,000	\$ 585,000	\$ 600,500	\$ 616,500	\$ 633,000
Subtotal: Expenses by Category	\$69,239,345	\$72,567,846	\$74,108,710	\$76,968,057	\$78,934,792	\$81,232,106	\$83,617,008	\$86,078,443	\$88,086,811	\$90,725,240	\$93,449,046
% Execution by Expense Type ⁽¹⁾											
Personnel Services	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %
Operating Expenses	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %
Contributions	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %
Transfers	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %
Non-Operating	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %
Cash-Funded Capital	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %
Executed Expenses by Category											
Personnel Services	\$46,781,797	\$50,859,211	\$52,633,453	\$54,471,223	\$56,375,051	\$58,347,380	\$60,390,359	\$62,506,964	\$64,699,927	\$66,972,087	\$69,326,391

Operating Expenses	\$14,183,893	\$13,593,803	\$13,882,414	\$14,177,301	\$14,478,602	\$14,786,463	\$15,101,030	\$15,422,454	\$15,750,891	\$16,086,496	\$16,429,431
Contributions	\$ 54,825	\$ 201,500	\$ 205,530	\$ 209,641	\$ 213,833	\$ 218,110	\$ 222,472	\$ 226,922	\$ 231,460	\$ 236,089	\$ 240,811
Transfers	\$1,221,858	\$1,140,801	\$ 797,631	\$ 798,103	\$ 735,391	\$ 735,391	\$ 742,136	\$ 749,084	\$ 756,240	\$ 763,611	\$ 771,203
Non-Operating	\$5,925,638	\$ 6,212,389	\$5,948,040	\$ 6,656,648	\$ 6,462,773	\$ 6,461,620	\$ 6,462,869	\$ 6,459,877	\$5,919,651	\$5,922,314	\$5,920,067
Cash-Funded Capital	\$ 942,072	\$ 432,000	\$ 513,500	\$ 527,000	\$ 541,000	\$ 555,000	\$ 570,000	\$ 585,000	\$ 600,500	\$ 616,500	\$ 633,000
Total Executed Expenses by Category:	\$69,239,345	\$72,567,846	\$74,108,710	\$76,968,057	\$78,934,792	\$81,232,106	\$83,617,008	\$86,078,443	\$88,086,811	\$90,725,240	\$93,449,046

(1) The projected expense execution rates were determined by the 3-year average of historical budget vs. actual results.

Appendix B

Type	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
1 AD VALOREM	OPERATING MILLAGE	\$28,320,592	\$31,445,752	\$33,354,476	\$36,283,863	\$39,299,503	\$41,994,066	\$44,465,365	\$46,648,347	\$48,940,477	\$50,865,866	\$52,868,271
2 TAXES	DELINQUENT OPERATING	\$ 180,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
3 TAXES	ROAD IMPR DEBT DELINQUENT	\$ 207	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
4 TAXES	1ST LOCAL OPTION FUEL TAX	\$ 3,900,000	\$ 3,848,419	\$ 3,895,000	\$ 3,936,200	\$ 3,977,800	\$ 4,019,800	\$ 4,062,300	\$ 4,105,200	\$ 4,138,700	\$ 4,172,500	\$ 4,206,500
5 TAXES	FLORIDA POWER & LIGHT	\$ 7,220,000	\$ 7,375,000	\$ 7,464,300	\$ 7,543,200	\$ 7,622,900	\$ 7,703,500	\$ 7,784,900	\$ 7,867,200	\$ 7,931,400	\$ 7,996,100	\$ 8,061,300
6 TAXES	PALM BAY WATER	\$ 1,390,000	\$ 1,420,000	\$ 1,437,200	\$ 1,452,400	\$ 1,467,700	\$ 1,483,200	\$ 1,498,900	\$ 1,514,700	\$ 1,527,100	\$ 1,539,600	\$ 1,552,200
7 TAXES	CITY GAS	\$ 45,700	\$ 47,000	\$ 47,600	\$ 48,100	\$ 48,600	\$ 49,100	\$ 49,600	\$ 50,100	\$ 50,500	\$ 50,900	\$ 51,300
8 TAXES	MISC GAS COMPANIES	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000
9 TAXES	COMMUNICATION SVC TAX	\$ 2,730,000	\$ 2,600,449	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400	\$ 2,600,400
10 TAXES	BUSINESS TAX RECEIPTS	\$ 533,200	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000
11 TAXES	BUSINESS TAX PENALTIES	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
12 TAXES	BUSINESS TAX TRANSFERS	\$ 1,700	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
13 TAXES	BUSINESS TAX APPLICATIONS	\$ 13,200	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
14 OTHER FEES AND PERMITS	FLORIDA POWER & LIGHT	\$ 5,270,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000	\$ 5,350,000
15 OTHER FEES AND PERMITS	CITY GAS	\$ 40,585	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
16 OTHER FEES AND PERMITS	WASTE MANAGEMENT	\$ 250,200	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000
17 OTHER FEES AND PERMITS	BRD OF ADJUST VARIANCES	\$ 4,200	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
18 OTHER FEES AND PERMITS	FLOOD PLAIN PERMITS	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
19 OTHER FEES AND PERMITS	TREE PERMITS	\$ 12,420	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
20 INTERGOVERNMENTAL REVENUE	DEPT OF JUSTICE	\$ 63,669	\$ 42,618	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600	\$ 42,600
21 INTERGOVERNMENTAL REVENUE	HOMELAND SECURI	\$ 394,829	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
22 INTERGOVERNMENTAL REVENUE	FEMA REIMBURSEM	\$ 47,869	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
23 INTERGOVERNMENTAL REVENUE	FEMA REIMBURSEM	\$ 7,978	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
24 INTERGOVERNMENTAL REVENUE	STATE REVENUE SHARING	\$ 4,660,000	\$ 4,827,781	\$ 4,886,200	\$ 4,937,800	\$ 4,990,000	\$ 5,042,700	\$ 5,096,000	\$ 5,149,900	\$ 5,191,900	\$ 5,234,300	\$ 5,277,000
25 INTERGOVERNMENTAL REVENUE	MOBILE HOME LICENSES	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
26 INTERGOVERNMENTAL REVENUE	ALCOHOLIC BEVERAGE LICENS	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
27 INTERGOVERNMENTAL REVENUE	HALF CENT SALES TAX	\$ 6,720,000	\$ 6,934,085	\$ 7,018,000	\$ 7,092,200	\$ 7,167,200	\$ 7,242,900	\$ 7,319,400	\$ 7,396,800	\$ 7,457,100	\$ 7,517,900	\$ 7,579,200
28 INTERGOVERNMENTAL REVENUE	FIREFIGHTER SUPPLEMNT CMP	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
29 INTERGOVERNMENTAL REVENUE	BREVARD CNTY SCHOOL BOARD	\$ 99,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
30 INTERGOVERNMENTAL REVENUE	BREVARD COUNTY	\$ 566,796	\$ 566,796	\$ 566,796	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
31 INTERGOVERNMENTAL REVENUE	COUNTY OCCUP LICENSE	\$ 40,300	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
32 CHARGES FOR SERVICES	COMPREHENSIVE PLAN AMEND	\$ 15,000	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
33 CHARGES FOR SERVICES	ZONING FEES	\$ 16,650	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500
34 CHARGES FOR SERVICES	VACATING OF EASEMENT	\$ 1,800	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
35 CHARGES FOR SERVICES	ENGINEERING PLAN FEES	\$ 279,175	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
36 CHARGES FOR SERVICES	SALE OF MAPS & PUBLICATN	\$ 10	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
37 CHARGES FOR SERVICES	CERTIFICATIONS/COPYING	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
38 CHARGES FOR SERVICES	COLLECTION ALLOWANCE	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
39 CHARGES FOR SERVICES	ADMINISTRATIVE FEES	\$ 390	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
40 CHARGES FOR SERVICES	LIEN RESEARCH FEES	\$ 165,500	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000

Type	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
41	CHARGES FOR SERVICES											
	PASSPORT SERVICE FEES	\$ 33,640	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
42	CHARGES FOR SERVICES											
	SITE PLAN REVIEW FEE	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500
43	CHARGES FOR SERVICES											
	FORECLOSURE APP FEES	\$ 25,800	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
44	CHARGES FOR SERVICES											
	APPLICANT TESTING FEES	\$ 2,340	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
45	CHARGES FOR SERVICES											
	ZONING VERIFICATION FEES	\$ 805	\$ 805	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
46	CHARGES FOR SERVICES											
	CITY CHARGEBACKS	\$ 74,034	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
47	CHARGES FOR SERVICES											
	POLICE SERVICES	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
48	CHARGES FOR SERVICES											
	SPECIAL DETAIL	\$ 4,178	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
49	CHARGES FOR SERVICES											
	FIRE PLAN CHECK	\$ 81,037	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
50	CHARGES FOR SERVICES											
	FIRE INSPECTION FEES	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
51	CHARGES FOR SERVICES											
	FIRE INSPECTION	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
52	CHARGES FOR SERVICES											
	POLICE RANGE FEES	\$ 14,790	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
53	CHARGES FOR SERVICES											
	ALARM REGISTRATION FEES	\$ 26,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
54	CHARGES FOR SERVICES											
	SALES-RECYCLING MATERIALS	\$ 120,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
55	CHARGES FOR SERVICES											
	COLLECTION & DISPOSAL FEE	\$ 223,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
56	CHARGES FOR SERVICES											
	MOWING SERVICES	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
57	CHARGES FOR SERVICES											
	CITY CHARGEBACKS	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
58	CHARGES FOR SERVICES											
	RIGHT-OF-WAY FEES	\$ 101,286	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
59	CHARGES FOR SERVICES											
	OTHER TRANS CHARGES	\$ 70,450	\$ 70,450	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500	\$ 70,500
60	CHARGES FOR SERVICES											
	MEMBERSHIP FEES	\$ 86,991	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
61	CHARGES FOR SERVICES											
	TRIPS	\$ (811)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
62	CHARGES FOR SERVICES											
	IN-HOUSE LABOR	\$ 12,322	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
63	CHARGES FOR SERVICES											
	RECREATION PROG	\$ 302,000	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500
64	CHARGES FOR SERVICES											
	SPECIAL EVENTS	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000
65	CHARGES FOR SERVICES											
	MEETING ROOMS RENTAL	\$ 20,382	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
66	CHARGES FOR SERVICES											
	CAPTAIN'S HOUSE RENTAL	\$ 15,414	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
67	CHARGES FOR SERVICES											
	GYMNASIUM RENTAL	\$ 10,634	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
68	CHARGES FOR SERVICES											
	BALLFIELD RENTAL	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
69	CHARGES FOR SERVICES											
	BALLFIELD LIGHT FEES	\$ 32,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
70	CHARGES FOR SERVICES											
	PAVILLION RENTAL	\$ 24,000	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200	\$ 21,200
71	CHARGES FOR SERVICES											
	TENNIS COURT RENTALS	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
73	CHARGES FOR SERVICES											
	PBAC RENTALS	\$ (160)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
74	CHARGES FOR SERVICES											
	MISC SALES	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
75	CHARGES FOR SERVICES											
	MISC INCOME	\$ 2,127	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
76	CHARGES FOR SERVICES											
	PBAC - STAFF FE	\$ 3,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
77	CHARGES FOR SERVICES											
	TWCC - STAFF FE	\$ 350	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
78	CHARGES FOR SERVICES											
	UTILITIES FUND ALLOCATION	\$ 1,340,470	\$ 1,643,391	\$ 1,695,000	\$ 1,748,200	\$ 1,803,100	\$ 1,859,700	\$ 1,918,100	\$ 1,978,300	\$ 2,040,400	\$ 2,104,500	\$ 2,170,600
79	CHARGES FOR SERVICES											
	BUILDING FUND ALLOCATION	\$ 97,852	\$ 159,335	\$ 164,300	\$ 169,500	\$ 174,800	\$ 180,300	\$ 186,000	\$ 191,800	\$ 197,800	\$ 204,000	\$ 210,400
80	CHARGES FOR SERVICES											
	BCRA FUND ALLOCATION	\$ 14,624	\$ 27,002	\$ 27,800	\$ 28,700	\$ 29,600	\$ 30,500	\$ 31,500	\$ 32,500	\$ 33,500	\$ 34,600	\$ 35,700
81	CHARGES FOR SERVICES											
	SWU FUND ALLOCATION	\$ 354,679	\$ 487,167	\$ 502,500	\$ 518,300	\$ 534,600	\$ 551,400	\$ 568,700	\$ 586,600	\$ 605,000	\$ 624,000	\$ 643,600

Type	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
82	CHARGES FOR SERVICES	\$ 55,434	\$ 60,288	\$ 62,200	\$ 64,200	\$ 66,200	\$ 68,300	\$ 70,400	\$ 72,600	\$ 74,900	\$ 77,300	\$ 79,700
83	CHARGES FOR SERVICES	\$ —	\$ 15,369	\$ 15,900	\$ 16,400	\$ 16,900	\$ 17,400	\$ 17,900	\$ 18,500	\$ 19,100	\$ 19,700	\$ 20,300
84	CHARGES FOR SERVICES	\$ —	\$ 9,346	\$ 9,600	\$ 9,900	\$ 10,200	\$ 10,500	\$ 10,800	\$ 11,100	\$ 11,400	\$ 11,800	\$ 12,200
85	CHARGES FOR SERVICES	\$ 16,920	\$ 3,038	\$ 3,100	\$ 3,200	\$ 3,300	\$ 3,400	\$ 3,500	\$ 3,600	\$ 3,700	\$ 3,800	\$ 3,900
86	CHARGES FOR SERVICES	\$ —	\$ 3,421	\$ 3,500	\$ 3,600	\$ 3,700	\$ 3,800	\$ 3,900	\$ 4,000	\$ 4,100	\$ 4,200	\$ 4,300
87	FINES AND FORFEITS	\$ 12,342	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
88	FINES AND FORFEITS	\$ 110	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
89	FINES AND FORFEITS	\$ 42,500	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
90	FINES AND FORFEITS	\$ 6,476	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
91	FINES AND FORFEITS	\$ 177,045	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
92	FINES AND FORFEITS	\$ 149,207	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
93	FINES AND FORFEITS	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
94	FINES AND FORFEITS	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
95	MISCELLANEOUS REVENUES	\$ 137,251	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
96	MISCELLANEOUS REVENUES	\$ 12,791	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
97	MISCELLANEOUS REVENUES	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
98	MISCELLANEOUS REVENUES	\$ 416	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
99	MISCELLANEOUS REVENUES	\$ 7,581	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
100	MISCELLANEOUS REVENUES	\$ 206,300	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000
101	MISCELLANEOUS REVENUES	\$ 520,872	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
102	MISCELLANEOUS REVENUES	\$ 92,176	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
103	MISCELLANEOUS REVENUES	\$ 4,600	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
104	MISCELLANEOUS REVENUES	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
105	MISCELLANEOUS REVENUES	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200
106	MISCELLANEOUS REVENUES	\$ 40,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
107	MISCELLANEOUS REVENUES	\$ 118,300	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
108	MISCELLANEOUS REVENUES	\$ 36,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
109	MISCELLANEOUS REVENUES	\$ 14,730	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
110	MISCELLANEOUS REVENUES	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
111	MISCELLANEOUS REVENUES	\$ 618	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
112	OTHER SOURCES	\$ 4,536	\$ 1,869	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
113	OTHER SOURCES	\$ 147,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
114	OTHER SOURCES	\$ 166,649	\$ 203,036	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000
115	OTHER SOURCES	\$ 18,422	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
116	OTHER SOURCES	\$ 1,922,117	\$ 1,806,369	\$ 2,679,401	\$ 2,821,545	\$ 2,794,307	\$ 2,752,557	\$ 2,804,114	\$ 2,854,363	\$ 2,903,338	\$ 2,951,072	\$ 3,043,700
117	OTHER SOURCES	\$ 213,469	\$ 59,167	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200	\$ 59,200
118	OTHER SOURCES	\$ 61,902	\$ 64,167	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200	\$ 64,200
119	OTHER SOURCES	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
120	OTHER SOURCES	\$ 27,171	\$ 28,226	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200
	OTHER SOURCES	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Total:		\$70,753,059	\$72,567,846	\$75,721,174	\$78,565,608	\$81,898,710	\$84,901,423	\$87,779,679	\$90,373,909	\$93,018,715	\$95,300,438	\$97,708,471

Schedule 7 - Detailed Revenue Projection

FY 2018 General Fund Sustainability Analysis

Type	Description	Escalation Factor	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
AD VALOREM	OPERATING MILLAGE	Property Value	10.00 %	9.00 %	8.50 %	7.00 %	6.00 %	5.00 %	5.00 %	4.00 %	4.00 %
TAXES	1ST LOCAL OPTION FUEL TAX	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
TAXES	FLORIDA POWER & LIGHT	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
TAXES	PALM BAY WATER	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
TAXES	CITY GAS	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
TAXES	MISC GAS COMPANIES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	COMMUNICATION SVC TAX	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	BUSINESS TAX RECEIPTS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	BUSINESS TAX PENALTIES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	BUSINESS TAX TRANSFERS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
TAXES	BUSINESS TAX APPLICATIONS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	FLORIDA POWER & LIGHT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	CITY GAS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	WASTE MANAGEMENT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	BRD OF ADJUST VARIANCES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	FLOOD PLAIN PERMITS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER FEES AND PERMITS	TREE PERMITS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	DEPT OF JUSTICE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	STATE REVENUE SHARING	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
INTERGOVERNMENTAL REVENUE	MOBILE HOME LICENSES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	ALCOHOLIC BEVERAGE LICENS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	HALF CENT SALES TAX	Growth	1.21 %	1.06 %	1.06 %	1.06 %	1.06 %	1.06 %	0.82 %	0.82 %	0.82 %
INTERGOVERNMENTAL REVENUE	FIREFIGHTER SUPPLEMNT CMP	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	BREVARD COUNTY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
INTERGOVERNMENTAL REVENUE	COUNTY OCCUP LICENSE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	COMPREHENSIVE PLAN AMEND	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ZONING FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	VACATING OF EASEMENT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ENGINEERING PLAN FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	CERTIFICATIONS/COPYING	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	COLLECTION ALLOWANCE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ADMINISTRATIVE FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	LIEN RESEARCH FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	PASSPORT SERVICE FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	SITE PLAN REVIEW FEE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	FORECLOSURE APP FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	APPLICANT TESTING FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ZONING VERIFICATION FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	CITY CHARGEBACKS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	POLICE SERVICES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %

Schedule 7 - Detailed Revenue Projection

FY 2018 General Fund Sustainability Analysis

Type	Description	Escalation Factor	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
CHARGES FOR SERVICES	SPECIAL DETAIL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	FIRE PLAN CHECK	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	FIRE INSPECTION FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	FIRE INSPECTION	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	POLICE RANGE FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	ALARM REGISTRATION FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	SALES-RECYCLING MATERIALS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	COLLECTION & DISPOSAL FEE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MOWING SERVICES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	CITY CHARGEBACKS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	RIGHT-OF-WAY FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	OTHER TRANS CHARGES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MEMBERSHIP FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	IN-HOUSE LABOR	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	RECREATION PROG	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	SPECIAL EVENTS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MEETING ROOMS RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	CAPTAIN'S HOUSE RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	GYMNASIUM RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	BALLFIELD RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	BALLFIELD LIGHT FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	PAVILLION RENTAL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	TENNIS COURT RENTALS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	MISC SALES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
CHARGES FOR SERVICES	UTILITIES FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	BUILDING FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	BCRA FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SWU FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SOLID WASTE FUND ALLOCATI	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	CDBG ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	NSP FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	SHIP FUND ALLOCATOIN	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
CHARGES FOR SERVICES	HOME FUND ALLOCATION	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
FINES AND FORFEITS	ABANDONED PROPERTY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	COURT FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	SECOND DOLLAR REVENUE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	INVESTIGATIVE COST RECVR	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	PROPERTY LEASE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	CODE COMPLIANCE FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
FINES AND FORFEITS	FALSE ALARM FINES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %

Schedule 7 - Detailed Revenue Projection

FY 2018 General Fund Sustainability Analysis

Type	Description	Escalation Factor	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
FINES AND FORFEITS	FIRE INSPECTION	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INTEREST INCOME	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INT ON TAX COLL	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	INTEREST ON RES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	PROPERTY LEASE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	CITY AUCTION PR	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	SALES OF SURPLU	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	PARKS SPONSORSH	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	APPLIED FORFEIT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	RECOVERIES/REFUNDS	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	OTHER MISC REVENUES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	P-CARD REBATE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	ELECTRONIC CITATION	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
MISCELLANEOUS REVENUES	FIRST FRIDAY-VENDOR FEES	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM CODE NUISANCE FUND	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM ROAD MAINTENANCE	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM ROAD MAINT	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM UTILITIES OPER	Composite O&M	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %	3.14 %
OTHER SOURCES	FROM STORMWATER UTILITY	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM EMPL BENEFIT FUND	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %
OTHER SOURCES	FROM OTHER EE B	No Escalation	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %

Appendix B

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
1	LEGISLATIVE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 229,855	\$ 233,846	\$ 241,623	\$ 249,660	\$ 257,963	\$ 266,543	\$ 275,407	\$ 284,567	\$ 294,032	\$ 303,811	\$ 313,915
2	LEGISLATIVE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 84,651	\$ 86,870	\$ 89,759	\$ 92,744	\$ 95,829	\$ 99,016	\$ 102,309	\$ 105,712	\$ 109,228	\$ 112,861	\$ 116,614
3	LEGISLATIVE DEPARTMENT	COMP TIME USED	\$ 450	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
4	LEGISLATIVE DEPARTMENT	SPECIAL PAY	\$ 6,908	\$ 7,115	\$ 7,352	\$ 7,596	\$ 7,849	\$ 8,110	\$ 8,380	\$ 8,658	\$ 8,946	\$ 9,244	\$ 9,551
5	LEGISLATIVE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 1,104	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173	\$ 7,173
6	LEGISLATIVE DEPARTMENT	VEHICLE ALLOWANCE	\$ 9,534	\$ 9,720	\$ 10,043	\$ 10,377	\$ 10,722	\$ 11,079	\$ 11,448	\$ 11,828	\$ 12,222	\$ 12,628	\$ 13,048
7	LEGISLATIVE DEPARTMENT	CLOTHING ALLOWANCE	\$ 100	\$ 100	\$ 103	\$ 107	\$ 110	\$ 114	\$ 118	\$ 122	\$ 126	\$ 130	\$ 134
8	LEGISLATIVE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 24,467	\$ 23,704	\$ 24,492	\$ 25,307	\$ 26,149	\$ 27,018	\$ 27,917	\$ 28,845	\$ 29,805	\$ 30,796	\$ 31,820
9	LEGISLATIVE DEPARTMENT	RETIREMENT - ICMA	\$ 21,779	\$ 22,347	\$ 23,464	\$ 24,638	\$ 25,869	\$ 27,163	\$ 28,521	\$ 29,947	\$ 31,444	\$ 33,017	\$ 34,668
10	LEGISLATIVE DEPARTMENT	RETIREMENT - FRS	\$ 26,113	\$ 25,699	\$ 26,984	\$ 28,333	\$ 29,750	\$ 31,237	\$ 32,799	\$ 34,439	\$ 36,161	\$ 37,969	\$ 39,868
11	LEGISLATIVE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 132,036	\$ 151,987	\$ 157,042	\$ 162,265	\$ 167,662	\$ 173,238	\$ 179,000	\$ 184,953	\$ 191,104	\$ 197,460	\$ 204,027
12	LEGISLATIVE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 27,855	\$ 38,259	\$ 39,531	\$ 40,846	\$ 42,205	\$ 43,608	\$ 45,059	\$ 46,557	\$ 48,106	\$ 49,706	\$ 51,359
13	LEGISLATIVE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 7,173	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
14	LEGISLATIVE DEPARTMENT	WORKERS COMPENSATION	\$ 16,704	\$ 16,407	\$ 16,953	\$ 17,517	\$ 18,099	\$ 18,701	\$ 19,323	\$ 19,966	\$ 20,630	\$ 21,316	\$ 22,025
15	LEGISLATIVE DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 20,070	\$ 40,070	\$ 40,871	\$ 41,689	\$ 42,523	\$ 43,373	\$ 44,241	\$ 45,125	\$ 46,028	\$ 46,948	\$ 47,887
16	LEGISLATIVE DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ 12,000	\$ 12,000	\$ 12,240	\$ 12,485	\$ 12,734	\$ 12,989	\$ 13,249	\$ 13,514	\$ 13,784	\$ 14,060	\$ 14,341
17	LEGISLATIVE DEPARTMENT	TRAVEL M&IE	\$ 1,538	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
18	LEGISLATIVE DEPARTMENT	COUNCIL TRAVEL M&IE	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
19	LEGISLATIVE DEPARTMENT	MISC REIMBURSEMENTS	\$ 7,800	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
20	LEGISLATIVE DEPARTMENT	POSTAGE/FREIGHT/OTHER	\$ 900	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076
21	LEGISLATIVE DEPARTMENT	COPIER LEASE	\$ 2,700	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
22	LEGISLATIVE DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 20,000	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185	\$ 23,881	\$ 24,597	\$ 25,335	\$ 26,095
23	LEGISLATIVE DEPARTMENT	OTHER OFFICE EQUIP MAINT	\$ 900	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305
24	LEGISLATIVE DEPARTMENT	PRINTING & BINDING	\$ 8,000	\$ 8,000	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
25	LEGISLATIVE DEPARTMENT	OTHER PROMO ACTIVITIES	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
26	LEGISLATIVE DEPARTMENT	LEGAL ADVERTISEMENTS	\$ 3,500	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
27	LEGISLATIVE DEPARTMENT	ELECTION EXPENSES	\$ 4,000	\$ 14,100	\$ 14,382	\$ 14,670	\$ 14,963	\$ 15,262	\$ 15,568	\$ 15,879	\$ 16,196	\$ 16,520	\$ 16,851
28	LEGISLATIVE DEPARTMENT	OTHER CURRENT CHARGES	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
29	LEGISLATIVE DEPARTMENT	OFFICE SUPPLIES	\$ 4,000	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
30	LEGISLATIVE DEPARTMENT	SOFTWARE < 5,000	\$ 196	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
31	LEGISLATIVE DEPARTMENT	FURNITURE/EQUIP < 5,000	\$ 3,478	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
32	LEGISLATIVE DEPARTMENT	DUES & MEMBERSHIPS	\$ 30,722	\$ 21,665	\$ 22,098	\$ 22,540	\$ 22,991	\$ 23,451	\$ 23,920	\$ 24,398	\$ 24,886	\$ 25,384	\$ 25,892
33	LEGISLATIVE DEPARTMENT	TRAINING & EDUCATION COST	\$ 700	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	\$ 1,914	\$ 1,953	\$ 1,992	\$ 2,032
34	LEGISLATIVE DEPARTMENT	COUNCIL TRAINING & EDUC	\$ —	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
35	LEGISLATIVE DEPARTMENT	OTHER CONTRIBUTIONS	\$ 75	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
36	OFFICE OF CITY MANAGER	FULL-TIME SALARIES/WAGES	\$ 392,671	\$ 425,001	\$ 439,136	\$ 453,741	\$ 468,832	\$ 484,425	\$ 500,536	\$ 517,184	\$ 534,385	\$ 552,158	\$ 570,522
37	OFFICE OF CITY MANAGER	FULL-TIME SALARIES/WAGES	\$ 81,738	\$ 86,448	\$ 89,323	\$ 92,294	\$ 95,364	\$ 98,535	\$ 101,812	\$ 105,199	\$ 108,697	\$ 112,312	\$ 116,048
38	OFFICE OF CITY MANAGER	OVERTIME	\$ 79	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
39	OFFICE OF CITY MANAGER	SPECIAL PAY	\$ 20,851	\$ 16,500	\$ 17,049	\$ 17,616	\$ 18,202	\$ 18,807	\$ 19,433	\$ 20,079	\$ 20,747	\$ 21,437	\$ 22,150
40	OFFICE OF CITY MANAGER	INSURANCE BENEFITS CREDIT	\$ 574	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727	\$ 3,727

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
41	OFFICE OF CITY MANAGER	VEHICLE ALLOWANCE	\$ 8,413	\$ 9,720	\$ 10,043	\$ 10,377	\$ 10,722	\$ 11,079	\$ 11,448	\$ 11,828	\$ 12,222	\$ 12,628	\$ 13,048
42	OFFICE OF CITY MANAGER	CLOTHING ALLOWANCE	\$ 100	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
43	OFFICE OF CITY MANAGER	EXPENSE ALLOWANCE	\$ 3,000	\$ 3,000	\$ 3,100	\$ 3,203	\$ 3,309	\$ 3,419	\$ 3,533	\$ 3,651	\$ 3,772	\$ 3,898	\$ 4,027
44	OFFICE OF CITY MANAGER	SOCIAL SECURITY/MEDICARE	\$ 34,900	\$ 41,201	\$ 42,571	\$ 43,987	\$ 45,450	\$ 46,962	\$ 48,524	\$ 50,137	\$ 51,805	\$ 53,528	\$ 55,308
45	OFFICE OF CITY MANAGER	RETIREMENT - ICMA	\$ 45,224	\$ 48,585	\$ 51,014	\$ 53,565	\$ 56,243	\$ 59,055	\$ 62,008	\$ 65,109	\$ 68,364	\$ 71,782	\$ 75,371
46	OFFICE OF CITY MANAGER	RETIREMENT - ICMA RHS	\$ 2,500	\$ 12,500	\$ 13,125	\$ 13,781	\$ 14,470	\$ 15,194	\$ 15,954	\$ 16,751	\$ 17,589	\$ 18,468	\$ 19,392
47	OFFICE OF CITY MANAGER	EMP HEALTH INS PREMIUMS	\$ 53,276	\$ 41,461	\$ 42,840	\$ 44,265	\$ 45,737	\$ 47,258	\$ 48,830	\$ 50,454	\$ 52,132	\$ 53,866	\$ 55,657
48	OFFICE OF CITY MANAGER	OTHER EMP INS PREMIUMS	\$ 15,475	\$ 21,255	\$ 21,962	\$ 22,692	\$ 23,447	\$ 24,227	\$ 25,033	\$ 25,865	\$ 26,725	\$ 27,614	\$ 28,533
49	OFFICE OF CITY MANAGER	EMPLOYEE CAFETERIA CREDIT	\$ 3,688	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
50	OFFICE OF CITY MANAGER	WORKERS COMPENSATION	\$ 9,280	\$ 9,115	\$ 9,418	\$ 9,731	\$ 10,055	\$ 10,389	\$ 10,735	\$ 11,092	\$ 11,461	\$ 11,842	\$ 12,236
51	OFFICE OF CITY MANAGER	CONSULTANT SERVICES	\$ 12,000	\$ 19,800	\$ 20,196	\$ 20,600	\$ 21,012	\$ 21,432	\$ 21,861	\$ 22,298	\$ 22,744	\$ 23,199	\$ 23,663
52	OFFICE OF CITY MANAGER	OTHER PROFESSIONAL SVC	\$ 49,732	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
53	OFFICE OF CITY MANAGER	OTHER CONTRACTUAL SERVICE	\$ 30,700	\$ 32,700	\$ 33,354	\$ 34,021	\$ 34,702	\$ 35,396	\$ 36,103	\$ 36,826	\$ 37,562	\$ 38,313	\$ 39,080
54	OFFICE OF CITY MANAGER	TRAVEL M&IE	\$ 8,800	\$ 12,520	\$ 12,770	\$ 13,026	\$ 13,286	\$ 13,552	\$ 13,823	\$ 14,100	\$ 14,382	\$ 14,669	\$ 14,963
55	OFFICE OF CITY MANAGER	POSTAGE/FREIGHT/OTHER	\$ 422	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433	\$ 442	\$ 450	\$ 459	\$ 469	\$ 478
56	OFFICE OF CITY MANAGER	COPIER LEASE	\$ 3,005	\$ 2,476	\$ 2,526	\$ 2,576	\$ 2,628	\$ 2,680	\$ 2,734	\$ 2,788	\$ 2,844	\$ 2,901	\$ 2,959
57	OFFICE OF CITY MANAGER	PRINTING & BINDING	\$ 100	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
58	OFFICE OF CITY MANAGER	ADVERTISING (EXCL LEGAL)	\$ 450	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
59	OFFICE OF CITY MANAGER	OFFICE SUPPLIES	\$ 750	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
60	OFFICE OF CITY MANAGER	SOFTWARE < 5,000	\$ 292	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
61	OFFICE OF CITY MANAGER	FURNITURE/EQUIP < 5,000	\$ —	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
62	OFFICE OF CITY MANAGER	MISC OPERATING SUPPLIES	\$ 1,500	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
63	OFFICE OF CITY MANAGER	TOOLS/EQUIPMENT	\$ 2,946	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
64	OFFICE OF CITY MANAGER	DUES & MEMBERSHIPS	\$ 14,690	\$ 15,528	\$ 15,839	\$ 16,155	\$ 16,478	\$ 16,808	\$ 17,144	\$ 17,487	\$ 17,837	\$ 18,194	\$ 18,557
65	OFFICE OF CITY MANAGER	TRAINING & EDUCATION COST	\$ 7,600	\$ 14,361	\$ 14,648	\$ 14,941	\$ 15,240	\$ 15,545	\$ 15,856	\$ 16,173	\$ 16,496	\$ 16,826	\$ 17,163
66	CITY ATTORNEY DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 130,503	\$ 126,844	\$ 131,063	\$ 135,422	\$ 139,926	\$ 144,579	\$ 149,388	\$ 154,356	\$ 159,490	\$ 164,795	\$ 170,275
67	CITY ATTORNEY DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 2,996	\$ 3,709	\$ 3,832	\$ 3,960	\$ 4,092	\$ 4,228	\$ 4,368	\$ 4,513	\$ 4,664	\$ 4,819	\$ 4,979
68	CITY ATTORNEY DEPARTMENT	PART-TIME WAGES	\$ 86,142	\$ 86,142	\$ 89,007	\$ 91,967	\$ 95,026	\$ 98,186	\$ 101,452	\$ 104,826	\$ 108,313	\$ 111,915	\$ 115,637
69	CITY ATTORNEY DEPARTMENT	SPECIAL PAY	\$ 8,879	\$ 8,879	\$ 9,174	\$ 9,479	\$ 9,795	\$ 10,120	\$ 10,457	\$ 10,805	\$ 11,164	\$ 11,536	\$ 11,919
70	CITY ATTORNEY DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 155	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809	\$ 809
71	CITY ATTORNEY DEPARTMENT	VEHICLE ALLOWANCE	\$ 3,366	\$ 3,645	\$ 3,766	\$ 3,891	\$ 4,021	\$ 4,155	\$ 4,293	\$ 4,436	\$ 4,583	\$ 4,736	\$ 4,893
72	CITY ATTORNEY DEPARTMENT	CLOTHING ALLOWANCE	\$ 50	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
73	CITY ATTORNEY DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 13,680	\$ 10,846	\$ 11,207	\$ 11,579	\$ 11,965	\$ 12,362	\$ 12,774	\$ 13,198	\$ 13,637	\$ 14,091	\$ 14,560
74	CITY ATTORNEY DEPARTMENT	RETIREMENT - ICMA	\$ 15,676	\$ 12,367	\$ 12,985	\$ 13,635	\$ 14,316	\$ 15,032	\$ 15,784	\$ 16,573	\$ 17,402	\$ 18,272	\$ 19,185
75	CITY ATTORNEY DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 14,555	\$ 18,926	\$ 19,555	\$ 20,206	\$ 20,878	\$ 21,572	\$ 22,290	\$ 23,031	\$ 23,797	\$ 24,588	\$ 25,406
76	CITY ATTORNEY DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 2,321	\$ 3,188	\$ 3,294	\$ 3,404	\$ 3,517	\$ 3,634	\$ 3,755	\$ 3,879	\$ 4,009	\$ 4,142	\$ 4,280
77	CITY ATTORNEY DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 870	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
78	CITY ATTORNEY DEPARTMENT	WORKERS COMPENSATION	\$ 1,392	\$ 1,367	\$ 1,412	\$ 1,459	\$ 1,508	\$ 1,558	\$ 1,610	\$ 1,664	\$ 1,719	\$ 1,776	\$ 1,835
79	CITY ATTORNEY DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 4	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
80	CITY ATTORNEY DEPARTMENT	TRAVEL M&IE	\$ 7,000	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
81	CITY ATTORNEY DEPARTMENT	POSTAGE/FREIGHT/OTHER	\$ 700	\$ 700	\$ 714	\$ 728	\$ 743	\$ 758	\$ 773	\$ 788	\$ 804	\$ 820	\$ 837
82	CITY ATTORNEY DEPARTMENT	COPIER LEASE	\$ 3,586	\$ 3,500	\$ 3,570	\$ 3,641	\$ 3,714	\$ 3,789	\$ 3,864	\$ 3,942	\$ 4,020	\$ 4,101	\$ 4,183
83	CITY ATTORNEY DEPARTMENT	BUILDING REPAIRS	\$ 1,114	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
84	CITY ATTORNEY DEPARTMENT	OFFICE SUPPLIES	\$ 210	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
85	CITY ATTORNEY DEPARTMENT	SOFTWARE < 5,000	\$ 2,806	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
86	CITY ATTORNEY DEPARTMENT	MISC OPERATING SUPPLIES	\$ 1,364	\$ 600	\$ 612	\$ 624	\$ 637	\$ 649	\$ 662	\$ 676	\$ 689	\$ 703	\$ 717
88	CITY ATTORNEY DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 702	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
89	CITY ATTORNEY DEPARTMENT	OTHER CONTRIBUTIONS	\$ 3,500	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
90	CITY ATTORNEY DEPARTMENT	OTHER ATTORNEY COST	\$ 270,000	\$ 270,000	\$ 275,400	\$ 280,908	\$ 286,526	\$ 292,257	\$ 298,102	\$ 304,064	\$ 310,145	\$ 316,348	\$ 322,675
91	CITY ATTORNEY DEPARTMENT	FORENSIC AUDIT COSTS	\$ 413	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
92	CITY ATTORNEY DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 32,971	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951
93	CITY ATTORNEY DEPARTMENT	COURT CASES	\$ 10,000	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951
94	CITY ATTORNEY DEPARTMENT	POSTAGE/FREIGHT/OTHER	\$ 7	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
95	PROCUREMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 87,307	\$ 89,580	\$ 92,559	\$ 95,638	\$ 98,819	\$ 102,105	\$ 105,501	\$ 109,010	\$ 112,635	\$ 116,382	\$ 120,252
96	PROCUREMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 143,112	\$ 252,634	\$ 261,036	\$ 269,718	\$ 278,689	\$ 287,957	\$ 297,535	\$ 307,430	\$ 317,655	\$ 328,220	\$ 339,136
97	PROCUREMENT DEPT	INSURANCE BENEFITS CREDIT	\$ 3,464	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782	\$ 4,782
98	PROCUREMENT DEPT	VEHICLE ALLOWANCE	\$ 4,488	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
99	PROCUREMENT DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
100	PROCUREMENT DEPT	SOCIAL SECURITY/MEDICARE	\$ 19,315	\$ 26,190	\$ 27,061	\$ 27,961	\$ 28,891	\$ 29,852	\$ 30,845	\$ 31,871	\$ 32,931	\$ 34,026	\$ 35,157
101	PROCUREMENT DEPT	RETIREMENT - ICMA	\$ 23,899	\$ 31,474	\$ 33,048	\$ 34,700	\$ 36,435	\$ 38,257	\$ 40,170	\$ 42,178	\$ 44,287	\$ 46,501	\$ 48,827
102	PROCUREMENT DEPT	EMP HEALTH INS PREMIUMS	\$ 55,545	\$ 100,844	\$ 104,198	\$ 107,663	\$ 111,244	\$ 114,944	\$ 118,767	\$ 122,717	\$ 126,798	\$ 131,016	\$ 135,373
103	PROCUREMENT DEPT	OTHER EMP INS PREMIUMS	\$ 15,475	\$ 25,506	\$ 26,354	\$ 27,231	\$ 28,136	\$ 29,072	\$ 30,039	\$ 31,038	\$ 32,071	\$ 33,137	\$ 34,239
104	PROCUREMENT DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 1,594	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
105	PROCUREMENT DEPT	WORKERS COMPENSATION	\$ 9,280	\$ 10,938	\$ 11,302	\$ 11,678	\$ 12,066	\$ 12,467	\$ 12,882	\$ 13,310	\$ 13,753	\$ 14,211	\$ 14,683
106	PROCUREMENT DEPT	TRAVEL M&IE	\$ 3,000	\$ 3,095	\$ 3,157	\$ 3,220	\$ 3,284	\$ 3,350	\$ 3,417	\$ 3,485	\$ 3,555	\$ 3,626	\$ 3,699
107	PROCUREMENT DEPT	POSTAGE/FREIGHT/OTHER	\$ 1,200	\$ 1,100	\$ 1,122	\$ 1,144	\$ 1,167	\$ 1,191	\$ 1,214	\$ 1,239	\$ 1,264	\$ 1,289	\$ 1,315
109	PROCUREMENT DEPT	PRINTING & BINDING	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
110	PROCUREMENT DEPT	LEGAL ADVERTISEMENTS	\$ 700	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598	\$ 609
111	PROCUREMENT DEPT	OFFICE SUPPLIES	\$ 1,060	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
112	PROCUREMENT DEPT	MISC OPERATING SUPPLIES	\$ —	\$ 125	\$ 128	\$ 130	\$ 133	\$ 135	\$ 138	\$ 141	\$ 144	\$ 146	\$ 149
113	PROCUREMENT DEPT	UNIFORMS/CLOTHING	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
114	PROCUREMENT DEPT	DUES & MEMBERSHIPS	\$ 1,100	\$ 1,050	\$ 1,071	\$ 1,092	\$ 1,114	\$ 1,137	\$ 1,159	\$ 1,182	\$ 1,206	\$ 1,230	\$ 1,255
115	PROCUREMENT DEPT	LICENSES/CERTIFICATES	\$ —	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433	\$ 442	\$ 450	\$ 459	\$ 469	\$ 478
116	PROCUREMENT DEPT	TRAINING & EDUCATION COST	\$ 2,600	\$ 2,380	\$ 2,428	\$ 2,476	\$ 2,526	\$ 2,576	\$ 2,628	\$ 2,680	\$ 2,734	\$ 2,789	\$ 2,844
117	FINANCE DEPT	FULL-TIME SALARIES/WAGES	\$ 108,055	\$ 113,640	\$ 117,420	\$ 121,325	\$ 125,360	\$ 129,529	\$ 133,837	\$ 138,288	\$ 142,888	\$ 147,640	\$ 152,550
118	FINANCE DEPT	FULL-TIME SALARIES/WAGES	\$ 246,072	\$ 249,714	\$ 258,019	\$ 266,601	\$ 275,467	\$ 284,629	\$ 294,096	\$ 303,877	\$ 313,984	\$ 324,426	\$ 335,216
119	FINANCE DEPT	INSURANCE BENEFITS CREDIT	\$ 451	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332	\$ 3,332
120	FINANCE DEPT	VEHICLE ALLOWANCE	\$ 4,767	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
121	FINANCE DEPT	SOCIAL SECURITY/MEDICARE	\$ 26,523	\$ 27,464	\$ 28,377	\$ 29,321	\$ 30,296	\$ 31,304	\$ 32,345	\$ 33,421	\$ 34,532	\$ 35,681	\$ 36,868
122	FINANCE DEPT	RETIREMENT - ICMA	\$ 30,616	\$ 31,806	\$ 33,396	\$ 35,066	\$ 36,819	\$ 38,660	\$ 40,593	\$ 42,623	\$ 44,754	\$ 46,992	\$ 49,342

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
123	FINANCE DEPT	EMP HEALTH INS PREMIUMS	\$ 50,794	\$ 56,300	\$ 58,172	\$ 60,107	\$ 62,106	\$ 64,172	\$ 66,306	\$ 68,511	\$ 70,790	\$ 73,144	\$ 75,577
124	FINANCE DEPT	OTHER EMP INS PREMIUMS	\$ 15,475	\$ 21,255	\$ 21,962	\$ 22,692	\$ 23,447	\$ 24,227	\$ 25,033	\$ 25,865	\$ 26,725	\$ 27,614	\$ 28,533
125	FINANCE DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 3,985	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
126	FINANCE DEPT	WORKERS COMPENSATION	\$ 9,280	\$ 9,115	\$ 9,418	\$ 9,731	\$ 10,055	\$ 10,389	\$ 10,735	\$ 11,092	\$ 11,461	\$ 11,842	\$ 12,236
127	FINANCE DEPT	INVESTMENT SERVICES	\$ 8,184	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
128	FINANCE DEPT	OTHER PROFESSIONAL SVC	\$ —	\$ 13,500	\$ 13,770	\$ 14,045	\$ 14,326	\$ 14,613	\$ 14,905	\$ 15,203	\$ 15,507	\$ 15,817	\$ 16,134
129	FINANCE DEPT	TRAVEL M&IE	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
130	FINANCE DEPT	POSTAGE/FREIGHT/OTHER	\$ 225	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
131	FINANCE DEPT	COPIER LEASE	\$ 2,577	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
132	FINANCE DEPT	PRINTING & BINDING	\$ 548	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433	\$ 442	\$ 450	\$ 459	\$ 469	\$ 478
133	FINANCE DEPT	LEGAL ADVERTISEMENTS	\$ 1,700	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	\$ 1,914	\$ 1,953	\$ 1,992	\$ 2,032
134	FINANCE DEPT	OTHER CURRENT CHARGES	\$ 5,182	\$ 5,800	\$ 5,916	\$ 6,034	\$ 6,155	\$ 6,278	\$ 6,404	\$ 6,532	\$ 6,662	\$ 6,796	\$ 6,932
135	FINANCE DEPT	OFFICE SUPPLIES	\$ 1,000	\$ 2,110	\$ 2,152	\$ 2,195	\$ 2,239	\$ 2,284	\$ 2,330	\$ 2,376	\$ 2,424	\$ 2,472	\$ 2,522
136	FINANCE DEPT	SOFTWARE < 5,000	\$ 584	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
137	FINANCE DEPT	DUES & MEMBERSHIPS	\$ 1,485	\$ 1,485	\$ 1,515	\$ 1,545	\$ 1,576	\$ 1,607	\$ 1,640	\$ 1,672	\$ 1,706	\$ 1,740	\$ 1,775
138	FINANCE DEPT	BOOKS/SUBSCRIPTIONS	\$ 100	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
139	FINANCE DEPT	LICENSES/CERTIFICATES	\$ 750	\$ 600	\$ 612	\$ 624	\$ 637	\$ 649	\$ 662	\$ 676	\$ 689	\$ 703	\$ 717
140	FINANCE DEPT	TRAINING & EDUCATION COST	\$ 4,750	\$ 4,750	\$ 4,845	\$ 4,942	\$ 5,041	\$ 5,142	\$ 5,244	\$ 5,349	\$ 5,456	\$ 5,565	\$ 5,677
141	FINANCE DEPT	FULL-TIME SALARIES/WAGES	\$ 296,301	\$ 294,900	\$ 304,708	\$ 314,842	\$ 325,314	\$ 336,133	\$ 347,313	\$ 358,864	\$ 370,799	\$ 383,132	\$ 395,874
143	FINANCE DEPT	OVERTIME	\$ 1,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
144	FINANCE DEPT	INSURANCE BENEFITS CREDIT	\$ 567	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084	\$ 4,084
145	FINANCE DEPT	CLOTHING ALLOWANCE	\$ 200	\$ 200	\$ 207	\$ 214	\$ 221	\$ 228	\$ 236	\$ 243	\$ 251	\$ 260	\$ 268
146	FINANCE DEPT	SOCIAL SECURITY/MEDICARE	\$ 21,536	\$ 21,521	\$ 22,237	\$ 22,976	\$ 23,740	\$ 24,530	\$ 25,346	\$ 26,189	\$ 27,060	\$ 27,960	\$ 28,890
147	FINANCE DEPT	RETIREMENT - ICMA	\$ 23,966	\$ 23,771	\$ 24,960	\$ 26,208	\$ 27,518	\$ 28,894	\$ 30,338	\$ 31,855	\$ 33,448	\$ 35,121	\$ 36,877
148	FINANCE DEPT	EMP HEALTH INS PREMIUMS	\$ 79,079	\$ 89,524	\$ 92,501	\$ 95,578	\$ 98,757	\$ 102,041	\$ 105,435	\$ 108,942	\$ 112,565	\$ 116,309	\$ 120,177
149	FINANCE DEPT	OTHER EMP INS PREMIUMS	\$ 18,570	\$ 25,506	\$ 26,354	\$ 27,231	\$ 28,136	\$ 29,072	\$ 30,039	\$ 31,038	\$ 32,071	\$ 33,137	\$ 34,239
150	FINANCE DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 4,084	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
151	FINANCE DEPT	WORKERS COMPENSATION	\$ 11,136	\$ 10,938	\$ 11,302	\$ 11,678	\$ 12,066	\$ 12,467	\$ 12,882	\$ 13,310	\$ 13,753	\$ 14,211	\$ 14,683
152	FINANCE DEPT	AUDIT COSTS	\$ 40,000	\$ 45,840	\$ 46,757	\$ 47,692	\$ 48,646	\$ 49,619	\$ 50,611	\$ 51,623	\$ 52,656	\$ 53,709	\$ 54,783
153	FINANCE DEPT	TRAVEL M&IE	\$ 1,400	\$ 1,250	\$ 1,275	\$ 1,301	\$ 1,327	\$ 1,353	\$ 1,380	\$ 1,408	\$ 1,436	\$ 1,465	\$ 1,494
154	FINANCE DEPT	POSTAGE/FREIGHT/OTHER	\$ 1,412	\$ 2,400	\$ 2,448	\$ 2,497	\$ 2,547	\$ 2,598	\$ 2,650	\$ 2,703	\$ 2,757	\$ 2,812	\$ 2,868
155	FINANCE DEPT	COPIER LEASE	\$ 3,036	\$ 2,476	\$ 2,526	\$ 2,576	\$ 2,628	\$ 2,680	\$ 2,734	\$ 2,788	\$ 2,844	\$ 2,901	\$ 2,959
156	FINANCE DEPT	OFFICE EQUIPMENT REPAIR	\$ 200	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
157	FINANCE DEPT	PRINTING & BINDING	\$ 1,500	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	\$ 1,914	\$ 1,953	\$ 1,992	\$ 2,032
158	FINANCE DEPT	OTHER CURRENT CHARGES	\$ 2,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
159	FINANCE DEPT	OFFICE SUPPLIES	\$ 2,929	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585
160	FINANCE DEPT	SOFTWARE < 5,000	\$ 146	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
161	FINANCE DEPT	DUES & MEMBERSHIPS	\$ 940	\$ 940	\$ 959	\$ 978	\$ 998	\$ 1,017	\$ 1,038	\$ 1,059	\$ 1,080	\$ 1,101	\$ 1,123
162	FINANCE DEPT	BOOKS/SUBSCRIPTIONS	\$ 100	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
163	FINANCE DEPT	LICENSES/CERTIFICATES	\$ 580	\$ 580	\$ 592	\$ 603	\$ 616	\$ 628	\$ 640	\$ 653	\$ 666	\$ 680	\$ 693

