



CITY COUNCIL STUDY SESSION REPORT

MEETING DATE: JANUARY 31, 2012

ITEM NUMBER:

2

SUBJECT: FIVE YEAR FINANCIAL FORECAST AND CAPITAL REINVESTMENT STRATEGY

DATE: JANUARY 27, 2012

FROM: FINANCE DEPARTMENT /FINANCIAL PLANNING DIVISION

PRESENTATION BY: BOBBY YOUNG, FINANCE & I.T. DIRECTOR

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RECOMMENDED ACTION

It is recommended the City Council discuss the City's Five Year Financial Forecast and Capital Reinvestment Strategy and provide comments/suggestions about future priorities.

BACKGROUND

During the recent decline in the economy, the City's financial position changed. Over the last few years, the City's revenues have declined forcing the City to take necessary actions to reduce expenditures. As part of reducing expenditures, among other things, it was determined to delay: purchasing or replacing equipment, repairs and maintenance to facilities, and funding reserves. Unfortunately, while reducing staffing costs, the City also used fund balance or reserves in the amount of approximately \$33 million.

Recently, City Council has expressed a desire to determine, financially, what the next five years (FY 12-13 thru FY 16-17) look like for the City's General Fund. The City has not had a comprehensive five year financial forecast to provide such information, therefore staff has developed one. Staff created this five year financial forecast using most of the City's own tools for developing the annual budget, both revenues and expenditures.

At this time, this forecast is based on assumptions and is intended to be a tool to help: 1.) project what future year's budget might be; 2.) demonstrate how decisions in the current year may impact the financial future of the City; and 3.) allow City Council to discuss and determine future priorities based upon available resources. City Council has expressed a desire to contribute more General Fund monies to capital improvements and therefore the 5-year forecast may allow for even more clarification of priorities under the capital improvements topic (Streets, Alleys, Sidewalks, etc).

ANALYSIS

For revenues, staff compiled about 10 years of historical data at the individual account level. This historical information is very important when determining future forecasting. Having such data helps determine if a revenue account is relatively flat (Business License Tax), increasing at consistent rate (some fee and charges), or fluctuating with current

market conditions from year to year (Sales Tax and Property Tax). Using this data, staff was able to then summarize into two line items – Total Revenue and Total Other Financing Sources (Transfers In). These two items can be seen in historical CAFR's and therefore allows for easy year to year comparison/verification.

For expenditures, staff also compiled about 10 years of historical data at the department/division individual account level. Using this detail, staff was able to summarize the information into the major categories of Salaries and Benefits (S&B), Maintenance & Operations (M&O), Fixed Assets and Transfers Out, as well as have year over year data at the individual account level. Establishing a database at this level allows for maximum analysis and the ability to forecast certain line item data at the department/division level, similar to the annual budget.

Since salaries and benefits are a large part of the overall expenditure forecast, staff created the necessary database to forecast these future costs at the position level. Currently, staff uses a similar database for the annual budget, which includes current salary information, applicable step/merit increases, other compensation rates/amounts, PERS rates (for a given year), medical/flex bucket amounts and Medicare contributions. While having this data for one year, staff extrapolated the same database for each of the five years to forecast. Having such a database, has allowed staff to more accurately forecast salary and benefit costs, especially with variables like PERS rates and salary increases.

This salary and benefit information feeds into the department/division line item database to be combined with any M&O account analysis. Maintenance and operations account analysis is very similar to that of revenues. Having historical data helps when determining if individual accounts remain flat (office supplies and debt service), increase at a consistent rate (utility costs – water, gas, electric), or fluctuate with current conditions or needs (building modifications and fixed asset purchases). Staff reviewed current funding levels for each department/division line item and forecasted each according to the type of account.

Assumptions:

As with any forecast, making assumptions about future conditions is very important. For the City, assumptions need to be made for both revenues and expenditures.

