

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23		
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%	
PROPERTY TAX	County of Riverside Auditor Controller - Property Tax Division, historical revenues, economic reports from UCR Center for Economic Forecasting	Property Taxes - Current Secured	21,581,968	22,488,411	23,387,947	4.0%	24,323,465	4.0%	25,053,169	3.0%	25,804,764	3.0%	26,578,907	3.0%
		Property Taxes - Successor Agency	4,699,705	4,897,093	5,092,976	4.0%	5,296,695	4.0%	5,455,596	3.0%	5,619,264	3.0%	5,787,842	3.0%
		Property Taxes In Lieu (Vlf)	26,410,376	27,706,843	28,815,117	4.0%	29,967,721	4.0%	30,866,753	3.0%	31,792,756	3.0%	32,746,538	3.0%
		Property Taxes - Supplemental	502,529	577,908	583,687	1.0%	589,524	1.0%	595,420	1.0%	601,374	1.0%	607,387	1.0%
		Property Taxes - Unsecured	963,359	963,359	972,993	1.0%	982,723	1.0%	992,550	1.0%	1,002,475	1.0%	1,012,500	1.0%
		Property Taxes - Measure "G"	1,739,903	1,739,903	1,739,903	0.0%	1,739,903	0.0%	1,739,903	0.0%	1,739,903	0.0%	1,739,903	0.0%
		Property Transfer Tax	2,274,013	2,501,414	2,601,471	4.0%	2,705,530	4.0%	2,786,696	3.0%	2,870,296	3.0%	2,956,405	3.0%
		Library Parcel Tax - Measure "I"	1,354,093	1,354,093	1,354,093	0.0%	1,354,093	0.0%	1,354,093	0.0%	1,354,093	0.0%	1,354,093	0.0%
TOTAL PROPERTY TAXES		59,525,946	62,229,024	64,548,187	3.7%	66,959,654	3.7%	68,844,179	2.8%	70,784,925	2.8%	72,783,576	2.8%	
SALES TAX	HdL, past history, economic report, car dealerships, large retail centers, federal/state legislation, economic reports from UCR Center for Economic Forecasting	Sales And Use Tax	61,664,322	63,205,930	64,470,049	2.0%	65,437,099	1.5%	66,091,470	1.0%	66,752,385	1.0%	67,419,909	1.0%
		Public Safety 1/2% Sales Tax	1,616,124	1,650,000	1,666,500	1.0%	1,683,165	1.0%	1,699,997	1.0%	1,716,997	1.0%	1,734,167	1.0%
TOTAL SALES AND USE TAX (NON-MEASURE Z)		63,280,446	64,855,930	66,136,549	2.0%	67,120,264	1.5%	67,791,467	1.0%	68,469,382	1.0%	69,154,076	1.0%	
UTILITY TAX	RPU, past history, legislative changes, technology changes	Utility Users Tax - Electric	16,577,742	16,970,464	16,491,866	-2.8%	16,652,606	1.0%	16,798,782	0.9%	16,970,478	1.0%	17,173,360	1.2%
		Utility Users Tax - Pacific Bell	1,906,683	1,800,000	1,692,000	-6.0%	1,573,560	-7.0%	1,447,675	-8.0%	1,317,384	-9.0%	1,185,646	-10.0%
		Utility Users Tax - Natural Gas	3,172,272	3,045,000	2,892,750	-5.0%	2,921,678	1.0%	2,950,894	1.0%	2,980,403	1.0%	3,010,207	1.0%
		Utility Users Tax - So Cal Edison	170,192	170,192	170,192	0.0%	170,192	0.0%	170,192	0.0%	170,192	0.0%	170,192	0.0%
		Utility Users Tax - Cable Tv	1,459,980	1,503,779	1,548,893	3.0%	1,595,360	3.0%	1,643,220	3.0%	1,692,517	3.0%	1,743,292	3.0%
		Utility Users Tax - Other Telephone	1,017,587	987,059	957,448	-3.0%	928,724	-3.0%	900,862	-3.0%	873,837	-3.0%	847,621	-3.0%
		Utility Users Tax - Miscellaneous	661,399	681,000	698,025	2.5%	715,476	2.5%	733,363	2.5%	751,697	2.5%	770,489	2.5%
