



AGENDA ITEM # 6.E.1

**AGENDA ITEM EXECUTIVE SUMMARY
Village Board Meeting
April 13, 2020**

Item Title: COVID-19 Budget Response Plan

Staff Contact: Jeffrey D. O'Dell, Village Administrator

VILLAGE BOARD ACTION

Consider a Village Administrator recommendation regarding a budgetary response plan to the COVID-19 Pandemic health crisis.

Executive Summary:

The COVID-19 Pandemic has presented the organization with several significant challenges not experienced since the Great Recession of 2008 and 2009. While a great deal of staff time over the last month has been spent ensuring the health and safety of the community and our employees, the pending economic impact of this health crisis requires a proactive budgetary response as it unfolds over the next several months. Attached to this memorandum is a Budget Response Plan that identifies financial challenges we face as a result of the Pandemic and specific strategies to match the effect of this health crisis on the FY 2020 budget.

Because of the uncertainty that exists with the Pandemic, this Budget Response Plan will require modification on a monthly basis. However, several of the strategies have already been implemented with others requiring action in the near future. For Monday night's meeting, I ask the Village Board to consider the Budget Response Plan and provide additional feedback and direction to staff.

Implications:

Is this item budgeted? Yes

Any other implications to be considered? N/A

Attachments:

COVID-19 Budget Response Plan Memorandum from Village Administrator



Andrew J. Maglio Mayor
Patty Burns Village Clerk

MEMORANDUM

To: Mayor Maglio, Board of Trustees, and Village Clerk

From: Jeffrey D. O'Dell, Village Administrator

Date: April 10, 2020

Re: COVID-19 Budget Response Plan

Summary: The COVID-19 Pandemic has presented the organization with several significant challenges not experienced since the Great Recession of 2008 and 2009. While much of staff's efforts over the last month have focused on ensuring the health and safety of the community and our employees, the effects of many executive orders and guidelines implemented at the State and Federal level to ensure the health of everyone will have far reaching impacts on the Village's financial sustainability. The purpose of this memorandum is to identify a phased budget response plan that proactively addresses the current health crisis as it unfolds over the next several months.

What We Have Done to Date: On March 20, 2020 Mayor Maglio declared that a local state of emergency existed as a result of the COVID-19 Pandemic health crisis and the declaration would continue until the next regularly scheduled meeting of the Village Board on April 13, 2020. At that meeting, the Village Board will determine if the declaration should be extended. Subsequent to that declaration, Mayor Maglio issued six executive orders providing some immediate relief for business owners and residents by extending current liquor licenses and granting carryout and home delivery options, extending other deadlines for certain administrative fees and rebates, continuing the Zoning Board of Appeals meeting, authorizing the payment of payroll and routine bills, excluding emergency responders from certain provisions of the FFCRA, and executing an IGA with the IDHFS for transport of Medicaid patients.

Perspective: The current fiscal situation of the Village is far different than it was during the years leading up to and during the Great Recession. Over the last 10 years, previous and current Village Boards have used the strategic planning process to establish many initiatives to ensure sustainable municipal operations while steadily growing reserve funds to protect the organization from unexpected emergencies. Through appropriate use of various economic development initiatives, the Village has experienced robust state shared sales and income tax and other local tax revenue growth. And, with other proactive and prudent measures, expenditures across all funds align appropriately with the efficient and effective provision of municipal services to the community. Reserves in both of

the Village's two largest operating funds exceed the Village Board's fiscal policies.

Challenges: The COVID-19 Pandemic has presented the Village with four key challenges.

1. There is great uncertainty regarding the duration and impact the Pandemic will have on local governments.
2. Staff is unsure of the magnitude of potential revenue shortfalls experienced with both state shared and local taxes.
3. Because of the lag in reporting of major revenue sources such as state shared and local taxes, staff will not have a good indication of the magnitude of these revenue shortfalls until the next couple of months pass.
4. There is uncertainty of any Federal and State financial assistance such as the recently passed Coronavirus Aid, Relief and Economic Security (CARES) Act.