Revenues: At this time, staff determined there were 4 main revenue sources that would require an assumption be made, Sales Tax, Property Tax, Transient Occupancy Tax (TOT) and Building/Electrical/Plumbing Permits. In the future, it may be necessary to incorporate additional accounts in the forecast to provide more detailed analysis. With most of the assumptions, trying to eliminate year to year fluctuations while forecasting, staff determined it was prudent to assume an average rate.

Sales Tax – the current sales tax assumption is an increase of 3% per year. Staff recognizes that current market conditions are more favorable than previous years and that those conditions may level off and then continue. Using a 3% average could allow for a 6% increase in one year and a 0% increase the following. The average for those two would be 3%.

Property Tax – the current property tax assumption is an increase of 3% per year. A portion of the property tax base has been restricted by Prop 13, which establishes a maximum annual assessment increase to 2% (CPI Adjustment Factor). Therefore, even though market values are leveling, these properties may still increase annually by the CPI adjustment factor until they are assessed at the market value.

Another aspect of property taxes is, with the continued decline of property values, the County Assessor reduced the assessed value of many properties. In the future, when the market value increases, these properties can be assessed in excess of the CPI adjustment factor (2% maximum) until they return to the Prop 13 assessed maximum value. Should this occur, property tax revenue will increase in excess of normal inflationary factors.

Transient Occupancy Tax (TOT) – the current TOT assumption is an increase of 2% in 2012-13, 2.5% in 2013-14, and 3% the remaining years. The rate increase from 2010-11 is fully implemented and staff is including a slight increase as the economy begins to stabilize. Also the business sector may begin to increase from where it currently is and Costa Mesa will benefit by being in Central Orange County and its proximity to the airport.

Building/Electrical/Plumbing Permits – the current permit assumption is an increase of 2.5% in 2012-13, 3.0% in 2013-14, and 2% the remaining years. It is anticipated by many economists that the building industry will be increasing in the next couple of years for both housing and business development. While Costa Mesa is fairly built out for new development, the City is starting to see more redevelopment of current properties. Staff reducing this increase in future years is a conservative reduction.

For all other revenue line items staff used historical trends to help determine changes (increases or no change) from year to year.

Expenditures: At this time, staff determined there were 2 main expenditure attributes that would require assumptions: salary increases and PERS rates. Since greater than 70% of the City's budget is salary and benefits, staff felt it important to focus on those aspects at this time. Staff recognizes both attributes could change as part of the negotiation/contract process, so both are viewed more conservatively as to not influence that process.

For both assumptions there are 3 categories – Miscellaneous, Police and Fire. Miscellaneous should be considered all non-sworn full time personnel. Police and Fire are the sworn personnel in each of those departments.

Salary Increases – City staff have not received salary increases since the 2008-09 fiscal year.

The current salary increase assumption for the Miscellaneous personnel is 0% until 2014-15, then 2% the remaining two years. The current employment contract is effective until 2013. Given current employment market conditions and the length of the current employment contract, staff is not forecasting a salary adjustment for three years. Staff has included a 2% salary increase in the final two years of the forecast as it may be more probable some adjustment would take place in the future.

The current salary increase assumption for sworn Police personnel is 0% until 2014-15, then 2% the remaining 2 years. This is based on the current employment contract that states if the City's top 3 revenues have increased to previous all time highs (FY 07-08) then a minimum 2% increase would be required. At this time, the current forecast does not meet this requirement; therefore staff is not including a salary increase until 2015-16.

The current salary increase assumption for sworn Fire personnel is 0% in 2012-13 the 2% the remaining 4 years. This is based on the current employment contract that states the requirement by the City not to adjust salaries until September 2013. Therefore starting in FY 2013-14 staff has forecasted a 2% increase and assumed the same each year after.

PERS Rate Increases – Staff based the forecast using the most recent PERS rates received from PERS in December 2011. They are displayed as the total PERS rate (including both the Employee and Employer rates).

For calculating the forecasted cost, staff has separated the two as it normally does for the annual budget, and only taken into account the City's net cost (excluding the amounts paid by employees).