		Utility Users Tax - Water	2,992,144	3,213,501	3,326,631	3.5%	3,352,656	0.8%	3,379,358	0.8%	3,406,680	0.8%	3,432,425	0.8%
TOTAL UTILITY USERS TAX		27,957,999	28,370,996	27,777,804	-2.1%	27,910,251	0.5%	28,024,347	0.4%	28,163,188	0.5%	28,333,233	0.6%	
TOT	City's hoteliers, economic data, historical revenues, economic reports from UCR Center for Economic Forecasting	Transient Occupancy Tax	6,621,721	6,952,807	7,300,447	5.0%	7,592,465	4.0%	7,820,239	3.0%	8,054,846	3.0%	8,296,492	3.0%
TOTAL TRANSIENT OCCUPANCY TAX		6,621,721	6,952,807	7,300,447	5.0%	7,592,465	4.0%	7,820,239	3.0%	8,054,846	3.0%	8,296,492	3.0%	
FRANCH. FEES	Historical revenues, franchisee validation	Franchises	2,727,990	2,673,430	2,619,962	-2.0%	2,646,161	1.0%	2,672,623	1.0%	2,699,349	1.0%	2,726,343	1.0%
		Franchises - Cable Tv	1,294,688	1,320,582	1,346,993	2.0%	1,373,933	2.0%	1,401,412	2.0%	1,429,440	2.0%	1,458,029	2.0%
		Franchises - Att Cable	791,203	775,379	759,871	-2.0%	744,674	-2.0%	729,780	-2.0%	715,185	-2.0%	700,881	-2.0%
TOTAL FRANCHISE FEES		4,813,881	4,769,391	4,726,826	-0.9%	4,764,768	0.8%	4,803,815	0.8%	4,843,974	0.8%	4,885,253	0.9%	

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23	
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%
NON-DEVELOPMENT LICENSES & PERMITS	Business License Taxes	6,659,761	6,900,000	7,176,000	4.0%	7,463,040	4.0%	7,761,562	4.0%	8,072,024	4.0%	8,394,905	4.0%
	Misc Business License Taxes	20,486	25,000	25,250	1.0%	25,503	1.0%	25,758	1.0%	26,015	1.0%	26,275	1.0%
	Animal Licenses	1,106,813	1,100,000	1,111,000	1.0%	1,122,110	1.0%	1,133,331	1.0%	1,144,664	1.0%	1,156,111	1.0%
	Animal Licenses - City Hall	23,195	24,517	24,762	1.0%	25,010	1.0%	25,260	1.0%	25,513	1.0%	25,768	1.0%
	Residential Kennel Permits	4,500	4,500	4,545	1.0%	4,590	1.0%	4,636	1.0%	4,683	1.0%	4,730	1.0%
	Animal Shelter - County	156	1,000	1,010	1.0%	1,020	1.0%	1,030	1.0%	1,041	1.0%	1,051	1.0%
	Revenue Experts	116,891	100,000	101,000	1.0%	102,010	1.0%	103,030	1.0%	104,060	1.0%	105,101	1.0%
	Penalties - Animal Licenses	7,570	8,000	8,080	1.0%	8,161	1.0%	8,242	1.0%	8,325	1.0%	8,408	1.0%
	Sewer Permits	53,219	50,000	50,500	1.0%	51,005	1.0%	51,515	1.0%	52,030	1.0%	52,551	1.0%
	Massage Permits	37,310	40,000	40,400	1.0%	40,804	1.0%	41,212	1.0%	41,624	1.0%	42,040	1.0%
	Gun Permits	1,728	3,500	3,535	1.0%	3,570	1.0%	3,606	1.0%	3,642	1.0%	3,679	1.0%
	Taxi Permits	16,829	18,000	18,180	1.0%	18,362	1.0%	18,545	1.0%	18,731	1.0%	18,918	1.0%
	Fireworks Display Permit Fee	3,312	3,500	3,535	1.0%	3,570	1.0%	3,606	1.0%	3,642	1.0%	3,679	1.0%
	Uniform Fire Code Inspect. Permt	33,959	35,000	35,350	1.0%	35,704	1.0%	36,061	1.0%	36,421	1.0%	36,785	1.0%
Miscellaneous Permits	655	700	707	1.0%	714	1.0%	721	1.0%	728	1.0%	736	1.0%	
Oversize Load Permits	20,108	25,000	25,250	1.0%	25,503	1.0%	25,758	1.0%	26,015	1.0%	26,275	1.0%	
TOTAL LICENSE AND NON-DEVELOPMENT PERMITS		8,106,492	8,338,717	8,629,104	3.5%	8,930,675	3.5%	9,243,873	3.5%	9,569,159	3.5%	9,907,011	3.5%
