

## FUND STRUCTURE

The City accounts are organized on the basis of fund and account groups, each of which is considered a separate accounting entity. Operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. City resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds in this report are grouped into six fund types within three broad fund categories. All funds of the City of Wasilla are appropriated. The City of Wasilla's fund structure for budgetary proposes is the same as the fund structure for its Audited Financial Statements.

### **Governmental Fund Types**

General Fund – The General Fund is the operating fund of the City and is used to account for all financial resources, except those required to be accounted for in another fund. This fund is classified as a major fund under GASB 34.

Special Revenue Funds – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes. There are three funds under this category: 1. Youth Court; and 2. Asset Forfeiture (Federal and State). None of these funds are classified as major funds under GASB 34 (see Special Revenue section for detailed description of funds).

Debt Service Funds – The Debt Service Funds are used to account for the accumulation of, resources for, and the payment of general long-term debt principal, interest, and related costs. In FY2011 these funds were reclassified to either the General Fund or related Enterprise Funds. For FY2017 or FY2018 there are no funds listed under this category and the information provided in this section is for historical purposes only. None of these funds are classified as major funds under GASB 34.

Capital Project Funds – Capital Projects Funds are used to account for financial resources to be used for acquisition or construction of major capital facilities and equipment. There are five funds listed under this category: 1. Capital Project; 2. Vehicle; 3. Right Of Way; 4. Road; and 5. Technology Replacement. Out of these funds the Capital Project Fund is classified as a major fund under GASB 34 (see Capital Project section for detailed description of funds).

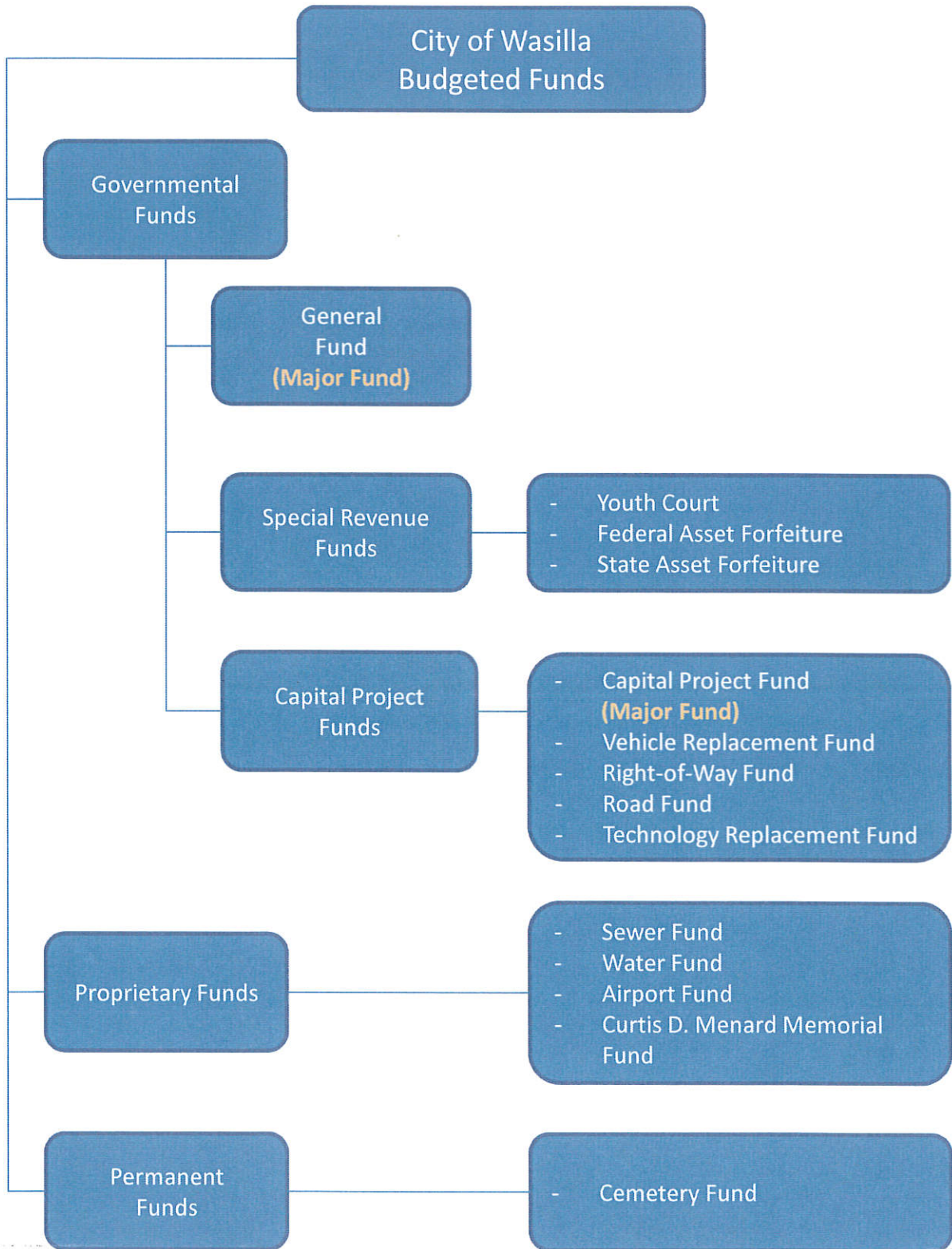
### **Proprietary Fund Types**

Enterprise Funds – Enterprise Funds are used to account for the operations that; (a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. There are four funds listed under this category: 1. Sewer, 2. Water, 3. Airport, and 4. Curtis D. Menard Memorial Sports Center (CMMSC). The Water, Sewer and CMMSC funds are classified as major funds under GASB 34 (see Enterprise section for detailed description of funds).

### **Permanent Fund Types**

Permanent Funds – Permanent Funds account for assets held in a trustee capacity or as an agent for individuals, private organizations and other funds. These include non-expendable trust funds and agency funds. Non-expendable trust funds are accounted for in essentially the same manner as proprietary funds since capital maintenance is essential. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. There is one fund listed under this category: 1. Cemetery. This fund is not classified as major fund under GASB 34 (see Permanent Fund section for detailed description of fund).

Fund Structure, cont.



# FINANCIAL POLICIES

## INTRODUCTION

The financial policies of the City establish the framework for the overall fiscal planning and management and sets forth guidelines for both current activities and long-range planning. These policies are reviewed annually to assure the highest standards of fiscal management. The Mayor and the Department Directors have the primary role of reviewing financial actions and providing guidance on financial issues to the City Council.

## OVERALL GOALS

The overall financial goals underlying these policies are:

1. **Fiscal Conservatism:** To ensure that the City is in a solid financial condition at all times. This can be defined as:
  - A. Cash Solvency – the ability to pay bills
  - B. Budgetary Solvency – the ability to balance the budget
  - C. Solvency – the ability to pay future costs
  - D. Service Level Solvency – the ability to provide needed and desired services
2. **Flexibility:** To ensure that the city is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.
3. **Adherence to the Highest Accounting and Management Practices:** As set by the Government Finance Officers' Association standards for financial reporting and budgeting, the Governmental Accounting Standards Board, and other professional standards.

Based on the overall goals listed above the following Financial Policies are provided:

### 1. Operating Budget Policies

The budget is a plan for allocating resources. The objective is to enable service delivery with allocated resources. Services must be delivered to the citizens at a level that will meet real needs as efficiently and effectively as possible.

- The City's goal is to pay for all recurring expenditures with recurring revenues and to use non-recurring revenues for non-recurring expenditures.
- It is important that a positive unassigned fund balance and a positive cash balance be shown in all governmental funds at the end of each fiscal year.
- When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive unassigned fund balance and a positive cash balance.
- When possible, the City will integrate performance measurement and productivity indicators within the budget. This should be done in an effort to improve the productivity of City programs and employees. Productivity analysis should become a dynamic part of the City administration.

- The budget must be structured so that the Council and the general public can readily establish the relationship between expenditures and the achievement of service objectives set by Council and administration.
- The individual department budget submissions must be prepared with the basic assumption that the Council will always attempt to maintain the current tax rates.
- Budgetary review by the Administration and Council will focus on the following basic concepts:

### **Staff Economy**

The size and distribution of staff will be a prime concern. The Council will seek to limit staff increases to areas where approved program growth and support absolutely requires additional staff and to reduce staff where this can be done without adversely affecting approved service levels.

### **Capital Construction**

Emphasis will be placed upon continued reliance on a viable level of pay-down capital construction to fulfill needs in a City approved comprehensive capital improvements program.

### **Program Expansions**

Proposed expansion to existing programs and services must be submitted as budgetary increments requiring detailed justification. Every proposed program or service expansion will be scrutinized on the basis of its relationship to the health, safety, and welfare of the community.

### **New Programs**

New programs or services must also be submitted as budgetary increments requiring detailed justification. New programs or services will be evaluated on the same basis as program expansion plus an analysis of long term fiscal impacts.

### **Existing Service Costs**

The justification for base budget program costs will be a major factor during budget review.

### **Administrative Costs**

In all program areas, administrative overhead costs should be kept to an absolute minimum.

Functions of all departments and agencies should be reviewed in an effort toward reducing duplicate activities within the City government.

The budget will provide for adequate maintenance of capital plant and equipment and for its orderly replacement.

The administration will maintain budgetary controls at the character level within each organizational unit. (Characters are broad classifications of expenditures: fringe benefits, contractual services.)

