

WARREN COUNTY
2020 PROPOSED BUDGET

WARREN COUNTY
BOARD OF SUPERVISORS
FRANK E. THOMAS, BUDGET OFFICER
November 1, 2019

INTRODUCTION

- **The 2020 Proposed Budget continues Warren County's compliance of being below the tax cap.**

PROPOSED BUDGET

- The proposed \$161 million dollar budget keeps the County tax rate flat, which increases the levy by 1.40% (half the 2.8% increase allowed by the tax cap).
- Amount to be Raised by Tax: \$45,357,703.

PROPOSED BUDGET

- The proposed levy increase means the County tax rate will decrease by approximately \$0.001 to \$3.986 per 1,000. This means a homeowner with a \$200,000 property would pay about \$.20 less per year.²

² This is the County rate. The equalization rates for the municipalities in Warren County will reflect the exact rate and amount of increase or decrease in any given municipality.

PROPOSED BUDGET

- This budgeting methodology includes long term planning and a culture where County departments are constantly looking for ways of cutting costs and increasing revenues through efficiency measures that still allow for quality services.

PROPOSED BUDGET

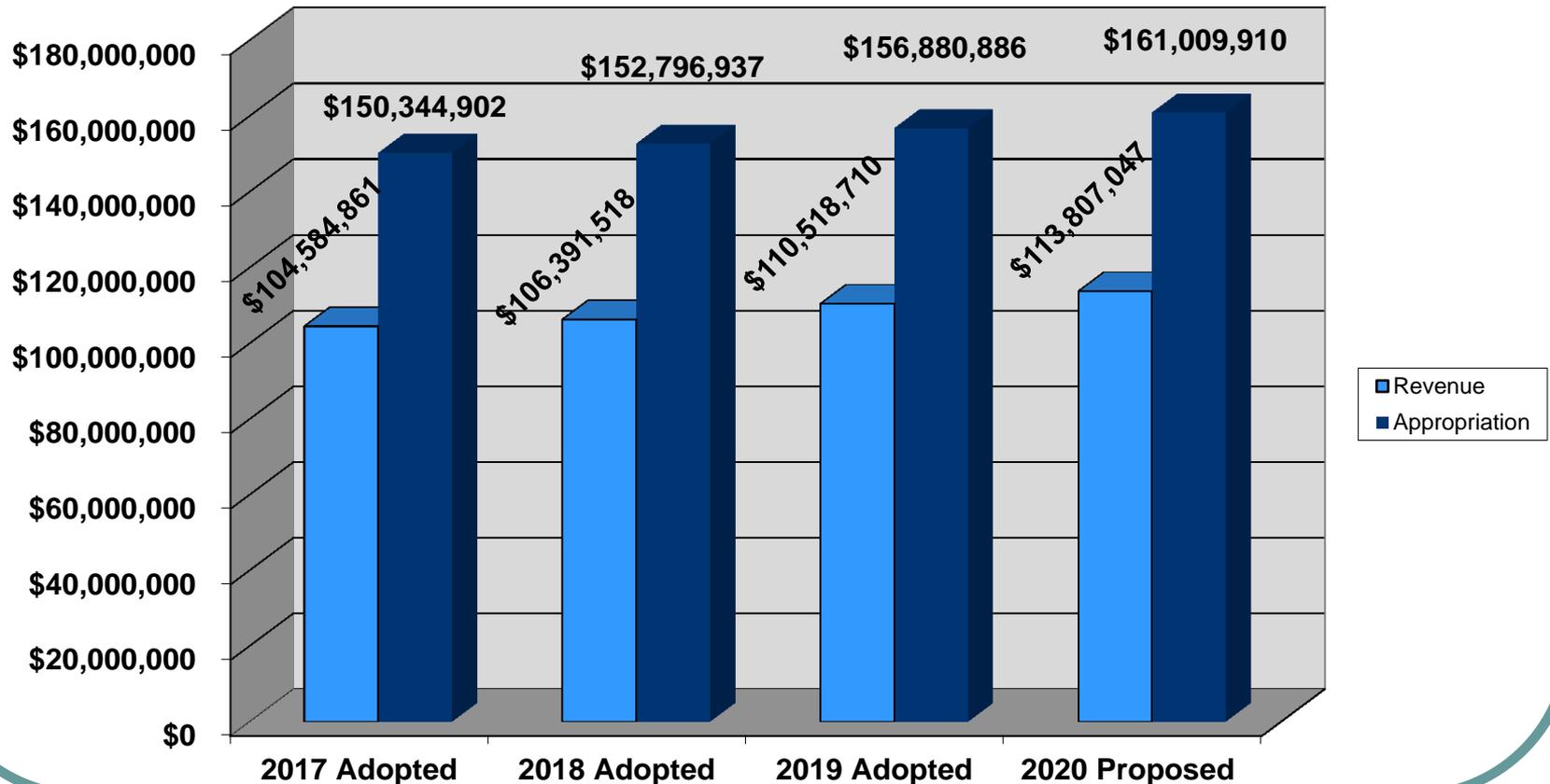
- This budget allows the County to make appropriations that are important to the Board such as:
 - Maintaining County Road funding;
 - Continued replacement plan for vehicles and funding for computer reserve;
 - Raises for non-union employees;
 - Created 6 Full-time positions and 2 Part-time positions
 - Deleted 6 Full-time positions and 3 Part-time position.