GOVERNMENTAL INTERREVENUES	Homeowners Exemption	260,931	260,931	263,540	1.0%	266,176	1.0%	268,837	1.0%	271,526	1.0%	274,241	1.0%
	VLF In Excess	145,459	145,000	145,000	0.0%	145,000	0.0%	145,000	0.0%	145,000	0.0%	145,000	0.0%
	Vehicle Abatement Surcharge	253,250	250,000	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%
	Storm Drain Damage	258,900	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	Police Officers' Training	57,738	60,000	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%
	State Mandate Claims	153,887	150,000	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%
	Code Enforcement Rev Sharing	56,670	52,000	52,000	0.0%	52,000	0.0%	52,000	0.0%	52,000	0.0%	52,000	0.0%
	Revenue From Other Agencies	1,534,669	650,000	650,000	0.0%	650,000	0.0%	650,000	0.0%	650,000	0.0%	650,000	0.0%
TOTAL INTERGOVERNMENTAL REVENUES		2,721,504	1,567,931	1,570,540	0.2%	1,573,176	0.2%	1,575,837	0.2%	1,578,526	0.2%	1,581,241	0.2%

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23	
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%
NON-DEVELOPMENT CHARGES FOR SERVICES	Street Replacement Charges	1,786,417	1,804,281	1,849,388	2.5%	1,895,623	2.5%	1,914,579	1.0%	1,933,725	1.0%	1,953,062	1.0%
	Traffic Plan Review	6,746	20,000	20,500	2.5%	21,013	2.5%	21,223	1.0%	21,435	1.0%	21,649	1.0%
	Engineers Misc Receipts	24,434	30,000	30,750	2.5%	31,519	2.5%	31,834	1.0%	32,152	1.0%	32,474	1.0%
	Securing/Boarding Up Of Structures	158,159	160,000	164,000	2.5%	168,100	2.5%	169,781	1.0%	171,479	1.0%	173,194	1.0%
	Demolition Of Structures	23,324	13,000	13,325	2.5%	13,658	2.5%	13,795	1.0%	13,933	1.0%	14,072	1.0%
	Special Police Services	385,832	325,000	333,125	2.5%	341,453	2.5%	344,868	1.0%	348,316	1.0%	351,799	1.0%
	Police Reimb. - Galleria	71,376	71,376	73,160	2.5%	74,989	2.5%	75,739	1.0%	76,497	1.0%	77,262	1.0%
	Emergency Svcs For Dui	202,211	180,000	184,500	2.5%	189,113	2.5%	191,004	1.0%	192,914	1.0%	194,843	1.0%
	Police False Alarm Fees	243,649	260,000	266,500	2.5%	273,163	2.5%	275,894	1.0%	278,653	1.0%	281,440	1.0%
	Police Alarm Registration Fees	17,500	65,000	66,625	2.5%	68,291	2.5%	68,974	1.0%	69,663	1.0%	70,360	1.0%
	Misc Police Receipts	785,514	750,000	768,750	2.5%	787,969	2.5%	795,848	1.0%	803,807	1.0%	811,845	1.0%
	Police - Towing Referral Fee	215,227	190,000	194,750	2.5%	199,619	2.5%	201,615	1.0%	203,631	1.0%	205,667	1.0%
	Police - School Resource Officers	758,506	750,000	768,750	2.5%	787,969	2.5%	795,848	1.0%	803,807	1.0%	811,845	1.0%
	Hazardous Material Disclosure	537,138	550,000	563,750	2.5%	577,844	2.5%	583,622	1.0%	589,458	1.0%	595,353	1.0%
	Fire False Alarm Fees	174,183	90,000	92,250	2.5%	94,556	2.5%	95,502	1.0%	96,457	1.0%	97,421	1.0%
	Misc Fire Receipts	67,027	67,027	68,703	2.5%	70,420	2.5%	71,124	1.0%	71,836	1.0%	72,554	1.0%
	Inspection Fees - Fire Dept	311,720	410,000	420,250	2.5%	430,756	2.5%	435,064	1.0%	439,414	1.0%	443,809	1.0%