The preparation and distribution of monthly budget status reports, interim financial statements, and annual financial reports is required.

The City will develop and annually update a long-range (three to five years) financial forecasting system that will include projections of revenues, expenditures, and future costs and financing of capital improvements that are included in the capital budget.

## **2. Debt Policies**

- The City will not fund current operations from the proceeds of borrowed funds.
- The City will consider short-term borrowing or lease/purchase contracts for financing major operating capital equipment when the Finance Director, along with the City's Financial Advisor, determines that this is in the City's best financial interest. Lease/purchase decisions should have the concurrence of the appropriate operating Director.
- The ratio of short-term debt as a percent of revenue should not exceed five percent (5%) and ratio of short-term debt as a percent of total debt should not exceed twenty percent (20%).
- When the City finances capital projects by issuing bonds, it will repay the debt within a period not to exceed the expected useful life of the project.
- Target debt ratios will be annually calculated and included in the review of financial trends.
- The ratio of general obligation debt service expenditure as a percent of General Fund Revenue should not exceed twenty percent (20%) of General Fund Revenue.
- The City will maintain good communications about its financial condition with bond and credit institutions.
- The City will follow a policy of full disclosure in every annual financial statement and bond official statement.
- The City will avoid borrowing on tax anticipation and maintain an adequate fund balance.

## **3. Revenue Policies**

- The City will try to maintain a diversified and stable revenue structure to shelter it from short-run fluctuations in any one revenue source.
- The City will attempt to maintain a diversified and stable economic base by supporting policies that promote tourism, agriculture, commercial, and industrial employment.
- The City will estimate its annual revenues by an objective, analytical process.
- The City, where possible and reasonable, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational, as well as capital or debt service costs.
- The City will regularly review user fee charges and related expenditures to determine if pre-established recovery goals are being met.

- The City should routinely identify governmental aid funding possibilities. However, before applying for and accepting intergovernmental aid, the City will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary increment.

#### **4. Investment Policies**

- The City will maintain an investment policy based on the Government Finance Officers' Association (GFOA) model investment policy.
- The City will conduct an analysis of cash flow needs on an ongoing basis. Disbursements, collections, and deposits of all funds will be scheduled to ensure maximum cash availability and investment potential.
- When permitted by law, the City will pool its various funds for investment purposes.
- The City will obtain the best possible return on all investments consistent with the underlying criteria of liquidity and safety of principal.
- The City will regularly review contractual opportunities for consolidated banking services.

#### **5. Accounting, Auditing, and Reporting Policies**

- The City will establish and maintain a high standard of accounting practices in conformance with Generally Accepted Accounting Principles (GAAP).
- The accounting system will maintain records on a basis consistent with accepted standards for government accounting according to the Government Accounting Standards Board (GASB).
- Regular monthly financial statements and annual financial reports will present a summary of financial activity by departments and agencies within all funds.
- Where possible, the reporting system will also provide monthly information on the total cost of specific services by type of expenditure and revenue by fund.
- An independent firm of certified public accountants will perform an annual financial and compliance audit and will publicly issue an opinion, which will be incorporated into the Comprehensive Annual Financial Report (CAFR).
- The City will annually strive for the GFOA Certificate of Achievement for Excellence in Financial Reporting and the GFOA Distinguished Budget Presentation Award.

#### **6. Capital Budget Policies**

- The City will make all capital improvements in accordance with an adopted capital improvements program as part of the biennial budget and/or supplemental budget.
- The City will develop a multi-year plan for capital improvements that considers its development policies and links the development process with the capital plan.

- The City will enact an annual capital budget based on the multi-year capital improvements program.
- The City will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- The City will maintain all its assets at a level adequate to protect its capital investments and to minimize future maintenance and replacement costs.
- The City will identify the “full-life” estimated cost and potential funding source for each capital project proposal before it is submitted to the Council for approval.
- The City will determine the total cost for each potential financing method for capital project proposals.
- The City will identify the cash flow needs for all new projects and determine which financing method best meets the cash flow needs of the project.

## **7. Fund Stabilization Policy**

- The City will maintain the fund balances and net assets of the various city operating funds at levels sufficient to maintain the city’s creditworthiness, and to provide financial resources for unforeseeable emergencies.
- The City will maintain in the unassigned fund balance of the General Fund an amount between sixty (60) percent and fifty (50) percent of the sum of total budgeted general fund operating expenditures, plus the budget amount of general obligation debt (not including any GO Debt with dedicated sales tax source).
- The City will commit to fund balance of the General Fund any amount over the sixty percent (60%) target set for the unassigned fund balance of the General Fund when the annual audit is accepted by the City Council.
- The City will not approve an appropriation from the general fund that would cause the unassigned general fund balance to be less than the minimum unassigned fund balance, except in an emergency expenditure or a major capital purchase.
- The City will maintain a positive net position balance in each of the enterprise funds to provide sufficient reserves for emergencies and revenue for emergencies and revenue shortfalls. Sufficient net assets will be defined as a maximum of fifty percent (50%) and a minimum of twenty percent (20%) of total budgeted expenditures less budget expenditures for debt service and the budgeted allowance for depreciation. Unrestricted net position will include a commitment to fund the current year’s depreciation for future infrastructure of the enterprise funds with a total commitment equal to 10% of total property, plant and equipment.
- The City will maintain a reserve in each of its debt service funds in an amount not less than the sum of all reserve fund balances required by the bond ordinances applicable to that fund.

**FISCAL YEAR 2019 and 2020  
BUDGET PREMISES AND  
LONG RANGE FINANCIAL PROJECTIONS**

Certain premises and projected financial forecasts were decided on as a foundation for developing the City of Wasilla's FY2019 and FY2020 Biennial Budget. These premises and revenue forecasts were used to guide the City Council, the Mayor and City staff in determining the goals, budget initiatives and the level of services that will be provided to the citizens and how those services will be funded.

**General Premises:**

1. The population of the City of Wasilla will increase by approximately 2% each year to approximately 8,878 and 104,650 in the Matanuska Susitna Borough (per Alaska Department of Labor and Workforce Development, Research and Analysis Section, 2017) and by July 1, 2020 reaching 113,415 in the Matanuska-Susitna Borough. The 2010 Census data puts the Matanuska Susitna Borough population at 88,995 and the City of Wasilla at 7,831.
2. Annexations: No new annexations are incorporated in this budget period. However, discussions continue for possible future annexation areas.
3. The consumer price index (CPI) inflation rate applied in FY2019 projections are between .47% - 2% and FY2020 at 1% - 2.5%, based on a combination of data from Alaska Department of Labor and Workforce Development, Anchorage Economic Development Corporation and the Bureau of Labor Statistics CPI rates (2017). CPI is the primary indexing tool used in the below forecast model. The 2017 3-calendar year average of Anchorage CPI is .47%.

**General Fund - Five-Year Forecast**

	FY 2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Adopted Plan	FY 2021 Projected	FY 2022 Projected
Property Taxes	-	-	-	-	-	-	-	-
Sales Taxes	13,458,670	13,317,449	14,120,321	14,120,321	13,424,560	13,558,941	17,069,660	17,239,982
Vehicle Taxes	57,920	59,270	58,100	58,100	60,650	60,650	60,650	60,650
Licenses and Permits	44,278	50,308	36,225	36,225	56,650	56,650	56,225	56,225
Fines, forfeitures and penalties	276,393	228,209	295,000	295,000	225,000	225,000	225,000	225,000
Intergov. Revenues	1,550,156	1,124,598	745,544	1,285,940	1,064,398	860,833	517,958	520,126
User Fees & Charges	1,873,699	2,209,089	3,263,678	3,109,700	3,348,297	3,597,097	3,430,816	3,470,105
Other	113,912	140,275	46,000	47,200	86,000	86,000	86,000	86,000
Investment income	167,608	118,673	200,000	200,000	200,000	225,000	230,000	230,000
Proceeds from sale of assets	9,771	79,300	35,000	35,000	35,000	35,000	35,000	35,000
Loan proceeds	-	841,231	-	-	-	-	-	-
Transfers in	-	6,000	-	-	789	89	-	-
	<b>17,552,407</b>	<b>18,174,402</b>	<b>18,799,868</b>	<b>19,187,486</b>	<b>18,501,344</b>	<b>18,705,260</b>	<b>21,711,309</b>	<b>21,923,088</b>
Personnel	10,617,092	10,890,132	12,813,064	12,879,950	12,908,588	13,410,391	13,879,755	14,365,546
Operations	2,591,423	2,790,248	3,512,162	4,022,327	4,039,481	4,048,156	4,108,878	4,170,511
Transfers & Debt	1,909,530	5,461,699	3,963,553	4,148,547	2,248,000	1,679,500	2,800,000	2,500,000
Total Expenditures	<b>\$ 15,118,045</b>	<b>\$ 19,142,079</b>	<b>\$ 20,288,779</b>	<b>\$ 21,050,824</b>	<b>\$ 19,196,069</b>	<b>\$ 19,138,047</b>	<b>\$ 20,788,633</b>	<b>\$ 21,036,057</b>
Net increase (decrease)	\$ 2,434,362	\$ (967,677)	\$ (1,488,911)	\$ (1,863,338)	\$ (694,725)	\$ (432,787)	\$ 922,676	\$ 887,031
Beginning fund balance	15,111,561	17,545,923	16,230,544	16,578,246	14,714,908	14,020,183	13,587,396	14,510,072
Ending fund balance	17,545,923	16,578,246	14,741,633	14,714,908	14,020,183	13,587,396	14,510,072	15,397,103



## Revenue Projections:

1. Sales and Use Taxes – Collections for sales tax in the General Fund are projected to decrease by (4.93%) or (\$695,761) in FY2019 to \$13,424,560 and then increase by 1% or \$134,381 in FY2020 to \$13,558,941. The City approached the FY2019 projection by using the FY2017 actual of \$13,317,449 and compared current balances as of February 2018, which has realized a (6.03%) decrease under that of the previous fiscal year. Therefore, the City has down-graded the amount used by analyzing all years between FY2015-FY2018 and decreasing the projections by (4.93%) from the adopted FY2018 budget of \$14,082,321. As we move through the remaining FY2018, these projections will be scrutinized rigorously, and further adjustments may need to be made.