2020 RESERVES CREATED

- SUNY Adirondack
- Countryside Rehabilitation
- Capital Improvement Plan - Projects Assessments

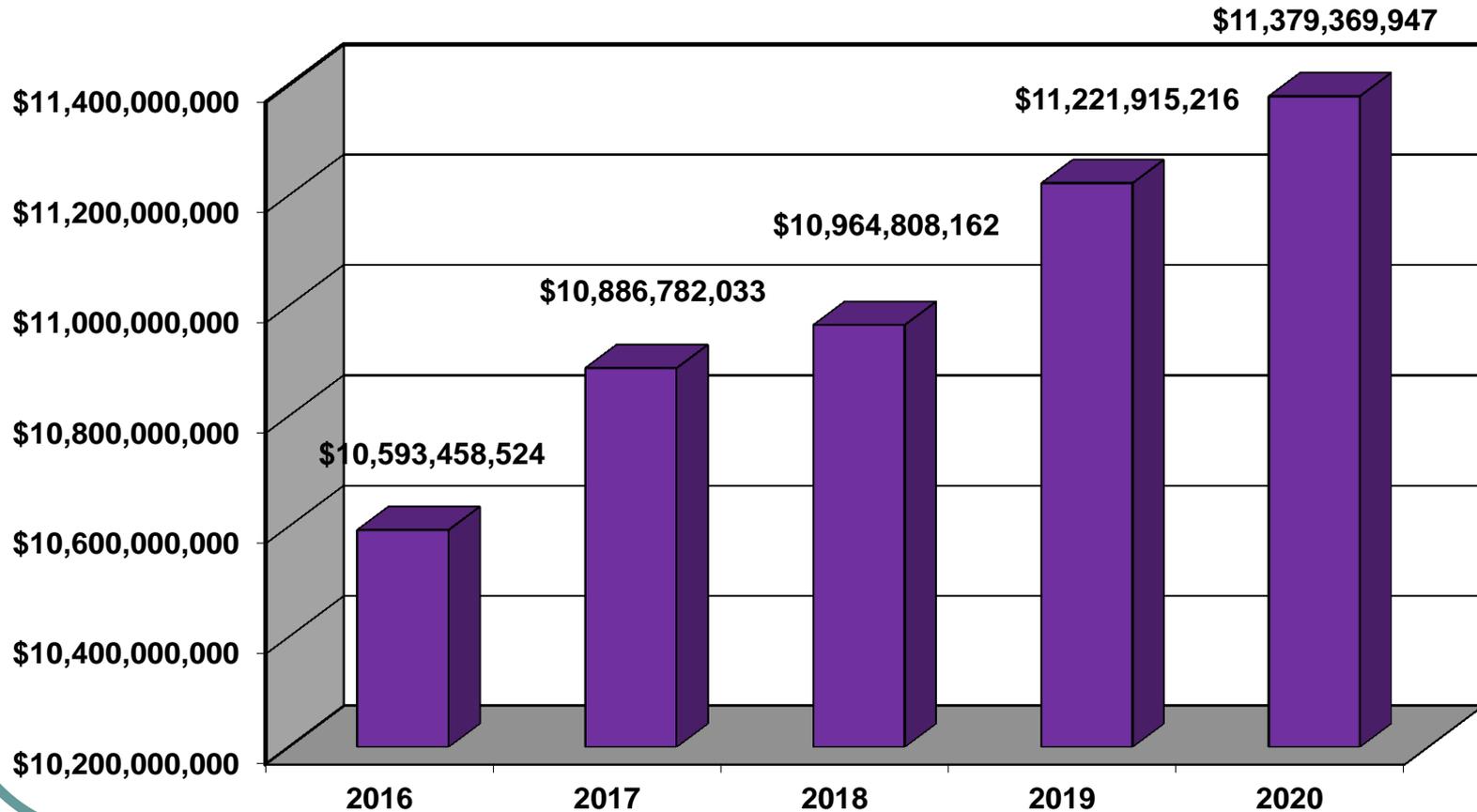
COMPARISON:

BUDGETED REVENUE AND APPROPRIATIONS



BUDGET STAT

FULL VALUE TAX BASE



REVENUE DETAILS

SIGNIFICANT REVENUES:

General Fund:

● Sales Tax Collections	\$55,000,000
● State Aid	\$16,400,000
● Federal Aid	\$10,500,000
● Departmental Income	\$11,300,000
● Other Income	\$12,400,000

*Figures rounded to the nearest 100,000

ITEMS DRIVING REVENUES

- **Significant Items Driving Revenue Projections**

Sales Tax	\$2,861,300
------------------	--------------------

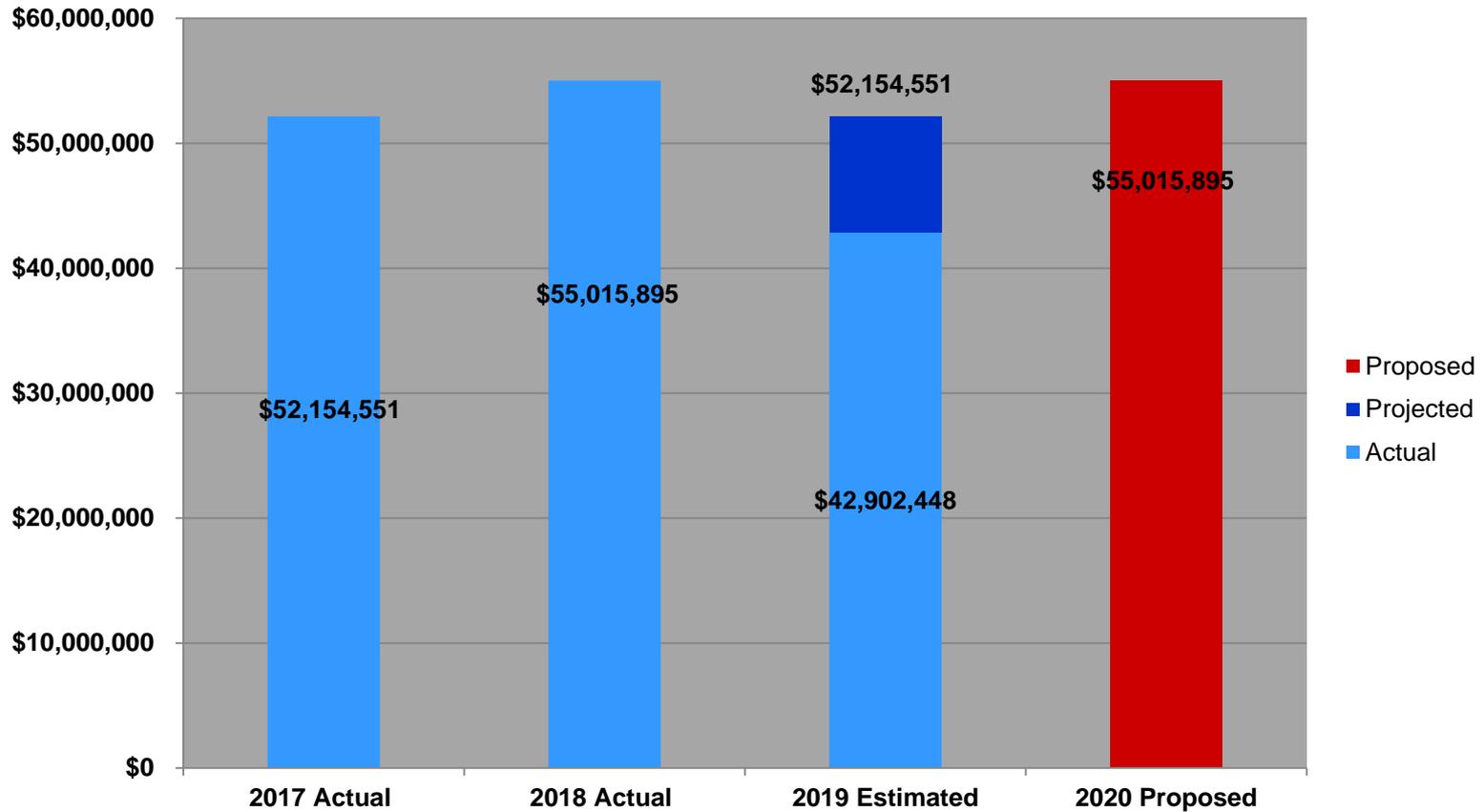
State Aid	\$631,900
------------------	------------------