	Amr Paramedics Program	1,759,731	1,739,275	1,782,757	2.5%	1,827,326	2.5%	1,845,599	1.0%	1,864,055	1.0%	1,882,696	1.0%
	Street & Alley Repair Fees	1,422	6,500	6,663	2.5%	6,829	2.5%	6,897	1.0%	6,966	1.0%	7,036	1.0%
	Street Sign Repair Fees	6,023	6,500	6,663	2.5%	6,829	2.5%	6,897	1.0%	6,966	1.0%	7,036	1.0%
	Traffic Signal Repairs	52,651	15,000	15,375	2.5%	15,759	2.5%	15,917	1.0%	16,076	1.0%	16,237	1.0%
	Misc Street Receipts	13,343	50,000	51,250	2.5%	52,531	2.5%	53,057	1.0%	53,587	1.0%	54,123	1.0%
	Payment Plan Fee	4,036	45,000	46,125	2.5%	47,278	2.5%	47,751	1.0%	48,228	1.0%	48,711	1.0%
	Fairmount Park Golf Course	398,104	450,000	461,250	2.5%	472,781	2.5%	477,509	1.0%	482,284	1.0%	487,107	1.0%
	Swimming Pool Fees	318,666	341,530	350,068	2.5%	358,820	2.5%	362,408	1.0%	366,032	1.0%	369,693	1.0%
	Street Tree Svc & Damage Chgs	7,130	8,500	8,713	2.5%	8,930	2.5%	9,020	1.0%	9,110	1.0%	9,201	1.0%
	Special Recreation Program Receipts	1,451,987	1,481,000	1,518,025	2.5%	1,555,976	2.5%	1,571,535	1.0%	1,587,251	1.0%	1,603,123	1.0%
	Non-Residential Park Use Fee	13,462	10,000	10,250	2.5%	10,506	2.5%	10,611	1.0%	10,717	1.0%	10,825	1.0%
	Wellness Donations	7,373	7,500	7,688	2.5%	7,880	2.5%	7,958	1.0%	8,038	1.0%	8,118	1.0%
	Misc Park Rentals	1,197,909	1,100,000	1,127,500	2.5%	1,155,688	2.5%	1,167,244	1.0%	1,178,917	1.0%	1,190,706	1.0%
	Misc Park Receipts	46,789	50,000	51,250	2.5%	52,531	2.5%	53,057	1.0%	53,587	1.0%	54,123	1.0%
	Grow Riverside	76,691	76,691	78,608	2.5%	80,573	2.5%	81,379	1.0%	82,193	1.0%	83,015	1.0%
	Miscellaneous Receipts - Fox Theater	4,005,714	-	-	2.5%	-	2.5%	-	1.0%	-	1.0%	-	1.0%
Miscellaneous Receipts - Muni Aud	3,638,883	-	-	2.5%	-	2.5%	-	1.0%	-	1.0%	-	1.0%	
Miscellaneous Receipts - The Box	68,614	-	-	2.5%	-	2.5%	-	1.0%	-	1.0%	-	1.0%	
Miscellaneous Receipts - Showcase	11,043	-	-	2.5%	-	2.5%	-	1.0%	-	1.0%	-	1.0%	
Convention Center Revenue	7,164,784	-	-	2.5%	-	2.5%	-	1.0%	-	1.0%	-	1.0%	
Misc Library Receipts - Printing	82,275	90,000	92,250	2.5%	94,556	2.5%	95,502	1.0%	96,457	1.0%	97,421	1.0%	
TOTAL NON-DEVELOPMENT CHARGES FOR SERVICES		26,095,593	11,213,180	11,493,510	2.5%	11,780,847	2.5%	11,898,656	1.0%	12,017,642	1.0%	12,137,819	1.0%

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23		
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%	
DEVELOPMENT FEES AND CHARGES FOR SERVICES	Building Permit Issuance	165,281	155,000	158,875	2.5%	162,847	2.5%	164,475	1.0%	166,120	1.0%	167,781	1.0%	
	Building Permits	1,402,955	1,455,000	1,491,375	2.5%	1,528,659	2.5%	1,543,946	1.0%	1,559,385	1.0%	1,574,979	1.0%	
	Plumbing Permits	17,208	13,000	13,325	2.5%	13,658	2.5%	13,795	1.0%	13,933	1.0%	14,072	1.0%	
	Electrical Permits	47,221	33,000	33,825	2.5%	34,671	2.5%	35,017	1.0%	35,368	1.0%	35,721	1.0%	
	Heating & Air Condition Permit	75,577	42,000	43,050	2.5%	44,126	2.5%	44,568	1.0%	45,013	1.0%	45,463	1.0%	