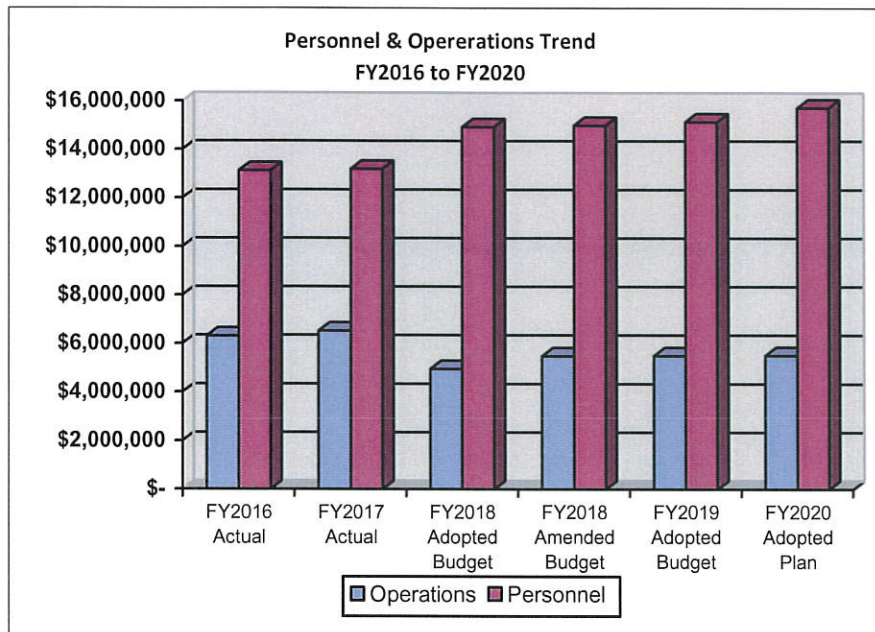
In FY2018, City residents approved by voter initiative to increase its sales tax rate from the current 2% to 3%. The additional 1% increase will be set aside until \$12m or December 31, 2019 occurs. At which time, the sales tax rate will return to 2.5% providing additional funding to City operations. This \$12m will be used to construct a new public safety building for the Wasilla Police Department. This budget does not have any projected costs built into it but will do so in its FY2020 Supplemental Budget or in FY2021 as it is projected the project could be completed late calendar year 2019 or spring of 2020.

2. Property Taxes – The City's mill levy is projected to remain at 0.0 mils for FY2019 and FY2020.
3. Intergovernmental Revenue – Intergovernmental revenue consist of grants from Local, State and Federal governmental sources. It is projected that total intergovernmental revenue funds for general government funds (not including capital project funds or capital funds accounted for within the enterprise funds) will be approximately \$1,142,098 in FY2019 and \$938,533 in FY2020. This is a decrease from FY2018 amended budget by (\$202,663) in FY2019 and by (\$203,565) in FY2020. The City has experienced reductions in State grants related to public safety and the states revenue sharing program. The state has reduced the city's portion of revenue sharing in FY2019 by (\$93,116) to \$197,525 and is projected to equal zero in FY2020. It is projected the downward trend that the City has been experiencing with intergovernmental revenue in the past will continue in future years placing the City in the vicarious position of searching for additional revenue without increasing its tax base.
4. User Fees and Charges – User fees and charges mainly consist of fees charged for utility services and fees charged at the Airport and the Curtis D. Menard Memorial Sports Center. Other charges such as business licenses and various permits are included in this category. Total user fees and charges are projected to be \$4,673,099 a (1.07%) decrease in FY2019 and then increase by 3.57% in FY2020. The main reason for the slight decrease in FY2019 is due to the wet summer season whereby consumers of the Water Fund were slightly down in FY2018. Our analysis used for revenue projections has this downward use in FY2019. Typically, user fee revenue will increase as the customer base increases but can be influenced by the Alaska seasons. In FY2019 or FY2020, the city is analyzing the possibility of creating and charging two minimum levels of use to assist the low-end user. The utility funds have been fiscally managed through policy to continue its goals of being self-sustaining and create a reserve for its infrastructure.
5. Local Revenue - The largest component of local revenue is interest earned on investments. Other local revenue consists of sale of maps and copies. The local revenue for FY2019 and FY2020 is estimated to be \$286,000 and \$311,000, respectfully, with interest earned on investments comprising \$225,000 in both fiscal years (net of mark-to-market).
6. Other Revenue - The main component of other revenue are the fees from providing dispatch services for agencies. The revenue for dispatch services is projected at \$3,438,297 for FY2019 and \$3,687,097 in FY2020. This is a 7.46% increase over that of FY2018 due to an FY2018

agreement with the Mat-Su Borough for emergency dispatch services, adding \$1.3m to offset direct operating expenditures. The revenue from this source is closely tied to dispatch expenditures consumed by the State of Alaska, Alaska State Troopers and the Mat-Su Borough. These agencies are projected to contribute approximately 85% of the total Wasilla Police Department's, Dispatch Services budget in FY2019. Based on projected expenditure increases of 3.0% to 6% in dispatch costs over future years, this revenue will need to increase to keep up with these expenditures.

### **Expenditure Premises:**

1. Personnel Services – This category includes expenditures for wages (including overtime); salaries and other forms of compensation – life and health insurance, Medicare contribution, and pension contributions (PERS). For budget planning, the cost of personnel is provided to departments by the Finance Department. Refer to graph below for trending information as proposed personal services are based on the following assumptions:
  - a) The City currently administers three union contracts; International Union of Operating Engineers, Local 302 (Public Works and Utilities), Laborers' International Union of North America, Local 341 (Curtis D. Menard Memorial Sports Center), and General Teamsters, Local 959 (Wasilla Police Department). The City is currently negotiated new contracts with Local 959 in FY2018. The City has negotiated a contract with Local 302 and Local 341, with these two contracts ending March 31, 2020 and June 30, 2020, respectfully. Personnel assumptions provide wage increases of .47% - 3.5% in FY2019 and FY2020.
  - b) Health Insurance premiums are projected to increase by a maximum of 8%; however actual increases are contingent upon the Union Trusts and new health reform rules that may come in effect for FY2019 and FY2020. Beginning July 2017, the City moved its employees to the various Union Trusts to which employees have been represented. The non-represented employees take part in the Union Trust of Local 302, Operators through an associates agreement. It is projected a (\$60,734) decrease from FY2018 in FY2019, followed by an increase of \$193,944 or 7.13% to occur in FY2020. This is caused as the budget is reset from prior years cost estimates. From FY2017, the City's movement to the Union Trusts have allowed the City to save approximately \$500,000 fiscal year 2016.
  - c) Workers Compensation will increase by as much as 10% in FY2019 and FY2020. The City has mitigated cost increases by educating employees on safety issues. Education such as this has lowered our experience rating over the previous five fiscal years. Often, Workers Compensation is directly influenced by health care reform and as this continues to move forward, the City may need to revise its estimates.
  - d) Public Employees Retirement System (PERS) retirement contributions are anticipated to remain at 22%. The State of Alaska, Retirement and Benefits and the Alaska State Legislature continues to introduce legislation that could increase the PERS rate, but as of this publication, legislation has not passed. It is anticipated the State of Alaska will continue to attempt implementation of this type in a future legislative session. This budget makes no assumption for any increase.
  - e) FY2019 and FY2020 provides for no new personnel.



2. Operating Expenditures and Capital Outlays (under \$5,000) – This category includes expenditures for running a governmental program not classified as personnel services or expenditure for a Capital Project. The following assumptions were used for the FY2019 and FY2020 budget:
  1. Departments were instructed to maintain operating expenditures at a flat growth rate from the FY2018 Amended Budget.
  2. Projected increases (and decreases) are based on a department level decision-making process.
  3. The departments are given complete flexibility over allocation in the various line items. The departments are expected to come in within the target budget. Expenditures associated with proposed “increments” to existing service levels (due to Council goals and budget initiatives) were added to the budget.
  4. Inflationary factors for FY2019 and FY2020 for some of the utility costs, fuel and supplies, cleaning, and software maintenance were provided to departments to assist in calculating required line items.
  
- a. Insurance - This category includes expenditures for property insurance and general liability insurance. Based on projections, property will be going up by approximately 5%-7% with general liability and auto rates to remain flat during the next fiscal year. This line item may reflect reductions in some departments as the total general liability policy is redistributed based on actual gross payroll.