The forecasted rates for Miscellaneous are as follows:

FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
29.803%	30.126%	30.440%	30.740%	31.026%

The forecasted rates above were received directly from PERS and include both the employee (8%) and employer portions. These rates do not take into account the amounts currently contributed by employees. Per the current agreement with CMCEA, the current 4% contribution by employees will expire in March 2013. The forecast assumes this contribution will not continue.

The forecasted rates for Police are as follows:

FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
45.286%	45.484%	45.675%	45.852%	46.015%

The forecasted rates above were received directly from PERS and include both the employee (9%) and employer portions. These rates do not take into account the amounts currently contributed by employees. Per the current agreement with CMPOA/CMPMA, the current 5% contribution by employees will expire in March 2014. The forecast assumes this contribution will not continue.

The forecasted rates for Fire are as follows:

FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
48.428%	48.9%	49.3%	49.7%	50.1%

The forecasted rates above were received directly from PERS and include both the employee (9%) and employer portions. These rates do not take into account the amounts currently contributed by employees. Per the current agreement with CMFA, the current contribution by employees is 1%. The current contract will expire in June 2014. However per the agreement with CMFMA, the current contribution is 6%, which expires in March 2015. The forecast assumes this contribution will not continue when contracts expire.

For all other expenditure items, staff also used historical costs to help determine changes (increases or no change) from year to year. Certain items that are based on current rates (utilities and insurance), staff included annual increase amounts and will continue to determine if included amounts are reasonable. For other more controllable line items (office supplies, furniture, equipment), staff forecasted flat using current proposed budgeted amounts.

Preliminary Forecast Results:

Given these assumptions, staff was able to forecast the fiscal years 2012-13 thru 2016-17 (five fiscal years) and determine if the City would have a positive or negative change in fund balance (difference between revenues and expenditures) from year to year. It appears that if the City is able to control expenditures while the revenues increase, each forecasted year shows a positive change (excess) in fund balance or more revenues than expenditures (as shown on Attachment 1). Staff then began drafting a list of current and future year initiatives (as shown on Attachment 2) to use as an example of how or where excess fund balance can be prioritized.

Priorities include the replenishment of fund balance for both the General Fund and the Equipment Replacement Fund. Also, based on City Council's desire to begin reinvestment in Capital Infrastructure with General Fund monies, staff created line items (#3 - #9, #12) including: Building Modification/Park Maintenance, Park Improvements, Streets, Alleys, Sidewalks, IT (Information Technology/Computer) Upgrades and Website Design. Items #10 - 11 and #13 - 20 are other initiatives staff wanted to include to track and determine City Council's desire to fund them in the future. The last item #21 is for Budget Contingencies and at this point is a balancing amount to account for all available funds. A description of the items has been included as Attachment 3 to help provide City Council and the public with some general information of each.

Staff has included funding amounts on Attachment 2 as an example and should be viewed as a starting point for City Council to establish funding priorities for future initiatives. Staff also recognizes more information may be necessary to properly set funding levels and will do so when provided that direction.

ALTERNATIVES CONSIDERED

Staff has not considered any alternatives at this time.

FISCAL REVIEW

There is no fiscal impact to the Five Year Financial Forecast.


LEGAL REVIEW

There is no legal review necessary at this time.

CONCLUSION

Recently, City Council has expressed a desire to determine, financially, what the next five years (FY 12-13 thru FY 16-17) look like for the City's General Fund. The City has not had a comprehensive five year financial forecast to provide such information, therefore staff has developed one. Staff created this five year financial forecast using most of the City's own tools for developing the annual budget, both revenues and expenditures.

At this time, this forecast is based on preliminary assumptions and is intended to be a tool to help 1.) project what future year's budget might be, 2.) demonstrate how decisions in the current year may impact the financial future of the City, and 3.) allow City Council to discuss and determine future priorities based upon available resources. City Council has expressed a desire to contribute more General Fund monies to capital improvements and therefore the 5-year forecast may allow for even more clarification of priorities under the capital improvements topic (Streets, Alleys, Sidewalks, etc).