Federal Aid	(\$676,700)
--------------------	--------------------

Mortgage Tax	\$200,000
---------------------	------------------

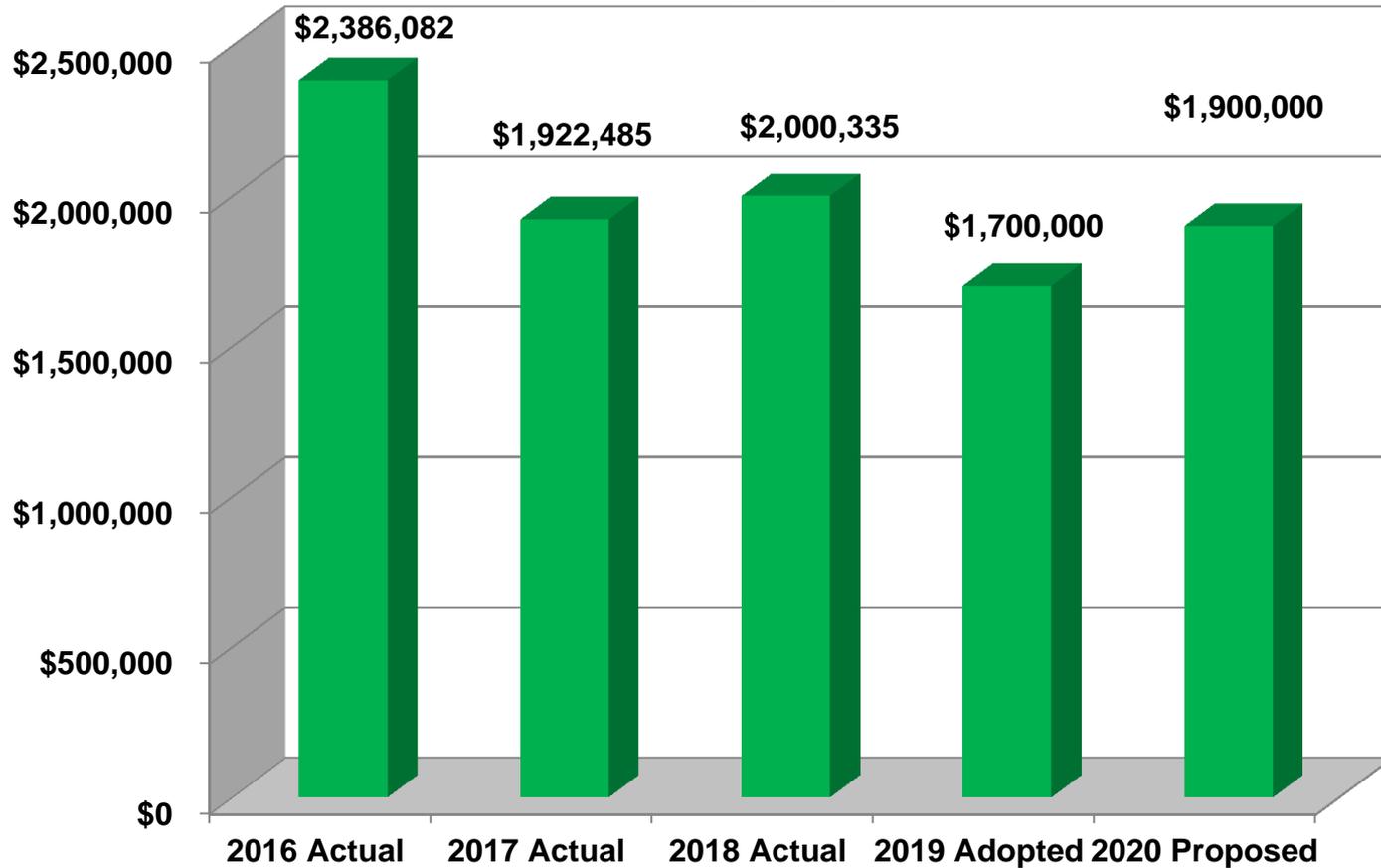
REVENUE DETAILS:

Total Sales Tax Collections



REVENUE DETAILS

Mortgage Tax



SIGNIFICANT COST DETAIL

ITEMS DRIVING APPROPRIATIONS

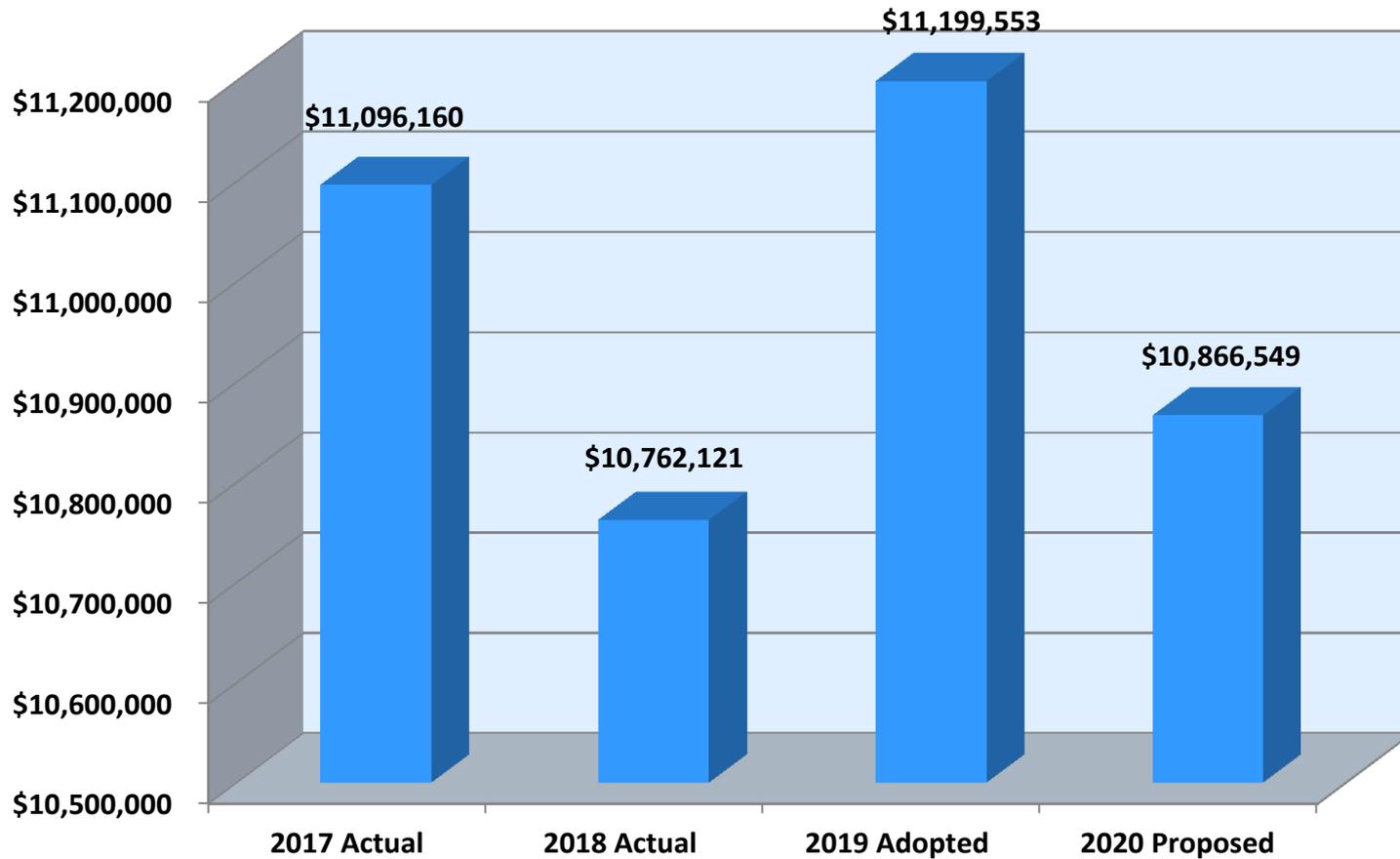
- **Significant Items Driving Increase or (Decrease) in Appropriations**

(Rounded to nearest 1,000)

Wages	\$1,273,000
Health Insurance	(\$333,000)
Retirement	\$82,000
Sales Tax Distribution	\$880,000
County Roads <small>(not including wages, Health Insurance & Retirement)</small>	\$1,009,000
Debt Service	(\$49,400)