## **FY2019 and FY2020 Core Service Increases/Decreases:**

The City of Wasilla attempts to use a zero-budgeting process in preparing its budget; however, the Council's goal of passing a sustainable budget in which operating expenditures will not surpass operating revenue in the General Fund is a primary focus. For FY2019 or FY2020, this goal will not be achieved as the budget is being balanced with the use of fund balance, FY2019 (\$694,725) and FY2020 (\$432,787), which is available with the committed portion of General Fund, Fund Balance. The departments build a budget based on meeting the services levels that the City is currently providing. Once that budget is built, the City investigates what new core services or core service improvements that are needed. These core service increment requests are then prioritized and selected based on funding available after the core budget has been funded.

Below are core service increases or decreases that were used to prepare the FY2019 and FY2020 budget:

- 1) The total combined personnel wage and benefit increases for both Union represented and non-represented comprise \$15,130,635, a \$137,670 or .92% increase in FY2019 over that of FY2018 amended budget. In FY2020, the amount is \$15,718,442, a \$587,807 or 3.88% over that of FY2019.

As specified previously, the primary increase is due to normal CPI and Wage adjustments. The FY2020 increase is due to full inflationary costs being reflected as the budget is reset in FY2019.

- 2) With the direction of the Mayor, Departments were instructed to maintain operations at a flat rate from the FY2018 Amended Budget levels. With this directive, operations increased marginally by \$16,921 or .31%. The largest increase was in electrical utility costs that are projected to increase by as much as 20% in FY2018 and continues.
- 3) Within Cultural and Recreation, the City has once again adjusted the Library budget in FY2019 by decreasing (\$12,826). The City opened the new Library in August 2016. Future budgets will continue to refine these costs as better understanding occurs regarding the new operations.

The Museum will continue to increase its cost as Museum operations absorb the old library building. Increases to the Museum budget is projected to be \$33,916 or 13.90% over FY2018 Amended Budget.

- 4) To support the City's capital project plans, Airport and the Curtis D. Menard Memorial Sports Center (CMMSC), transfers from the General Fund to other Funds decreased by (\$1,930,703) or (47.93%) in FY2019 from that of FY2018 amended budget to \$1,834,500 and is anticipated to decrease (\$573,500) or (27.34%) in FY2020 from that of FY2019. In FY2018, approximately \$979,134 was transferred to the Capital Improvement Fund to forward fund the Mat-Su Borough emergency dispatch capital costs. Additionally, the City purchased property for \$1,500,000 for future development of a new public safety facility. The budgetary costs of the new facility were not placed inside this budget as it is anticipated to be completed in FY2020.

The City is hopeful it will continue to find alternate revenue sources so that transfers such as the \$700,000 to the CMMSC Fund in FY2019 and \$600,000 in FY2020 may be reduced. Other transfers are to support miscellaneous capital improvement projects of \$545,000; Airport operation and capital improvements of \$75,000; vehicle and equipment replacement of \$389,500; and right-of-way \$25,000. The total transfers from the General Fund to other funds for FY2019 is anticipated to be \$1,834,500 and in FY2020 \$1,679,500.



**Fiscal Year 2019 and 2020  
Personnel Staffing Table  
Full-time Equivalent Employees by Function**

Department (Department Number)	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Amended Budget	Variance Between FY 2018 Amended & FY 2017 Actual	NOTE	FY 2019 Proposed Budget	Variance Between FY 2019 Proposed & FY 2018 Amended Budget	NOTE	FY 2020 Proposed Plan	Variance Between FY 2020 Proposed & FY 2019 Proposed Budget	NOTE	Percentage Funding Levels by Fund						
												General Fund	Youth Court	Sewer Fund	Water Fund	Airport Fund	CMMSC Fund	
<b>Museum</b>																		
Museum Curator	1.00	1.00	1.00	-		1.00	-		1.00	-		100.00%						
Museum Aide	0.50	0.50	0.50	-		0.50	-		0.50	-		100.00%						
	1.50	1.50	1.50	-		1.50	-		1.50	-								
<b>Recreation Services/CMMSC</b>																		
Recreation Services Director	1.00	1.00	1.00	-		1.00	-		1.00	-		30.00%						70.00%
Events Coordinator & Facility Supervisor	1.00	1.00	1.00	-		1.00	-		1.00	-								100.00%
Secretary II	1.00	1.00	1.00	-		1.00	-		1.00	-								100.00%
Building Support Lead	1.00	1.00	1.00	-		1.00	-		1.00	-								100.00%
Maintenance Specialist	1.00	1.00	1.00	-		1.00	-		1.00	-								100.00%
Building Support Laborer	2.00	2.00	2.00	-		2.00	-		2.00	-								100.00%
	7.00	7.00	7.00	-		7.00	-		7.00	-								
<b>Recreation Facilities Maintenance</b>																		
Parks & Property Technician I	2.00	2.00	2.00	-		2.00	-		2.00	-		100.00%						
Parks & Property Technician II	1.00	1.00	1.00	-		1.00	-		1.00	-		100.00%						
	3.00	3.00	3.00	-		3.00	-		3.00	-								
<b>Library</b>																		
Director	1.00	1.00	1.00	-		1.00	-		1.00	-		100.00%						
Youth Services Librarian	1.00	1.00	1.00	-		1.00	-		1.00	-		100.00%						
User Services Librarian	1.00	1.00	1.00	-		1.00	-		1.00	-		100.00%						
Library Aide I, II and III	6.00	6.50	6.50	0.50	d	6.50	-		6.50	-		100.00%						
Library Helper	0.50	0.50	0.50	-		0.50	-		0.50	-		100.00%						
	9.50	10.00	10.00	0.50		10.00	-		10.00	-								
<b>Total</b>	<b>126.50</b>	<b>128.25</b>	<b>129.25</b>	<b>2.75</b>		<b>129.25</b>	<b>-</b>		<b>129.25</b>	<b>-</b>								

**Justification for increase (decrease) in staff or cost allocations:**

- (a) FY2018 Added (1) full-time IT Support Helper positions to assist with technology projects.
- (b) FY2018 Added (1) full-time Police Officer II position to replace position lost in adding Police Sergeant-Patrol in FY2017.  
FY2018 Added (1) full-time Police Officer I position to fill Officer assigned to DEA Opiate Task Force in FY2018.
- (c) FY2018 Deleted (1) three-quarter time Youth Court Probation Officer due to funding and activity.
- (d) FY2018 increased (2) three-quarter time Library Aide III positions to full-time due to increased demand at new library.