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Attachment(s):

- 1 – Total Revenues, Expenditures and Net Fund Balance
- 2 – Current and Future Year Initiatives
- 3 – Current and Future Year Initiatives Descriptions
- 4 – Current Assumptions

City of Costa Mesa - 5 Year Forecast - Total Revenues, Expenditures and Net Fund Balance

	<u>FY 2010-11 Final</u>	<u>FY 2011-12 Adopted</u>	<u>FY 2012-13 Projected</u>	<u>FY 2013-14 Projected</u>	<u>FY 2014-15 Projected</u>	<u>FY 2015-16 Projected</u>	<u>FY 2016-17 Projected</u>
Total Revenues	93,267,884	94,727,204	97,361,116	99,482,881	102,172,297	104,771,152	107,400,669
Total Other Financing Sources	2,011,580	-	-	-	-	-	-
Total Revenue	<u>95,279,464</u>	<u>94,727,204</u>	<u>97,361,116</u>	<u>99,482,881</u>	<u>102,172,297</u>	<u>104,771,152</u>	<u>107,400,669</u>
Expenditures							
Salaries & Benefits	86,229,982	68,886,062	71,215,147	74,581,922	74,836,658	77,078,535	77,215,416
Maintenance & Operations	-	25,488,275	22,282,290	20,770,748	20,950,345	21,020,217	21,205,593
Fixed Assets	-	175,845	150,000	150,000	150,000	150,000	150,000
Transfers Out	5,294,017	100,000	100,000	100,000	100,000	100,000	100,000
Total Expenditures	<u>91,523,999</u>	<u>94,650,182</u>	<u>93,747,437</u>	<u>95,602,670</u>	<u>96,037,003</u>	<u>98,348,752</u>	<u>98,671,009</u>
Net change in fund balance	<u>3,755,465</u>	<u>77,022</u>	<u>3,613,679</u>	<u>3,880,211</u>	<u>6,135,294</u>	<u>6,422,400</u>	<u>8,729,660</u>

City of Costa Mesa - 5 Year Forecast - Current and Future Year Initiatives

	<u>FY 2011-12 Adopted</u>	<u>FY 2012-13 Projected</u>	<u>FY 2013-14 Projected</u>	<u>FY 2014-15 Projected</u>	<u>FY 2015-16 Projected</u>	<u>FY 2016-17 Projected</u>	
Net change in fund balance	<u>\$ 77,022</u>	<u>\$ 3,613,679</u>	<u>\$ 3,880,211</u>	<u>\$ 6,135,294</u>	<u>\$ 6,422,400</u>	<u>\$ 8,729,660</u>	
							Cumulative Total
Current & Future Year Initiatives (Examples):							
1 Replenishment of GF Fund Balance	77,022	50,000	50,000	50,000	50,000	50,000	327,022
2 Replenishment of Equip Replace Fund B:	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
3 Building Modifications/Park Maintenance	-	500,000	600,000	700,000	800,000	900,000	3,500,000
4 Park Improvements	-	-	-	-	-	-	-
5 Streets	-	-	-	1,000,000	1,500,000	2,500,000	5,000,000
6 Alleys	-	200,000	200,000	500,000	500,000	500,000	1,900,000
7 Sidewalks	-	-	-	250,000	250,000	400,000	900,000
8 IT Upgrades	-	300,000	300,000	300,000	300,000	300,000	1,500,000
9 Website Improvements	-	25,000	25,000	25,000	25,000	25,000	125,000
10 Cal PERS Unfunded Liability *	-	-	-	-	-	-	-
11 Medical Reimbursement Unfunded Liability	-	-	-	-	-	-	-
12 Youth Sports - CM United	-	100,000	100,000	100,000	100,000	100,000	500,000
13 Library Upgrades	-	-	-	-	-	-	-
14 Sports Fields Master Plan	-	500,000	500,000	500,000	500,000	500,000	2,500,000
15 Fairview Park Master Plan	-	-	-	-	-	-	-
16 Problem Properties	-	-	250,000	500,000	500,000	500,000	1,750,000
17 Capital Program for Trees	-	-	-	-	-	-	-
18 Countywide 800 MHz System	-	-	-	-	-	-	-
19 Replacement of Fire Station #1	-	-	-	-	-	-	-
20 Harbor Blvd Improvements	-	-	-	-	-	1,000,000	1,000,000
21 Drainage Master Plan/Improvements	-	-	-	-	-	-	-
22 Budget Contingency	-	938,679	855,211	1,210,294	897,400	954,660	4,856,244
Subtotal Initiatives	<u>77,022</u>	<u>3,613,679</u>	<u>3,880,211</u>	<u>6,135,294</u>	<u>6,422,400</u>	<u>8,729,660</u>	<u>28,858,266</u>
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Potential savings from continued employee contributions		<u>\$ 522,344</u>	<u>\$ 1,475,268</u>	<u>\$ 1,477,489</u>	<u>\$ 2,330,400</u>	<u>\$ 2,332,463</u>	