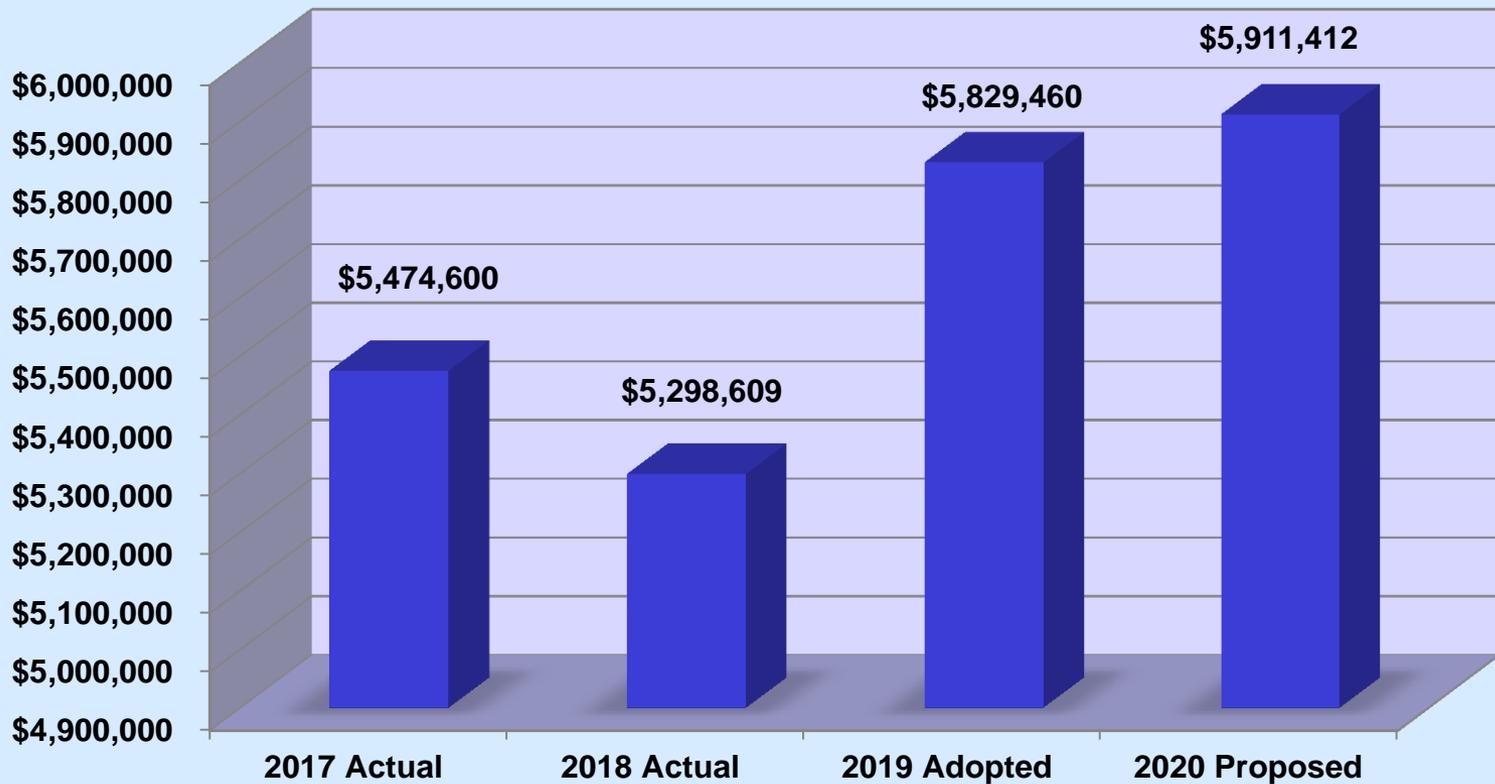
COST DETAIL

Health Insurance



COST DETAIL:

Retirement



Budget Officer's Recommendations

RECOMMENDATIONS

- **Use of \$2,795,160 in surplus fund balance includes:**

● General Fund Surplus	\$1,000,000
● County Road Fund Surplus	\$510,000
● Road Machinery Fund Surplus	\$395,000
● Occupancy Tax	\$590,030
● Westmount Legacy Costs	\$300,130

RECOMMENDATIONS

- **Continue to look for efficiencies that will cut costs while providing quality services;**
- **Continue to look for revenue to offset expenses, keep property taxes in check, and reduce the use of surplus funds;**
- **Continue to plan for and fund investments in Warren County's future, including infrastructure, economic development, and workforce development;**
- **Continue advocating for County taxpayers in the State Capitol; and**
- **Continue to enhance County Departments by adapting to new challenges and promoting good management.**

TAX RATES BASED ON PROPOSED BUDGET

(Equalized County Tax Rate \$3.986)

TOWN	2019	2020
BOLTON	3.968	4.019
CHESTER	3.967	3.986
GLENS FALLS	5.178	5.315
HAGUE	4.584	4.620
HORICON	3.987	3.987
JOHNSBURG	199.334	209.789
LAKE GEORGE – IN	4.381	4.429
LAKE GEORGE – OUT	4.268	4.429
LAKE LUZERNE	3.987	3.987
QUEENSBURY	3.987	3.986
STONY CREEK	399.681	399.615
THURMAN	4.142	4.174
WARRENSBURG	3.987	3.986

	A	B	C	D	E	F	G	H	I	J	K
1	Warren County										
2	Four Year Financial Plan, Fiscal Years	2020-2023									
3	Major Fund Summary Financing Plan										
4											
5											
6											
7	General Fund	2015	2016	2017	2018	2019	2020	2021	2022	2023	
8	Revenues										
9	Expenditures by Object										
10	Surplus (Deficit)										
11											
12	County Road										
13	Revenues										
14	Expenditures										
15	Surplus (Deficit)										
16											
17	Road Machinery										
18	Revenues										
19	Expenditures										
20	Surplus (Deficit)										
21											
22	Debt Service										
23	Revenues										
24	Expenditures										
25	Surplus (Deficit)										
26											
27	All Major Funds										
28	Revenues										
29	Expenditures										
30	Surplus (Deficit)*										
31											
32	General Fund Unreserved Fund Balance*										
33	Debt Service Unreserved Fund Balance										
34	County Road Unreserved Fund Balance										
35	Road Machinery Unreserved Fund Balance										
36	Total Actual/Estimated Unreserved Fund Balance										
37											
38	* NOTE: In 2016, Resolution No. 313 of 2016 appropriated \$4,477,509 to Westmount Legacy Costs Reserve.										

A	B	C	D	E	F	G	H	I	J	K
1	Warren County									
2	Four Year Financial Plan, Fiscal Years 2020-2023									
3	General Fund									
4										
5			Actual		Estimated			Projected		
6	Revenues	2015	2016	2017	2018	2019	2020	2021	2022	2023
7	Real Property Taxes*	\$30,335,492	\$30,710,534	\$31,906,144	\$33,588,929	\$34,272,067	\$34,786,148	\$35,307,940	\$35,837,559	\$36,375,123
8	Real Property Tax Items	\$2,193,748	\$2,567,271	\$2,234,630	\$2,033,174	\$2,125,560	\$2,175,500	\$2,175,500	\$2,175,500	\$2,175,500
9	Sales and Use Tax*	\$50,124,221	\$51,024,413	\$52,154,551	\$55,015,895	\$56,391,292	\$57,237,161	\$58,095,719	\$58,967,155	\$59,851,662
10	Other Non-Prop Taxes*	\$6,004,755	\$5,987,090	\$6,141,838	\$6,333,077	\$6,699,000	\$6,758,308	\$6,883,308	\$7,008,308	\$7,133,308
11	Departmental Income	\$11,725,741	\$13,725,871	\$10,826,745	\$11,077,307	\$10,876,163	\$11,317,119	\$11,317,119	\$11,317,119	\$11,317,119
12	Other Local Revenue	\$4,375,522	\$4,638,434	\$4,491,552	\$3,750,299	\$3,860,915	\$3,610,870	\$3,610,870	\$3,610,870	\$3,610,870
13	State Aid - AIM*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	State Aid - Mortgage Tax*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
15	State Aid - Other*	\$12,676,112	\$13,909,746	\$13,381,320	\$13,745,382	\$14,878,612	\$16,376,798	\$15,204,340	\$15,384,237	\$15,577,723
16	Federal Aid*	\$10,479,388	\$10,046,596	\$9,560,907	\$9,692,297	\$11,027,022	\$10,507,866	\$11,268,429	\$11,401,756	\$11,545,155
17	Interfund Transfers	\$4,858,497	\$30,582	\$987,929	\$5,918	\$201,888	\$0	\$0	\$0	\$0
18	Total Revenues*	\$132,773,476	\$132,640,537	\$131,685,616	\$135,242,278	\$140,332,519	\$142,769,770	\$143,863,224	\$145,702,504	\$147,586,460
19										