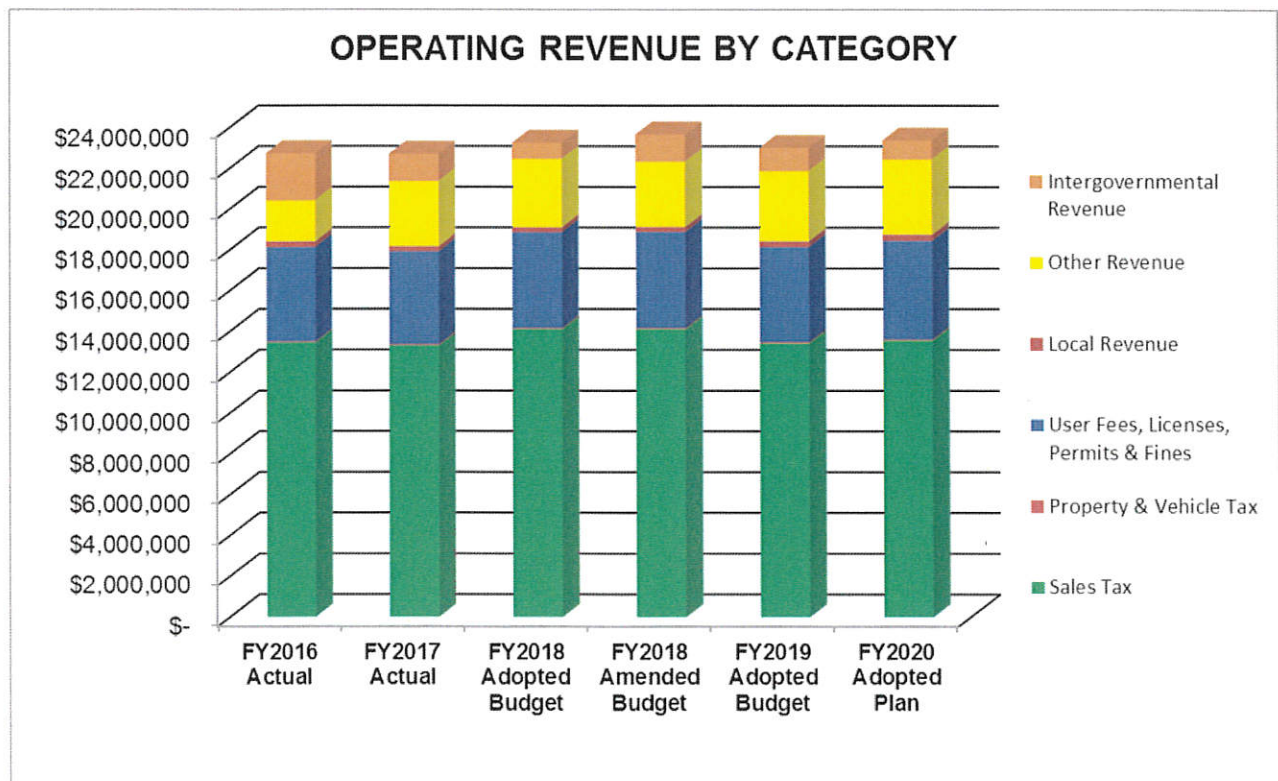
## OPERATING BUDGET SUMMARY

### OPERATING REVENUE

Total operating revenue for financing the Fiscal Year 2019 and 2020 operating budget is \$23,024,704 and \$23,395,922, respectfully. This is a projected decrease in operating revenue for FY2019 of (\$668,985) or (2.82%) compared to the FY2018 amended budget. Fiscal Year 2020 is anticipated to show an increase of 1.61% or \$371,218. The primary reason for this decrease is budgeted sales tax for FY2018 has not materialized in the first six (6) months of the fiscal year primarily in the retail sector, and as such, the City has down grading its sales tax revenue for FY2019 with a slight increase in FY2020. The primary reason for this change is in internet sales which has a negative impact to the sales tax revenue stream. In FY2018, the City implemented a new agreement with the Mat-Su Borough, City of Houston and the Chickaloon Tribe to provide emergency dispatch service. This service has provided an increase of 7.46% to other revenue. Intergovernmental revenues are anticipated to decrease by (15.07%) as grant revenues once realized for operating and capital projects are now dramatically decreasing due to state fiscal challenges. The City is keeping non-grant related revenues flat knowing that sales tax is and can be volatile; however, with sales tax continuing to be volatile in FY2018, the City has adjusted its analysis to better reflect actual revenue yet still being conservative. Refer to the Operating Revenue by Category Graph below and the Operating by Revenue tables on the following page.

Although sales tax revenues are projected to decrease in FY2019 and increase in FY2020, the City attempts to be conservative in its estimates due to the national, state and local economic recessions that have been experienced in the past. The City is optimistic that any recession impacts from the 2010 period has diminished, but the city will need to monitor closely what happens as the State of Alaska's moves through its fiscal challenges and the current recession being experienced.

Please see the fund sections for the breakdown by category of revenues for each function. The fund sections will discuss the trends in revenues for each fund.



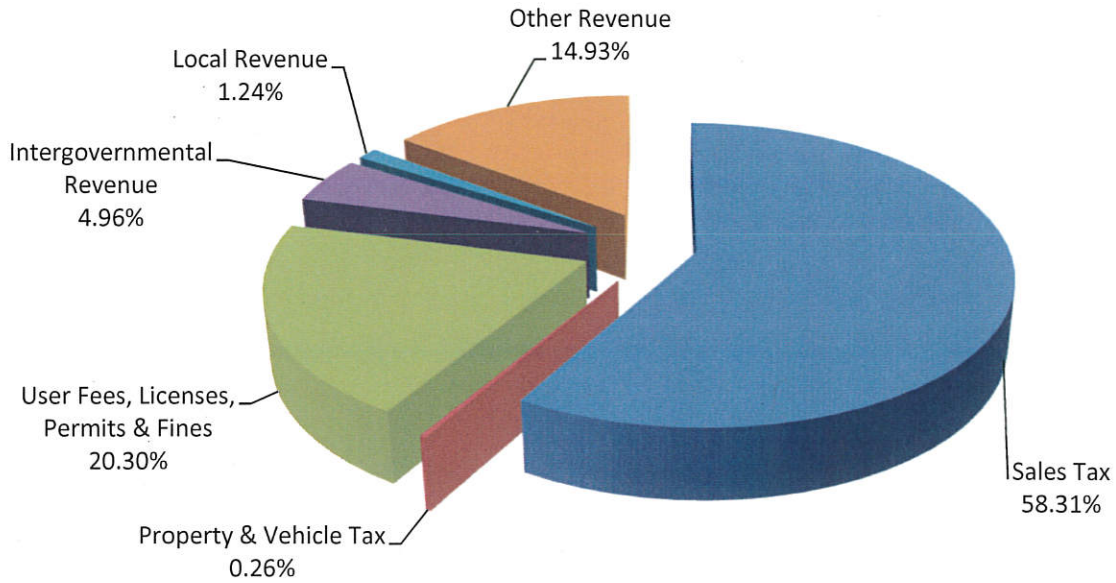
**OPERATING BUDGET SUMMARY**  
(not including transfers)

Operating Revenue by Fund	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Adopted Plan
General Fund	\$ 17,552,407	\$ 18,168,402	\$ 18,799,868	\$ 19,187,486	\$ 18,500,555	\$ 18,705,171
Youth Court Fund	171,268	182,997	56,200	62,321	81,200	81,200
Asset Forfeiture Fund	55,948	-	6,235	-	-	-
Cemetery Fund	1,400	7,400	-	-	-	-
Sewer Fund	1,882,191	1,574,161	1,654,792	1,654,792	1,658,863	1,699,972
Water Fund	2,274,784	1,948,318	1,968,260	1,968,260	1,950,185	2,061,059
Airport Fund	91,865	112,807	112,471	112,471	122,000	129,500
Curtis D. Menard Memorial Sports Center	733,011	732,642	684,759	708,359	711,901	719,020
	<u>\$ 22,762,874</u>	<u>\$ 22,726,727</u>	<u>\$ 23,282,585</u>	<u>\$ 23,693,689</u>	<u>\$ 23,024,704</u>	<u>\$ 23,395,922</u>

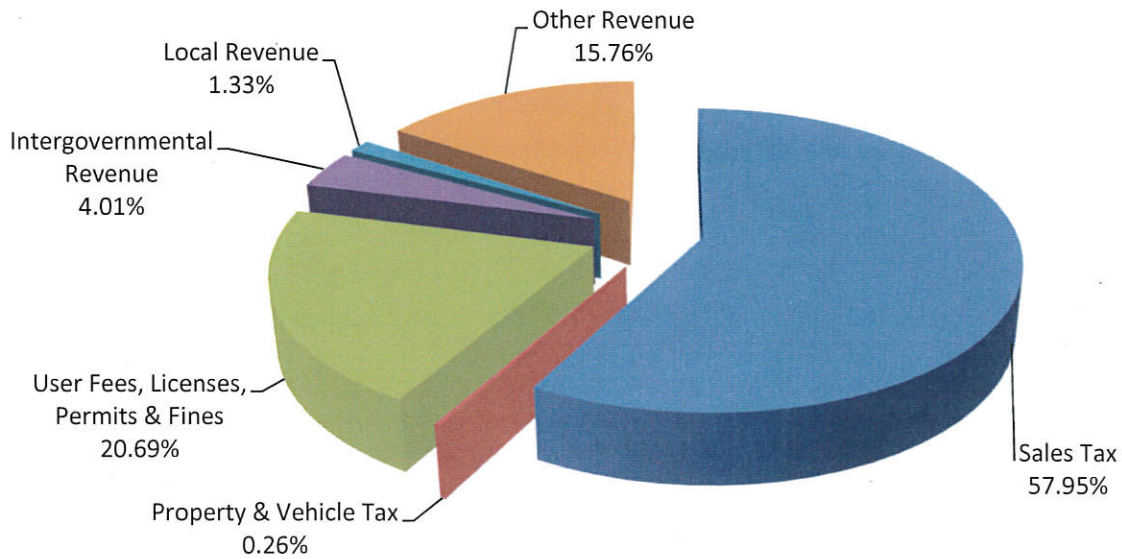
Operating Revenue by Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Adopted Plan
Sales Tax	\$ 13,458,670	\$ 13,317,449	\$ 14,120,321	\$ 14,120,321	\$ 13,424,560	\$ 13,558,941
Property & Vehicle Tax	57,920	59,270	58,100	58,100	60,650	60,650
User Fees, Licenses, Permits & Fines	4,632,174	4,554,991	4,700,007	4,723,607	4,673,099	4,839,701
Intergovernmental Revenue	2,329,071	1,340,282	804,479	1,344,761	1,142,098	938,533
Local Revenue	281,520	258,936	246,000	247,200	286,000	311,000
Other Revenue	2,003,519	3,195,799	3,353,678	3,199,700	3,438,297	3,687,097
Total Operating Revenue (transfers not inc.)	<u>\$ 22,762,874</u>	<u>\$ 22,726,727</u>	<u>\$ 23,282,585</u>	<u>\$ 23,693,689</u>	<u>\$ 23,024,704</u>	<u>\$ 23,395,922</u>