City of Costa Mesa 5 Year Current and Future Initiatives Descriptions

<u>Current & Future Initiatives</u>		<u>Cumulative Total</u>
1.	<p><u>Replenishment of General Fund - Fund Balance:</u> This amount represents the commitment to replenish General Fund reserves which have been used during the recent economic downturn.</p>	<u>\$327,022</u>
2.	<p><u>Replenishment of Equipment Replacement Fund – Fund Balance:</u> This amount represents the commitment to increase the amount set aside for replacement of the City’s vehicles and equipment.</p>	<u>\$5,000,000</u>
3.	<p><u>Building Modifications:</u> Many of the City’s facilities are in need of funding for necessary repairs and improvements. Over the next five years the City is planning to commit \$3.5 million in General Fund dollars to facilitate these necessary improvements to its’ facilities to ensure a safe working environment for both employees and Costa Mesa residents and visitors.</p>	<u>\$3,500,000</u>
4.	<p><u>Park Improvements:</u> Many of the City’s parks are in need of funding for necessary repairs and improvements. However, at this time it is undetermined as to the amount of funding needed for revitalization and improvement of the City’s existing parks.</p>	<u>Undetermined</u>
5.	<p><u>Streets:</u> Street maintenance, repair, and replacement are some of the most important components in keeping Costa Mesa a healthy and safe community. Safety is not only important for its’ visitors but also for its’ residents and businesses that call Costa Mesa home. As such, over the next 5 years the City is planning to invest \$5.0 million in General Fund dollars to keep Costa Mesa streets healthy. These General Fund dollars will be in addition to the roughly \$20 million dollars in grant funding that the City will utilize over the next five years to ensure the maintenance and repair of Costa Mesa’s roads and arterials.</p>	<u>\$5,000,000</u>