A	B	C	D	E	F	G	H	I	J	K
1	Warren County									
2	Four Year Financial Plan, Fiscal Years	2020-2023								
3	General Fund									
4		Actual			Estimated			Projected		
5		2015	2016	2017	2018	2019	2020	2021	2022	2023
6	Expenditures by Object									
7	Personal Services	\$31,733,229	\$32,499,242	\$32,932,467	\$34,268,694	\$35,635,234	\$36,834,236	\$37,633,001	\$38,502,529	\$39,393,793
8	Equipment and Capital Outlay	\$1,225,720	\$965,039	\$1,545,567	\$1,466,061	\$2,119,106	\$919,745	\$927,411	\$937,882	\$943,375
9	Contractual	\$71,804,382	\$74,074,955	\$73,298,046	\$74,858,196	\$80,349,685	\$80,065,588	\$80,816,807	\$81,557,892	\$82,354,791
10	Debt Service (Principal and Interest)	\$431,130	\$675,614	\$561,803	\$280,340	\$290,740	\$290,739	\$300,739	\$310,739	\$297,921
11	Employee Benefits	\$18,005,135	\$18,186,685	\$18,044,007	\$17,678,543	\$18,590,321	\$19,213,802	\$19,629,161	\$20,081,314	\$20,544,772
12	Interfund Transfers	\$4,318,375	\$3,345,638	\$4,328,270	\$3,888,973	\$5,259,251	\$4,367,077	\$4,319,242	\$4,256,251	\$4,210,196
13	* Interfund Transfers to Road & Machinery Fund						\$2,119,553	\$2,928,542	\$2,859,977	\$2,823,956
14	Total Expenditures (by Object)	\$127,517,971	\$129,747,173	\$130,710,160	\$132,440,807	\$142,244,336	\$143,810,741	\$146,554,902	\$148,506,584	\$150,568,804
15		57%	56%	55%	52%	52%	52%	52%	52%	52%
16	Expenditures by Function									
17	General Governmental Support	\$38,018,869	\$38,636,935	\$39,319,336	\$41,299,884	\$43,572,618	\$44,591,947	\$45,325,807	\$46,076,719	\$46,841,816
18	Education	\$2,218,282	\$2,233,803	\$2,244,302	\$2,286,635	\$2,332,585	\$2,392,813	\$2,454,847	\$2,518,742	\$2,584,554
19	Public Safety	\$26,223,065	\$26,449,421	\$27,382,137	\$27,697,310	\$28,664,396	\$27,575,087	\$28,048,308	\$28,594,539	\$29,162,925
20	Health	\$13,838,368	\$15,160,271	\$14,099,209	\$14,389,910	\$16,326,465	\$15,914,409	\$16,158,314	\$16,408,661	\$16,665,524
21	Transportation	\$789,850	\$704,605	\$880,286	\$572,882	\$658,009	\$595,049	\$605,373	\$615,908	\$626,659
22	Economic Opp & Developmt	\$39,331,973	\$40,050,591	\$39,327,098	\$39,181,939	\$42,196,515	\$42,336,321	\$42,755,824	\$43,168,330	\$43,618,744
23	Culture and Recreation	\$1,241,924	\$1,325,512	\$1,318,872	\$1,541,946	\$1,468,748	\$1,409,581	\$1,425,144	\$1,448,993	\$1,473,446
24	Home and Community Services	\$1,045,999	\$1,099,858	\$1,202,141	\$1,228,462	\$1,415,010	\$1,562,164	\$1,576,761	\$1,591,725	\$1,607,063
25	Employee Benefits / Fringes	\$60,139	\$64,925	\$46,704	\$72,526	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
26	Debt Service (Principal and Interest)	\$431,130	\$675,614	\$561,803	\$280,340	\$290,740	\$290,739	\$300,739	\$310,739	\$297,921
27	Interfund Transfers	\$4,318,375	\$3,345,638	\$4,328,270	\$3,888,973	\$5,259,251	\$6,486,630	\$7,247,784	\$7,116,228	\$7,034,152
28	Other Uses (Computer & Vehicle Reserve)	\$0	\$0	\$0	\$0	\$0	\$596,000	\$596,000	\$596,000	\$596,000
29										
30	Total Expenditures (by Function)	\$127,517,974	\$129,747,173	\$130,710,158	\$132,440,807	\$142,244,336	\$143,810,741	\$146,554,902	\$148,506,584	\$150,568,804
31										
32	Object and Function <u>may not match</u> in outyears, but should be close.	-\$3	\$0	\$2	\$0	\$0	\$0	\$0	\$0	\$0
33										
34	* Interfund transfers to County Road and Road Machinery fund to keep fund balance at 5% of expenses.									
35										