Goals and Objectives: The main goal of our COVID-19 Budget Response Plan is for the organization to remain financially sustainable and resilient during and after this Pandemic crisis. Our objectives include:

1. Continue to provide essential municipal services to the community during the crisis and beyond.
2. Be financially prepared to respond to a future emergency.
3. Utilize all budget funds to assist substantial revenue shortfalls that may occur in the General Operating Fund.
4. Align our financial response with the timing and magnitude of information as it becomes available.
5. Respond to the crisis in a manner that coincides with State and Federal responses.
6. Maintain General Operating Fund reserves in excess of the 35% of total expenditures required in the Village Board's financial policies.

Strategies and Actions Moving Forward: The COVID-19 Budget Response Plan requires a phased approach allowing the Village to implement various

actions to match the effects of the Pandemic crisis as it unfolds. While financial conditions may require the Village to use a mix of all phases to respond to the crisis, the following actions, in order, have been identified to ensure the organization's financial sustainability and resilience during and after the crisis.

- ✓ Phase 1: The Village will seek reimbursement and financial assistance from all resources made available through the State and Federal governments. As of right now, it does not appear as if the recent Federal Stimulus Bill provides municipalities relief from losses in revenue or to cover expenses, rather only emergency expenditures incurred in response to the Pandemic. The Illinois Municipal League and other municipal organizations continue to lobby on behalf of communities for the reimbursement to include replacement revenue. **(Status – Ongoing)**
- ✓ Phase 2: Staff has identified capital project, equipment replacement, and other operational items included in the FY 2020 budget that will be deferred or eliminated. Those items include deferral and/or elimination of vehicle purchases, other machinery and equipment, training and meetings, certain capital project and programs, and community relations/special events. **(Status – Ongoing)**.
- ✓ Phase 3: Staff has implemented a hiring freeze on all vacant positions. This includes position vacancies for the Deputy Fire Chief, Engineering Technician, Lead Water Operator, Vehicle Mechanic, and Public Works Manager. Vacancies for the part-time Economic Development Coordinator and Public Works season workers are being further evaluated. **(Status – Ongoing)**
- ✓ Phase 4: The budget includes a \$300,000 interfund transfer from the MFT Fund to the General Fund to offset eligible street maintenance expenses and a \$500,000 interfund transfer from the General Operating Fund to the Equipment Replacement Fund to pay for the future replacement of vehicles and other various equipment. As an additional backstop for mitigating revenue shortfalls in the General Fund, the MFT interfund transfer could be increased to provide additional revenue while the interfund transfer to the Equipment Replacement Fund could be eliminated thereby reducing that expenditure. **(Status – TBD)**
- ✓ Phase 5: The General Fund's reserve level is at 47% of total expenditures, thereby exceeding the Village Board's Strategic Plan Financial Sustainability Priority and financial policy target of at least 35%. The Water and Sewer Operating Fund reserve levels are at 41% of total expenditures, thereby exceeding the Village Board's financial policy target of at least 25%. As noted above, these reserves are intended to provide

the Village relief during emergency circumstances. However, as a non-home rule community, the Village is exposed to greater financial risk should the economic impact of the Pandemic extend out beyond this current fiscal year. Therefore, staff recommends not using operating fund reserves until the provision of various municipal services or authorized staffing levels are compromised. **(Status – TBD)**

General Fund Revenue Forecast: Successful implementation of the COVID-19 Budget Response Plan will require continued monitoring of all revenue sources. But, due to a lag in reporting of major revenue sources such as state shared sales and income taxes and other local taxes, staff will not have a good indication of the magnitude of these revenue shortfalls until the next couple of months pass. For example, state shared sales tax revenues for the month of March will be received in June while April revenues will be received in July. State shared income tax revenues for March will be received in April while April tax revenues will be received in May. The Village's local eating establishment and video gaming taxes for the month of March will be received on April 20 while April revenues will be received on May 20. Further exasperating the lag in reporting issue are recent statements made by State Comptroller Mendoza that delays in the disbursement of any state shared taxes and revenues to municipalities are possible. This situation occurred with state shared sales and income taxes during the Great Recession.