**Operating Revenue by Category  
(All Funds)  
FY 2019 Adopted Budget**



**Operating Revenue by Category  
(All Funds)  
FY 2020 Adopted Plan**



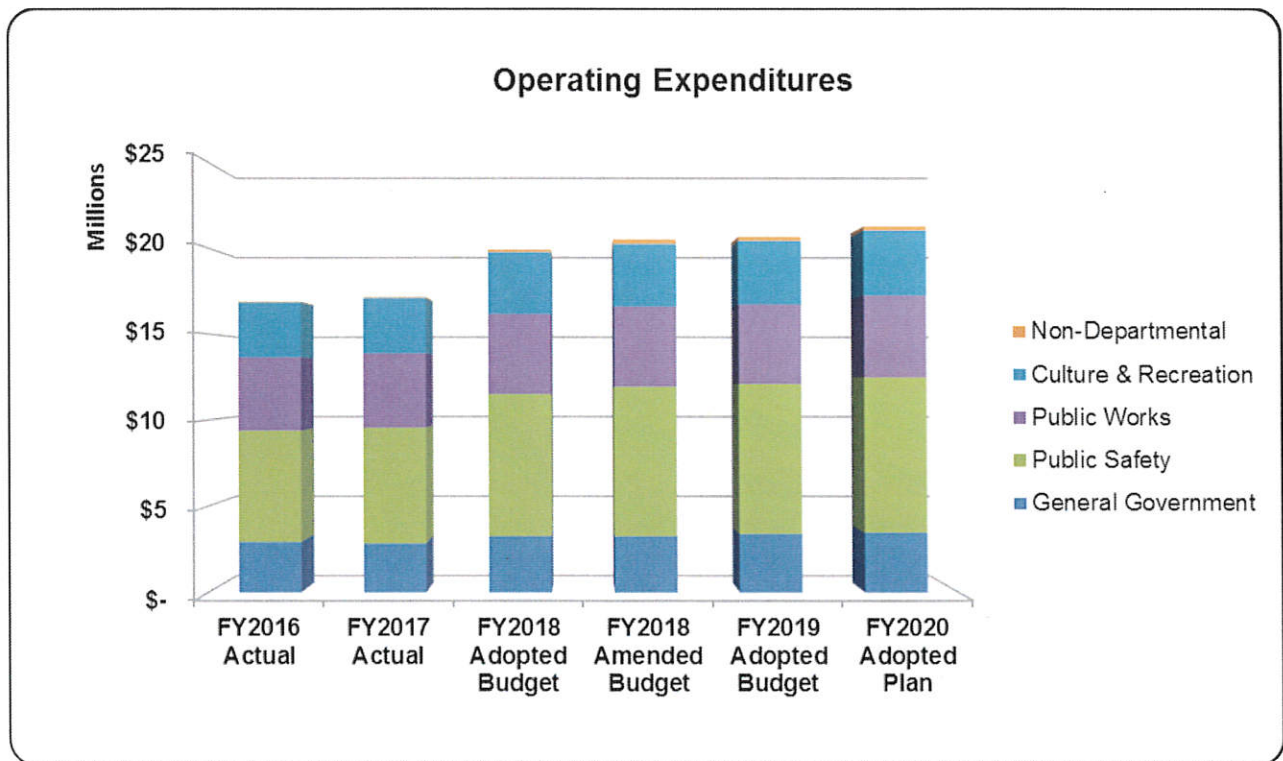
## OPERATING BUDGET SUMMARY

### OPERATING EXPENDITURES

The FY2019 and FY2020 operating budgets were balanced without the need for increases in any taxes. The total operating expenditures for FY2019 and FY2020 (not including transfers, debt service or capital projects) will be \$20,632,616 and \$21,234,294, respectfully. This is an increase from FY2018 amended budget of \$154,591 or .75% in FY2019 and \$601,678 or 2.92% in FY2020.

As seen in the graph below and the expenditure tables on the next page, the largest increases in expenditures (comparing FY2019 to FY2018 amended budget) is in General Government at 3.84% followed by Cultural & Recreation at 2.06%. Public Safety increased marginally due to the addition of personnel to satisfy a new service agreement for emergency dispatch services and a police officer for the DEA Opiate Task Force. General Government has increased due to normal operational costs in wages and utilities, however due to software implementation, annual maintenance costs have increased by 63%. Cultural and Recreation has increased due to a relocation project of moving the Museum to the previous library facility and incorporating those additional costs into the Museum department. A decrease is reflected in Public Works of (.88%) due to a shift in cost structure from Public Works-Administration to Water and Sewer Administration. Other increases are from personnel wages and utility costs.

Please see the fund sections for the breakdown by category of expenditures for each function. The fund sections will discuss the trends in expenditures for each fund.



**OPERATING BUDGET SUMMARY**  
(transfers; debt service; capital projects not included)

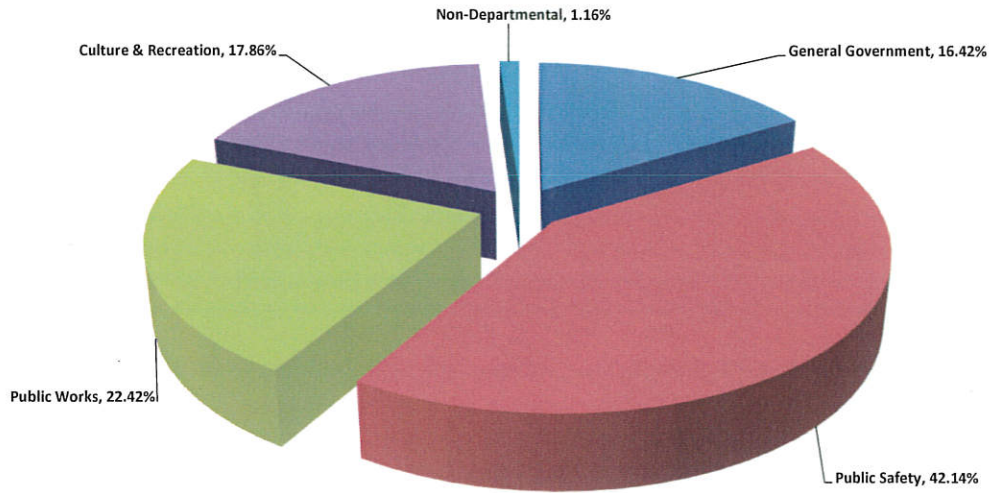
<b>Operating Expenditures by Fund</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Adopted Plan</b>
General Fund	13,208,515	13,680,380	16,325,226	16,902,277	16,948,069	17,458,547
Youth Court Fund	171,912	191,280	96,813	96,813	103,505	99,647
Asset Forfeiture Fund(s)	55,948	-	-	6,235	-	-
Sewer Fund	1,129,687	1,089,801	1,122,599	1,124,913	1,166,307	1,205,785
Water Fund	895,175	845,339	917,954	919,368	951,529	979,083
Airport Fund	156,869	170,841	187,557	187,557	191,188	194,761
Curtis D. Menard						
Memorial Sports Center	1,260,112	1,156,725	1,230,377	1,240,862	1,272,018	1,296,471
<b>Total Operating Expenditures</b>	<b>16,878,218</b>	<b>17,134,366</b>	<b>19,880,526</b>	<b>20,478,025</b>	<b>20,632,616</b>	<b>21,234,294</b>

<b>Operating Expenditures by Function</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Adopted Budget</b>	<b>FY 2018 Amended Budget</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Adopted Plan</b>
General Government	2,921,203	2,839,653	3,262,369	3,262,798	3,388,108	3,474,247
Public Safety	6,458,716	6,714,163	8,229,049	8,667,835	8,694,825	9,006,659
Public Works	4,271,971	4,318,732	4,661,998	4,666,336	4,625,276	4,752,766
Culture & Recreation	3,173,157	3,206,117	3,587,110	3,610,900	3,685,407	3,766,622
Non-Departmental	53,171	55,701	140,000	270,156	239,000	234,000
<b>Total Operating Expenditures</b>	<b>16,878,218</b>	<b>17,134,366</b>	<b>19,880,526</b>	<b>20,478,025</b>	<b>20,632,616</b>	<b>21,234,294</b>

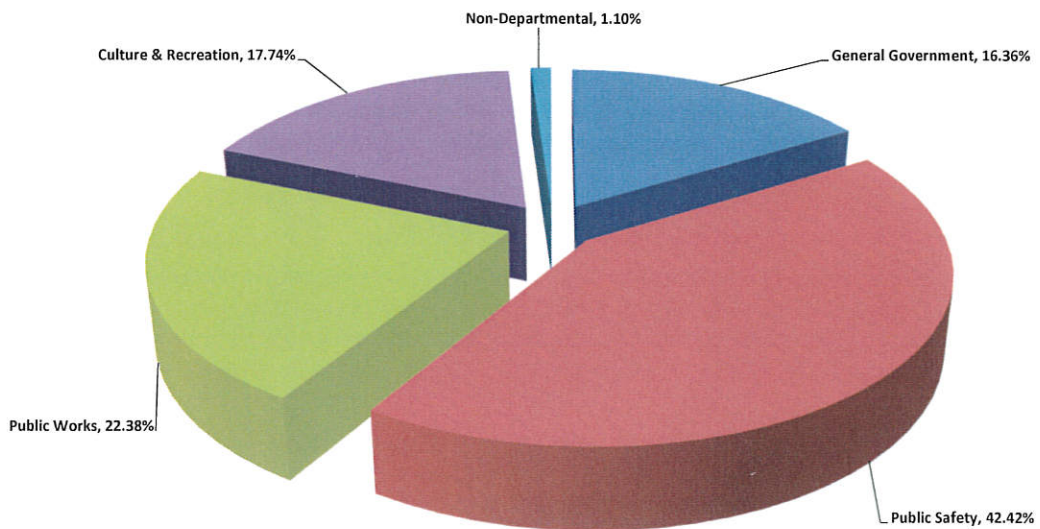
Note: does not include transfers, debt service or capital project expenditures