A	B	C	D	E	F	G	H	I	J	K
1	Warren County									
2	Four Year Financial Plan, Fiscal Years	2020-2023								
3	General Fund Surplus (Deficit), Reserves, and Impact of Local Actions									
4										
5										
6			Actual		Estimated		Projected			
7		2015	2016	2017	2018	2019	2020	2021	2022	2023
8	Surplus (Deficit)	\$5,255,505	\$2,893,364	\$975,456	\$2,801,471	\$ (1,911,817)	\$ (1,040,970)	\$ (2,691,678)	\$ (2,804,080)	\$ (2,982,344)
10	Budgetary Reserves									
11	Fund Equity, Beg. of Year	\$23,500,845	\$28,756,350	\$31,649,714	\$32,625,170	\$35,426,641	\$32,524,493	\$31,483,522	\$28,791,844	\$25,987,764
12	Unappropriated Surplus Assigned in 2019	\$0	\$0	\$0		\$-990,331				
13	Transfer from Occupancy Reserve	\$0	\$0	\$0						
14	Fund Equity, End of Year	\$28,756,350	\$31,649,714	\$32,625,170	\$35,426,641	\$32,524,493	\$31,483,522	\$28,791,844	\$25,987,764	\$23,005,420
16	Reserved Fund Balance - Capital	\$356,790	\$526,894	\$984,070	\$787,537	\$787,537	\$787,537	\$787,537	\$787,537	\$787,537
17	Reserved Fund Balance - Occupancy	\$3,068,105	\$3,014,323	\$2,707,699	\$2,543,935	\$2,319,823	\$1,733,241	\$1,221,305	\$780,484	\$422,507
18	Reserved Fund Balance - Westmount	\$0	\$5,721,788	\$5,231,022	\$4,838,656	\$4,430,932	\$4,007,053	\$3,562,820	\$3,097,010	\$2,608,558
19	Reserved Fund Balance - Other (please specify)	\$2,700,067	\$3,313,620	\$2,974,739	\$3,038,242	\$3,038,242	\$3,038,242	\$3,038,242	\$3,038,242	\$3,038,242
20	Unreserved Fund Balance - Appropriated**	\$555,540	\$978,412	\$1,257,422	\$1,257,422	\$1,000,000	\$0	\$0	\$0	\$0
21	Unreserved Fund Balance - Unappropriated*	\$22,075,848	\$18,094,677	\$19,470,218	\$22,960,849	\$20,947,959	\$21,917,449	\$20,181,940	\$18,284,491	\$16,148,576
22		\$28,756,350	\$31,649,714	\$32,625,170	\$35,426,641	\$32,524,493	\$31,483,522	\$28,791,844	\$25,987,764	\$23,005,420
23										
24										

Warren County
 Four Year Financial Plan, Fiscal Years
 County Road Fund

2020-2023

	Actual				Estimated	Projected			
	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenues									
Real Property Tax Items	\$8,730,294	\$8,862,121	\$8,007,085	\$7,938,947	\$8,094,163	\$8,215,575	\$8,338,809	\$8,463,891	\$8,590,850
Non-Property Tax Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Departmental Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Revenue	\$152,404	\$181,857	\$480,795	\$260,318	\$322,425	\$357,925	\$357,925	\$357,925	\$357,925
State Aid	\$1,827,278	\$2,025,122	\$2,255,784	\$2,254,604	\$2,023,855	\$2,020,079	\$2,023,855	\$2,023,855	\$2,023,855
Federal Aid	\$2,164	\$2,169	\$2,172	\$2,180	\$2,254	\$2,181	\$2,181	\$2,181	\$2,181
* Interfund Transfers	\$505,770	\$127,054	\$984,538	\$45,169	\$547,000	\$2,022,699	\$2,572,642	\$2,498,798	\$2,458,252
Total Revenues	\$11,217,910	\$11,198,323	\$11,730,374	\$10,501,218	\$10,989,697	\$12,618,459	\$13,295,412	\$13,346,650	\$13,433,063
Expenditures									
Personal Services	\$2,309,734	\$2,448,636	\$2,615,899	\$2,584,577	\$2,759,568	\$2,797,967	\$2,860,974	\$2,925,557	\$2,991,754
Equipment and Capital Outlay	\$2,497,951	\$2,156,495	\$2,568,409	\$2,377,699	\$4,969,982	\$4,008,220	\$4,008,220	\$4,008,220	\$4,008,220
Contractual	\$3,708,426	\$3,872,971	\$3,733,449	\$3,768,486	\$3,857,896	\$4,216,828	\$4,258,996	\$4,301,586	\$4,344,602
Debt Service (Principal and Interest)	\$393,656	\$390,166	\$387,560	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$1,688,937	\$1,536,744	\$1,562,244	\$1,510,800	\$1,600,549	\$1,622,821	\$1,659,365	\$1,696,823	\$1,735,217
Interfund Transfers to other funds	\$419,518	\$381,100	\$428,926	\$80,571	\$198,470	\$336,289	\$492,938	\$411,314	\$349,004
Total Expenditures	\$11,018,222	\$10,786,112	\$11,296,487	\$10,322,133	\$13,386,465	\$12,982,125	\$13,280,493	\$13,343,500	\$13,428,797
Surplus (Deficit)	\$199,688	\$412,211	\$433,887	\$179,085	(\$2,396,768)	(\$363,666)	\$14,919	\$3,150	\$4,266
Budgetary Reserves									
	2015	2016	2017	2018	2019	2020	2021	2022	2023
Fund Equity, Beg. of Year	2,333,086	\$2,532,774	\$2,944,985	\$3,378,872	\$3,557,957	\$1,161,189	\$797,523	\$812,442	\$815,592
Prior Period Adjustment	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Equity, End of Year	2,532,774	2,944,985	3,378,872	3,557,957	1,161,189	797,523	812,442	815,592	819,857
Reserved Fund Balance - Capital	264,875	595,331	1,554,401	1,841,581	0	0	0	0	0
Reserved Fund Balance - Other (please specify)	224,215	151,120	159,077	148,417	148,417	148,417	148,417	148,417	148,417
Unreserved Fund Balance - Appropriated	527,015	970,000	562,000	535,610					
Unreserved Fund Balance - Unappropriated	\$1,516,669	\$1,228,534	\$1,103,394	\$1,032,349	\$1,012,772	\$649,106	\$664,025	\$667,175	\$671,440
	2,532,774	2,944,985	3,378,872	3,557,957	1,161,189	797,523	812,442	815,592	819,857