Despite this uncertainty and lag in reporting of several key revenues sources, staff has prepared the attached General Fund revenue forecast for the remainder of this current fiscal year which ends on December 31, 2020. In addition, that forecast includes a modification to budgeted personnel costs during that same period. Most notably, this forecast reflects the following:

- ✓ Most revenues are reduced by 30%. Larger revenue sources such as sales tax, income tax, local use tax, eating establishment tax, and video gaming tax reflect what we have already received to date and what we can expect to receive for the remainder of the year. Overall, total General Fund revenues are expected to decrease by \$2,527,500 or 14% below what was budgeted for FY 2020.
- ✓ The largest revenue source in the General Fund is property taxes. Staff has not forecasted any reduction in property taxes at this time. With the first installment of DuPage County property tax bills scheduled to be sent out on April 20 with a due date of June 1, it is entirely possible that we could experience a reduction in property tax revenues as a result of late payment, county action to permit deferral of first installment payments, or other reasons. Some of our peer communities are projecting a worst case scenario of taxing bodies receiving 75% to 80% of property tax revenues.

A 25% reduction in our property tax revenue would result in an additional decrease in revenue of \$1,219,465.

- ✓ The largest expenditure in the General Fund is personnel costs. Staff has adjusted total forecasted personnel costs to reflect a decrease of \$858,495 or 7%. However, that forecast reflects keeping the hiring freeze in place through the end of the fiscal year on December 31, 2020.
- ✓ Entering into this current fiscal year, General Fund reserves were \$8,557,506 or 47% of total expenditures. Based on the forecast of revenues and expenditures highlighted above, reserves on December 31 would be 6,895,736 or 40% of total expenditures. This does not take into account any of the five phased actions identified above.

Additional Financial Impact of Deferred or Eliminated Budget Items:

Deferral and/or elimination of certain budgeted vehicle purchases, other machinery and equipment, various training, conferences, and meetings, some capital projects and programs, and particular community relations/special events will not impact the provision of municipal services and/or the safety and health of our employees and the community. Staff has identified the following for deferral and/or elimination:

- ✓ Automotive Equipment and Vehicles: The budget includes funding for the purchase of one fire department rescue squad, three police emergency response vehicles, and six public works dump trucks or pickups. While four of the six public works trucks had been approved and ordered, staff has contacted the vendors and was able to cancel those orders without penalty. The remaining vehicles have not been approved or ordered. Staff recommends deferring all vehicle purchases until later in the year. The total budgeted funds for those 10 vehicles is \$706,700. Although funding for these vehicles comes from the two Equipment Replacement Funds, this will help offset elimination of the interfund transfer from the General Fund to the Equipment Replacement Fund should that action be necessary.
- ✓ Capital Projects and Programs: The purchase of village hall elevator control equipment, installation of new concrete street light poles, replacement of sidewalk around Village Hall, implementation of the tree reforestation program, and replacement of windows and bricks at the fire station will all be eliminated from this year's capital projects program. The total budgeted funds for these capital project programs is \$192,000. Staff is also evaluating cancellation of a portion or all of this year's street improvement and water main replacement programs. There are components of the street improvement program related to

street patching and striping that should move forward for public safety reasons. The total budgeted funds for the street program is \$755,000 and water main program is \$1,330,000.

- ✓ Other Items for Deferral or Elimination: The budget includes funding for various small equipment, other machinery, training and meetings, special events, and professional services. Staff has identified those items and will provide the Village Board with more specific information related to their financial impact on various funds and why they can be deferred or eliminated in a future update as we progress through this crisis. However, I would like the Village Board to confirm what it would like to do with the zoning ordinance update as we are at a point to delay additional work on the project without minimal impact. There is \$67,000 in professional service fees that can be saved this year if the project is deferred at this time.