City of Costa Mesa 5 Year Current and Future Initiatives Descriptions

<u>Current & Future Initiatives</u>		<u>Cumulative Total</u>
6.	<p><u>Alleys:</u> Over the next 5 years the City is planning to invest \$1.9 million in additional General Fund dollars towards the rehabilitation of the City's unfinished alleys. These General Fund dollars will be in addition to the existing grant funding the City annually utilizes (CDBG, Measure M, Gas Tax, etc.) to complete the improvements. The improvements include the removal of all existing asphalt and replacing with new concrete. Proper drainage will also be ensured. Currently, the estimated cost to repair all of Costa Mesa's roughly 100 unimproved alleys is approximately \$17 million.</p>	<u>\$1,900,000</u>
7.	<p><u>Sidewalks:</u> Over the next 5 years the City is planning to invest an additional \$900,000 of General Fund dollars to continue its' priority sidewalk repair program and continue to invest in the remaining neighborhoods that are currently without sidewalks. These additional General Fund dollars will be in addition to the existing grant funding the City annually utilizes (CDBG, Measure M, Gas Tax, etc.) to complete sidewalk and parkway improvements.</p>	<u>\$900,000</u>
8.	<p><u>IT Upgrades:</u> The City's computer and information infrastructure is aging and is in need of necessary upgrades and improvements. Some of these improvements include the replacement of all public safety Mobile Computers, the purchase and licensing fees for all computer upgrades to windows 7, as well as the purchase of an HP 9000 server and other miscellaneous servers for City Hall and Police department networks. Over the next 5 years the City is planning to invest \$1.5 million General Fund Dollars to ensure the completion of these necessary upgrades and improvements.</p>	<u>\$1,500,000</u>
9.	<p><u>Website Improvements:</u> Over the next 5 years the City is planning to invest in the enhancement of the overall way it communicates with its' residents. The primary focus will be in the creation and maintenance of a vibrant, useful, and highly interactive website where citizens can access all the information they need and want regarding the daily operation of not only City Hall but all current happenings within the City.</p>	<u>\$125,000</u>

City of Costa Mesa 5 Year Current and Future Initiatives Descriptions

<u>Current & Future Initiatives</u>		<u>Cumulative Total</u>
10.	<p><u>Cal PERS Unfunded Liability:</u> Cal PERS is reporting that the City has an unfunded liability of \$224 million dollars. While this item may need future funding, the appropriate amount has yet to be determined. However, it is anticipated that future contributions from employees will be applied towards funding of unfunded liabilities.</p>	<u>Undetermined</u>
11.	<p><u>Medical Unfunded Liability:</u> Currently the City has an unfunded liability of \$35 million dollars regarding the cost to cover all retiree medical costs that started employment with the City of Costa Mesa prior to 2003. In 2003 the City of Costa Mesa ended this plan but still has an annual liability for all retirees. While this item may need future funding, the appropriate amount has yet to be determined.</p>	<u>Undetermined</u>
12.	<p><u>Youth Sports – CM United:</u> The City of Costa Mesa is committed to the health and welfare of all the outstanding young men and women that are proud to call Costa Mesa home. As such, the City is planning to pledge \$100,000 a year for the next five years to Costa Mesa United. Together, this partnership will bring in the necessary funding to make the City of Costa Mesa an attractive place for young families to settle and raise their children by providing outstanding venues and opportunities for the youth of Costa Mesa.</p>	<u>\$500,000</u>
13.	<p><u>Library Upgrades:</u> Many, if not all, of the City's library facilities are in need of funding for necessary repairs and upgrades. The City is committed to provide additional funding to facilitate not only needed repairs but necessary upgrades. However, the appropriate amount of future funding has yet to be determined.</p>	<u>Undetermined</u>

City of Costa Mesa 5 Year Current and Future Initiatives Descriptions

<u>Current & Future Initiatives</u>		<u>Cumulative Total</u>
14.	<p><u>Sports Fields Master Plan:</u> The City is committed to completing a Sports Field Master Plan. This plan will advise City stack holders as to the best and most effective use of open space for the future of Costa Mesa youth sports. While the creation of a Master Plan is a priority, the appropriate amount of future funding has yet to be determined to complete the plan.</p>	<u>\$2,500,000</u>
15.	<p><u>Fairview Park Master Plan:</u> The City is committed to substantially completing the Fairview Park Master Plan. This plan advises City stack holders as to the best and most effective use of the Fairview park space and its future use for all residents of both Costa Mesa and Orange County that utilize the area. While the completion of Master Plan activities is a top priority, the appropriate amount of future funding has yet to be determined to complete the plan.</p>	<u>Undetermined</u>
16.	<p><u>Problem Properties:</u> Throughout both the commercial and residential sectors of Costa Mesa, properties, from time to time, fall prey to a number of different scenarios that leave them both unattractive and unsafe to the community. As such, the City will look to set aside funding to purchase such properties and either rehabilitate or transform such properties into the best use for the citizens of Costa Mesa. While the forecast includes \$1.75 million, the appropriate amount has yet to be determined.</p>	<u>\$1,750,000</u>
17.	<p><u>Capital Program for Trees:</u> The City is committed to establishing a greener canopy. As such, the City will continue to beautify Costa Mesa by designating specific areas of need and planting additional trees. While this plan is a priority, an appropriate amount of future funding has yet to be determined.</p>	<u>Undetermined</u>