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
164	FINANCE DEPT	TRAINING & EDUCATION COST	\$ 3,750	\$ 3,750	\$ 3,825	\$ 3,902	\$ 3,980	\$ 4,059	\$ 4,140	\$ 4,223	\$ 4,308	\$ 4,394	\$ 4,482
165	FINANCE DEPT	FULL-TIME SALARIES/WAGES	\$ 158,010	\$ 216,341	\$ 223,536	\$ 230,971	\$ 238,653	\$ 246,590	\$ 254,791	\$ 263,265	\$ 272,021	\$ 281,068	\$ 290,416
166	FINANCE DEPT	OVERTIME	\$ 400	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
167	FINANCE DEPT	INSURANCE BENEFITS CREDIT	\$ 407	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257	\$ 3,257
168	FINANCE DEPT	EDUCATION-DEGREE	\$ 750	\$ 750	\$ 775	\$ 801	\$ 827	\$ 855	\$ 883	\$ 913	\$ 943	\$ 974	\$ 1,007
169	FINANCE DEPT	CLOTHING ALLOWANCE	\$ 200	\$ 300	\$ 310	\$ 320	\$ 331	\$ 342	\$ 353	\$ 365	\$ 377	\$ 390	\$ 403
170	FINANCE DEPT	SOCIAL SECURITY/MEDICARE	\$ 16,305	\$ 15,078	\$ 15,579	\$ 16,098	\$ 16,633	\$ 17,186	\$ 17,758	\$ 18,348	\$ 18,959	\$ 19,589	\$ 20,241
171	FINANCE DEPT	RETIREMENT - ICMA	\$ 19,218	\$ 18,240	\$ 19,152	\$ 20,110	\$ 21,115	\$ 22,171	\$ 23,279	\$ 24,443	\$ 25,666	\$ 26,949	\$ 28,296
172	FINANCE DEPT	EMP HEALTH INS PREMIUMS	\$ 61,321	\$ 60,729	\$ 62,749	\$ 64,836	\$ 66,992	\$ 69,220	\$ 71,522	\$ 73,901	\$ 76,359	\$ 78,899	\$ 81,523
173	FINANCE DEPT	OTHER EMP INS PREMIUMS	\$ 15,475	\$ 21,255	\$ 21,962	\$ 22,692	\$ 23,447	\$ 24,227	\$ 25,033	\$ 25,865	\$ 26,725	\$ 27,614	\$ 28,533
174	FINANCE DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 3,257	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
175	FINANCE DEPT	WORKERS COMPENSATION	\$ 9,280	\$ 9,115	\$ 9,418	\$ 9,731	\$ 10,055	\$ 10,389	\$ 10,735	\$ 11,092	\$ 11,461	\$ 11,842	\$ 12,236
176	FINANCE DEPT	TRAVEL M&IE	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
177	FINANCE DEPT	POSTAGE/FREIGHT/OTHER	\$ 6,600	\$ 6,600	\$ 6,732	\$ 6,867	\$ 7,004	\$ 7,144	\$ 7,287	\$ 7,433	\$ 7,581	\$ 7,733	\$ 7,888
178	FINANCE DEPT	COPIER LEASE	\$ 1,830	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
179	FINANCE DEPT	PRINTING & BINDING	\$ 1,376	\$ 1,600	\$ 1,632	\$ 1,665	\$ 1,698	\$ 1,732	\$ 1,767	\$ 1,802	\$ 1,838	\$ 1,875	\$ 1,912
180	FINANCE DEPT	OTHER PROMO ACTIVITIES	\$ 200	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
181	FINANCE DEPT	UTILITY BILLING	\$ 500	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
182	FINANCE DEPT	CREDIT CARD PROCESS FEES	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
183	FINANCE DEPT	OFFICE SUPPLIES	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
184	FINANCE DEPT	DUES & MEMBERSHIPS	\$ 215	\$ 215	\$ 219	\$ 224	\$ 228	\$ 233	\$ 237	\$ 242	\$ 247	\$ 252	\$ 257
186	FINANCE DEPT	TRAINING & EDUCATION COST	\$ 1,930	\$ 1,930	\$ 1,969	\$ 2,008	\$ 2,048	\$ 2,089	\$ 2,131	\$ 2,173	\$ 2,217	\$ 2,261	\$ 2,307
187	COMM AND INFO TECHNOLOGY	FULL-TIME SALARIES/WAGES	\$ 101,607	\$ 104,661	\$ 108,142	\$ 111,739	\$ 115,455	\$ 119,295	\$ 123,262	\$ 127,362	\$ 131,598	\$ 135,975	\$ 140,497
188	COMM AND INFO TECHNOLOGY	FULL-TIME SALARIES/WAGES	\$ 729,787	\$ 767,842	\$ 793,380	\$ 819,766	\$ 847,031	\$ 875,202	\$ 904,310	\$ 934,387	\$ 965,463	\$ 997,574	\$ 1,030,752
189	COMM AND INFO TECHNOLOGY	PART-TIME WAGES	\$ 8,825	\$ 8,522	\$ 8,805	\$ 9,098	\$ 9,401	\$ 9,714	\$ 10,037	\$ 10,370	\$ 10,715	\$ 11,072	\$ 11,440
190	COMM AND INFO TECHNOLOGY	OVERTIME	\$ 13	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
191	COMM AND INFO TECHNOLOGY	INSURANCE BENEFITS CREDIT	\$ 1,592	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400	\$ 11,400
192	COMM AND INFO TECHNOLOGY	VEHICLE ALLOWANCE	\$ 4,767	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
193	COMM AND INFO TECHNOLOGY	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
194	COMM AND INFO TECHNOLOGY	SOCIAL SECURITY/MEDICARE	\$ 60,110	\$ 62,514	\$ 64,593	\$ 66,741	\$ 68,961	\$ 71,255	\$ 73,625	\$ 76,073	\$ 78,603	\$ 81,218	\$ 83,919
195	COMM AND INFO TECHNOLOGY	RETIREMENT - ICMA	\$ 74,588	\$ 78,471	\$ 82,395	\$ 86,514	\$ 90,840	\$ 95,382	\$ 100,151	\$ 105,159	\$ 110,417	\$ 115,937	\$ 121,734
196	COMM AND INFO TECHNOLOGY	EMP HEALTH INS PREMIUMS	\$ 214,732	\$ 216,949	\$ 224,164	\$ 231,620	\$ 239,323	\$ 247,283	\$ 255,507	\$ 264,005	\$ 272,786	\$ 281,858	\$ 291,233
197	COMM AND INFO TECHNOLOGY	OTHER EMP INS PREMIUMS	\$ 46,426	\$ 63,765	\$ 65,886	\$ 68,077	\$ 70,341	\$ 72,681	\$ 75,098	\$ 77,596	\$ 80,176	\$ 82,843	\$ 85,598
198	COMM AND INFO TECHNOLOGY	EMPLOYEE CAFETERIA CREDIT	\$ 10,606	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
199	COMM AND INFO TECHNOLOGY	WORKERS COMPENSATION	\$ 27,840	\$ 27,345	\$ 28,254	\$ 29,194	\$ 30,165	\$ 31,168	\$ 32,205	\$ 33,276	\$ 34,383	\$ 35,526	\$ 36,708
200	COMM AND INFO TECHNOLOGY	OTHER PROFESSIONAL SVC	\$ 45,605	\$ 310,000	\$ 316,200	\$ 322,524	\$ 328,974	\$ 335,554	\$ 342,265	\$ 349,110	\$ 356,093	\$ 363,214	\$ 370,479
201	COMM AND INFO TECHNOLOGY	TRAVEL M&IE	\$ 1,156	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076
202	COMM AND INFO TECHNOLOGY	BUSINESS TRAVEL	\$ —	\$ 100	\$ 102	\$ 104	\$ 106	\$ 108	\$ 110	\$ 113	\$ 115	\$ 117	\$ 120
203	COMM AND INFO TECHNOLOGY	TELEPHONE SERVICES	\$ 55,215	\$ 67,885	\$ 69,243	\$ 70,628	\$ 72,040	\$ 73,481	\$ 74,951	\$ 76,450	\$ 77,979	\$ 79,538	\$ 81,129
204	COMM AND INFO TECHNOLOGY	CELLULAR SERVICES	\$ 69,203	\$ 84,757	\$ 86,452	\$ 88,181	\$ 89,945	\$ 91,744	\$ 93,579	\$ 95,450	\$ 97,359	\$ 99,306	\$ 101,292

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
205	COMM AND INFO TECHNOLOGY	AIR CARDS	\$ 94,373	\$ 99,365	\$ 101,352	\$ 103,379	\$ 105,447	\$ 107,556	\$ 109,707	\$ 111,901	\$ 114,139	\$ 116,422	\$ 118,750
206	COMM AND INFO TECHNOLOGY	OTHER COMMUNICATION SVCS	\$ 1,457	\$ 4,010	\$ 4,090	\$ 4,172	\$ 4,255	\$ 4,341	\$ 4,427	\$ 4,516	\$ 4,606	\$ 4,698	\$ 4,792
207	COMM AND INFO TECHNOLOGY	POSTAGE/FREIGHT/OTHER	\$ 333	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
208	COMM AND INFO TECHNOLOGY	COPIER LEASE	\$ —	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299	\$ 1,325	\$ 1,351	\$ 1,378	\$ 1,406	\$ 1,434
209	COMM AND INFO TECHNOLOGY	COMPUTER HARDWARE MAINT	\$ 76,244	\$ 53,919	\$ 55,537	\$ 57,203	\$ 58,919	\$ 60,686	\$ 62,507	\$ 64,382	\$ 66,314	\$ 68,303	\$ 70,352
210	COMM AND INFO TECHNOLOGY	COMPUTER SOFTWARE MAINT	\$ 378,478	\$ 404,264	\$ 416,392	\$ 428,884	\$ 441,750	\$ 455,003	\$ 468,653	\$ 482,712	\$ 497,194	\$ 512,110	\$ 527,473
211	COMM AND INFO TECHNOLOGY	TELEPHONE MAINTENANCE	\$ 21,266	\$ 24,000	\$ 24,720	\$ 25,462	\$ 26,225	\$ 27,012	\$ 27,823	\$ 28,657	\$ 29,517	\$ 30,402	\$ 31,315
212	COMM AND INFO TECHNOLOGY	PRINTING & BINDING	\$ 1,000	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
213	COMM AND INFO TECHNOLOGY	OFFICE SUPPLIES	\$ 3,500	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
214	COMM AND INFO TECHNOLOGY	COMPUTER SUPPLIES	\$ 81,415	\$ 70,900	\$ 72,318	\$ 73,764	\$ 75,240	\$ 76,744	\$ 78,279	\$ 79,845	\$ 81,442	\$ 83,071	\$ 84,732
215	COMM AND INFO TECHNOLOGY	SOFTWARE < 5,000	\$ 29,696	\$ 208,438	\$ 212,607	\$ 216,859	\$ 221,196	\$ 225,620	\$ 230,132	\$ 234,735	\$ 239,430	\$ 244,218	\$ 249,103
216	COMM AND INFO TECHNOLOGY	FURNITURE/EQUIP < 5,000	\$ 32,173	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649	\$ 22,082	\$ 22,523	\$ 22,974	\$ 23,433	\$ 23,902
217	COMM AND INFO TECHNOLOGY	PC REPLACEMENT HARDWARE	\$ 93,472	\$ 90,859	\$ 92,676	\$ 94,530	\$ 96,420	\$ 98,349	\$ 100,316	\$ 102,322	\$ 104,368	\$ 106,456	\$ 108,585
218	COMM AND INFO TECHNOLOGY	COMPUTER HARDWARE	\$ —	\$ 137,326	\$ 140,073	\$ 142,874	\$ 145,731	\$ 148,646	\$ 151,619	\$ 154,651	\$ 157,744	\$ 160,899	\$ 164,117
219	COMM AND INFO TECHNOLOGY	TOOLS/EQUIPMENT	\$ 964	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
220	COMM AND INFO TECHNOLOGY	DUES & MEMBERSHIPS	\$ —	\$ 695	\$ 709	\$ 723	\$ 738	\$ 752	\$ 767	\$ 783	\$ 798	\$ 814	\$ 831
221	COMM AND INFO TECHNOLOGY	BOOKS/SUBSCRIPTIONS	\$ 7,269	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
222	COMM AND INFO TECHNOLOGY	LICENSES/CERTIFICATES	\$ 388,323	\$ 425,971	\$ 434,490	\$ 443,180	\$ 452,044	\$ 461,085	\$ 470,306	\$ 479,713	\$ 489,307	\$ 499,093	\$ 509,075
223	COMM AND INFO TECHNOLOGY	TRAINING & EDUCATION COST	\$ 7,793	\$ 6,400	\$ 6,528	\$ 6,659	\$ 6,792	\$ 6,928	\$ 7,066	\$ 7,207	\$ 7,352	\$ 7,499	\$ 7,649
225	HUMAN RESOURCES DEPT	FULL-TIME SALARIES/WAGES	\$ 324,963	\$ 353,935	\$ 365,706	\$ 377,869	\$ 390,437	\$ 403,422	\$ 416,840	\$ 430,703	\$ 445,028	\$ 459,829	\$ 475,123
226	HUMAN RESOURCES DEPT	COMP TIME USED	\$ 72	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
227	HUMAN RESOURCES DEPT	PART-TIME WAGES	\$ 16,853	\$ 16,796	\$ 17,355	\$ 17,932	\$ 18,528	\$ 19,144	\$ 19,781	\$ 20,439	\$ 21,119	\$ 21,821	\$ 22,547
228	HUMAN RESOURCES DEPT	INSURANCE BENEFITS CREDIT	\$ 706	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575	\$ 6,575
229	HUMAN RESOURCES DEPT	VEHICLE ALLOWANCE	\$ —	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
230	HUMAN RESOURCES DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
231	HUMAN RESOURCES DEPT	SOCIAL SECURITY/MEDICARE	\$ 25,631	\$ 34,464	\$ 35,610	\$ 36,795	\$ 38,018	\$ 39,283	\$ 40,589	\$ 41,939	\$ 43,334	\$ 44,775	\$ 46,265
232	HUMAN RESOURCES DEPT	RETIREMENT - ICMA	\$ 26,083	\$ 39,345	\$ 41,312	\$ 43,378	\$ 45,547	\$ 47,824	\$ 50,215	\$ 52,726	\$ 55,362	\$ 58,130	\$ 61,037
233	HUMAN RESOURCES DEPT	EMP HEALTH INS PREMIUMS	\$ 84,153	\$ 118,439	\$ 122,378	\$ 126,448	\$ 130,654	\$ 134,999	\$ 139,489	\$ 144,128	\$ 148,922	\$ 153,875	\$ 158,993
234	HUMAN RESOURCES DEPT	OTHER EMP INS PREMIUMS	\$ 21,665	\$ 32,988	\$ 34,085	\$ 35,219	\$ 36,390	\$ 37,600	\$ 38,851	\$ 40,143	\$ 41,478	\$ 42,858	\$ 44,283
235	HUMAN RESOURCES DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 5,579	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
236	HUMAN RESOURCES DEPT	WORKERS COMPENSATION	\$ 12,992	\$ 15,073	\$ 15,574	\$ 16,092	\$ 16,628	\$ 17,181	\$ 17,752	\$ 18,342	\$ 18,952	\$ 19,583	\$ 20,234
237	HUMAN RESOURCES DEPT	PHYSICALS/DRUG SCREENS	\$ 75,000	\$ 76,740	\$ 78,275	\$ 79,840	\$ 81,437	\$ 83,066	\$ 84,727	\$ 86,422	\$ 88,150	\$ 89,913	\$ 91,711
238	HUMAN RESOURCES DEPT	POLYGRAPHS	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
239	HUMAN RESOURCES DEPT	PSYCHOLOGICAL TESTING	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
240	HUMAN RESOURCES DEPT	PROMOTIONAL EXAMS	\$ 500	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
241	HUMAN RESOURCES DEPT	IN-HOUSE TRAINING	\$ 8,000	\$ 8,000	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
242	HUMAN RESOURCES DEPT	TEMP EMPLOYMENT SERVICES	\$ 38,000	\$ 38,000	\$ 38,760	\$ 39,535	\$ 40,326	\$ 41,132	\$ 41,955	\$ 42,794	\$ 43,650	\$ 44,523	\$ 45,414
243	HUMAN RESOURCES DEPT	HARDWARE/SOFTWARE SUPPORT	\$ 23,410	\$ 22,700	\$ 23,154	\$ 23,617	\$ 24,089	\$ 24,571	\$ 25,063	\$ 25,564	\$ 26,075	\$ 26,597	\$ 27,129
244	HUMAN RESOURCES DEPT	TRAVEL M&IE	\$ 3,042	\$ 6,752	\$ 6,887	\$ 7,025	\$ 7,165	\$ 7,309	\$ 7,455	\$ 7,604	\$ 7,756	\$ 7,911	\$ 8,069
245	HUMAN RESOURCES DEPT	POSTAGE/FREIGHT/OTHER	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
246	HUMAN RESOURCES DEPT	COPIER LEASE	\$ 3,013	\$ 2,976	\$ 3,036	\$ 3,096	\$ 3,158	\$ 3,221	\$ 3,286	\$ 3,351	\$ 3,418	\$ 3,487	\$ 3,557
247	HUMAN RESOURCES DEPT	OFFICE EQUIPMENT REPAIR	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305
248	HUMAN RESOURCES DEPT	PRINTING & BINDING	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
249	HUMAN RESOURCES DEPT	EMPLOYEE RECOGNITION	\$ 3,000	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585
250	HUMAN RESOURCES DEPT	RECRUITMENT	\$ 7,460	\$ 7,460	\$ 7,609	\$ 7,761	\$ 7,917	\$ 8,075	\$ 8,236	\$ 8,401	\$ 8,569	\$ 8,741	\$ 8,915
251	HUMAN RESOURCES DEPT	OTHER CURRENT CHARGES	\$ 751	\$ 750	\$ 765	\$ 780	\$ 796	\$ 812	\$ 828	\$ 845	\$ 862	\$ 879	\$ 896
252	HUMAN RESOURCES DEPT	PAY STUB FEES	\$ 2,400	\$ 2,400	\$ 2,448	\$ 2,497	\$ 2,547	\$ 2,598	\$ 2,650	\$ 2,703	\$ 2,757	\$ 2,812	\$ 2,868
253	HUMAN RESOURCES DEPT	OFFICE SUPPLIES	\$ 4,500	\$ 4,500	\$ 4,590	\$ 4,682	\$ 4,775	\$ 4,871	\$ 4,968	\$ 5,068	\$ 5,169	\$ 5,272	\$ 5,378
254	HUMAN RESOURCES DEPT	UNIFORMS/CLOTHING	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
255	HUMAN RESOURCES DEPT	TRAINING SUPPLIES	\$ 200	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
256	HUMAN RESOURCES DEPT	DUES & MEMBERSHIPS	\$ 3,000	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585
257	HUMAN RESOURCES DEPT	BOOKS/SUBSCRIPTIONS	\$ 1,300	\$ 1,300	\$ 1,326	\$ 1,353	\$ 1,380	\$ 1,407	\$ 1,435	\$ 1,464	\$ 1,493	\$ 1,523	\$ 1,554
258	HUMAN RESOURCES DEPT	TRAINING & EDUCATION COST	\$ 2,500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
259	GROWTH MANAGEMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 30,000	\$ 54,889	\$ 56,715	\$ 58,601	\$ 60,550	\$ 62,564	\$ 64,644	\$ 66,794	\$ 69,016	\$ 71,311	\$ 73,683
260	GROWTH MANAGEMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 22,337	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
261	GROWTH MANAGEMENT DEPT	OVERTIME	\$ 436	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
262	GROWTH MANAGEMENT DEPT	INSURANCE BENEFITS CREDIT	\$ —	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270
263	GROWTH MANAGEMENT DEPT	VEHICLE ALLOWANCE	\$ 1,279	\$ 2,430	\$ 2,511	\$ 2,594	\$ 2,681	\$ 2,770	\$ 2,862	\$ 2,957	\$ 3,055	\$ 3,157	\$ 3,262
264	GROWTH MANAGEMENT DEPT	CLOTHING ALLOWANCE	\$ 50	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
265	GROWTH MANAGEMENT DEPT	SOCIAL SECURITY/MEDICARE	\$ 4,077	\$ 4,330	\$ 4,474	\$ 4,623	\$ 4,777	\$ 4,935	\$ 5,100	\$ 5,269	\$ 5,444	\$ 5,625	\$ 5,813
266	GROWTH MANAGEMENT DEPT	RETIREMENT - ICMA	\$ 4,272	\$ 5,352	\$ 5,620	\$ 5,901	\$ 6,196	\$ 6,505	\$ 6,831	\$ 7,172	\$ 7,531	\$ 7,907	\$ 8,303
267	GROWTH MANAGEMENT DEPT	EMP HEALTH INS PREMIUMS	\$ 12,841	\$ 12,618	\$ 13,038	\$ 13,471	\$ 13,919	\$ 14,382	\$ 14,861	\$ 15,355	\$ 15,866	\$ 16,393	\$ 16,938
268	GROWTH MANAGEMENT DEPT	OTHER EMP INS PREMIUMS	\$ 4,204	\$ 2,126	\$ 2,197	\$ 2,270	\$ 2,345	\$ 2,423	\$ 2,504	\$ 2,587	\$ 2,673	\$ 2,762	\$ 2,854
269	GROWTH MANAGEMENT DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 457	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
270	GROWTH MANAGEMENT DEPT	WORKERS COMPENSATION	\$ 2,521	\$ 912	\$ 942	\$ 974	\$ 1,006	\$ 1,040	\$ 1,074	\$ 1,110	\$ 1,147	\$ 1,185	\$ 1,224
271	GROWTH MANAGEMENT DEPT	TRAVEL M&IE	\$ 100	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
272	GROWTH MANAGEMENT DEPT	COPIER LEASE	\$ 2,727	\$ 1,399	\$ 1,427	\$ 1,456	\$ 1,485	\$ 1,514	\$ 1,545	\$ 1,576	\$ 1,607	\$ 1,639	\$ 1,672
273	GROWTH MANAGEMENT DEPT	DUES & MEMBERSHIPS	\$ 942	\$ 800	\$ 816	\$ 832	\$ 849	\$ 866	\$ 883	\$ 901	\$ 919	\$ 937	\$ 956
274	GROWTH MANAGEMENT DEPT	TRAINING & EDUCATION COST	\$ 358	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
275	GROWTH MANAGEMENT DEPT	FULL-TIME SALARIES/WAGES	\$ 297,062	\$ 475,517	\$ 491,332	\$ 507,673	\$ 524,558	\$ 542,004	\$ 560,031	\$ 578,657	\$ 597,902	\$ 617,788	\$ 638,334
276	GROWTH MANAGEMENT DEPT	COMP TIME USED	\$ 408	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
277	GROWTH MANAGEMENT DEPT	OVERTIME	\$ 1,393	\$ 2,200	\$ 2,273	\$ 2,349	\$ 2,427	\$ 2,508	\$ 2,591	\$ 2,677	\$ 2,766	\$ 2,858	\$ 2,953
278	GROWTH MANAGEMENT DEPT	INSURANCE BENEFITS CREDIT	\$ 591	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565	\$ 6,565
279	GROWTH MANAGEMENT DEPT	CLOTHING ALLOWANCE	\$ 223	\$ 352	\$ 364	\$ 376	\$ 388	\$ 401	\$ 415	\$ 428	\$ 443	\$ 457	\$ 473
280	GROWTH MANAGEMENT DEPT	SOCIAL SECURITY/MEDICARE	\$ 21,459	\$ 35,258	\$ 36,431	\$ 37,642	\$ 38,894	\$ 40,188	\$ 41,524	\$ 42,905	\$ 44,332	\$ 45,807	\$ 47,330
281	GROWTH MANAGEMENT DEPT	RETIREMENT - ICMA	\$ 23,944	\$ 39,644	\$ 41,626	\$ 43,708	\$ 45,893	\$ 48,188	\$ 50,597	\$ 53,127	\$ 55,783	\$ 58,572	\$ 61,501
282	GROWTH MANAGEMENT DEPT	EMP HEALTH INS PREMIUMS	\$ 91,610	\$ 157,992	\$ 163,247	\$ 168,676	\$ 174,286	\$ 180,083	\$ 186,072	\$ 192,260	\$ 198,655	\$ 205,262	\$ 212,089
283	GROWTH MANAGEMENT DEPT	OTHER EMP INS PREMIUMS	\$ 15,430	\$ 36,732	\$ 37,954	\$ 39,216	\$ 40,520	\$ 41,868	\$ 43,260	\$ 44,699	\$ 46,186	\$ 47,722	\$ 49,309
284	GROWTH MANAGEMENT DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 4,438	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
285	GROWTH MANAGEMENT DEPT	WORKERS COMPENSATION	\$ 10,022	\$ 16,261	\$ 16,802	\$ 17,361	\$ 17,938	\$ 18,535	\$ 19,151	\$ 19,788	\$ 20,446	\$ 21,126	\$ 21,829