Next Steps: Staff will continue to monitor the health, safety, and financial impact the COVID-19 Pandemic will have on the Village and its FY 2020 budget. As noted above, the uncertainty regarding its duration, magnitude of potential revenue shortfalls, lag in reporting and receipt of various state and local tax revenues, and assistance from the State and Federal governments will dictate the pace and type of response necessary to mitigate the Pandemic's impact on the community and budget.

Attachment: General Fund Revenue Forecast

VILLAGE OF ROSELLE, ILLINOIS
BUDGET DETAIL BY FUND
FISCAL YEAR ENDING DECEMBER 31, 2020

FUND 10 - GENERAL FUND

ACCOUNT	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2020 TO DATE	FY 2020 PROJECTED
REVENUES AND OTHER FINANCING SOURCES									
PROPERTY TAXES									
1011205	41010 DUPAGE PROPERTY TAX	\$ 4,430,830	\$ 4,531,249	\$ 4,697,635	\$ 4,654,731	\$ 4,754,537	\$ 4,911,455	\$ -	\$ 4,877,865
1011205	41015 COOK PROPERTY TAX	830,954	827,607	828,995	824,908	848,300	866,730	443,429	908,850
TOTAL PROPERTY TAXES		5,261,784	5,358,856	5,526,630	5,479,640	5,602,837	5,778,185	443,429	5,786,715
ROAD/BRIDGE TAX									
1011210	41110 DUPAGE - ROAD/BRIDGE TAX	158,038	150,269	155,000	134,505	122,709	125,000	-	120,050
1011210	41120 COOK - ROAD/BRIDGE TAX	13,438	14,152	13,000	14,203	14,812	14,000	7,745	14,000
TOTAL ROAD/BRIDGE TAX		171,475	164,421	168,000	148,709	137,521	139,000	7,745	134,050
STATE SHARED TAXES									
1011215	41210 PERSONAL PROPERTY REPLACE TAX	28,153	29,731	33,200	27,029	33,604	27,000	6,044	18,900
1011215	41215 SALES TAX	2,680,231	2,870,478	2,985,335	3,023,942	3,293,745	3,447,920	825,910	2,866,250
1011215	41220 INCOME TAX	2,215,842	2,090,763	2,132,805	2,179,923	2,422,872	2,419,710	582,522	1,836,645
1011215	41225 LOCAL USE TAX	552,877	588,800	575,905	668,674	744,127	793,010	235,711	678,350
1011215	41226 CANNABIS USE TAX	-	-	-	-	-	-	1,599	10,000
TOTAL STATE SHARED TAXES		5,477,104	5,579,772	5,727,245	5,899,568	6,494,347	6,687,640	1,651,786	5,410,145
LOCAL TAXES									
1011220	41230 PULL TAB TAX	2,421	2,420	1,100	(425)	695	1,100	-	1,100
1011220	41235 AUTO RENTAL	1,944	2,208	2,000	1,535	993	1,000	291	700
1011220	41245 SIMPLIFIED TELECOMM TAX	126,252	109,397	-	-	-	-	-	-
1011220	41310 HOTEL/MOTEL	90,736	86,975	86,500	78,428	64,313	58,980	7,685	10,000
1011220	41315 EATING ESTABLISHMENTS TAX	332,789	368,760	380,000	426,464	484,315	475,000	111,836	260,320
1011220	41320 AMUSEMENT TAX	28,385	25,472	28,515	25,193	25,497	25,420	8,452	17,795
1011220	41330 VIDEO RENTAL TAX	10,501	11,293	11,815	9,527	7,965	9,480	1,923	6,635
1011220	41335 VIDEO GAMING TAX	116,458	128,565	124,460	162,994	221,783	232,980	58,184	158,855
TOTAL LOCAL TAXES		709,486	735,090	634,390	703,716	805,560	803,960	188,370	455,405
FEES									
1011225	42010 ENGINEERING FEES	2,140	14,308	15,000	9,100	18,976	18,000	1,100	12,600
1011225	42016 FIRE DEPARTMENT REVIEW FEES	8,133	10,484	9,000	13,043	19,533	13,000	1,500	9,100
1011225	42025 BUILDING PERMITS	257,757	241,000	200,000	262,456	321,985	250,000	24,474	175,000
1011225	42026 RE-OCCUPANCY FEES	7,550	4,550	10,000	4,450	3,050	5,000	1,425	3,500