City of Costa Mesa 5 Year Current and Future Initiatives Descriptions

<u>Current & Future Initiatives</u>		<u>Cumulative Total</u>
18.	<p><u>800 MHz Countywide Communications Systems:</u> The current 800 MHz Countywide Coordinated Communications Systems (CCCS) is expected to serve the County radio infrastructure through 2015. All Orange County municipalities, the County of Orange, the Orange County Fire Authority and other participating agencies jointly govern and finance the CCCS. With the endorsement of the Orange County City Manager's Association, Orange County Chiefs of Police and Sheriff's Association, Orange County Fire Chief's Association, 800 MHz User Group and 800 MHz Governance Committee the Orange County Sheriff's Communications Division was given approval to research/evaluate and propose an approach to upgrade the CCCS into the Next Generation platform. A four phase approach to ensure system functionality was reviewed at the November 2010 Orange County City Manager's Association (OCCMA) meeting. While this item may need future funding, the appropriate amount has yet to be determined.</p>	<u>Undetermined</u>
19.	<p><u>Replacement of Fire Stations:</u> At least one of the City's fire stations is in need of funding for major structural upgrades and possible demolition and reconstruction. While The City is fully committed to providing additional funding for the potential reconstruction, the appropriate amount of future funding has yet to be determined for completion.</p>	<u>Undetermined</u>
20.	<p><u>Harbor Blvd Improvements:</u> Known as the gateway into Costa Mesa, over the years many improvements have been made to Harbor blvd. to ensure a more inviting approach for both residents and visitors that visit Costa Mesa. Additional efforts will need to be taken in the coming years to complete Harbors transformation. The City is fully committed to complete these upgrades; however, at this time it is undetermined as to the amount of funding necessary to complete such improvements.</p>	<u>\$1,000,000</u>
21.	<p><u>Drainage Master Plan/Improvements</u></p>	<u>Undetermined</u>
22.	<p><u>Budget Contingency:</u> This amount represents an annual general budget contingency for unexpected increases in expenditures and/or decreases in revenues.</p>	<u>\$4,856,244</u>

City of Costa Mesa - 5 Year Forecast - Current Assumptions

	FY 2012-13 Projected	FY 2013-14 Projected	FY 2014-15 Projected	FY 2015-16 Projected	FY 2016-17 Projected
Revenue Assumptions - Increase/(Decrease)					
Sales Taxes	3.00%	3.00%	3.00%	3.00%	3.00%
Property Taxes	3.00%	3.00%	3.00%	3.00%	3.00%
Transient Occupancy Taxes (TOT)	2.50%	3.00%	3.00%	3.00%	3.00%
Building/Electrical/Plumbing Permits	3.00%	2.00%	2.00%	2.00%	2.00%
Expenditure Assumptions					
Salary Increases - Increase/(Decrease)					
Miscellaneous	-	-	-	2.00%	2.00%
Police	-	-	-	2.00%	2.00%
Fire	-	2.00%	2.00%	2.00%	2.00%
PERS Rates - Total					
Miscellaneous	21.28%	25.61%	25.87%	26.17%	26.46%
Police	40.29%	40.48%	40.68%	45.85%	46.02%
Fire	47.43%	47.90%	48.30%	48.70%	49.10%
Savings if current employee contributions continue					
	\$ 522,344	\$ 1,475,268	\$ 1,477,489	\$ 2,330,400	\$ 2,332,463