* Interfund transfers from General Fund to County Road and Road Machinery fund to keep fund balance at 5% of expenses. \$649,106 \$664,025 \$667,175 \$671,440

Warren County
 Four Year Financial Plan, Fiscal Years
 Road Machinery Fund

2020-2023

	Actual				Estimated		Projected		
	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenues									
Real Property Tax Items	\$1,353,827	\$1,374,270	\$1,165,082	\$1,253,747	\$1,313,866	\$1,333,574	\$1,353,578	\$1,373,881	\$1,394,489
Departmental Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Revenue	\$1,735,646	\$1,626,396	\$1,322,497	\$1,344,522	\$1,334,665	\$1,362,522	\$1,362,522	\$1,362,522	\$1,362,522
State Aid	\$4,072	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal Revenue	\$84,091	\$10,817	\$10,829	\$10,869	\$11,238	\$10,869	\$10,869	\$10,869	\$10,869
* Interfund Transfers	\$0	\$0	\$0	\$0	\$502,000	\$96,854	\$355,900	\$361,179	\$365,704
Total Revenues	\$3,177,636	\$3,011,483	\$2,498,408	\$2,609,138	\$3,161,769	\$2,803,819	\$3,082,869	\$3,108,451	\$3,133,584
	Actual				Estimated		Projected		
	2015	2016	2017	2018	2019	2020	2021	2022	2023
Expenditures									
Personal Services	\$450,420	\$444,801	\$474,257	\$539,230	\$536,709	\$541,603	\$554,291	\$567,298	\$580,629
Equipment and Capital Outlay	\$1,071,966	\$1,069,450	\$1,095,393	\$820,744	\$1,286,101	\$976,000	\$976,000	\$976,000	\$976,000
Contractual	\$1,055,645	\$772,671	\$955,835	\$853,005	\$1,053,595	\$1,038,616	\$1,042,770	\$1,046,942	\$1,051,129
Debt Service (Principal and Interest)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Benefits	\$325,393	\$294,492	\$307,884	\$331,915	\$332,760	\$335,794	\$343,661	\$351,725	\$359,990
Interfund Transfers to other funds	\$176,655	\$179,386	\$315,619	\$200,547	\$304,970	\$164,630	\$164,896	\$165,209	\$164,580
Total Expenditures	\$3,080,079	\$2,760,800	\$3,148,988	\$2,745,441	\$3,514,134	\$3,056,643	\$3,081,619	\$3,107,173	\$3,132,328
Surplus (Deficit)	\$97,557	\$250,683	(\$650,580)	(\$136,303)	(\$352,365)	(\$252,824)	\$1,250	\$1,278	\$1,257
	Actual				Estimated		Projected		
	2015	2016	2017	2018	2019	2020	2021	2022	2023
Budgetary Reserves									
Fund Equity, Beg. of Year	\$1,465,902	\$1,563,459	\$1,814,142	\$1,163,562	\$1,027,259	\$674,894	\$422,070	\$423,319	\$424,597
Fund Equity, End of Year	1,563,459	1,814,142	1,163,562	1,027,259	674,894	422,070	423,319	424,597	425,854
Reserved Fund Balance - Capital	125,265	\$156,797	\$38,694	\$38,525	\$38,525	\$38,525	\$38,525	\$38,525	\$38,525
Reserved Fund Balance - Other (please specify)	480,263	\$519,367	\$224,815	\$230,713	\$230,713	\$230,713	\$230,713	\$230,713	\$230,713
Unreserved Fund Balance - Appropriated	287,971	\$511,755	\$462,000	\$294,000					
Unreserved Fund Balance - Unappropriated	\$669,960	\$626,223	\$438,053	\$464,021	\$405,656	\$152,832	\$154,081	\$155,359	\$156,616
	1,563,459	1,814,142	1,163,562	1,027,259	674,894	422,070	423,319	424,597	425,854

Warren County
 Four Year Financial Plan, Fiscal Years
 Debt Service

2020-2023

	Actual				Estimated		Projected		
	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenues									
Non-Property Tax Items	\$0								
Departmental Income	\$0								
Other Local Revenue	\$80,017	\$8,009	\$366,895	\$5,369	\$0				
Federal Revenue	\$0	\$0	\$0	\$0					
Interfund Transfers	\$3,601,308	\$3,453,118	\$3,079,641	\$4,097,816	\$4,386,242	\$4,234,577	\$4,194,242	\$4,131,251	\$4,085,196
Total Revenues	\$3,681,325	\$3,461,127	\$3,446,536	\$4,103,185	\$4,386,242	\$4,234,577	\$4,194,242	\$4,131,251	\$4,085,196
	Actual				Estimated		Projected		
	2015	2016	2017	2018	2019	2020	2021	2022	2023
Expenditures									
Personal Services*									
Equipment and Capital Outlay*									
Contractual*			\$44,368	\$0					
Debt Service (Principal and Interest)*	\$3,327,383	\$3,223,559	\$3,502,707	\$4,623,803	\$4,386,242	\$4,234,577	\$4,194,242	\$4,131,251	\$4,085,196
Employee Benefits*									
Interfund Transfers to other funds									
Total Expenditures	\$3,327,383	\$3,223,559	\$3,547,075	\$4,623,803	\$4,386,242	\$4,234,577	\$4,194,242	\$4,131,251	\$4,085,196
Surplus (Deficit)	\$ 353,942	\$ 237,568	\$ (100,539)	\$ (520,618)	\$ -				
	Actual				Estimated		Projected		
	2015	2016	2017	2018	2019	2020	2021	2022	2023
Budgetary Reserves									
Fund Equity, Beg. of Year	\$56,104	\$410,046	\$647,614	\$547,075	\$26,457	\$26,457	\$26,457	\$26,457	\$26,457
Fund Equity, End of Year	\$410,046	\$647,614	\$547,075	\$26,457	\$26,457	\$26,457	\$26,457	\$26,457	\$26,457