1011225	42030 ANNEXATION FEES	2,900	3,600	1,500	3,400	2,800	3,000	100	2,100
1011225	42035 ZONING FEES	3,400	5,415	2,500	9,640	3,290	2,000	610	1,400
1011225	42040 RECORDING FEES	(300)	120	500	56	70	150	-	105
1011225	42042 PROCESSING FEES	3,634	6,828	4,500	10,268	5,358	15,250	658	10,675
1011225	42043 CREDIT CARD PROCESSING FEES	-	-	-	-	6,289	7,000	1,491	4,900
TOTAL FEES		285,214	286,304	243,000	312,413	381,350	313,400	31,358	219,380
LICENSES									
1011230	42110 BUSINESS LICENSES	104,439	111,918	105,000	111,613	110,009	105,000	77,247	85,000
1011230	42120 ALARM LICENSES	44,172	45,514	43,800	48,158	49,984	52,300	7,514	36,610
1011230	42125 LIQUOR LICENSES	85,952	91,555	87,325	97,755	104,075	114,125	1,050	80,000
1011230	42140 VEHICLE STICKERS	691,201	686,059	695,000	679,969	659,180	680,000	3,369	476,000
1011230	42145 SMALL CELL WIRELESS LICENSES	-	-	-	-	-	2,000	-	-
TOTAL LICENSES		925,764	935,045	931,125	937,494	923,247	953,425	89,180	677,610
FINES									
1011235	42215 LOCAL FINES	163,892	168,753	180,000	180,832	171,524	180,000	44,260	126,000
1011235	42218 COMPLIANCE FINES	24,065	24,135	24,000	32,584	26,710	32,000	3,459	22,400
1011235	42219 TOW FINES	68,780	52,840	90,000	63,760	63,700	62,500	19,500	43,750
1011235	42220 COURT FINES	162,649	147,018	200,000	135,800	149,745	170,000	26,338	119,000
1011235	42225 DUI TECH FINES	12,873	13,968	20,000	3,210	7,478	10,000	956	7,000
1011235	42228 TRAFFIC SIGNAL ENFORCEMENT	173,020	136,824	180,000	135,536	148,537	150,000	29,016	105,000
1011235	42230 FORFEITED ASSETS	719	1,697	500	3,513	-	1,000	-	-
1011235	42235 FALSE ALARM	3,650	7,425	10,000	9,350	5,150	10,000	1,400	7,000
1011235	42240 LIQUOR VIOLATIONS	350	250	500	-	4,100	500	-	350
1011235	42260 COMMUNITY DEVELOPMENT FINES	1,744	3,270	3,000	1,928	10,385	8,000	4,894	5,600
TOTAL FINES		611,741	556,180	708,000	566,513	587,330	624,000	129,823	436,100
CHARGES FOR SERVICE									
1011240	42310 NEWSLETTER ADVERTISING	6,420	6,560	6,600	6,560	6,640	6,600	3,220	4,620
1011240	42315 RECYCLING INCOME	6,196	5,729	5,000	5,472	5,331	5,525	-	3,870
1011240	42325 COMMUNITY POLICE SERVICE	20,597	12,139	20,000	31,513	25,319	20,000	4,148	14,000
1011240	42330 OTHER SERVICES	2,990	-	3,000	7,163	4,288	3,000	-	2,100
1011240	42335 LPHS LIAISON	214,663	219,306	224,530	224,330	229,484	235,005	77,463	164,505
1011240	42340 PUBLIC SAFETY REPORTS	4,082	3,958	4,000	4,603	6,846	4,000	1,443	2,800
1011240	42345 POLICE/FIRE DEVELOPER OBLIGATIONS	300	-	1,500	-	-	1,500	-	-
1011240	42361 MISC REIMBURSE - GENERAL	57,551	50,999	10,000	9,533	26,710	15,000	6,186	10,500
1011240	42362 MISC REIMBURSE - PUBLIC SAFETY	15,782	18,630	13,000	20,045	22,927	21,510	-	15,050
1011240	42363 MISC REIMBURSE - PUBLIC WORKS	3,217	29,174	7,500	16,111	11,429	12,200	1,680	8,540
1011240	42365 HAZMAT REIMBURSEMENT	-	-	100	3,099	720	100	-	-
1011240	42370 ROSELLE FIRE PROTECTION DISTRICT	631,147	686,733	683,075	683,065	790,665	854,945	213,736	854,945
1011240	42375 AMBULANCE FEES	502,602	615,446	660,000	621,421	582,262	615,000	141,816	580,000
1011240	42376 TOLLWAY EMERGENCY FEES	-	1,600	1,000	800	500	1,000	500	700
1011240	42380 CPR TRAINING	320	-	13,000	2,208	4,596	9,000	1,215	6,300