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
286	GROWTH MANAGEMENT DEPT	ENGINEERING SERVICES	\$ 112,000	\$ 112,000	\$ 114,240	\$ 116,525	\$ 118,855	\$ 121,232	\$ 123,657	\$ 126,130	\$ 128,653	\$ 131,226	\$ 133,850
287	GROWTH MANAGEMENT DEPT	OTHER PROFESSIONAL SVC	\$ 25,000	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530	\$ 27,061	\$ 27,602	\$ 28,154	\$ 28,717	\$ 29,291	\$ 29,877
288	GROWTH MANAGEMENT DEPT	TEMP EMPLOYMENT SERVICES	\$ 480	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
290	GROWTH MANAGEMENT DEPT	POSTAGE/FREIGHT/OTHER	\$ 2,486	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
291	GROWTH MANAGEMENT DEPT	OTHER PROMO ACTIVITIES	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
292	GROWTH MANAGEMENT DEPT	LEGAL ADVERTISEMENTS	\$ 14,607	\$ 18,575	\$ 18,947	\$ 19,325	\$ 19,712	\$ 20,106	\$ 20,508	\$ 20,918	\$ 21,337	\$ 21,764	\$ 22,199
293	GROWTH MANAGEMENT DEPT	OTHER CURRENT CHARGES	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
294	GROWTH MANAGEMENT DEPT	OFFICE SUPPLIES	\$ 2,419	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
295	GROWTH MANAGEMENT DEPT	COPIER SUPPLIES	\$ 63	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
296	GROWTH MANAGEMENT DEPT	SOFTWARE < 5,000	\$ 1,808	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
297	GROWTH MANAGEMENT DEPT	FURNITURE/EQUIP < 5,000	\$ 1,900	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
298	GROWTH MANAGEMENT DEPT	MISC OPERATING SUPPLIES	\$ 128	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
299	GROWTH MANAGEMENT DEPT	DUES & MEMBERSHIPS	\$ 2,436	\$ 1,675	\$ 1,709	\$ 1,743	\$ 1,778	\$ 1,813	\$ 1,849	\$ 1,886	\$ 1,924	\$ 1,963	\$ 2,002
300	GROWTH MANAGEMENT DEPT	BOOKS/SUBSCRIPTIONS	\$ 100	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
301	GROWTH MANAGEMENT DEPT	LICENSES/CERTIFICATES	\$ —	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742	\$ 9,937	\$ 10,135	\$ 10,338	\$ 10,545	\$ 10,756
302	GROWTH MANAGEMENT DEPT	TRAINING & EDUCATION COST	\$ 3,350	\$ 19,000	\$ 19,380	\$ 19,768	\$ 20,163	\$ 20,566	\$ 20,978	\$ 21,397	\$ 21,825	\$ 22,262	\$ 22,707
305	GROWTH MANAGEMENT DEPT	PART-TIME WAGES	\$ 18,000	\$ 29,246	\$ 30,219	\$ 31,224	\$ 32,262	\$ 33,335	\$ 34,444	\$ 35,589	\$ 36,773	\$ 37,996	\$ 39,260
306	GROWTH MANAGEMENT DEPT	OVERTIME	\$ 1,000	\$ 1,000	\$ 1,033	\$ 1,068	\$ 1,103	\$ 1,140	\$ 1,178	\$ 1,217	\$ 1,257	\$ 1,299	\$ 1,342
307	GROWTH MANAGEMENT DEPT	INSURANCE BENEFITS CREDIT	\$ 706	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977	\$ 6,977
308	GROWTH MANAGEMENT DEPT	EDUCATION-DEGREE	\$ 250	\$ 250	\$ 258	\$ 267	\$ 276	\$ 285	\$ 294	\$ 304	\$ 314	\$ 325	\$ 336
309	GROWTH MANAGEMENT DEPT	HOLIDAY PAY	\$ 525	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
310	GROWTH MANAGEMENT DEPT	CLOTHING ALLOWANCE	\$ 700	\$ 1,000	\$ 1,033	\$ 1,068	\$ 1,103	\$ 1,140	\$ 1,178	\$ 1,217	\$ 1,257	\$ 1,299	\$ 1,342
311	GROWTH MANAGEMENT DEPT	SOCIAL SECURITY/MEDICARE	\$ 29,457	\$ 38,731	\$ 40,019	\$ 41,350	\$ 42,725	\$ 44,146	\$ 45,615	\$ 47,132	\$ 48,699	\$ 50,319	\$ 51,993
312	GROWTH MANAGEMENT DEPT	RETIREMENT - ICMA	\$ 33,262	\$ 44,373	\$ 46,592	\$ 48,921	\$ 51,367	\$ 53,936	\$ 56,632	\$ 59,464	\$ 62,437	\$ 65,559	\$ 68,837
313	GROWTH MANAGEMENT DEPT	EMP HEALTH INS PREMIUMS	\$ 86,824	\$ 160,364	\$ 165,698	\$ 171,208	\$ 176,903	\$ 182,786	\$ 188,865	\$ 195,147	\$ 201,637	\$ 208,344	\$ 215,273
314	GROWTH MANAGEMENT DEPT	OTHER EMP INS PREMIUMS	\$ 24,760	\$ 43,293	\$ 44,733	\$ 46,221	\$ 47,758	\$ 49,346	\$ 50,987	\$ 52,683	\$ 54,435	\$ 56,246	\$ 58,117
315	GROWTH MANAGEMENT DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 4,586	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
316	GROWTH MANAGEMENT DEPT	WORKERS COMPENSATION	\$ 14,848	\$ 20,152	\$ 20,822	\$ 21,515	\$ 22,230	\$ 22,970	\$ 23,734	\$ 24,523	\$ 25,339	\$ 26,181	\$ 27,052
317	GROWTH MANAGEMENT DEPT	CODE COMPLIANCE ATTORNEY	\$ 4,500	\$ 4,500	\$ 4,590	\$ 4,682	\$ 4,775	\$ 4,871	\$ 4,968	\$ 5,068	\$ 5,169	\$ 5,272	\$ 5,378
318	GROWTH MANAGEMENT DEPT	TRAINING AND TRAVEL	\$ 3,300	\$ 7,800	\$ 7,956	\$ 8,115	\$ 8,277	\$ 8,443	\$ 8,612	\$ 8,784	\$ 8,960	\$ 9,139	\$ 9,322
319	GROWTH MANAGEMENT DEPT	POSTAGE/FREIGHT/OTHER	\$ 18,000	\$ 38,200	\$ 38,964	\$ 39,743	\$ 40,538	\$ 41,349	\$ 42,176	\$ 43,019	\$ 43,880	\$ 44,757	\$ 45,653
320	GROWTH MANAGEMENT DEPT	COPIER LEASE	\$ 3,089	\$ 2,716	\$ 2,770	\$ 2,826	\$ 2,882	\$ 2,940	\$ 2,999	\$ 3,059	\$ 3,120	\$ 3,182	\$ 3,246
321	GROWTH MANAGEMENT DEPT	PRINTING & BINDING	\$ 800	\$ 1,800	\$ 1,836	\$ 1,873	\$ 1,910	\$ 1,948	\$ 1,987	\$ 2,027	\$ 2,068	\$ 2,109	\$ 2,151
322	GROWTH MANAGEMENT DEPT	CREDIT CARD PROCESS FEES	\$ 1,600	\$ 1,600	\$ 1,632	\$ 1,665	\$ 1,698	\$ 1,732	\$ 1,767	\$ 1,802	\$ 1,838	\$ 1,875	\$ 1,912
323	GROWTH MANAGEMENT DEPT	OFFICE SUPPLIES	\$ 809	\$ 959	\$ 978	\$ 998	\$ 1,018	\$ 1,038	\$ 1,059	\$ 1,080	\$ 1,102	\$ 1,124	\$ 1,146
324	GROWTH MANAGEMENT DEPT	COPIER SUPPLIES	\$ 650	\$ 850	\$ 867	\$ 884	\$ 902	\$ 920	\$ 938	\$ 957	\$ 976	\$ 996	\$ 1,016
325	GROWTH MANAGEMENT DEPT	MISC OPERATING SUPPLIES	\$ 300	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
326	GROWTH MANAGEMENT DEPT	UNIFORMS/CLOTHING	\$ 800	\$ 2,950	\$ 3,009	\$ 3,069	\$ 3,131	\$ 3,193	\$ 3,257	\$ 3,322	\$ 3,389	\$ 3,456	\$ 3,526
327	GROWTH MANAGEMENT DEPT	DUES & MEMBERSHIPS	\$ 874	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076
328	GROWTH MANAGEMENT DEPT	LICENSES/CERTIFICATES	\$ —	\$ 9,000	\$ 9,180	\$ 9,364	\$ 9,551	\$ 9,742	\$ 9,937	\$ 10,135	\$ 10,338	\$ 10,545	\$ 10,756

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
329	GROWTH MANAGEMENT DEPT	TRAINING & EDUCATION COST	\$ 3,150	\$ 3,150	\$ 3,213	\$ 3,277	\$ 3,343	\$ 3,410	\$ 3,478	\$ 3,547	\$ 3,618	\$ 3,691	\$ 3,765
330	ECONOMIC DEVELOPMENT	FULL-TIME SALARIES/WAGES	\$ 82,315	\$ 91,856	\$ 94,911	\$ 98,068	\$ 101,329	\$ 104,699	\$ 108,182	\$ 111,780	\$ 115,497	\$ 119,339	\$ 123,308
331	ECONOMIC DEVELOPMENT	FULL-TIME SALARIES/WAGES	\$ 128,710	\$ 147,163	\$ 152,057	\$ 157,115	\$ 162,340	\$ 167,739	\$ 173,318	\$ 179,083	\$ 185,039	\$ 191,193	\$ 197,552
333	ECONOMIC DEVELOPMENT	OVERTIME	\$ 150	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
335	ECONOMIC DEVELOPMENT	VEHICLE ALLOWANCE	\$ 4,749	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
336	ECONOMIC DEVELOPMENT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
337	ECONOMIC DEVELOPMENT	SOCIAL SECURITY/MEDICARE	\$ 15,573	\$ 17,350	\$ 17,927	\$ 18,523	\$ 19,139	\$ 19,776	\$ 20,434	\$ 21,113	\$ 21,815	\$ 22,541	\$ 23,291
338	ECONOMIC DEVELOPMENT	RETIREMENT - ICMA	\$ 19,613	\$ 22,204	\$ 23,314	\$ 24,480	\$ 25,704	\$ 26,989	\$ 28,339	\$ 29,755	\$ 31,243	\$ 32,805	\$ 34,446
339	ECONOMIC DEVELOPMENT	EMP HEALTH INS PREMIUM	\$ 49,660	\$ 59,132	\$ 61,099	\$ 63,131	\$ 65,230	\$ 67,400	\$ 69,642	\$ 71,958	\$ 74,351	\$ 76,824	\$ 79,379
340	ECONOMIC DEVELOPMENT	OTHER EMP INS PREMIUMS	\$ 9,815	\$ 17,004	\$ 17,570	\$ 18,154	\$ 18,758	\$ 19,382	\$ 20,026	\$ 20,692	\$ 21,380	\$ 22,091	\$ 22,826
341	ECONOMIC DEVELOPMENT	EMPLOYEE CAFETERIA CREDIT	\$ 2,821	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
343	ECONOMIC DEVELOPMENT	OTHER PROFESSIONAL SVC	\$ 100,000	\$ 170,000	\$ 173,400	\$ 176,868	\$ 180,405	\$ 184,013	\$ 187,694	\$ 191,448	\$ 195,277	\$ 199,182	\$ 203,166
344	ECONOMIC DEVELOPMENT	REAL ESTATE COSTS	\$ 17,510	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959	\$ 8,118	\$ 8,281	\$ 8,446	\$ 8,615	\$ 8,787	\$ 8,963
347	ECONOMIC DEVELOPMENT	BUILDING REPAIRS	\$ 221	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
348	ECONOMIC DEVELOPMENT	PRINTING & BINDING	\$ —	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
349	ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT	\$ 700	\$ 700	\$ 714	\$ 728	\$ 743	\$ 758	\$ 773	\$ 788	\$ 804	\$ 820	\$ 837
350	ECONOMIC DEVELOPMENT	ADVERTISING (EXCL LEGAL)	\$ 100,000	\$ 105,000	\$ 107,100	\$ 109,242	\$ 111,427	\$ 113,655	\$ 115,928	\$ 118,247	\$ 120,612	\$ 123,024	\$ 125,485
352	ECONOMIC DEVELOPMENT	OTHER CURRENT CHARGES	\$ 200	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
354	ECONOMIC DEVELOPMENT	MISC OPERATING SUPPLIES	\$ 956	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
355	ECONOMIC DEVELOPMENT	DUES & MEMBERSHIPS	\$ 13,000	\$ 12,500	\$ 12,750	\$ 13,005	\$ 13,265	\$ 13,530	\$ 13,801	\$ 14,077	\$ 14,359	\$ 14,646	\$ 14,939
356	ECONOMIC DEVELOPMENT	BOOKS/SUBSCRIPTIONS	\$ 20	\$ 100	\$ 102	\$ 104	\$ 106	\$ 108	\$ 110	\$ 113	\$ 115	\$ 117	\$ 120
357	ECONOMIC DEVELOPMENT	LICENSES/CERTIFICATES	\$ —	\$ 831	\$ 848	\$ 865	\$ 882	\$ 900	\$ 917	\$ 936	\$ 955	\$ 974	\$ 993
358	ECONOMIC DEVELOPMENT	TRAINING & EDUCATION COST	\$ 2,600	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
360	PARKS AND RECREATION DEPT	FULL-TIME SALARIES/WAGES	\$ 102,003	\$ 104,660	\$ 108,141	\$ 111,738	\$ 115,454	\$ 119,294	\$ 123,261	\$ 127,361	\$ 131,597	\$ 135,973	\$ 140,496
362	PARKS AND RECREATION DEPT	OVERTIME	\$ 600	\$ 1,000	\$ 1,033	\$ 1,068	\$ 1,103	\$ 1,140	\$ 1,178	\$ 1,217	\$ 1,257	\$ 1,299	\$ 1,342
364	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ —	\$ 350	\$ 362	\$ 374	\$ 386	\$ 399	\$ 412	\$ 426	\$ 440	\$ 455	\$ 470
365	PARKS AND RECREATION DEPT	VEHICLE ALLOWANCE	\$ 4,488	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
366	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 200	\$ 156	\$ 161	\$ 167	\$ 172	\$ 178	\$ 184	\$ 190	\$ 196	\$ 203	\$ 209
367	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 29,769	\$ 31,624	\$ 32,676	\$ 33,763	\$ 34,885	\$ 36,046	\$ 37,245	\$ 38,483	\$ 39,763	\$ 41,086	\$ 42,452
368	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 36,554	\$ 38,637	\$ 40,569	\$ 42,597	\$ 44,727	\$ 46,964	\$ 49,312	\$ 51,777	\$ 54,366	\$ 57,084	\$ 59,939
369	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 119,349	\$ 127,649	\$ 131,894	\$ 136,281	\$ 140,814	\$ 145,497	\$ 150,336	\$ 155,336	\$ 160,502	\$ 165,840	\$ 171,356
370	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 24,760	\$ 34,041	\$ 35,173	\$ 36,343	\$ 37,552	\$ 38,801	\$ 40,091	\$ 41,424	\$ 42,802	\$ 44,226	\$ 45,697
371	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 5,936	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
375	PARKS AND RECREATION DEPT	COPIER LEASE	\$ 4,153	\$ 2,476	\$ 2,526	\$ 2,576	\$ 2,628	\$ 2,680	\$ 2,734	\$ 2,788	\$ 2,844	\$ 2,901	\$ 2,959
377	PARKS AND RECREATION DEPT	COMPUTER SOFTWARE MAINT	\$ 8,928	\$ 9,828	\$ 10,123	\$ 10,427	\$ 10,739	\$ 11,062	\$ 11,393	\$ 11,735	\$ 12,087	\$ 12,450	\$ 12,823
379	PARKS AND RECREATION DEPT	PRINTING & BINDING	\$ 6,200	\$ 5,500	\$ 5,610	\$ 5,722	\$ 5,837	\$ 5,953	\$ 6,072	\$ 6,194	\$ 6,318	\$ 6,444	\$ 6,573
380	PARKS AND RECREATION DEPT	ADVERTISING (EXCL LEGAL)	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
381	PARKS AND RECREATION DEPT	OTHER PROMO ACTIVITIES	\$ 5,500	\$ 5,500	\$ 5,610	\$ 5,722	\$ 5,837	\$ 5,953	\$ 6,072	\$ 6,194	\$ 6,318	\$ 6,444	\$ 6,573
383	PARKS AND RECREATION DEPT	SOFTWARE < 5,000	\$ 500	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	\$ 2,760	\$ 2,815	\$ 2,872	\$ 2,929	\$ 2,988
384	PARKS AND RECREATION DEPT	FURNITURE/EQUIP < 5,000	\$ 500	\$ 1,524	\$ 1,554	\$ 1,586	\$ 1,617	\$ 1,650	\$ 1,683	\$ 1,716	\$ 1,751	\$ 1,786	\$ 1,821