**OPERATING BUDGET SUMMARY**  
(transfers; debt service; capital projects not included)

Operating Expenditure by Function  
(All Funds)  
FY2019 Adopted Plan



Operating Expenditure by Function  
(All Funds)  
FY2020 Adopted Plan



**BUDGET SUMMARY  
ALL FUNDS  
For Fiscal Year 2019**

Major Governmental Funds						
	General Fund	Miscellaneous Capital Project Fund	Non-major Governmental Funds (1)	Permanent Fund	Enterprise Funds (2)	Total
<b>Sources</b>						
Sales tax	\$ 13,424,560	\$ 6,000,000	\$ -	\$ -	\$ -	\$ 19,424,560
Vehicle taxes	60,650	-	-	-	-	60,650
Licenses, permits & fines	281,650	-	-	-	-	281,650
Intergov. revenues	1,064,398	245,534	77,700	-	-	1,387,632
User fees & charges	3,348,297	-	3,500	-	4,387,949	7,739,746
Investment income	200,000	-	-	-	-	200,000
Other revenues	121,000	-	-	-	55,000	176,000
Total sources	<u>18,500,555</u>	<u>6,245,534</u>	<u>81,200</u>	<u>-</u>	<u>4,442,949</u>	<u>29,270,238</u>
<b>Uses</b>						
Council/clerk	632,138	-	-	-	-	632,138
General government	2,755,970	-	-	-	-	2,755,970
Public safety	8,591,320	-	103,505	-	-	8,694,825
Public works	2,316,252	-	-	-	2,309,024	4,625,276
Culture & recreation	2,413,389	-	-	-	1,272,018	3,685,407
Non-departmental	239,000	-	-	-	-	239,000
Debt service	413,500	-	-	-	180,341	593,841
Total use of funds	<u>17,361,569</u>	<u>-</u>	<u>103,505</u>	<u>-</u>	<u>3,761,383</u>	<u>21,226,457</u>
Net sources over (under) uses	<u>1,138,986</u>	<u>6,245,534</u>	<u>(22,305)</u>	<u>-</u>	<u>681,566</u>	<u>8,043,781</u>
<b>Other sources (uses)</b>						
Capital outlay	-	(6,545,000)	(449,000)	-	(595,990)	(7,589,990)
Transfer(s) in	789	545,000	562,000	-	775,000	1,882,789
Transfer(s) out	(1,834,500)	-	-	(789)	(47,500)	(1,882,789)
Net sources over(under) uses	<u>(1,833,711)</u>	<u>(6,000,000)</u>	<u>113,000</u>	<u>(789)</u>	<u>131,510</u>	<u>(7,589,990)</u>
Change in fund balance, net position	(694,725)	245,534	90,695	(789)	813,076	453,791
Beginning fund balance, net position, July 1, 2018	14,714,908	5,507,365	2,883,799	298,360	10,239,682	33,644,114
Ending fund balance, net position, June 30, 2019	<u>\$ 14,020,183</u>	<u>\$ 5,752,899</u>	<u>\$ 2,974,494</u>	<u>\$ 297,571</u>	<u>\$ 11,052,758</u>	<u>\$ 34,097,905</u>

**Note (1):** includes non-major special revenue funds (i.e., youth court fund and asset forfeiture funds) and non-major capital projects funds (i.e., vehicle replacement fund, right-of-way fund, road fund, and technology replacement fund).

**Note (2):** enterprise funds include sewer utility fund, water utility fund, airport fund, and the curtis d. menard memorial sports complex fund.

**BUDGET SUMMARY  
ALL FUNDS  
For Fiscal Year 2020**

	<u>Major Governmental Funds</u>					<u>Total</u>
	<u>General Fund</u>	<u>Miscellaneous Capital Project Fund</u>	<u>Non-major Governmental Funds (1)</u>	<u>Permanent Fund</u>	<u>Enterprise Funds (2)</u>	
<b>Sources</b>						
Sales tax	\$ 13,558,941	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 16,558,941
Vehicle taxes	60,650	-	-	-	-	60,650
Licenses, permits & fines	281,650	-	-	-	-	281,650
Intergov. revenues	860,833	245,534	77,700	-	-	1,184,067
User fees & charges	3,597,097	-	3,500	-	4,554,551	8,155,148
Investment income	225,000	-	-	-	-	225,000
Other revenues	121,000	-	-	-	55,000	176,000
Total sources	<u>18,705,171</u>	<u>3,245,534</u>	<u>81,200</u>	<u>-</u>	<u>4,609,551</u>	<u>26,641,456</u>
<b>Uses</b>						
Council/clerk	646,942	-	-	-	-	646,942
General government	2,827,305	-	-	-	-	2,827,305
Public safety	8,907,012	-	99,647	-	-	9,006,659
Public works	2,373,137	-	-	-	2,379,629	4,752,766
Culture & recreation	2,470,151	-	-	-	1,296,471	3,766,622
Non-departmental	234,000	-	-	-	-	234,000
Debt service	-	-	-	-	177,859	177,859
Total use of funds	<u>17,458,547</u>	<u>-</u>	<u>99,647</u>	<u>-</u>	<u>3,853,959</u>	<u>21,412,153</u>
Net sources over (under) uses	<u>1,246,624</u>	<u>3,245,534</u>	<u>(18,447)</u>	<u>-</u>	<u>755,592</u>	<u>5,229,303</u>
<b>Other sources (uses)</b>						
Capital outlay	-	(6,450,000)	(494,000)	-	(360,000)	(7,304,000)
Transfer(s) in	89	450,000	562,000	-	715,000	1,727,089
Transfer(s) out	(1,679,500)	-	-	(89)	(47,500)	(1,727,089)
Net sources over(under) uses	<u>(1,679,411)</u>	<u>(6,000,000)</u>	<u>68,000</u>	<u>(89)</u>	<u>307,500</u>	<u>(7,304,000)</u>
Change in fund balance, net position	(432,787)	(2,754,466)	49,553	(89)	1,063,092	(2,074,697)
Beginning fund balance, net position, July 1, 2019 (est.)	14,020,183	5,752,899	2,974,494	297,571	11,052,758	34,097,905
Ending fund balance, net position, June 30, 2020	<u>\$ 13,587,396</u>	<u>\$ 2,998,433</u>	<u>\$ 3,024,047</u>	<u>\$ 297,482</u>	<u>\$ 12,115,850</u>	<u>\$ 32,023,208</u>

**Note (1):** includes non-major special revenue funds (i.e., youth court fund and asset forfeiture funds) and non-major capital projects funds (i.e., vehicle replacement fund, right-of-way fund, road fund, and technology replacement fund).

**Note (2):** enterprise funds include sewer utility fund, water utility fund, airport fund, and the curtis d. menard memorial sports complex fund.

**Governmental Funds  
Fund Balance Summary**

	Major Funds		Other Governmental Funds	Total Governmental Funds
	General Fund	Miscellaneous		
		Capital Projects Fund		
<b>For Fiscal Year 2019</b>				
Fund balances:				
Prepaid items	\$ 375,000	\$ -	\$ -	\$ 375,000
Cemetery endowment	-	-	297,571	297,571
Committed to:				
Capital improvements	4,095,723	-	-	4,095,723
Assigned to:				
Land bank	562,000	-	-	562,000
Compensated absences	725,000	-	-	725,000
Self insurance risk funding	-	-	-	-
Sexual Assault Response Team(SART)	50,000	-	-	50,000
Capital improvements	-	5,752,899	-	5,752,899
Youth court	-	-	24,840	24,840
Federal and state drug enforcement	-	-	13,146	13,146
Vehicle replacement	-	-	504,368	504,368
Right-of-way acquisition	-	-	120,135	120,135
Road improvements	-	-	1,776,383	1,776,383
Technology replacement	-	-	535,622	535,622
Other purposes	100,000	-	-	100,000
Unassigned	8,112,460	-	-	8,112,460
<b>Total fund balances</b>	<b>\$ 14,020,183</b>	<b>\$ 5,752,899</b>	<b>\$ 3,272,065</b>	<b>\$ 23,045,147</b>

**Proprietary Funds  
Net Position Summary**

	Sewer Fund	Water Fund	Airport Fund	Curtis Menard Memorial Sports Center	Total Proprietary Funds
Net position					
Non-spendable net assets					
Prepays & inventory	\$ 90,000	\$ 65,126	\$ 2,400	\$ 20,000	\$ 177,526
Restricted to:					
Capital improvements	-	-	-	-	-
Debt service	-	177,859	-	-	177,859
Fund stabilization	595,654	520,765	95,594	674,509	1,886,522
Unassigned	3,212,315	5,092,308	224,265	281,963	8,810,851
<b>Total net position</b>	<b>\$ 3,897,969</b>	<b>\$ 5,856,058</b>	<b>\$ 322,259</b>	<b>\$ 976,472</b>	<b>\$ 11,052,758</b>

Total fund balance and net position **\$ 34,097,905**

**Governmental Funds  
Fund Balance Summary**

	Major Funds		Other Governmental Funds	Total Governmental Funds
	General Fund	Miscellaneous Capital Projects Fund		
<b>For Fiscal Year 2020</b>				
Fund balances				
Prepaid items	\$ 375,000	\$ -	\$ -	\$ 375,000
Cemetery endowment	-	-	297,482	297,482
Committed to:				
Capital improvements	3,138,546	-	-	3,138,546
Assigned to:				
Land bank	662,000	-	-	662,000
Compensated absences	750,000	-	-	750,000
Self insurance risk funding	-	-	-	-
Sexual Assault Response Team(SART)	50,000	-	-	50,000
Capital improvements	-	2,998,433	-	2,998,433
Youth court	-	-	6,393	6,393
Federal and state drug enforcement	-	-	13,146	13,146
Vehicle replacement	-	-	518,368	518,368
Right-of-way acquisition	-	-	120,135	120,135
Road improvements	-	-	1,751,383	1,751,383
Technology replacement	-	-	614,622	614,622
Other purposes	100,000	-	-	100,000
Unassigned	8,511,850	-	-	8,511,850
<b>Total fund balances</b>	<b>\$ 13,587,396</b>	<b>\$ 2,998,433</b>	<b>\$ 3,321,529</b>	<b>\$ 19,907,358</b>