VILLAGE OF ROSELLE, ILLINOIS
BUDGET DETAIL BY FUND
FISCAL YEAR ENDING DECEMBER 31, 2020

FUND 10 - GENERAL FUND

ACCOUNT	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2020 TO DATE	FY 2020 PROJECTED
1011240 42385	50/50 SIDEWALK PROGRAM	146	1,137	1,250	-	-	-	-	-
1011240 42390	50/50 TREE PROGRAM	6,378	4,550	8,400	-	-	-	-	-
TOTAL CHARGES FOR SERVICE		1,472,391	1,655,961	1,661,955	1,635,922	1,717,716	1,804,385	451,407	1,667,930
OTHER CHARGES									
1011245 43010	SALE OF ASSETS - GENERAL	300	480	100	451	5,844	100	-	70
1011245 43011	SALE OF ASSETS - PUBLIC SAFETY	5,748	1,034	100	-	687	5,200	-	3,640
1011245 43015	MAPES, CODES, BIDS	360	400	500	640	550	500	500	500
1011245 43020	CABLE FRANCHISE FEES	379,457	374,178	380,000	357,456	340,401	340,000	84,140	238,000
1011245 43021	NATURAL GAS FRANCHISE	35,982	33,836	33,835	29,531	30,050	30,000	31,512	31,510
1011245 43025	RETAIL SALES	935	804	880	634	442	880	-	615
1011245 43026	REGISTRY SERVICES FEE	-	-	-	-	-	10,000	-	-
1011245 43030	MISCELLANEOUS INCOME	27,743	4,454	3,000	3,179	52,932	3,000	156	2,100
1011245 43040	RENTAL INCOME - WATER TOWER	82,950	53,929	45,725	38,568	48,013	48,015	48,013	48,015
1011245 43046	RENTAL INCOME - GUN RANGE	4,000	4,000	4,000	4,000	4,000	4,000	-	4,000
1011245 43047	RENTAL INCOME - PROPERTY LEASE	3,000	9,000	-	-	-	-	-	-
1011245 43051	RECAPTURES	-	13,413	-	-	-	-	-	-
1011245 43055	WORKERS COMP REIMBURSEMENT	103,140	91,804	10,000	1,663	8,618	10,000	11,736	15,000
1011245 43060	IRMA - GENERAL	-	-	500	-	-	500	-	-
1011245 43062	IRMA - PUBLIC SAFETY	4,041	3,283	3,000	9,375	9,868	3,000	1,294	2,100
1011245 43063	IMRA - PUBLIC WORKS	14,057	(170)	500	44,107	3,567	500	645	650
TOTAL OTHER CHARGES		661,713	590,445	482,140	489,604	504,970	455,695	177,996	346,200
GRANTS									
1011250 44020	PD TRAINING GRANT	1,402	2,117	2,000	1,479	290	14,000	-	-
1011250 44025	FD TRAINING GRANT	-	-	-	914	2,963	2,500	-	-
1011250 44030	PD PROTECTIVE VEST GRANT	3,983	206	2,000	4,283	-	4,750	-	3,325
1011250 44032	ROADSIDE SAFETY GRANT	27,533	16,474	27,000	5,518	16,770	30,000	2,833	3,000
1011250 44035	TOBACCO ENFORCEMENT GRANT	2,200	-	2,200	2,200	2,200	-	-	-
1011250 44056	COMMUNITY GRANT	5,000	5,000	5,000	5,000	5,000	5,000	-	5,000