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
388	PARKS AND RECREATION DEPT	LICENSES/CERTIFICATES	\$ —	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
389	PARKS AND RECREATION DEPT	TRAINING & EDUCATION COST	\$ 1,108	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
390	PARKS AND RECREATION DEPT	FULL-TIME SALARIES/WAGES	\$ 188,453	\$ 193,152	\$ 199,576	\$ 206,214	\$ 213,072	\$ 220,159	\$ 227,481	\$ 235,047	\$ 242,864	\$ 250,941	\$ 259,287
391	PARKS AND RECREATION DEPT	COMP TIME USED	\$ 4,294	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
393	PARKS AND RECREATION DEPT	OVERTIME	\$ 2,000	\$ 8,650	\$ 8,938	\$ 9,235	\$ 9,542	\$ 9,859	\$ 10,187	\$ 10,526	\$ 10,876	\$ 11,238	\$ 11,612
395	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ —	\$ 1,346	\$ 1,391	\$ 1,437	\$ 1,485	\$ 1,534	\$ 1,585	\$ 1,638	\$ 1,692	\$ 1,749	\$ 1,807
396	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 200	\$ 200	\$ 207	\$ 214	\$ 221	\$ 228	\$ 236	\$ 243	\$ 251	\$ 260	\$ 268
397	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 27,179	\$ 26,435	\$ 27,314	\$ 28,223	\$ 29,161	\$ 30,131	\$ 31,133	\$ 32,169	\$ 33,239	\$ 34,344	\$ 35,486
398	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 15,569	\$ 16,017	\$ 16,818	\$ 17,659	\$ 18,542	\$ 19,469	\$ 20,442	\$ 21,464	\$ 22,538	\$ 23,664	\$ 24,848
399	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 55,545	\$ 52,644	\$ 54,395	\$ 56,204	\$ 58,073	\$ 60,005	\$ 62,000	\$ 64,062	\$ 66,193	\$ 68,395	\$ 70,669
400	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 12,380	\$ 17,004	\$ 17,570	\$ 18,154	\$ 18,758	\$ 19,382	\$ 20,026	\$ 20,692	\$ 21,380	\$ 22,091	\$ 22,826
401	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 2,748	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
402	PARKS AND RECREATION DEPT	WORKERS COMPENSATION	\$ 7,424	\$ 7,292	\$ 7,535	\$ 7,785	\$ 8,044	\$ 8,312	\$ 8,588	\$ 8,874	\$ 9,169	\$ 9,474	\$ 9,789
405	PARKS AND RECREATION DEPT	RECREATION PROGRAMS	\$ 190,322	\$ 190,322	\$ 194,128	\$ 198,011	\$ 201,971	\$ 206,011	\$ 210,131	\$ 214,333	\$ 218,620	\$ 222,993	\$ 227,452
406	PARKS AND RECREATION DEPT	TRAINING AND TRAVEL	\$ 661	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
410	PARKS AND RECREATION DEPT	CREDIT CARD PROCESS FEES	\$ 7,800	\$ 7,800	\$ 7,956	\$ 8,115	\$ 8,277	\$ 8,443	\$ 8,612	\$ 8,784	\$ 8,960	\$ 9,139	\$ 9,322
412	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 900	\$ 900	\$ 918	\$ 936	\$ 955	\$ 974	\$ 994	\$ 1,014	\$ 1,034	\$ 1,054	\$ 1,076
414	PARKS AND RECREATION DEPT	TOOLS/EQUIPMENT	\$ 70	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
418	PARKS AND RECREATION DEPT	PART-TIME WAGES	\$ 5,402	\$ 17,402	\$ 17,981	\$ 18,579	\$ 19,197	\$ 19,835	\$ 20,495	\$ 21,176	\$ 21,881	\$ 22,609	\$ 23,360
419	PARKS AND RECREATION DEPT	OVERTIME	\$ 17,000	\$ 18,000	\$ 18,599	\$ 19,217	\$ 19,856	\$ 20,517	\$ 21,199	\$ 21,904	\$ 22,633	\$ 23,385	\$ 24,163
421	PARKS AND RECREATION DEPT	CERTIFICATE / LICENSE	\$ 1,522	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
422	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ 6,896	\$ 4,838	\$ 4,999	\$ 5,165	\$ 5,337	\$ 5,514	\$ 5,698	\$ 5,887	\$ 6,083	\$ 6,285	\$ 6,495
423	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
424	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 60,577	\$ 51,707	\$ 53,427	\$ 55,204	\$ 57,040	\$ 58,937	\$ 60,897	\$ 62,922	\$ 65,015	\$ 67,177	\$ 69,412
425	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 60,732	\$ 55,142	\$ 57,899	\$ 60,794	\$ 63,834	\$ 67,025	\$ 70,377	\$ 73,896	\$ 77,590	\$ 81,470	\$ 85,543
426	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 208,648	\$ 223,411	\$ 230,841	\$ 238,519	\$ 246,452	\$ 254,648	\$ 263,118	\$ 271,869	\$ 280,911	\$ 290,254	\$ 299,907
427	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 64,995	\$ 85,020	\$ 87,848	\$ 90,769	\$ 93,788	\$ 96,908	\$ 100,131	\$ 103,461	\$ 106,902	\$ 110,457	\$ 114,131
428	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 11,473	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
432	PARKS AND RECREATION DEPT	EQUIPMENT RENTAL	\$ 2,150	\$ 2,150	\$ 2,193	\$ 2,237	\$ 2,282	\$ 2,327	\$ 2,374	\$ 2,421	\$ 2,470	\$ 2,519	\$ 2,569
433	PARKS AND RECREATION DEPT	OTHER RENTALS/LEASES	\$ 2,890	\$ 3,690	\$ 3,764	\$ 3,839	\$ 3,916	\$ 3,994	\$ 4,074	\$ 4,156	\$ 4,239	\$ 4,323	\$ 4,410
437	PARKS AND RECREATION DEPT	CHEMICALS	\$ 28,000	\$ 28,000	\$ 28,560	\$ 29,131	\$ 29,714	\$ 30,308	\$ 30,914	\$ 31,533	\$ 32,163	\$ 32,806	\$ 33,463
438	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 9,220	\$ 9,220	\$ 9,404	\$ 9,592	\$ 9,784	\$ 9,980	\$ 10,180	\$ 10,383	\$ 10,591	\$ 10,803	\$ 11,019
439	PARKS AND RECREATION DEPT	JANITORIAL SUPPLIES	\$ 8,000	\$ 8,000	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
441	PARKS AND RECREATION DEPT	SAFETY EQUIPMENT	\$ 2,475	\$ 2,475	\$ 2,525	\$ 2,575	\$ 2,626	\$ 2,679	\$ 2,733	\$ 2,787	\$ 2,843	\$ 2,900	\$ 2,958
443	PARKS AND RECREATION DEPT	LANDSCAPING	\$ 9,150	\$ 3,660	\$ 3,733	\$ 3,808	\$ 3,884	\$ 3,962	\$ 4,041	\$ 4,122	\$ 4,204	\$ 4,288	\$ 4,374
444	PARKS AND RECREATION DEPT	ATHLETIC FIELD	\$ 20,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649	\$ 22,082	\$ 22,523	\$ 22,974	\$ 23,433	\$ 23,902
445	PARKS AND RECREATION DEPT	LICENSES/CERTIFICATES	\$ 100	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
448	PARKS AND RECREATION DEPT	OVERTIME	\$ 6,000	\$ 3,500	\$ 3,616	\$ 3,737	\$ 3,861	\$ 3,989	\$ 4,122	\$ 4,259	\$ 4,401	\$ 4,547	\$ 4,698
450	PARKS AND RECREATION DEPT	CERTIFICATE / LICENSE	\$ 1,611	\$ 1,565	\$ 1,617	\$ 1,671	\$ 1,726	\$ 1,784	\$ 1,843	\$ 1,904	\$ 1,968	\$ 2,033	\$ 2,101
451	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ 2,500	\$ 2,008	\$ 2,075	\$ 2,144	\$ 2,215	\$ 2,289	\$ 2,365	\$ 2,444	\$ 2,525	\$ 2,609	\$ 2,696

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
452	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
453	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 22,897	\$ 15,931	\$ 16,461	\$ 17,008	\$ 17,574	\$ 18,158	\$ 18,762	\$ 19,386	\$ 20,031	\$ 20,697	\$ 21,386
454	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 21,610	\$ 19,882	\$ 20,876	\$ 21,920	\$ 23,016	\$ 24,167	\$ 25,375	\$ 26,644	\$ 27,976	\$ 29,375	\$ 30,844
455	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 105,716	\$ 73,354	\$ 75,794	\$ 78,314	\$ 80,919	\$ 83,610	\$ 86,391	\$ 89,264	\$ 92,233	\$ 95,301	\$ 98,470
456	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 27,885	\$ 29,757	\$ 30,747	\$ 31,769	\$ 32,826	\$ 33,918	\$ 35,046	\$ 36,211	\$ 37,416	\$ 38,660	\$ 39,946
457	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 5,459	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
458	PARKS AND RECREATION DEPT	WORKERS COMPENSATION	\$ 16,704	\$ 12,761	\$ 13,185	\$ 13,624	\$ 14,077	\$ 14,545	\$ 15,029	\$ 15,529	\$ 16,045	\$ 16,579	\$ 17,130
459	PARKS AND RECREATION DEPT	MOWING CONTRACTS	\$ 31,629	\$ 59,629	\$ 60,822	\$ 62,038	\$ 63,279	\$ 64,544	\$ 65,835	\$ 67,152	\$ 68,495	\$ 69,865	\$ 71,262
461	PARKS AND RECREATION DEPT	EQUIPMENT RENTAL	\$ —	\$ 800	\$ 816	\$ 832	\$ 849	\$ 866	\$ 883	\$ 901	\$ 919	\$ 937	\$ 956
465	PARKS AND RECREATION DEPT	CHEMICALS	\$ 14,734	\$ 44,734	\$ 45,629	\$ 46,541	\$ 47,472	\$ 48,422	\$ 49,390	\$ 50,378	\$ 51,385	\$ 52,413	\$ 53,461
466	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 1,925	\$ 1,925	\$ 1,964	\$ 2,003	\$ 2,043	\$ 2,084	\$ 2,125	\$ 2,168	\$ 2,211	\$ 2,255	\$ 2,301
467	PARKS AND RECREATION DEPT	JANITORIAL SUPPLIES	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
469	PARKS AND RECREATION DEPT	ATHLETIC FIELD	\$ 12,986	\$ 18,000	\$ 18,360	\$ 18,727	\$ 19,102	\$ 19,484	\$ 19,873	\$ 20,271	\$ 20,676	\$ 21,090	\$ 21,512
473	PARKS AND RECREATION DEPT	COMP TIME USED	\$ 500	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
474	PARKS AND RECREATION DEPT	PART-TIME WAGES	\$ 12,083	\$ 12,083	\$ 12,485	\$ 12,900	\$ 13,329	\$ 13,772	\$ 14,231	\$ 14,704	\$ 15,193	\$ 15,698	\$ 16,220
475	PARKS AND RECREATION DEPT	OVERTIME	\$ 1,500	\$ 1,500	\$ 1,550	\$ 1,601	\$ 1,655	\$ 1,710	\$ 1,767	\$ 1,825	\$ 1,886	\$ 1,949	\$ 2,014
477	PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ —	\$ 281	\$ 290	\$ 300	\$ 310	\$ 320	\$ 331	\$ 342	\$ 353	\$ 365	\$ 377
478	PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
479	PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 4,418	\$ 4,153	\$ 4,291	\$ 4,434	\$ 4,581	\$ 4,734	\$ 4,891	\$ 5,054	\$ 5,222	\$ 5,396	\$ 5,575
480	PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 2,861	\$ 4,036	\$ 4,238	\$ 4,450	\$ 4,672	\$ 4,906	\$ 5,151	\$ 5,409	\$ 5,679	\$ 5,963	\$ 6,261
481	PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 8,879	\$ 10,355	\$ 10,699	\$ 11,055	\$ 11,423	\$ 11,803	\$ 12,195	\$ 12,601	\$ 13,020	\$ 13,453	\$ 13,901
482	PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 3,095	\$ 4,251	\$ 4,392	\$ 4,538	\$ 4,689	\$ 4,845	\$ 5,007	\$ 5,173	\$ 5,345	\$ 5,523	\$ 5,707
483	PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 539	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
484	PARKS AND RECREATION DEPT	WORKERS COMPENSATION	\$ 1,856	\$ 1,823	\$ 1,884	\$ 1,946	\$ 2,011	\$ 2,078	\$ 2,147	\$ 2,218	\$ 2,292	\$ 2,368	\$ 2,447
488	PARKS AND RECREATION DEPT	COPIER LEASE	\$ 3,203	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
491	PARKS AND RECREATION DEPT	OFFICE SUPPLIES	\$ 1,200	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299	\$ 1,325	\$ 1,351	\$ 1,378	\$ 1,406	\$ 1,434
492	PARKS AND RECREATION DEPT	MISC OPERATING SUPPLIES	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
493	PARKS AND RECREATION DEPT	CHEMICALS	\$ 26,925	\$ 21,600	\$ 22,032	\$ 22,473	\$ 22,922	\$ 23,381	\$ 23,848	\$ 24,325	\$ 24,812	\$ 25,308	\$ 25,814
494	PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 750	\$ 750	\$ 765	\$ 780	\$ 796	\$ 812	\$ 828	\$ 845	\$ 862	\$ 879	\$ 896
495	PARKS AND RECREATION DEPT	JANITORIAL SUPPLIES	\$ 553	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
497	PARKS AND RECREATION DEPT	LICENSES/CERTIFICATES	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
499	PARKS AND RECREATION DEPT	FULL-TIME SALARIES/WAGES	\$ 113,192	\$ 114,105	\$ 117,900	\$ 121,821	\$ 125,873	\$ 130,059	\$ 134,385	\$ 138,854	\$ 143,472	\$ 148,244	\$ 153,175
500	PARKS AND RECREATION DEPT	COMP TIME USED	\$ 2,178	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
501	PARKS AND RECREATION DEPT	PART-TIME WAGES	\$ 28,191	\$ 28,191	\$ 29,129	\$ 30,097	\$ 31,098	\$ 32,133	\$ 33,201	\$ 34,306	\$ 35,447	\$ 36,626	\$ 37,844

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
502 PARKS AND RECREATION DEPT	OVERTIME	\$ 1,800	\$ 1,300	\$ 1,343	\$ 1,388	\$ 1,434	\$ 1,482	\$ 1,531	\$ 1,582	\$ 1,635	\$ 1,689	\$ 1,745
504 PARKS AND RECREATION DEPT	HOLIDAY PAY	\$ —	\$ 250	\$ 258	\$ 267	\$ 276	\$ 285	\$ 294	\$ 304	\$ 314	\$ 325	\$ 336
505 PARKS AND RECREATION DEPT	CLOTHING ALLOWANCE	\$ 250	\$ 150	\$ 155	\$ 160	\$ 165	\$ 171	\$ 177	\$ 183	\$ 189	\$ 195	\$ 201
506 PARKS AND RECREATION DEPT	SOCIAL SECURITY/MEDICARE	\$ 10,953	\$ 10,443	\$ 10,790	\$ 11,149	\$ 11,520	\$ 11,903	\$ 12,299	\$ 12,708	\$ 13,131	\$ 13,567	\$ 14,019
507 PARKS AND RECREATION DEPT	RETIREMENT - ICMA	\$ 10,151	\$ 10,273	\$ 10,787	\$ 11,326	\$ 11,892	\$ 12,487	\$ 13,111	\$ 13,767	\$ 14,455	\$ 15,178	\$ 15,937
508 PARKS AND RECREATION DEPT	EMP HEALTH INS PREMIUMS	\$ 31,388	\$ 52,740	\$ 54,494	\$ 56,306	\$ 58,179	\$ 60,114	\$ 62,113	\$ 64,179	\$ 66,314	\$ 68,519	\$ 70,798
509 PARKS AND RECREATION DEPT	OTHER EMP INS PREMIUMS	\$ 9,285	\$ 12,753	\$ 13,177	\$ 13,615	\$ 14,068	\$ 14,536	\$ 15,020	\$ 15,519	\$ 16,035	\$ 16,569	\$ 17,120
510 PARKS AND RECREATION DEPT	EMPLOYEE CAFETERIA CREDIT	\$ 1,511	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
511 PARKS AND RECREATION DEPT	WORKERS COMPENSATION	\$ 5,568	\$ 5,469	\$ 5,651	\$ 5,839	\$ 6,033	\$ 6,234	\$ 6,441	\$ 6,655	\$ 6,877	\$ 7,105	\$ 7,342
513 PARKS AND RECREATION DEPT	COPIER LEASE	\$ 1,830	\$ 1,830	\$ 1,867	\$ 1,904	\$ 1,942	\$ 1,981	\$ 2,020	\$ 2,061	\$ 2,102	\$ 2,144	\$ 2,187
515 PARKS AND RECREATION DEPT	MACHINERY/EQUIP REPAIR	\$ 5,472	\$ 3,500	\$ 3,605	\$ 3,713	\$ 3,825	\$ 3,939	\$ 4,057	\$ 4,179	\$ 4,305	\$ 4,434	\$ 4,567
516 PARKS AND RECREATION DEPT	OTHER REPAIR/MAINTENANCE	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610
517 PARKS AND RECREATION DEPT	OFFICE SUPPLIES	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
519 PARKS AND RECREATION DEPT	UNIFORMS/CLOTHING	\$ 300	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
520 PARKS AND RECREATION DEPT	JANITORIAL SUPPLIES	\$ 1,200	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299	\$ 1,325	\$ 1,351	\$ 1,378	\$ 1,406	\$ 1,434
522 FACILITIES DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 95,509	\$ 82,775	\$ 85,528	\$ 88,373	\$ 91,312	\$ 94,349	\$ 97,487	\$ 100,729	\$ 104,079	\$ 107,541	\$ 111,117
523 FACILITIES DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 484,160	\$ 710,343	\$ 733,968	\$ 758,379	\$ 783,602	\$ 809,664	\$ 836,592	\$ 864,416	\$ 893,166	\$ 922,871	\$ 953,565
524 FACILITIES DEPARTMENT	PART-TIME WAGES	\$ 82,464	\$ 82,464	\$ 85,207	\$ 88,041	\$ 90,969	\$ 93,994	\$ 97,120	\$ 100,350	\$ 103,688	\$ 107,137	\$ 110,700
525 FACILITIES DEPARTMENT	OVERTIME	\$ 22,625	\$ 22,625	\$ 23,377	\$ 24,155	\$ 24,958	\$ 25,788	\$ 26,646	\$ 27,532	\$ 28,448	\$ 29,394	\$ 30,372
528 FACILITIES DEPARTMENT	HOLIDAY PAY	\$ 924	\$ 865	\$ 894	\$ 923	\$ 954	\$ 986	\$ 1,019	\$ 1,053	\$ 1,088	\$ 1,124	\$ 1,161
529 FACILITIES DEPARTMENT	VEHICLE ALLOWANCE	\$ 4,488	\$ 4,860	\$ 5,022	\$ 5,189	\$ 5,361	\$ 5,540	\$ 5,724	\$ 5,914	\$ 6,111	\$ 6,314	\$ 6,524
530 FACILITIES DEPARTMENT	CLOTHING ALLOWANCE	\$ 250	\$ 300	\$ 310	\$ 320	\$ 331	\$ 342	\$ 353	\$ 365	\$ 377	\$ 390	\$ 403
531 FACILITIES DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 49,296	\$ 58,394	\$ 60,336	\$ 62,343	\$ 64,416	\$ 66,559	\$ 68,772	\$ 71,060	\$ 73,423	\$ 75,865	\$ 78,388
532 FACILITIES DEPARTMENT	RETIREMENT - ICMA	\$ 48,403	\$ 64,612	\$ 67,843	\$ 71,235	\$ 74,796	\$ 78,536	\$ 82,463	\$ 86,586	\$ 90,916	\$ 95,461	\$ 100,234
533 FACILITIES DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 128,051	\$ 257,696	\$ 266,267	\$ 275,122	\$ 284,273	\$ 293,727	\$ 303,496	\$ 313,590	\$ 324,020	\$ 334,796	\$ 345,931
534 FACILITIES DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 40,235	\$ 76,518	\$ 79,063	\$ 81,692	\$ 84,409	\$ 87,217	\$ 90,118	\$ 93,115	\$ 96,212	\$ 99,412	\$ 102,718
535 FACILITIES DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 8,469	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
536 FACILITIES DEPARTMENT	WORKERS COMPENSATION	\$ 24,128	\$ 32,814	\$ 33,905	\$ 35,033	\$ 36,198	\$ 37,402	\$ 38,646	\$ 39,931	\$ 41,259	\$ 42,632	\$ 44,050

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
538	FACILITIES DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ 6,760	\$ 6,760	\$ 6,895	\$ 7,033	\$ 7,174	\$ 7,317	\$ 7,464	\$ 7,613	\$ 7,765	\$ 7,920	\$ 8,079
539	FACILITIES DEPARTMENT	JANITORIAL SERVICES	\$ 108,427	\$ 109,471	\$ 111,660	\$ 113,894	\$ 116,172	\$ 118,495	\$ 120,865	\$ 123,282	\$ 125,748	\$ 128,263	\$ 130,828
541	FACILITIES DEPARTMENT	TRAVEL M&IE	\$ 140	\$ 140	\$ 143	\$ 146	\$ 149	\$ 152	\$ 155	\$ 158	\$ 161	\$ 164	\$ 167
542	FACILITIES DEPARTMENT	ELECTRIC SERVICES	\$ 734,529	\$ 733,773	\$ 748,448	\$ 763,417	\$ 778,686	\$ 794,259	\$ 810,145	\$ 826,348	\$ 842,875	\$ 859,732	\$ 876,927
543	FACILITIES DEPARTMENT	WATER & SEWER SERVICES	\$ 150,137	\$ 131,715	\$ 134,349	\$ 137,036	\$ 139,777	\$ 142,573	\$ 145,424	\$ 148,332	\$ 151,299	\$ 154,325	\$ 157,412
544	FACILITIES DEPARTMENT	STANDBY WATER	\$ 2,733	\$ 2,658	\$ 2,711	\$ 2,765	\$ 2,821	\$ 2,877	\$ 2,935	\$ 2,993	\$ 3,053	\$ 3,114	\$ 3,177
545	FACILITIES DEPARTMENT	COUNTY DISPOSAL	\$ 40,601	\$ 35,800	\$ 36,516	\$ 37,246	\$ 37,991	\$ 38,751	\$ 39,526	\$ 40,317	\$ 41,123	\$ 41,945	\$ 42,784
546	FACILITIES DEPARTMENT	LP GAS	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
547	FACILITIES DEPARTMENT	EQUIPMENT RENTAL	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
548	FACILITIES DEPARTMENT	A/C MAINTENANCE	\$ 77,025	\$ 78,525	\$ 80,881	\$ 83,307	\$ 85,806	\$ 88,381	\$ 91,032	\$ 93,763	\$ 96,576	\$ 99,473	\$ 102,457
549	FACILITIES DEPARTMENT	GENERATOR MAINTENANCE	\$ 8,955	\$ 14,145	\$ 14,569	\$ 15,006	\$ 15,457	\$ 15,920	\$ 16,398	\$ 16,890	\$ 17,397	\$ 17,918	\$ 18,456
550	FACILITIES DEPARTMENT	HALON INSPECTIONS	\$ 1,350	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131
551	FACILITIES DEPARTMENT	ELEVATOR MAINTENANCE	\$ 10,568	\$ 10,568	\$ 10,885	\$ 11,212	\$ 11,548	\$ 11,894	\$ 12,251	\$ 12,619	\$ 12,997	\$ 13,387	\$ 13,789
552	FACILITIES DEPARTMENT	FIRE PROTECT DEVICES MNTC	\$ 11,723	\$ 10,965	\$ 11,294	\$ 11,633	\$ 11,982	\$ 12,341	\$ 12,711	\$ 13,093	\$ 13,486	\$ 13,890	\$ 14,307
554	FACILITIES DEPARTMENT	BUILDING REPAIRS	\$ 220,409	\$ 240,815	\$ 248,039	\$ 255,481	\$ 263,145	\$ 271,039	\$ 279,171	\$ 287,546	\$ 296,172	\$ 305,057	\$ 314,209
555	FACILITIES DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 3,394	\$ 10,394	\$ 10,706	\$ 11,027	\$ 11,358	\$ 11,699	\$ 12,049	\$ 12,411	\$ 12,783	\$ 13,167	\$ 13,562
556	FACILITIES DEPARTMENT	FACILITY MAINT PROJECTS	\$ 80,862	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
558	FACILITIES DEPARTMENT	OTHER CURRENT CHARGES	\$ 959	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
560	FACILITIES DEPARTMENT	UNIFORMS/CLOTHING	\$ 8,340	\$ 8,550	\$ 8,721	\$ 8,895	\$ 9,073	\$ 9,255	\$ 9,440	\$ 9,629	\$ 9,821	\$ 10,018	\$ 10,218
561	FACILITIES DEPARTMENT	JANITORIAL SUPPLIES	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
562	FACILITIES DEPARTMENT	TOOLS/EQUIPMENT	\$ 14,600	\$ 8,800	\$ 8,976	\$ 9,156	\$ 9,339	\$ 9,525	\$ 9,716	\$ 9,910	\$ 10,108	\$ 10,311	\$ 10,517
563	FACILITIES DEPARTMENT	FUELS/LUBRICANTS	\$ 53,521	\$ 53,521	\$ 55,180	\$ 56,891	\$ 58,654	\$ 60,473	\$ 62,347	\$ 64,280	\$ 66,273	\$ 68,327	\$ 70,445
565	FACILITIES DEPARTMENT	DISASTER PREP. HURR.IRMA	\$ 79,206	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
566	FACILITIES DEPARTMENT	LICENSES/CERTIFICATES	\$ 1,497	\$ 1,497	\$ 1,527	\$ 1,557	\$ 1,589	\$ 1,620	\$ 1,653	\$ 1,686	\$ 1,720	\$ 1,754	\$ 1,789
568	POLICE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 101,409	\$ 105,994	\$ 109,519	\$ 113,162	\$ 116,925	\$ 120,814	\$ 124,832	\$ 128,984	\$ 133,274	\$ 137,706	\$ 142,286
571	POLICE DEPARTMENT	OVERTIME	\$ 2,792	\$ 3,000	\$ 3,100	\$ 3,203	\$ 3,309	\$ 3,419	\$ 3,533	\$ 3,651	\$ 3,772	\$ 3,898	\$ 4,027
572	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 90	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
573	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 383	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527	\$ 2,527