**Proprietary Funds  
Net Position Summary**

	Sewer Fund	Water Fund	Airport Fund	Curtis Menard Memorial Sports Center	Total Proprietary Funds
Net position					
Non-spendable net assets					
Prepays & inventory	\$ 90,000	\$ 65,126	\$ 2,400	\$ 20,000	\$ 177,526
Restricted to:					
Capital improvements	-	-	-	-	-
Debt service	-	175,377	-	-	175,377
Fund stabilization	630,393	562,042	97,381	671,236	1,961,052
Unrestricted	3,600,513	5,793,380	156,717	251,285	9,801,895
<b>Total net position</b>	<b>\$ 4,320,906</b>	<b>\$ 6,595,925</b>	<b>\$ 256,498</b>	<b>\$ 942,521</b>	<b>\$ 12,115,850</b>

Total fund balance and net assets: \$ 32,023,208



### Total Expenditures by Fund Type

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted Budget	FY 2018 Amended Budget	FY 2019 Adopted Budget	FY 2020 Adopted Plan	Difference Between FY2019 AB FY2018 AMB	% Diff Between FY2019 AB FY2018 AMB	Difference Between FY2020 AP FY2019 AB	% Diff Between FY2020 AP FY2019 AB
<b>General Fund</b>										
Personnel	10,617,092	10,890,132	12,813,064	12,879,950	12,908,588	13,410,391	28,638	0.22%	501,803	3.89%
Operations	2,591,431	2,790,248	3,512,162	4,022,327	3,984,481	4,048,156	(37,846)	-0.94%	63,675	1.60%
Transfers & Debt	1,909,530	5,461,699	3,963,553	4,148,547	2,303,000	1,679,500	(1,845,547)	-44.49%	(623,500)	-27.07%
	<b>\$ 15,118,053</b>	<b>\$ 19,142,079</b>	<b>\$ 20,288,779</b>	<b>\$ 21,050,824</b>	<b>\$ 19,196,069</b>	<b>\$ 19,138,047</b>	<b>(1,854,755)</b>	<b>-8.81%</b>	<b>(58,022)</b>	<b>-0.30%</b>
<b>Special Revenue Funds</b>										
Personnel	165,595	183,716	89,564	89,564	97,807	93,967	8,243	9.20%	(3,840)	-3.93%
Operations	62,265	7,564	7,249	13,484	5,698	5,680	(7,786)	-57.74%	(18)	-0.32%
Transfers & Debt	-	-	-	-	-	-	-	0.00%	-	0.00%
	<b>\$ 227,860</b>	<b>\$ 191,280</b>	<b>\$ 96,813</b>	<b>\$ 103,048</b>	<b>\$ 103,505</b>	<b>\$ 99,647</b>	<b>457</b>	<b>0.44%</b>	<b>(3,858)</b>	<b>-3.73%</b>
<b>Enterprise Funds</b>										
Personnel	2,341,400	2,114,444	2,020,979	2,023,451	2,124,240	2,214,084	100,789	4.98%	89,844	4.23%
Operations	3,656,427	3,728,047	1,437,508	1,449,249	1,456,802	1,462,016	7,553	0.52%	5,214	0.36%
Capital Projects	715,176	228,922	460,000	4,395,092	595,990	360,000	(3,799,102)	-86.44%	(235,990)	-39.60%
Transfers & Debt	68,410	58,032	225,323	225,323	227,841	225,359	2,518	1.12%	(2,482)	-1.09%
	<b>\$ 6,781,413</b>	<b>\$ 6,129,445</b>	<b>\$ 4,143,810</b>	<b>\$ 8,093,115</b>	<b>\$ 4,404,873</b>	<b>\$ 4,261,459</b>	<b>(3,688,242)</b>	<b>-45.57%</b>	<b>(143,414)</b>	<b>-3.26%</b>
<b>Permanent Fund</b>										
Transfers & Debt	-	6,400	-	-	789	89	789	0.00%	(700)	-88.72%
	<b>\$ -</b>	<b>\$ 6,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 789</b>	<b>\$ 89</b>	<b>789</b>	<b>0.00%</b>	<b>(700)</b>	<b>-88.72%</b>
<b>Debt Service Funds</b>										
Transfers & Debt	-	-	-	-	-	-	-	0.00%	-	0.00%
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>
<b>Capital Projects</b>										
Capital Projects	16,887,748	5,165,906	2,910,068	8,456,912	6,994,000	6,944,000	(1,462,912)	-17.30%	(50,000)	-0.71%
Transfers & Debt	-	6,000	250,000	250,000	-	-	(250,000)	-100.00%	-	0.00%
	<b>\$ 16,887,748</b>	<b>\$ 5,171,906</b>	<b>\$ 3,160,068</b>	<b>\$ 8,706,912</b>	<b>\$ 6,994,000</b>	<b>\$ 6,944,000</b>	<b>(1,712,912)</b>	<b>-19.67%</b>	<b>(50,000)</b>	<b>-0.71%</b>
<b>Total:</b>	<b>\$ 39,015,074</b>	<b>\$ 30,641,110</b>	<b>\$ 27,689,470</b>	<b>\$ 37,953,899</b>	<b>\$ 30,699,236</b>	<b>\$ 30,443,242</b>	<b>(7,254,663)</b>	<b>-19.11%</b>	<b>(255,994)</b>	<b>-0.83%</b>
<b>Combined City Government</b>										
Personnel	\$ 13,124,087	\$ 13,188,292	\$ 14,923,607	\$ 14,992,965	\$ 15,130,635	\$ 15,718,442	137,670	0.92%	587,807	3.88%
Operations	6,310,123	6,525,859	4,956,919	5,485,060	5,446,981	5,515,852	(38,079)	-0.69%	68,871	1.26%
Sub-total:	19,434,210	19,714,151	19,880,526	20,478,025	20,577,616	21,234,294	99,591	0.49%	656,678	3.19%
Transfers & Debt	1,977,940	5,532,131	4,438,876	4,623,870	2,531,630	1,904,948	(2,092,240)	-45.25%	(626,682)	-24.75%
Sub-total:	21,412,150	25,246,282	24,319,402	25,101,895	23,109,246	23,139,242	(1,992,649)	-7.94%	29,996	0.13%
Net Capital Projects	17,602,924	5,394,828	3,370,068	12,852,004	7,589,990	7,304,000	(5,262,014)	-40.94%	(285,990)	-3.77%
	<b>\$ 39,015,074</b>	<b>\$ 30,641,110</b>	<b>\$ 27,689,470</b>	<b>\$ 37,953,899</b>	<b>\$ 30,699,236</b>	<b>\$ 30,443,242</b>	<b>(7,254,663)</b>	<b>-19.11%</b>	<b>(255,994)</b>	<b>-0.83%</b>

**City of Wasilla  
Schedule of Transfers**

**FY2019 Adopted Budget**

**TRANSFERS IN**

Fund	Fund Number	Transfers Out	General Fund 001	Enterprise Funds:		Capital Project Funds:					Transfers IN(-) Transfers OUT
				Airport Fund 330	Curtis Menard Memorial Sports Center 340	Capital Projects Fund 110	Vehicle Fund 120	Right-of-Way Fund 130	Technology Replacement Fund 170	Road Fund 160	
General Fund	001	\$1,834,500	\$ -	\$ 75,000	\$ 700,000	\$ 545,000	\$ 239,000	\$ 25,000	\$ 150,500	\$ 100,000	\$ -
Permanent Funds:											
Cemetery Fund	410	789	789								-
Enterprise Funds:											
Sewer Fund	310	16,250					15,000		1,250		-
Water Fund	320	19,250					15,000		4,250		-
Airport Fund	330	500							500		-
Multi-Use Sports Complex	340	11,500					5,000		6,500		-
		\$1,882,789	\$ 789	\$ 75,000	\$ 700,000	\$ 545,000	\$ 274,000	\$ 25,000	\$ 163,000	\$ 100,000	\$ -

**FY2020 Adopted Plan**

**TRANSFERS IN**

Fund	Fund Number	Transfers Out	General Fund 001	Enterprise Funds:		Capital Project Funds:					Transfers IN(-) Transfers OUT
				Airport Fund 330	Curtis Menard Memorial Sports Center 340	Capital Projects Fund 110	Vehicle Fund 120	Right-of-Way Fund 130	Technology Replacement Fund 170	Road Fund 160	
General Fund	001	\$1,679,500	\$ -	\$ 115,000	\$ 600,000	\$ 450,000	\$ 239,000	\$ 25,000	\$ 150,500	\$ 100,000	\$ -
Permanent Funds:											
Cemetery Fund	410	89	89								-
Enterprise Funds:											
Sewer Fund	310	16,250					15,000		1,250		-
Water Fund	320	19,250					15,000		4,250		-
Airport Fund	330	500							500		-
Curtis D. Menard Memorial Sports Center	340	11,500					5,000		6,500		-
		\$1,727,089	\$ 89	\$ 115,000	\$ 600,000	\$ 450,000	\$ 274,000	\$ 25,000	\$ 163,000	\$ 100,000	\$ -