1011250 44060	STATE/LOCAL GRANTS	5,559	20,306	25,255	27,910	37,917	67,400	31,703	47,180
TOTAL GRANTS		45,677	44,103	63,455	47,303	65,139	123,650	34,536	58,505
DONATIONS									
1011255 45010	MISCELLANEOUS DONATIONS	950	3,386	-	2,000	1,840	2,000	1,340	1,400
1011255 45015	FIREWORKS DONATION	6,200	8,045	-	-	-	-	-	-
1011255 45016	EXPLORER PROGRAM DONATIONS	2,521	1,592	1,000	1,333	841	1,000	400	400
TOTAL DONATIONS		9,671	13,023	1,000	3,333	2,681	3,000	1,740	1,800
INVESTMENT INCOME									
1011260 46010	INTEREST INCOME	1,597	57,238	25,000	116,692	204,601	115,000	38,956	80,000
TOTAL INVESTMENT INCOME		1,597	57,238	25,000	116,692	204,601	115,000	38,956	80,000
INTERFUND TRANSFERS									
1011275 49020	TRANSFER FROM INSURANCE FUND	-	-	237,180	237,180	-	-	-	-
1011275 49030	TRANSFER FROM MFT	300,000	300,000	300,000	300,000	300,000	300,000	-	300,000
TOTAL INTERFUND TRANSFERS		300,000	300,000	537,180	537,180	300,000	300,000	-	300,000
TOTAL REVENUES AND OTHER FINANCING SOURCES		\$ 15,933,617	\$ 16,276,438	\$ 16,709,120	\$ 16,878,087	\$ 17,727,300	\$ 18,101,340	\$ 3,246,327	\$ 15,573,840
EXPENDITURES AND OTHER FINANCING USES									
TOTAL PERSONNEL		10,701,227	10,481,660	11,487,050	11,362,136	11,648,562	12,993,260	2,445,222	12,134,765
TOTAL CONTRACTUAL		2,760,106	3,134,179	3,276,290	3,142,669	3,272,204	3,413,905	593,260	3,413,905
TOTAL COMMODITIES		607,286	730,658	691,410	790,127	764,663	704,535	97,995	704,535
TOTAL OTHER CHARGES		696,716	554,168	569,200	410,530	421,954	405,120	216,670	405,120
TOTAL CAPITAL OUTLAY		171,670	50,812	67,325	79,452	219,205	77,285	7,511	77,285
TOTAL INTERFUND TRANSFERS		376,742	376,742	400,000	400,000	400,000	500,000	124,997	500,000
TOTAL EXPENDITURES AND OTHER FINANCING USES		\$ 15,313,746	\$ 15,328,221	\$ 16,491,275	\$ 16,184,914	\$ 16,726,588	\$ 18,094,105	\$ 3,485,654	\$ 17,235,610
BEGINNING FUND BALANCE		5,288,296	5,908,167		6,856,385	7,549,558	8,550,271	8,557,506	8,557,506
NET CHANGE IN FUND BALANCE		619,871	948,218	217,845	693,174	1,000,713	7,235	(239,328)	(1,661,770)
ENDING FUND BALANCE		5,908,167	6,856,385		7,549,558	8,550,271	8,557,506	8,318,178	6,895,736

47.3% **40.0%**