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
574	POLICE DEPARTMENT	ADMIN DIFFERENTIAL PAY	\$ 2,472	\$ 2,625	\$ 2,712	\$ 2,803	\$ 2,896	\$ 2,992	\$ 3,092	\$ 3,194	\$ 3,301	\$ 3,410	\$ 3,524
576	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 606	\$ 500	\$ 517	\$ 534	\$ 552	\$ 570	\$ 589	\$ 608	\$ 629	\$ 650	\$ 671
577	POLICE DEPARTMENT	HOLIDAY PAY	\$ —	\$ 420	\$ 434	\$ 448	\$ 463	\$ 479	\$ 495	\$ 511	\$ 528	\$ 546	\$ 564
578	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 1,840	\$ 1,846	\$ 1,907	\$ 1,971	\$ 2,036	\$ 2,104	\$ 2,174	\$ 2,246	\$ 2,321	\$ 2,398	\$ 2,478
579	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 20,548	\$ 21,577	\$ 22,295	\$ 23,036	\$ 23,802	\$ 24,594	\$ 25,412	\$ 26,257	\$ 27,130	\$ 28,033	\$ 28,965
580	POLICE DEPARTMENT	RETIREMENT - ICMA	\$ 10,678	\$ 11,264	\$ 11,827	\$ 12,419	\$ 13,039	\$ 13,691	\$ 14,376	\$ 15,095	\$ 15,850	\$ 16,642	\$ 17,474
581	POLICE DEPARTMENT	RETIREMENT - PENSION FUND	\$ 1,755,404	\$ 1,874,531	\$ 1,968,258	\$ 2,066,670	\$ 2,170,004	\$ 2,278,504	\$ 2,392,429	\$ 2,512,051	\$ 2,637,653	\$ 2,769,536	\$ 2,908,013
582	POLICE DEPARTMENT	LIFE & HEALTH INSURANCE	\$ 5,054	\$ 5,800	\$ 6,380	\$ 6,890	\$ 7,442	\$ 8,037	\$ 8,439	\$ 8,861	\$ 9,304	\$ 9,769	\$ 10,257
583	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 37,310	\$ 48,132	\$ 49,733	\$ 51,387	\$ 53,096	\$ 54,862	\$ 56,686	\$ 58,572	\$ 60,520	\$ 62,533	\$ 64,612
584	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 12,380	\$ 17,037	\$ 17,604	\$ 18,189	\$ 18,794	\$ 19,419	\$ 20,065	\$ 20,732	\$ 21,422	\$ 22,134	\$ 22,870
585	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 2,707	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
587	POLICE DEPARTMENT	TRAINING AND TRAVEL	\$ 1,303	\$ 1,580	\$ 1,612	\$ 1,644	\$ 1,677	\$ 1,710	\$ 1,744	\$ 1,779	\$ 1,815	\$ 1,851	\$ 1,888
592	POLICE DEPARTMENT	COLLECTION COSTS	\$ 350	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
594	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 375	\$ 400	\$ 408	\$ 416	\$ 424	\$ 433	\$ 442	\$ 450	\$ 459	\$ 469	\$ 478
595	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 823	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
596	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 3,441	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
597	POLICE DEPARTMENT	DUES & MEMBERSHIPS	\$ 4,501	\$ 5,045	\$ 5,146	\$ 5,249	\$ 5,354	\$ 5,461	\$ 5,570	\$ 5,681	\$ 5,795	\$ 5,911	\$ 6,029
598	POLICE DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 1,344	\$ 1,250	\$ 1,275	\$ 1,301	\$ 1,327	\$ 1,353	\$ 1,380	\$ 1,408	\$ 1,436	\$ 1,465	\$ 1,494
599	POLICE DEPARTMENT	LICENSES/CERTIFICATES	\$ 300	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
600	POLICE DEPARTMENT	TRAINING & EDUCATION COST	\$ 2,115	\$ 2,050	\$ 2,091	\$ 2,133	\$ 2,175	\$ 2,219	\$ 2,263	\$ 2,309	\$ 2,355	\$ 2,402	\$ 2,450
603	POLICE DEPARTMENT	PART-TIME WAGES	\$ 165,400	\$ 231,460	\$ 239,158	\$ 247,112	\$ 255,331	\$ 263,823	\$ 272,597	\$ 281,664	\$ 291,031	\$ 300,711	\$ 310,712
604	POLICE DEPARTMENT	OVERTIME	\$ 13,958	\$ 17,000	\$ 17,565	\$ 18,150	\$ 18,753	\$ 19,377	\$ 20,021	\$ 20,687	\$ 21,375	\$ 22,086	\$ 22,821
605	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 780	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
606	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 2,470	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050	\$ 16,050
607	POLICE DEPARTMENT	TRAINER/LEADER	\$ 137	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
608	POLICE DEPARTMENT	ADMIN DIFFERENTIAL PAY	\$ 20,157	\$ 20,455	\$ 21,135	\$ 21,838	\$ 22,565	\$ 23,315	\$ 24,090	\$ 24,892	\$ 25,720	\$ 26,575	\$ 27,459
609	POLICE DEPARTMENT	STATE INCENTIVE PAY	\$ 11,040	\$ 11,040	\$ 11,407	\$ 11,787	\$ 12,179	\$ 12,584	\$ 13,002	\$ 13,435	\$ 13,881	\$ 14,343	\$ 14,820
610	POLICE DEPARTMENT	EMERGENCY PAY	\$ 137	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
611	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 8,892	\$ 9,125	\$ 9,428	\$ 9,742	\$ 10,066	\$ 10,401	\$ 10,747	\$ 11,104	\$ 11,474	\$ 11,855	\$ 12,249
612	POLICE DEPARTMENT	CAREER PAY	\$ 2,250	\$ 2,250	\$ 2,325	\$ 2,402	\$ 2,482	\$ 2,565	\$ 2,650	\$ 2,738	\$ 2,829	\$ 2,923	\$ 3,020
613	POLICE DEPARTMENT	HOLIDAY PAY	\$ 14,364	\$ 17,000	\$ 17,565	\$ 18,150	\$ 18,753	\$ 19,377	\$ 20,021	\$ 20,687	\$ 21,375	\$ 22,086	\$ 22,821
614	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 3,592	\$ 3,620	\$ 3,740	\$ 3,865	\$ 3,993	\$ 4,126	\$ 4,263	\$ 4,405	\$ 4,552	\$ 4,703	\$ 4,859
615	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 110,448	\$ 115,192	\$ 119,023	\$ 122,982	\$ 127,072	\$ 131,298	\$ 135,665	\$ 140,177	\$ 144,839	\$ 149,656	\$ 154,634
617	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 229,300	\$ 288,721	\$ 298,324	\$ 308,245	\$ 318,497	\$ 329,090	\$ 340,035	\$ 351,345	\$ 363,030	\$ 375,104	\$ 387,579
618	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 82,595	\$ 108,256	\$ 111,856	\$ 115,577	\$ 119,421	\$ 123,392	\$ 127,496	\$ 131,737	\$ 136,118	\$ 140,645	\$ 145,323
619	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 17,181	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
620	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 48,256	\$ 47,398	\$ 48,974	\$ 50,603	\$ 52,286	\$ 54,025	\$ 55,822	\$ 57,679	\$ 59,597	\$ 61,579	\$ 63,627
621	POLICE DEPARTMENT	PHYSICALS/DRUG SCREENS	\$ 2,135	\$ 4,400	\$ 4,488	\$ 4,578	\$ 4,669	\$ 4,763	\$ 4,858	\$ 4,955	\$ 5,054	\$ 5,155	\$ 5,258
622	POLICE DEPARTMENT	POLYGRAPHS	\$ 1,560	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390	\$ 2,438
623	POLICE DEPARTMENT	PSYCHOLOGICAL TESTING	\$ 1,920	\$ 3,120	\$ 3,182	\$ 3,246	\$ 3,311	\$ 3,377	\$ 3,445	\$ 3,514	\$ 3,584	\$ 3,656	\$ 3,729
624	POLICE DEPARTMENT	TESTING SERVICES	\$ 2,980	\$ 5,320	\$ 5,426	\$ 5,535	\$ 5,646	\$ 5,759	\$ 5,874	\$ 5,991	\$ 6,111	\$ 6,233	\$ 6,358
625	POLICE DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 9,065	\$ 9,260	\$ 9,445	\$ 9,634	\$ 9,827	\$ 10,023	\$ 10,224	\$ 10,428	\$ 10,637	\$ 10,850	\$ 11,067
629	POLICE DEPARTMENT	COMPUTER HARDWARE MAINT	\$ 4,780	\$ 4,977	\$ 5,126	\$ 5,280	\$ 5,439	\$ 5,602	\$ 5,770	\$ 5,943	\$ 6,121	\$ 6,305	\$ 6,494
631	POLICE DEPARTMENT	FIRE PROTECT DEVICES MNTC	\$ 1,317	\$ 1,600	\$ 1,648	\$ 1,697	\$ 1,748	\$ 1,801	\$ 1,855	\$ 1,910	\$ 1,968	\$ 2,027	\$ 2,088
632	POLICE DEPARTMENT	RADIO MAINTENANCE	\$ 110,217	\$ 126,366	\$ 130,157	\$ 134,062	\$ 138,084	\$ 142,226	\$ 146,493	\$ 150,888	\$ 155,414	\$ 160,077	\$ 164,879
633	POLICE DEPARTMENT	OTHER MACH/EQUIP MAINT	\$ 1,260	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791	\$ 1,845	\$ 1,900	\$ 1,957
634	POLICE DEPARTMENT	VEHICLE REPAIR	\$ 18,002	\$ 21,000	\$ 21,630	\$ 22,279	\$ 22,947	\$ 23,636	\$ 24,345	\$ 25,075	\$ 25,827	\$ 26,602	\$ 27,400
635	POLICE DEPARTMENT	BUILDING REPAIRS	\$ 10,618	\$ 4,530	\$ 4,666	\$ 4,806	\$ 4,950	\$ 5,099	\$ 5,252	\$ 5,409	\$ 5,571	\$ 5,738	\$ 5,911
636	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 1,521	\$ 5,300	\$ 5,459	\$ 5,623	\$ 5,791	\$ 5,965	\$ 6,144	\$ 6,328	\$ 6,518	\$ 6,714	\$ 6,915
638	POLICE DEPARTMENT	GUN RANGE MAINTENANCE	\$ 9,932	\$ 12,056	\$ 12,418	\$ 12,790	\$ 13,174	\$ 13,569	\$ 13,976	\$ 14,395	\$ 14,827	\$ 15,272	\$ 15,730
640	POLICE DEPARTMENT	VOLUNTEER PROGRAMS	\$ 3,015	\$ 3,400	\$ 3,468	\$ 3,537	\$ 3,608	\$ 3,680	\$ 3,754	\$ 3,829	\$ 3,906	\$ 3,984	\$ 4,063
641	POLICE DEPARTMENT	RECRUITMENT	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
642	POLICE DEPARTMENT	OTHER PROMO ACTIVITIES	\$ 150	\$ 200	\$ 204	\$ 208	\$ 212	\$ 216	\$ 221	\$ 225	\$ 230	\$ 234	\$ 239
643	POLICE DEPARTMENT	LEGAL ADVERTISEMENTS	\$ 418	\$ 600	\$ 612	\$ 624	\$ 637	\$ 649	\$ 662	\$ 676	\$ 689	\$ 703	\$ 717
644	POLICE DEPARTMENT	TAGS/TITLES/PERMITS	\$ 1,215	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
645	POLICE DEPARTMENT	OFFICE SUPPLIES	\$ 14,244	\$ 16,000	\$ 16,320	\$ 16,646	\$ 16,979	\$ 17,319	\$ 17,665	\$ 18,019	\$ 18,379	\$ 18,747	\$ 19,121

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
647	POLICE DEPARTMENT	FURNITURE/EQUIP <\$5,000	\$ 11,795	\$ 9,200	\$ 9,384	\$ 9,572	\$ 9,763	\$ 9,958	\$ 10,158	\$ 10,361	\$ 10,568	\$ 10,779	\$ 10,995
648	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 12,438	\$ 14,200	\$ 14,484	\$ 14,774	\$ 15,069	\$ 15,371	\$ 15,678	\$ 15,992	\$ 16,311	\$ 16,638	\$ 16,970
649	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 4,120	\$ 5,600	\$ 5,712	\$ 5,826	\$ 5,943	\$ 6,062	\$ 6,183	\$ 6,307	\$ 6,433	\$ 6,561	\$ 6,693
650	POLICE DEPARTMENT	JANITORIAL SUPPLIES	\$ 6,493	\$ 6,800	\$ 6,936	\$ 7,075	\$ 7,216	\$ 7,361	\$ 7,508	\$ 7,658	\$ 7,811	\$ 7,967	\$ 8,127
651	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 229,744	\$ 234,778	\$ 239,474	\$ 244,263	\$ 249,148	\$ 254,131	\$ 259,214	\$ 264,398	\$ 269,686	\$ 275,080	\$ 280,581
652	POLICE DEPARTMENT	VEHICLE SUPPLIES	\$ 5,449	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
653	POLICE DEPARTMENT	FUELS/LUBRICANTS	\$ 210	\$ 150	\$ 155	\$ 159	\$ 164	\$ 169	\$ 175	\$ 180	\$ 186	\$ 191	\$ 197
654	POLICE DEPARTMENT	TRAINING SUPPLIES	\$ 3,260	\$ 2,800	\$ 2,856	\$ 2,913	\$ 2,971	\$ 3,031	\$ 3,091	\$ 3,153	\$ 3,216	\$ 3,281	\$ 3,346
655	POLICE DEPARTMENT	AMMO & RANGE SUPPLIES	\$ 30,997	\$ 29,537	\$ 30,128	\$ 30,730	\$ 31,345	\$ 31,972	\$ 32,611	\$ 33,263	\$ 33,929	\$ 34,607	\$ 35,299
656	POLICE DEPARTMENT	LICENSES/CERTIFICATES	\$ —	\$ 300	\$ 306	\$ 312	\$ 318	\$ 325	\$ 331	\$ 338	\$ 345	\$ 351	\$ 359
660	POLICE DEPARTMENT	PART-TIME WAGES	\$ 20,266	\$ 21,222	\$ 21,928	\$ 22,657	\$ 23,411	\$ 24,189	\$ 24,994	\$ 25,825	\$ 26,684	\$ 27,571	\$ 28,488
661	POLICE DEPARTMENT	OVERTIME	\$ 160,630	\$ 185,000	\$ 191,153	\$ 197,510	\$ 204,079	\$ 210,867	\$ 217,880	\$ 225,126	\$ 232,614	\$ 240,350	\$ 248,344
662	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 495	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
663	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 8,719	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174	\$ 66,174
664	POLICE DEPARTMENT	ACTING PAY	\$ 20,020	\$ 21,600	\$ 22,318	\$ 23,061	\$ 23,828	\$ 24,620	\$ 25,439	\$ 26,285	\$ 27,159	\$ 28,063	\$ 28,996
666	POLICE DEPARTMENT	STATE INCENTIVE PAY	\$ 72,353	\$ 82,500	\$ 85,244	\$ 88,079	\$ 91,008	\$ 94,035	\$ 97,163	\$ 100,394	\$ 103,733	\$ 107,183	\$ 110,748
667	POLICE DEPARTMENT	EMERGENCY PAY	\$ (26)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
668	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 44,420	\$ 49,500	\$ 51,146	\$ 52,847	\$ 54,605	\$ 56,421	\$ 58,298	\$ 60,237	\$ 62,240	\$ 64,310	\$ 66,449
669	POLICE DEPARTMENT	CAREER PAY	\$ 12,286	\$ 11,800	\$ 12,192	\$ 12,598	\$ 13,017	\$ 13,450	\$ 13,897	\$ 14,359	\$ 14,837	\$ 15,330	\$ 15,840
670	POLICE DEPARTMENT	HOLIDAY PAY	\$ 282,950	\$ 301,069	\$ 311,082	\$ 321,428	\$ 332,119	\$ 343,165	\$ 354,578	\$ 366,371	\$ 378,556	\$ 391,146	\$ 404,155
671	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 9,851	\$ 11,890	\$ 12,285	\$ 12,694	\$ 13,116	\$ 13,552	\$ 14,003	\$ 14,469	\$ 14,950	\$ 15,447	\$ 15,961
672	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 439,962	\$ 468,825	\$ 484,418	\$ 500,529	\$ 517,176	\$ 534,376	\$ 552,149	\$ 570,513	\$ 589,488	\$ 609,093	\$ 629,351
674	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 1,434,484	\$ 1,747,883	\$ 1,806,016	\$ 1,866,082	\$ 1,928,145	\$ 1,992,273	\$ 2,058,534	\$ 2,126,998	\$ 2,197,740	\$ 2,270,834	\$ 2,346,360
675	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 368,305	\$ 522,873	\$ 540,263	\$ 558,232	\$ 576,798	\$ 595,981	\$ 615,803	\$ 636,284	\$ 657,446	\$ 679,312	\$ 701,905
676	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 62,241	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
677	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 195,742	\$ 243,111	\$ 251,197	\$ 259,551	\$ 268,183	\$ 277,103	\$ 286,319	\$ 295,842	\$ 305,681	\$ 315,848	\$ 326,352
681	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 4,589	\$ 6,300	\$ 6,489	\$ 6,684	\$ 6,884	\$ 7,091	\$ 7,303	\$ 7,523	\$ 7,748	\$ 7,981	\$ 8,220
683	POLICE DEPARTMENT	OTHER PROMO ACTIVITIES	\$ 2,156	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
684	POLICE DEPARTMENT	COMPUTER SUPPLIES	\$ 262	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
686	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 23,535	\$ 24,020	\$ 24,500	\$ 24,990	\$ 25,490	\$ 26,000	\$ 26,520	\$ 27,050	\$ 27,591	\$ 28,143	\$ 28,706
687	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 44,356	\$ 54,130	\$ 55,213	\$ 56,317	\$ 57,443	\$ 58,592	\$ 59,764	\$ 60,959	\$ 62,178	\$ 63,422	\$ 64,690
688	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 26,144	\$ 91,172	\$ 92,995	\$ 94,855	\$ 96,752	\$ 98,688	\$ 100,661	\$ 102,674	\$ 104,728	\$ 106,823	\$ 108,959
690	POLICE DEPARTMENT	TRAFFIC CONTROL SUPPLIES	\$ 3,919	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
695	POLICE DEPARTMENT	OVERTIME	\$ 78,387	\$ 81,000	\$ 83,694	\$ 86,478	\$ 89,354	\$ 92,325	\$ 95,396	\$ 98,569	\$ 101,847	\$ 105,234	\$ 108,734
696	POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 510	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
698	POLICE DEPARTMENT	TRAINER/LEADER	\$ 141	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
699	POLICE DEPARTMENT	ADMIN DIFFERENTIAL PAY	\$ 454	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
700	POLICE DEPARTMENT	STATE INCENTIVE PAY	\$ 17,565	\$ 15,360	\$ 15,871	\$ 16,399	\$ 16,944	\$ 17,508	\$ 18,090	\$ 18,692	\$ 19,313	\$ 19,956	\$ 20,619
701	POLICE DEPARTMENT	EMERGENCY PAY	\$ (157)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
702	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 11,241	\$ 9,000	\$ 9,299	\$ 9,609	\$ 9,928	\$ 10,258	\$ 10,600	\$ 10,952	\$ 11,316	\$ 11,693	\$ 12,082
703	POLICE DEPARTMENT	CAREER PAY	\$ 3,863	\$ 2,850	\$ 2,945	\$ 3,043	\$ 3,144	\$ 3,248	\$ 3,357	\$ 3,468	\$ 3,584	\$ 3,703	\$ 3,826
704	POLICE DEPARTMENT	HOLIDAY PAY	\$ 16,159	\$ 20,000	\$ 20,665	\$ 21,352	\$ 22,063	\$ 22,796	\$ 23,555	\$ 24,338	\$ 25,147	\$ 25,984	\$ 26,848
705	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 28,568	\$ 28,990	\$ 29,954	\$ 30,950	\$ 31,980	\$ 33,043	\$ 34,142	\$ 35,278	\$ 36,451	\$ 37,664	\$ 38,916
706	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 82,215	\$ 84,099	\$ 86,896	\$ 89,786	\$ 92,772	\$ 95,858	\$ 99,046	\$ 102,340	\$ 105,744	\$ 109,261	\$ 112,895
708	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 273,781	\$ 274,443	\$ 283,571	\$ 293,002	\$ 302,747	\$ 312,816	\$ 323,220	\$ 333,970	\$ 345,077	\$ 356,554	\$ 368,413
709	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 61,900	\$ 85,020	\$ 87,848	\$ 90,769	\$ 93,788	\$ 96,908	\$ 100,131	\$ 103,461	\$ 106,902	\$ 110,457	\$ 114,131
710	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 11,045	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
711	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 37,120	\$ 36,460	\$ 37,673	\$ 38,926	\$ 40,220	\$ 41,558	\$ 42,940	\$ 44,368	\$ 45,844	\$ 47,369	\$ 48,944
712	POLICE DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 40,620	\$ 70,000	\$ 71,400	\$ 72,828	\$ 74,285	\$ 75,770	\$ 77,286	\$ 78,831	\$ 80,408	\$ 82,016	\$ 83,656
713	POLICE DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ —	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951
714	POLICE DEPARTMENT	INVESTIGATIVE FUNDS	\$ 573	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
717	POLICE DEPARTMENT	EQUIPMENT RENTAL	\$ 495	\$ 495	\$ 505	\$ 515	\$ 525	\$ 536	\$ 547	\$ 557	\$ 569	\$ 580	\$ 592
718	POLICE DEPARTMENT	VEHICLE LEASE	\$ 4,732	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
719	POLICE DEPARTMENT	COMPUTER HARDWARE MAINT	\$ 17,991	\$ 17,991	\$ 18,531	\$ 19,087	\$ 19,659	\$ 20,249	\$ 20,856	\$ 21,482	\$ 22,127	\$ 22,790	\$ 23,474
720	POLICE DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 3,106	\$ 4,745	\$ 4,887	\$ 5,034	\$ 5,185	\$ 5,341	\$ 5,501	\$ 5,666	\$ 5,836	\$ 6,011	\$ 6,191
721	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 309	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
722 POLICE DEPARTMENT	COMPUTER SUPPLIES	\$ 241	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
723 POLICE DEPARTMENT	SOFTWARE <\$5,000	\$ (476)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
724 POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 3,637	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
725 POLICE DEPARTMENT	LAB SUPPLIES	\$ 4,156	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	\$ 5,631	\$ 5,743	\$ 5,858	\$ 5,975
726 POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 2,620	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
727 POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 11,002	\$ 8,000	\$ 8,160	\$ 8,323	\$ 8,490	\$ 8,659	\$ 8,833	\$ 9,009	\$ 9,189	\$ 9,373	\$ 9,561
728 POLICE DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 307	\$ 370	\$ 377	\$ 385	\$ 393	\$ 400	\$ 409	\$ 417	\$ 425	\$ 434	\$ 442
729 POLICE DEPARTMENT	TRAINING & EDUCATION COST	\$ 5,695	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
730 POLICE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 1,085,068	\$ 1,255,486	\$ 1,297,242	\$ 1,340,387	\$ 1,384,967	\$ 1,431,029	\$ 1,478,623	\$ 1,527,801	\$ 1,578,614	\$ 1,631,116	\$ 1,685,366
731 POLICE DEPARTMENT	DISABILITY PAYMENTS	\$ 1,662	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
732 POLICE DEPARTMENT	COMP TIME USED	\$ 16,442	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
733 POLICE DEPARTMENT	OVERTIME	\$ 118,706	\$ 118,000	\$ 121,925	\$ 125,980	\$ 130,170	\$ 134,499	\$ 138,972	\$ 143,594	\$ 148,370	\$ 153,305	\$ 158,403
734 POLICE DEPARTMENT	OFF DUTY DETAIL	\$ 1,665	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
735 POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 2,047	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429	\$ 12,429
736 POLICE DEPARTMENT	STATE INCENTIVE PAY	\$ 17,898	\$ 18,240	\$ 18,847	\$ 19,473	\$ 20,121	\$ 20,790	\$ 21,482	\$ 22,196	\$ 22,934	\$ 23,697	\$ 24,485
737 POLICE DEPARTMENT	EMERGENCY PAY	\$ (66)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
738 POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 9,923	\$ 8,750	\$ 9,041	\$ 9,342	\$ 9,652	\$ 9,973	\$ 10,305	\$ 10,648	\$ 11,002	\$ 11,368	\$ 11,746
739 POLICE DEPARTMENT	CAREER PAY	\$ 3,513	\$ 3,400	\$ 3,513	\$ 3,630	\$ 3,751	\$ 3,875	\$ 4,004	\$ 4,137	\$ 4,275	\$ 4,417	\$ 4,564
740 POLICE DEPARTMENT	HOLIDAY PAY	\$ 24,805	\$ 29,952	\$ 30,948	\$ 31,977	\$ 33,041	\$ 34,140	\$ 35,275	\$ 36,449	\$ 37,661	\$ 38,913	\$ 40,208
741 POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 22,540	\$ 22,690	\$ 23,445	\$ 24,224	\$ 25,030	\$ 25,863	\$ 26,723	\$ 27,611	\$ 28,530	\$ 29,479	\$ 30,459
742 POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 96,528	\$ 103,875	\$ 107,330	\$ 110,899	\$ 114,588	\$ 118,399	\$ 122,337	\$ 126,405	\$ 130,610	\$ 134,953	\$ 139,442
743 POLICE DEPARTMENT	RETIREMENT - ICMA	\$ 6,265	\$ 7,659	\$ 8,042	\$ 8,444	\$ 8,866	\$ 9,310	\$ 9,775	\$ 10,264	\$ 10,777	\$ 11,316	\$ 11,882
744 POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 294,836	\$ 329,438	\$ 340,395	\$ 351,716	\$ 363,414	\$ 375,500	\$ 387,989	\$ 400,893	\$ 414,226	\$ 428,003	\$ 442,238
745 POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 64,995	\$ 97,773	\$ 101,025	\$ 104,385	\$ 107,857	\$ 111,444	\$ 115,150	\$ 118,980	\$ 122,937	\$ 127,026	\$ 131,251
746 POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 12,911	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
747 POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 38,976	\$ 41,896	\$ 43,289	\$ 44,729	\$ 46,217	\$ 47,754	\$ 49,342	\$ 50,983	\$ 52,679	\$ 54,431	\$ 56,241
748 POLICE DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 9,996	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
749 POLICE DEPARTMENT	INVESTIGATIVE FUNDS	\$ 30,545	\$ 30,950	\$ 31,569	\$ 32,200	\$ 32,844	\$ 33,501	\$ 34,171	\$ 34,855	\$ 35,552	\$ 36,263	\$ 36,988

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
750	POLICE DEPARTMENT	TRAINING AND TRAVEL	\$ 1,474	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	\$ 3,378	\$ 3,446	\$ 3,515	\$ 3,585
751	POLICE DEPARTMENT	CELLULAR SERVICES	\$ 5,725	\$ 5,640	\$ 5,753	\$ 5,868	\$ 5,985	\$ 6,105	\$ 6,227	\$ 6,352	\$ 6,479	\$ 6,608	\$ 6,740
752	POLICE DEPARTMENT	OTHER COMMUNICATION SVCS	\$ 820	\$ 890	\$ 908	\$ 926	\$ 944	\$ 963	\$ 983	\$ 1,002	\$ 1,022	\$ 1,043	\$ 1,064
753	POLICE DEPARTMENT	VEHICLE LEASE	\$ 25,195	\$ 30,240	\$ 30,845	\$ 31,462	\$ 32,091	\$ 32,733	\$ 33,387	\$ 34,055	\$ 34,736	\$ 35,431	\$ 36,140
754	POLICE DEPARTMENT	OTHER RENTALS/LEASES	\$ 11,601	\$ 12,980	\$ 13,240	\$ 13,504	\$ 13,774	\$ 14,050	\$ 14,331	\$ 14,618	\$ 14,910	\$ 15,208	\$ 15,512
755	POLICE DEPARTMENT	LIABILITY/PROPERTY INSUR	\$ 1,330	\$ 1,302	\$ 1,328	\$ 1,355	\$ 1,382	\$ 1,409	\$ 1,438	\$ 1,466	\$ 1,496	\$ 1,526	\$ 1,556
756	POLICE DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 3,480	\$ 4,400	\$ 4,532	\$ 4,668	\$ 4,808	\$ 4,952	\$ 5,101	\$ 5,254	\$ 5,411	\$ 5,574	\$ 5,741
757	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 240	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
758	POLICE DEPARTMENT	SOFTWARE <\$5,000	\$ 328	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
759	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 994	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
760	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 1,226	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
761	POLICE DEPARTMENT	TOOLS/EQUIPMENT	\$ 4,040	\$ 3,600	\$ 3,672	\$ 3,745	\$ 3,820	\$ 3,897	\$ 3,975	\$ 4,054	\$ 4,135	\$ 4,218	\$ 4,302
762	POLICE DEPARTMENT	LICENSES/CERTIFICATES	\$ 1,862	\$ 2,020	\$ 2,060	\$ 2,102	\$ 2,144	\$ 2,187	\$ 2,230	\$ 2,275	\$ 2,320	\$ 2,367	\$ 2,414
763	POLICE DEPARTMENT	TRAINING & EDUCATION COST	\$ 2,903	\$ 4,000	\$ 4,080	\$ 4,162	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780
766	POLICE DEPARTMENT	PART-TIME WAGES	\$ 23,408	\$ 22,271	\$ 23,012	\$ 23,777	\$ 24,568	\$ 25,385	\$ 26,229	\$ 27,102	\$ 28,003	\$ 28,934	\$ 29,897
767	POLICE DEPARTMENT	OVERTIME	\$ 57,192	\$ 50,000	\$ 51,663	\$ 53,381	\$ 55,157	\$ 56,991	\$ 58,886	\$ 60,845	\$ 62,869	\$ 64,960	\$ 67,120
768	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 2,583	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261	\$ 18,261
770	POLICE DEPARTMENT	EDUCATION-DEGREE	\$ 3,629	\$ 3,625	\$ 3,746	\$ 3,870	\$ 3,999	\$ 4,132	\$ 4,269	\$ 4,411	\$ 4,558	\$ 4,710	\$ 4,866
771	POLICE DEPARTMENT	HOLIDAY PAY	\$ 46,524	\$ 52,000	\$ 53,729	\$ 55,516	\$ 57,363	\$ 59,271	\$ 61,242	\$ 63,279	\$ 65,383	\$ 67,558	\$ 69,805
772	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 2,000	\$ 2,700	\$ 2,790	\$ 2,883	\$ 2,978	\$ 3,078	\$ 3,180	\$ 3,286	\$ 3,395	\$ 3,508	\$ 3,624
773	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 100,934	\$ 103,831	\$ 107,284	\$ 110,852	\$ 114,539	\$ 118,349	\$ 122,285	\$ 126,352	\$ 130,554	\$ 134,896	\$ 139,383
774	POLICE DEPARTMENT	RETIREMENT - ICMA	\$ 96,148	\$ 101,891	\$ 106,986	\$ 112,335	\$ 117,952	\$ 123,849	\$ 130,042	\$ 136,544	\$ 143,371	\$ 150,539	\$ 158,066
775	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 387,564	\$ 358,726	\$ 370,657	\$ 382,984	\$ 395,722	\$ 408,883	\$ 422,482	\$ 436,534	\$ 451,052	\$ 466,054	\$ 481,554
776	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 102,135	\$ 140,283	\$ 144,949	\$ 149,769	\$ 154,751	\$ 159,897	\$ 165,215	\$ 170,710	\$ 176,388	\$ 182,254	\$ 188,316
777	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 16,635	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
779	POLICE DEPARTMENT	TRAINING AND TRAVEL	\$ 903	\$ 700	\$ 714	\$ 728	\$ 743	\$ 758	\$ 773	\$ 788	\$ 804	\$ 820	\$ 837
780	POLICE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 200	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305
781	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 2,377	\$ 2,800	\$ 2,856	\$ 2,913	\$ 2,971	\$ 3,031	\$ 3,091	\$ 3,153	\$ 3,216	\$ 3,281	\$ 3,346

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
782	POLICE DEPARTMENT	UNIFORMS/CLOTHING	\$ 175	\$ 240	\$ 245	\$ 250	\$ 255	\$ 260	\$ 265	\$ 270	\$ 276	\$ 281	\$ 287
783	POLICE DEPARTMENT	LICENSES/CERTIFICATES	\$ 200	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
786	POLICE DEPARTMENT	OVERTIME	\$ —	\$ 100	\$ 103	\$ 107	\$ 110	\$ 114	\$ 118	\$ 122	\$ 126	\$ 130	\$ 134
787	POLICE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 123	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594	\$ 1,594
788	POLICE DEPARTMENT	CLOTHING ALLOWANCE	\$ 100	\$ 100	\$ 103	\$ 107	\$ 110	\$ 114	\$ 118	\$ 122	\$ 126	\$ 130	\$ 134
789	POLICE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 3,862	\$ 5,250	\$ 5,425	\$ 5,605	\$ 5,791	\$ 5,984	\$ 6,183	\$ 6,389	\$ 6,601	\$ 6,821	\$ 7,048
790	POLICE DEPARTMENT	RETIREMENT - ICMA	\$ 3,166	\$ 4,739	\$ 4,976	\$ 5,225	\$ 5,486	\$ 5,760	\$ 6,048	\$ 6,351	\$ 6,668	\$ 7,002	\$ 7,352
791	POLICE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 28,285	\$ 50,470	\$ 52,149	\$ 53,883	\$ 55,675	\$ 57,527	\$ 59,440	\$ 61,417	\$ 63,460	\$ 65,570	\$ 67,751
792	POLICE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 6,190	\$ 8,502	\$ 8,785	\$ 9,077	\$ 9,379	\$ 9,691	\$ 10,013	\$ 10,346	\$ 10,690	\$ 11,046	\$ 11,413
793	POLICE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 1,004	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
794	POLICE DEPARTMENT	WORKERS COMPENSATION	\$ 3,712	\$ 3,646	\$ 3,767	\$ 3,893	\$ 4,022	\$ 4,156	\$ 4,294	\$ 4,437	\$ 4,584	\$ 4,737	\$ 4,894
796	POLICE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 79	\$ 150	\$ 153	\$ 156	\$ 159	\$ 162	\$ 166	\$ 169	\$ 172	\$ 176	\$ 179
798	FIRE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 111,355	\$ 103,000	\$ 106,426	\$ 109,965	\$ 113,623	\$ 117,402	\$ 121,306	\$ 125,341	\$ 129,509	\$ 133,817	\$ 138,267
799	FIRE DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 7,195,341	\$ 7,179,307	\$ 7,418,083	\$ 7,664,799	\$ 7,919,722	\$ 8,183,123	\$ 8,455,284	\$ 8,736,497	\$ 9,027,063	\$ 9,327,293	\$ 9,637,508
800	FIRE DEPARTMENT	DISABILITY PAYMENTS	\$ 2,639	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
802	FIRE DEPARTMENT	PART-TIME WAGES	\$ 16,865	\$ 27,664	\$ 28,584	\$ 29,535	\$ 30,517	\$ 31,532	\$ 32,581	\$ 33,664	\$ 34,784	\$ 35,941	\$ 37,136
803	FIRE DEPARTMENT	OVERTIME	\$ 143,000	\$ 168,000	\$ 173,587	\$ 179,361	\$ 185,326	\$ 191,490	\$ 197,859	\$ 204,439	\$ 211,239	\$ 218,264	\$ 225,523
804	FIRE DEPARTMENT	FLSA / PREMIUM PAY	\$ 210,125	\$ 210,125	\$ 217,114	\$ 224,334	\$ 231,796	\$ 239,505	\$ 247,470	\$ 255,701	\$ 264,205	\$ 272,993	\$ 282,072
805	FIRE DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 11,038	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340	\$ 73,340
806	FIRE DEPARTMENT	STATE INCENTIVE PAY	\$ 36,600	\$ 36,600	\$ 37,817	\$ 39,075	\$ 40,375	\$ 41,717	\$ 43,105	\$ 44,539	\$ 46,020	\$ 47,550	\$ 49,132
808	FIRE DEPARTMENT	CERTIFICATE / LICENSE	\$ 29,380	\$ 28,080	\$ 29,014	\$ 29,979	\$ 30,976	\$ 32,006	\$ 33,071	\$ 34,171	\$ 35,307	\$ 36,481	\$ 37,695
809	FIRE DEPARTMENT	EDUCATION-DEGREE	\$ 24,625	\$ 26,375	\$ 27,252	\$ 28,159	\$ 29,095	\$ 30,063	\$ 31,063	\$ 32,096	\$ 33,163	\$ 34,266	\$ 35,406
810	FIRE DEPARTMENT	PARA SOLO / EMT	\$ 293,754	\$ 286,254	\$ 295,774	\$ 305,612	\$ 315,776	\$ 326,278	\$ 337,130	\$ 348,342	\$ 359,928	\$ 371,899	\$ 384,268
811	FIRE DEPARTMENT	HOLIDAY PAY	\$ 258,900	\$ 258,900	\$ 267,511	\$ 276,408	\$ 285,601	\$ 295,100	\$ 304,914	\$ 315,055	\$ 325,534	\$ 336,361	\$ 347,548
812	FIRE DEPARTMENT	CLOTHING ALLOWANCE	\$ 11,140	\$ 11,146	\$ 11,517	\$ 11,900	\$ 12,296	\$ 12,704	\$ 13,127	\$ 13,564	\$ 14,015	\$ 14,481	\$ 14,962
813	FIRE DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 563,883	\$ 555,339	\$ 573,809	\$ 592,893	\$ 612,612	\$ 632,987	\$ 654,039	\$ 675,792	\$ 698,268	\$ 721,492	\$ 745,488
814	FIRE DEPARTMENT	RETIREMENT - ICMA	\$ 50,286	\$ 55,666	\$ 58,449	\$ 61,372	\$ 64,440	\$ 67,662	\$ 71,045	\$ 74,598	\$ 78,328	\$ 82,244	\$ 86,356
815	FIRE DEPARTMENT	RETIREMENT - PENSION FUND	\$ 2,410,622	\$ 2,542,496	\$ 2,669,621	\$ 2,803,102	\$ 2,943,257	\$ 3,090,420	\$ 3,244,941	\$ 3,407,188	\$ 3,577,547	\$ 3,756,425	\$ 3,944,246

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
816	FIRE DEPARTMENT	LIFE & HEALTH INSURANCE	\$ 3,597	\$ 3,597	\$ 3,957	\$ 4,273	\$ 4,615	\$ 4,984	\$ 5,234	\$ 5,495	\$ 5,770	\$ 6,058	\$ 6,361
817	FIRE DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 1,708,136	\$ 1,913,654	\$ 1,977,300	\$ 2,043,063	\$ 2,111,013	\$ 2,181,222	\$ 2,253,767	\$ 2,328,725	\$ 2,406,176	\$ 2,486,203	\$ 2,568,891
818	FIRE DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 429,539	\$ 570,458	\$ 589,431	\$ 609,035	\$ 629,290	\$ 650,220	\$ 671,845	\$ 694,190	\$ 717,278	\$ 741,134	\$ 765,783
819	FIRE DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 75,002	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
820	FIRE DEPARTMENT	WORKERS COMPENSATION	\$ 227,418	\$ 271,608	\$ 280,641	\$ 289,975	\$ 299,619	\$ 309,584	\$ 319,881	\$ 330,520	\$ 341,512	\$ 352,871	\$ 364,607
821	FIRE DEPARTMENT	MEDICAL DIRECTOR	\$ 15,000	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649	\$ 22,082	\$ 22,523	\$ 22,974	\$ 23,433	\$ 23,902
822	FIRE DEPARTMENT	ENGINEERING SERVICES	\$ 9,800	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
823	FIRE DEPARTMENT	MONITORING SERVICES	\$ 492	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
825	FIRE DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ 14,052	\$ 14,722	\$ 15,016	\$ 15,317	\$ 15,623	\$ 15,936	\$ 16,254	\$ 16,579	\$ 16,911	\$ 17,249	\$ 17,594
826	FIRE DEPARTMENT	TRAINING AND TRAVEL	\$ 8,400	\$ 8,900	\$ 9,078	\$ 9,260	\$ 9,445	\$ 9,634	\$ 9,826	\$ 10,023	\$ 10,223	\$ 10,428	\$ 10,636
829	FIRE DEPARTMENT	COPIER LEASE	\$ 6,219	\$ 5,465	\$ 5,574	\$ 5,686	\$ 5,800	\$ 5,915	\$ 6,034	\$ 6,154	\$ 6,278	\$ 6,403	\$ 6,531
830	FIRE DEPARTMENT	OTHER RENTALS/LEASES	\$ —	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262	\$ 11,487	\$ 11,717	\$ 11,951
831	FIRE DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 68,633	\$ 17,101	\$ 17,614	\$ 18,142	\$ 18,687	\$ 19,247	\$ 19,825	\$ 20,419	\$ 21,032	\$ 21,663	\$ 22,313
833	FIRE DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 13,000	\$ 28,000	\$ 28,840	\$ 29,705	\$ 30,596	\$ 31,514	\$ 32,460	\$ 33,433	\$ 34,436	\$ 35,470	\$ 36,534
834	FIRE DEPARTMENT	EQUIPMENT RECALIBRATION	\$ 13,381	\$ 13,381	\$ 13,782	\$ 14,196	\$ 14,622	\$ 15,060	\$ 15,512	\$ 15,978	\$ 16,457	\$ 16,951	\$ 17,459
835	FIRE DEPARTMENT	PRINTING & BINDING	\$ 1,800	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
836	FIRE DEPARTMENT	OTHER PROMO ACTIVITIES	\$ 1,500	\$ 3,429	\$ 3,498	\$ 3,568	\$ 3,639	\$ 3,712	\$ 3,786	\$ 3,862	\$ 3,939	\$ 4,018	\$ 4,098
837	FIRE DEPARTMENT	TAGS/TITLES/PERMITS	\$ 2,331	\$ 1,925	\$ 1,964	\$ 2,003	\$ 2,043	\$ 2,084	\$ 2,125	\$ 2,168	\$ 2,211	\$ 2,255	\$ 2,301
838	FIRE DEPARTMENT	OFFICE SUPPLIES	\$ 5,336	\$ 5,336	\$ 5,443	\$ 5,552	\$ 5,663	\$ 5,776	\$ 5,891	\$ 6,009	\$ 6,129	\$ 6,252	\$ 6,377
839	FIRE DEPARTMENT	COPIER SUPPLIES	\$ 780	\$ 780	\$ 796	\$ 812	\$ 828	\$ 844	\$ 861	\$ 878	\$ 896	\$ 914	\$ 932
842	FIRE DEPARTMENT	MISC OPERATING SUPPLIES	\$ 28,370	\$ 29,702	\$ 30,296	\$ 30,902	\$ 31,520	\$ 32,150	\$ 32,793	\$ 33,449	\$ 34,118	\$ 34,801	\$ 35,497
843	FIRE DEPARTMENT	UNIFORMS/CLOTHING	\$ 73,120	\$ 61,230	\$ 62,455	\$ 63,704	\$ 64,978	\$ 66,277	\$ 67,603	\$ 68,955	\$ 70,334	\$ 71,741	\$ 73,176
844	FIRE DEPARTMENT	JANITORIAL SUPPLIES	\$ 11,401	\$ 11,401	\$ 11,629	\$ 11,862	\$ 12,099	\$ 12,341	\$ 12,588	\$ 12,839	\$ 13,096	\$ 13,358	\$ 13,625
845	FIRE DEPARTMENT	TOOLS/EQUIPMENT	\$ 127,310	\$ 73,844	\$ 75,321	\$ 76,827	\$ 78,364	\$ 79,931	\$ 81,530	\$ 83,160	\$ 84,824	\$ 86,520	\$ 88,250
847	FIRE DEPARTMENT	OXYGEN/MEDICAL SUPPLIES	\$ 52,000	\$ 72,880	\$ 74,338	\$ 75,824	\$ 77,341	\$ 78,888	\$ 80,465	\$ 82,075	\$ 83,716	\$ 85,391	\$ 87,098
848	FIRE DEPARTMENT	BUNKER GEAR	\$ 30,019	\$ 30,019	\$ 30,619	\$ 31,232	\$ 31,856	\$ 32,494	\$ 33,143	\$ 33,806	\$ 34,482	\$ 35,172	\$ 35,875
849	FIRE DEPARTMENT	MEDICAL SUPPLIES/SWAT	\$ 2,500	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
850	FIRE DEPARTMENT	DUES & MEMBERSHIPS	\$ 3,389	\$ 1,300	\$ 1,326	\$ 1,353	\$ 1,380	\$ 1,407	\$ 1,435	\$ 1,464	\$ 1,493	\$ 1,523	\$ 1,554

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
851 FIRE DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 1,650	\$ 650	\$ 663	\$ 676	\$ 690	\$ 704	\$ 718	\$ 732	\$ 747	\$ 762	\$ 777
853 PUBLIC WORKS DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 108,055	\$ 113,071	\$ 116,832	\$ 120,717	\$ 124,732	\$ 128,881	\$ 133,167	\$ 137,596	\$ 142,172	\$ 146,901	\$ 151,787
854 PUBLIC WORKS DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 400,000	\$ 408,556	\$ 422,144	\$ 436,184	\$ 450,691	\$ 465,681	\$ 481,169	\$ 497,172	\$ 513,707	\$ 530,792	\$ 548,446
856 PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 1,589	\$ 500	\$ 517	\$ 534	\$ 552	\$ 570	\$ 589	\$ 608	\$ 629	\$ 650	\$ 671
858 PUBLIC WORKS DEPARTMENT	CLOTHING ALLOWANCE	\$ 200	\$ 200	\$ 207	\$ 214	\$ 221	\$ 228	\$ 236	\$ 243	\$ 251	\$ 260	\$ 268
859 PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 38,099	\$ 39,018	\$ 40,316	\$ 41,657	\$ 43,042	\$ 44,474	\$ 45,953	\$ 47,481	\$ 49,060	\$ 50,692	\$ 52,378
860 PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 46,405	\$ 47,806	\$ 50,196	\$ 52,706	\$ 55,341	\$ 58,108	\$ 61,014	\$ 64,065	\$ 67,268	\$ 70,631	\$ 74,163
861 PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 81,047	\$ 74,027	\$ 76,489	\$ 79,033	\$ 81,662	\$ 84,378	\$ 87,184	\$ 90,083	\$ 93,080	\$ 96,175	\$ 99,374
862 PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 27,855	\$ 38,259	\$ 39,531	\$ 40,846	\$ 42,205	\$ 43,608	\$ 45,059	\$ 46,557	\$ 48,106	\$ 49,706	\$ 51,359
863 PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 6,657	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
864 PUBLIC WORKS DEPARTMENT	WORKERS COMPENSATION	\$ 16,704	\$ 16,407	\$ 16,953	\$ 17,517	\$ 18,099	\$ 18,701	\$ 19,323	\$ 19,966	\$ 20,630	\$ 21,316	\$ 22,025
865 PUBLIC WORKS DEPARTMENT	OTHER MEDICAL SERVICES	\$ 1,315	\$ 1,315	\$ 1,341	\$ 1,368	\$ 1,395	\$ 1,423	\$ 1,452	\$ 1,481	\$ 1,511	\$ 1,541	\$ 1,572
869 PUBLIC WORKS DEPARTMENT	COPIER LEASE	\$ 7,500	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959	\$ 8,118	\$ 8,281	\$ 8,446	\$ 8,615	\$ 8,787	\$ 8,963
871 PUBLIC WORKS DEPARTMENT	RADIO MAINTENANCE	\$ 740	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
873 PUBLIC WORKS DEPARTMENT	PRINTING & BINDING	\$ 517	\$ 500	\$ 510	\$ 520	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598
874 PUBLIC WORKS DEPARTMENT	SPECIAL EVENTS	\$ 2,010	\$ 2,250	\$ 2,295	\$ 2,341	\$ 2,388	\$ 2,435	\$ 2,484	\$ 2,534	\$ 2,585	\$ 2,636	\$ 2,689
877 PUBLIC WORKS DEPARTMENT	OFFICE SUPPLIES	\$ 3,269	\$ 2,800	\$ 2,856	\$ 2,913	\$ 2,971	\$ 3,031	\$ 3,091	\$ 3,153	\$ 3,216	\$ 3,281	\$ 3,346
878 PUBLIC WORKS DEPARTMENT	COPIER SUPPLIES	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793
879 PUBLIC WORKS DEPARTMENT	COMPUTER SUPPLIES	\$ 1,297	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
880 PUBLIC WORKS DEPARTMENT	SOFTWARE <\$5,000	\$ 1,788	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
882 PUBLIC WORKS DEPARTMENT	MISC OPERATING SUPPLIES	\$ 1,450	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	\$ 1,914	\$ 1,953	\$ 1,992	\$ 2,032
883 PUBLIC WORKS DEPARTMENT	UNIFORMS/CLOTHING	\$ 13,636	\$ 16,835	\$ 17,172	\$ 17,515	\$ 17,865	\$ 18,223	\$ 18,587	\$ 18,959	\$ 19,338	\$ 19,725	\$ 20,119
886 PUBLIC WORKS DEPARTMENT	DISASTER PREP. HURR.IRMA	\$ 1,534,387	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
887 PUBLIC WORKS DEPARTMENT	DUES & MEMBERSHIPS	\$ 2,100	\$ 1,900	\$ 1,938	\$ 1,977	\$ 2,016	\$ 2,057	\$ 2,098	\$ 2,140	\$ 2,183	\$ 2,226	\$ 2,271
888 PUBLIC WORKS DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 550	\$ 286	\$ 292	\$ 298	\$ 304	\$ 310	\$ 316	\$ 322	\$ 329	\$ 335	\$ 342
889 PUBLIC WORKS DEPARTMENT	LICENSES/CERTIFICATES	\$ 1,341	\$ 881	\$ 899	\$ 917	\$ 935	\$ 954	\$ 973	\$ 992	\$ 1,012	\$ 1,032	\$ 1,053
891 PUBLIC WORKS DEPARTMENT	FULL-TIME SALARIES/WAGES	\$ 332,400	\$ 364,366	\$ 376,484	\$ 389,006	\$ 401,944	\$ 415,312	\$ 429,125	\$ 443,397	\$ 458,144	\$ 473,381	\$ 489,125
892 PUBLIC WORKS DEPARTMENT	COMP TIME USED	\$ 1,685	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
893 PUBLIC WORKS DEPARTMENT	PART-TIME WAGES	\$ 26,095	\$ 26,879	\$ 27,773	\$ 28,697	\$ 29,651	\$ 30,637	\$ 31,656	\$ 32,709	\$ 33,797	\$ 34,921	\$ 36,082
894 PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 25,570	\$ 25,000	\$ 25,831	\$ 26,691	\$ 27,578	\$ 28,496	\$ 29,443	\$ 30,422	\$ 31,434	\$ 32,480	\$ 33,560
896 PUBLIC WORKS DEPARTMENT	EDUCATION-DEGREE	\$ 250	\$ 250	\$ 258	\$ 267	\$ 276	\$ 285	\$ 294	\$ 304	\$ 314	\$ 325	\$ 336
897 PUBLIC WORKS DEPARTMENT	CLOTHING ALLOWANCE	\$ 500	\$ 350	\$ 362	\$ 374	\$ 386	\$ 399	\$ 412	\$ 426	\$ 440	\$ 455	\$ 470
898 PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 27,761	\$ 28,949	\$ 29,912	\$ 30,907	\$ 31,935	\$ 32,997	\$ 34,094	\$ 35,228	\$ 36,400	\$ 37,610	\$ 38,861
899 PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 31,803	\$ 32,767	\$ 34,405	\$ 36,126	\$ 37,932	\$ 39,828	\$ 41,820	\$ 43,911	\$ 46,106	\$ 48,412	\$ 50,832
900 PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 62,775	\$ 74,644	\$ 77,127	\$ 79,692	\$ 82,342	\$ 85,081	\$ 87,910	\$ 90,834	\$ 93,855	\$ 96,977	\$ 100,202
901 PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 21,665	\$ 29,757	\$ 30,747	\$ 31,769	\$ 32,826	\$ 33,918	\$ 35,046	\$ 36,211	\$ 37,416	\$ 38,660	\$ 39,946
902 PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 4,261	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
904 PUBLIC WORKS DEPARTMENT	TESTING SERVICES	\$ 1,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
905 PUBLIC WORKS DEPARTMENT	OTHER PROFESSIONAL SVC	\$ 2,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,061	\$ 1,082	\$ 1,104	\$ 1,126	\$ 1,149	\$ 1,172	\$ 1,195
907 PUBLIC WORKS DEPARTMENT	COPIER LEASE	\$ 8,328	\$ 8,328	\$ 8,495	\$ 8,664	\$ 8,838	\$ 9,014	\$ 9,195	\$ 9,379	\$ 9,566	\$ 9,758	\$ 9,953
908 PUBLIC WORKS DEPARTMENT	COMPUTER HARDWARE MAINT	\$ 912	\$ 912	\$ 939	\$ 968	\$ 997	\$ 1,026	\$ 1,057	\$ 1,089	\$ 1,122	\$ 1,155	\$ 1,190
909 PUBLIC WORKS DEPARTMENT	COMPUTER SOFTWARE MAINT	\$ 1,875	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131
910 PUBLIC WORKS DEPARTMENT	OFFICE EQUIPMENT REPAIR	\$ —	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
911 PUBLIC WORKS DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 600	\$ 600	\$ 618	\$ 637	\$ 656	\$ 675	\$ 696	\$ 716	\$ 738	\$ 760	\$ 783
915 PUBLIC WORKS DEPARTMENT	TOOLS/EQUIPMENT	\$ 1,465	\$ 800	\$ 816	\$ 832	\$ 849	\$ 866	\$ 883	\$ 901	\$ 919	\$ 937	\$ 956
916 PUBLIC WORKS DEPARTMENT	DUES & MEMBERSHIPS	\$ 511	\$ 951	\$ 970	\$ 989	\$ 1,009	\$ 1,029	\$ 1,050	\$ 1,071	\$ 1,092	\$ 1,114	\$ 1,137
917 PUBLIC WORKS DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ —	\$ 150	\$ 153	\$ 156	\$ 159	\$ 162	\$ 166	\$ 169	\$ 172	\$ 176	\$ 179
918 PUBLIC WORKS DEPARTMENT	LICENSES/CERTIFICATES	\$ —	\$ 775	\$ 791	\$ 806	\$ 822	\$ 839	\$ 856	\$ 873	\$ 890	\$ 908	\$ 926
921 PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 9,408	\$ 8,150	\$ 8,421	\$ 8,701	\$ 8,991	\$ 9,290	\$ 9,598	\$ 9,918	\$ 10,248	\$ 10,588	\$ 10,941
922 PUBLIC WORKS DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 1,171	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144	\$ 10,144
924 PUBLIC WORKS DEPARTMENT	CERTIFICATE / LICENSE	\$ 4,750	\$ 3,260	\$ 3,368	\$ 3,480	\$ 3,596	\$ 3,716	\$ 3,839	\$ 3,967	\$ 4,099	\$ 4,235	\$ 4,376
925 PUBLIC WORKS DEPARTMENT	HOLIDAY PAY	\$ 11,495	\$ 11,495	\$ 11,877	\$ 12,272	\$ 12,681	\$ 13,102	\$ 13,538	\$ 13,988	\$ 14,453	\$ 14,934	\$ 15,431
926 PUBLIC WORKS DEPARTMENT	CLOTHING ALLOWANCE	\$ 100	\$ 100	\$ 103	\$ 107	\$ 110	\$ 114	\$ 118	\$ 122	\$ 126	\$ 130	\$ 134
927 PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 43,906	\$ 43,472	\$ 44,918	\$ 46,412	\$ 47,955	\$ 49,550	\$ 51,198	\$ 52,901	\$ 54,660	\$ 56,478	\$ 58,357
928 PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 52,238	\$ 52,280	\$ 54,894	\$ 57,639	\$ 60,521	\$ 63,547	\$ 66,724	\$ 70,060	\$ 73,563	\$ 77,241	\$ 81,103
929 PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 163,229	\$ 200,738	\$ 207,414	\$ 214,313	\$ 221,440	\$ 228,805	\$ 236,415	\$ 244,278	\$ 252,402	\$ 260,797	\$ 269,471

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
930	PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 55,710	\$ 76,518	\$ 79,063	\$ 81,692	\$ 84,409	\$ 87,217	\$ 90,118	\$ 93,115	\$ 96,212	\$ 99,412	\$ 102,718
931	PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 10,067	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
933	PUBLIC WORKS DEPARTMENT	RAILROAD CROSSING MAINT	\$ 81,278	\$ 109,443	\$ 111,632	\$ 113,864	\$ 116,142	\$ 118,465	\$ 120,834	\$ 123,251	\$ 125,716	\$ 128,230	\$ 130,795
934	PUBLIC WORKS DEPARTMENT	OTHER CONTRACTUAL SERVICE	\$ 2,187	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
936	PUBLIC WORKS DEPARTMENT	ELECTRIC SERVICES	\$ 7,000	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
937	PUBLIC WORKS DEPARTMENT	COUNTY DISPOSAL	\$ 2,095	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
938	PUBLIC WORKS DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 6,000	\$ 6,000	\$ 6,180	\$ 6,365	\$ 6,556	\$ 6,753	\$ 6,956	\$ 7,164	\$ 7,379	\$ 7,601	\$ 7,829
939	PUBLIC WORKS DEPARTMENT	MISC OPERATING SUPPLIES	\$ 18,663	\$ 18,000	\$ 18,360	\$ 18,727	\$ 19,102	\$ 19,484	\$ 19,873	\$ 20,271	\$ 20,676	\$ 21,090	\$ 21,512
941	PUBLIC WORKS DEPARTMENT	TOOLS/EQUIPMENT	\$ 5,946	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
947	PUBLIC WORKS DEPARTMENT	PART-TIME WAGES	\$ 22,220	\$ 22,883	\$ 23,644	\$ 24,430	\$ 25,243	\$ 26,083	\$ 26,950	\$ 27,846	\$ 28,772	\$ 29,729	\$ 30,718
948	PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 7,500	\$ 8,100	\$ 8,369	\$ 8,648	\$ 8,935	\$ 9,233	\$ 9,540	\$ 9,857	\$ 10,185	\$ 10,523	\$ 10,873
951	PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 23,228	\$ 22,125	\$ 22,861	\$ 23,621	\$ 24,407	\$ 25,219	\$ 26,057	\$ 26,924	\$ 27,819	\$ 28,745	\$ 29,701
952	PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 16,673	\$ 20,377	\$ 21,396	\$ 22,466	\$ 23,589	\$ 24,768	\$ 26,007	\$ 27,307	\$ 28,672	\$ 30,106	\$ 31,611
953	PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 74,328	\$ 74,644	\$ 77,127	\$ 79,692	\$ 82,342	\$ 85,081	\$ 87,910	\$ 90,834	\$ 93,855	\$ 96,977	\$ 100,202
954	PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 18,570	\$ 25,506	\$ 26,354	\$ 27,231	\$ 28,136	\$ 29,072	\$ 30,039	\$ 31,038	\$ 32,071	\$ 33,137	\$ 34,239
955	PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 2,867	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
959	PUBLIC WORKS DEPARTMENT	AIR CARDS	\$ —	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299	\$ 1,325	\$ 1,351	\$ 1,378	\$ 1,406	\$ 1,434
961	PUBLIC WORKS DEPARTMENT	COUNTY DISPOSAL	\$ 1,440	\$ 1,550	\$ 1,581	\$ 1,613	\$ 1,645	\$ 1,678	\$ 1,711	\$ 1,746	\$ 1,780	\$ 1,816	\$ 1,852
964	PUBLIC WORKS DEPARTMENT	MACHINERY/EQUIP REPAIR	\$ 1,574	\$ 350	\$ 361	\$ 371	\$ 382	\$ 394	\$ 406	\$ 418	\$ 430	\$ 443	\$ 457
965	PUBLIC WORKS DEPARTMENT	SIGNAL MAINTENANCE	\$ 38,600	\$ 33,000	\$ 33,990	\$ 35,010	\$ 36,060	\$ 37,142	\$ 38,256	\$ 39,404	\$ 40,586	\$ 41,803	\$ 43,058
966	PUBLIC WORKS DEPARTMENT	STREET LIGHT MAINTENANCE	\$ 9,000	\$ 21,000	\$ 21,630	\$ 22,279	\$ 22,947	\$ 23,636	\$ 24,345	\$ 25,075	\$ 25,827	\$ 26,602	\$ 27,400
967	PUBLIC WORKS DEPARTMENT	PAVEMENT MARKINGS	\$ 30,000	\$ 108,494	\$ 111,749	\$ 115,101	\$ 118,554	\$ 122,111	\$ 125,774	\$ 129,548	\$ 133,434	\$ 137,437	\$ 141,560
970	PUBLIC WORKS DEPARTMENT	TOOLS/EQUIPMENT	\$ 2,375	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
971	PUBLIC WORKS DEPARTMENT	TRAFFIC CONTROL SUPPLIES	\$ 22,486	\$ 46,800	\$ 47,736	\$ 48,691	\$ 49,665	\$ 50,658	\$ 51,671	\$ 52,704	\$ 53,758	\$ 54,834	\$ 55,930
972	PUBLIC WORKS DEPARTMENT	SAFETY EQUIPMENT	\$ 3,500	\$ 3,500	\$ 3,570	\$ 3,641	\$ 3,714	\$ 3,789	\$ 3,864	\$ 3,942	\$ 4,020	\$ 4,101	\$ 4,183
973	PUBLIC WORKS DEPARTMENT	EQUIPMENT <\$5,000	\$ 130,306	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
974	PUBLIC WORKS DEPARTMENT	DUES & MEMBERSHIPS	\$ 557	\$ 260	\$ 265	\$ 271	\$ 276	\$ 281	\$ 287	\$ 293	\$ 299	\$ 305	\$ 311
975	PUBLIC WORKS DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 595	\$ 595	\$ 607	\$ 619	\$ 631	\$ 644	\$ 657	\$ 670	\$ 683	\$ 697	\$ 711

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
976	PUBLIC WORKS DEPARTMENT	LICENSES/CERTIFICATES	\$ 665	\$ 665	\$ 678	\$ 692	\$ 706	\$ 720	\$ 734	\$ 749	\$ 764	\$ 779	\$ 795
979	PUBLIC WORKS DEPARTMENT	PART-TIME WAGES	\$ 25,702	\$ 34,278	\$ 35,418	\$ 36,596	\$ 37,813	\$ 39,071	\$ 40,370	\$ 41,713	\$ 43,100	\$ 44,534	\$ 46,015
980	PUBLIC WORKS DEPARTMENT	OVERTIME	\$ 26,825	\$ 10,450	\$ 10,798	\$ 11,157	\$ 11,528	\$ 11,911	\$ 12,307	\$ 12,717	\$ 13,140	\$ 13,577	\$ 14,028
981	PUBLIC WORKS DEPARTMENT	INSURANCE BENEFITS CREDIT	\$ 1,599	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007	\$ 11,007
983	PUBLIC WORKS DEPARTMENT	CERTIFICATE / LICENSE	\$ 9,766	\$ 9,843	\$ 10,170	\$ 10,509	\$ 10,858	\$ 11,219	\$ 11,592	\$ 11,978	\$ 12,376	\$ 12,788	\$ 13,213
984	PUBLIC WORKS DEPARTMENT	HOLIDAY PAY	\$ 19,577	\$ 14,585	\$ 15,070	\$ 15,571	\$ 16,089	\$ 16,624	\$ 17,177	\$ 17,748	\$ 18,339	\$ 18,949	\$ 19,579
985	PUBLIC WORKS DEPARTMENT	CLOTHING ALLOWANCE	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 67
986	PUBLIC WORKS DEPARTMENT	SOCIAL SECURITY/MEDICARE	\$ 56,040	\$ 56,517	\$ 58,397	\$ 60,339	\$ 62,346	\$ 64,419	\$ 66,562	\$ 68,776	\$ 71,063	\$ 73,426	\$ 75,868
987	PUBLIC WORKS DEPARTMENT	RETIREMENT - ICMA	\$ 65,968	\$ 66,832	\$ 70,174	\$ 73,682	\$ 77,366	\$ 81,235	\$ 85,296	\$ 89,561	\$ 94,039	\$ 98,741	\$ 103,678
988	PUBLIC WORKS DEPARTMENT	EMP HEALTH INS PREMIUMS	\$ 260,260	\$ 243,123	\$ 251,209	\$ 259,564	\$ 268,197	\$ 277,117	\$ 286,333	\$ 295,856	\$ 305,696	\$ 315,863	\$ 326,369
989	PUBLIC WORKS DEPARTMENT	OTHER EMP INS PREMIUMS	\$ 58,805	\$ 80,769	\$ 83,455	\$ 86,231	\$ 89,099	\$ 92,062	\$ 95,124	\$ 98,288	\$ 101,557	\$ 104,934	\$ 108,424
990	PUBLIC WORKS DEPARTMENT	EMPLOYEE CAFETERIA CREDIT	\$ 11,514	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
994	PUBLIC WORKS DEPARTMENT	BUILDING REPAIRS	\$ 810	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
996	PUBLIC WORKS DEPARTMENT	SIDEWALK REPAIRS	\$ 7,545	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185	\$ 23,881	\$ 24,597	\$ 25,335	\$ 26,095
998	PUBLIC WORKS DEPARTMENT	MISC OPERATING SUPPLIES	\$ 6,300	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495	\$ 6,624	\$ 6,757	\$ 6,892	\$ 7,030	\$ 7,171
999	PUBLIC WORKS DEPARTMENT	UNIFORMS/CLOTHING	\$ 340	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
1001	PUBLIC WORKS DEPARTMENT	EQUIPMENT <\$5,000	\$ 2,000	\$ 2,000	\$ 2,040	\$ 2,081	\$ 2,122	\$ 2,165	\$ 2,208	\$ 2,252	\$ 2,297	\$ 2,343	\$ 2,390
1002	PUBLIC WORKS DEPARTMENT	ROAD STRUCTURE MATERIALS	\$ 139,015	\$ 98,500	\$ 100,470	\$ 102,479	\$ 104,529	\$ 106,620	\$ 108,752	\$ 110,927	\$ 113,146	\$ 115,408	\$ 117,717
1003	PUBLIC WORKS DEPARTMENT	DUES & MEMBERSHIPS	\$ 1,036	\$ 801	\$ 817	\$ 833	\$ 850	\$ 867	\$ 884	\$ 902	\$ 920	\$ 938	\$ 957
1004	PUBLIC WORKS DEPARTMENT	BOOKS/SUBSCRIPTIONS	\$ 75	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
1005	PUBLIC WORKS DEPARTMENT	LICENSES/CERTIFICATES	\$ 100	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
1007	GENERAL GOVERNMENT	DEBT PAYMENTS - PRINCIPAL	\$ 124,316	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262	\$ 125,262
1010	GENERAL GOVERNMENT	DEBT SERVICE FEES	\$ 15,000	\$ 15,000	\$ 15,300	\$ 15,606	\$ 15,918	\$ 16,236	\$ 16,561	\$ 16,892	\$ 17,230	\$ 17,575	\$ 17,926
1011	GENERAL GOVERNMENT	FLEET OPERATING CHARGES	\$ 2,232,883	\$ 2,597,500	\$ 2,649,450	\$ 2,702,439	\$ 2,756,488	\$ 2,811,618	\$ 2,867,850	\$ 2,925,207	\$ 2,983,711	\$ 3,043,385	\$ 3,104,253
1013	GENERAL GOVERNMENT	TO FLEET SERVICES	\$ 1,166,870	\$ 630,258	\$ 287,088	\$ 287,560	\$ 224,848	\$ 224,848	\$ 231,593	\$ 238,541	\$ 245,697	\$ 253,068	\$ 260,660
1014	GENERAL GOVERNMENT	TO OTHER EE BENEFIT FUND	\$ 11,027	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
1018	GENERAL GOVERNMENT	Existing Debt Service	\$ 5,925,638	\$ 6,212,389	\$ 5,948,040	\$ 6,656,648	\$ 6,462,773	\$ 6,461,620	\$ 6,462,869	\$ 6,459,877	\$ 5,919,651	\$ 5,922,314	\$ 5,920,067

Schedule 8 - Detailed Expense Projection

FY 2018 General Fund Sustainability Analysis

	Department	Description	FY 2018 Estimate	FY 2019 Approved	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
1019	Nondepartmental	Honeywell Contract	\$ (40,000)	\$ —	\$ 93	\$ 191	\$ 293	\$ 400	\$ 512	\$ 630	\$ 754	\$ 884	\$ 1,019
		Total	\$68,297,273	\$72,135,846	\$73,595,210	\$ 76,441,057	\$78,393,792	\$80,677,106	\$83,047,008	\$85,493,443	\$87,486,311	\$90,108,740	\$92,816,046

Schedule 9 - Cost Escalation Factors

FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<u>Personnel Services</u>											
Full-Time Salaries/Wages	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Part-Time Wages	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Overtime	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Flsa / Premium Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Special Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Acting Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Trainer/Leader	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Admin Differential Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
State Incentive Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Technical Rescue Team	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Certificate / L	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Education-Degre	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Para Solo / Emt	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Career Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Holiday Pay	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Vehicle Allowance	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Clothing Allowance	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Expense Allowance	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Social Security/Medicare	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Retirement - Icma	Pension	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Retirement - Pension Fund	Pension	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Retirement - Icma Rhs	Pension	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Retirement - Frs	Pension	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Life & Health Insurance	Health Insurance	10.00%	10.00%	8.00%	8.00%	8.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Emp Health Ins Premiums	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Other Emp Ins Premiums	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
Workers Compensation	Salaries	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%	3.33%
<u>Operations & Maintenance</u>											
Code Compliance Attorney	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Attorney Cost	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Consultant Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Physicals/Drug Screens	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Medical Directo	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Veterinary Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Medical Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Polygraphs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Psychological Testing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Engineering Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Schedule 9 - Cost Escalation Factors

FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Testing Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Promotional Exams	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
In-House Training	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Professional Svc	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Audit Costs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Mowing Contract	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Railroad Crossing Maint	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Temp Employment Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Contractual Service	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Hardware/Softwa	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Janitorial Serv	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Pest Control Se	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investigative Funds	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Special Events	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Recreation Programs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Travel M&le	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Business Travel	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Council Travel M&le	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Court Cases	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Telephone Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Cellular Services	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Computer/Phone Link Svcs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Air Cards	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Communica	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Postage/Freight/Other	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Electric Servic	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Water & Sewer S	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Standby Water	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
County Disposal	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Street/Traffic Lights	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Lp Gas	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Equipment Renta	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Copier Lease	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Vehicle Lease	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Land Lease	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Rentals/Leases	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Liability/Property Insur	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Computer Hardware Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Computer Software Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Telephone Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Schedule 9 - Cost Escalation Factors

FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Other Office Equip Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
A/C Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Generator Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Halon Inspectio	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Elevator Mainte	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fire Protect De	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Radio Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Overhead Door M	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Mach/Equip Maint	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Office Equipment Repair	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Vehicle Repair	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Building Repairs	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Machinery/Equip Repair	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Equipment Recal	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Pc Repairs	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Parks Area Main	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Signal Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Street Light Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Repair/Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Gun Range Maintenance	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Pavement Markings	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Marine Waterfront Solut.	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Bridges & Appurtenances	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Printing & Binding	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Special Events	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Advertising (Excl Legal)	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Volunteer Programs	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Recognition	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Recruitment	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Promo Activities	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
First Friday Events	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Legal Advertisements	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Election Expenses	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Tags/Titles/Per	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Utility Billing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Current Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Debt Service Fees	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Pay Stub Fees	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Credit Card Process Fees	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Office Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Schedule 9 - Cost Escalation Factors

FY 2018 General Fund Sustainability Analysis

Description	Escalation Factor	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Copier Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Computer Suppli	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Software <\$5,000	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Furniture/Equip <\$5,000	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Pc Replacement Hardware	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Misc Operating	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Chemicals	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Lab Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Uniforms/Clothing	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Janitorial Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Tools/Equipment	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Vehicle Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Fuels/Lubricant	EA Fuels	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%
Traffic Control Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Oxygen/Medical Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Safety Equipmen	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Training Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Ammo & Range Supplies	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Equipment <\$5,000	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Fleet Operating Charges	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Bunker Gear	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Landscaping	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Marina Janitori	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Athletic Field	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Road Structure Materials	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Dues & Memberships	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Books/Subscript	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Licenses/Certificates	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Training & Education Cost	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Council Training & Educ	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contingency	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants & Contributions											
Other Contributions	Default Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Non-Operating											
To Fleet Services	Repair & Maintenance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Default Escalation Factor											
Composite O&M Escalation		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
		3.14%	3.14%	3.14%	3.14%	3.14%	3.14%	3.14%	3.14%	3.14%	3.14%

Appendix B