	Planned Residential Devel.	3,568	32,628	33,444	2.5%	34,280	2.5%	34,623	1.0%	34,969	1.0%	35,319	1.0%	
	Tentative Map Fees	51,267	71,910	73,708	2.5%	75,550	2.5%	76,306	1.0%	77,069	1.0%	77,840	1.0%	
	General Plan Amendment Fees	84,744	48,960	50,184	2.5%	51,439	2.5%	51,953	1.0%	52,473	1.0%	52,997	1.0%	
	Parcel Map/Waiver Fees	108,858	70,000	71,750	2.5%	73,544	2.5%	74,279	1.0%	75,022	1.0%	75,772	1.0%	
	Rezoning Fees	52,545	40,000	41,000	2.5%	42,025	2.5%	42,445	1.0%	42,870	1.0%	43,298	1.0%	
	Conditional Use Permit Fees	181,481	300,000	307,500	2.5%	315,188	2.5%	318,339	1.0%	321,523	1.0%	324,738	1.0%	
	Variance Fees	23,752	15,750	16,144	2.5%	16,547	2.5%	16,713	1.0%	16,880	1.0%	17,049	1.0%	
	Minor Variance Fees	98,533	52,500	53,813	2.5%	55,158	2.5%	55,709	1.0%	56,266	1.0%	56,829	1.0%	
	Planning Plan Check Fee	95,422	100,000	102,500	2.5%	105,063	2.5%	106,113	1.0%	107,174	1.0%	108,246	1.0%	
	Environmental Impact Assessment	42,661	105,000	107,625	2.5%	110,316	2.5%	111,419	1.0%	112,533	1.0%	113,658	1.0%	
	Planning Comm Interpret/Amnd	4,501	45,000	46,125	2.5%	47,278	2.5%	47,751	1.0%	48,228	1.0%	48,711	1.0%	
	Temporary Use Permits	16,308	12,600	12,915	2.5%	13,238	2.5%	13,370	1.0%	13,504	1.0%	13,639	1.0%	
	Economic reports from UCR Center for Economic Forecasting, past revenue, CEDD Activity, other economic data.	Design Review Board	256,118	217,000	222,425	2.5%	227,986	2.5%	230,265	1.0%	232,568	1.0%	234,894	1.0%
	Plot Plan Review Fees	74,880	29,500	30,238	2.5%	30,993	2.5%	31,303	1.0%	31,616	1.0%	31,933	1.0%	
	Street Alley Vacating Fees	3,410	3,000	3,075	2.5%	3,152	2.5%	3,183	1.0%	3,215	1.0%	3,247	1.0%	
	Misc Planning Receipts	68,115	105,000	107,625	2.5%	110,316	2.5%	111,419	1.0%	112,533	1.0%	113,658	1.0%	
	General Plan Surcharge	603,411	366,000	375,150	2.5%	384,529	2.5%	388,374	1.0%	392,258	1.0%	396,180	1.0%	
	Fire Dept - Fire Prevention Plan Ck	99,159	278,800	285,770	2.5%	292,914	2.5%	295,843	1.0%	298,802	1.0%	301,790	1.0%	
	Building Plan Microfilming Fee	234,275	205,000	210,125	2.5%	215,378	2.5%	217,532	1.0%	219,707	1.0%	221,904	1.0%	
	Building Plan Microfilming Fee-Fire	2,714	3,000	3,075	2.5%	3,152	2.5%	3,183	1.0%	3,215	1.0%	3,247	1.0%	
	Plan Checking-Bldg Insp Div	1,189,416	1,450,000	1,486,250	2.5%	1,523,406	2.5%	1,538,640	1.0%	1,554,027	1.0%	1,569,567	1.0%	
	Misc Building Receipts	2,032	1,600	1,640	2.5%	1,681	2.5%	1,698	1.0%	1,715	1.0%	1,732	1.0%	
	Spec Inspectors Applicatn Fee	14,010	14,300	14,658	2.5%	15,024	2.5%	15,174	1.0%	15,326	1.0%	15,479	1.0%	
	Water Quality Management Plan	120,068	20,400	20,910	2.5%	21,433	2.5%	21,647	1.0%	21,864	1.0%	22,082	1.0%	
	Tech Fee - Computronix	222,862	250,000	256,250	2.5%	262,656	2.5%	265,283	1.0%	267,936	1.0%	270,615	1.0%	
	Housemoving Application Fees	200	-	-	2.5%	-	2.5%	-	1.0%	-	1.0%	-	1.0%	
	Grading (Permits) Inspect Fees	28,392	25,000	25,625	2.5%	26,266	2.5%	26,528	1.0%	26,794	1.0%	27,061	1.0%	
	Plan Review Fee	281,603	300,000	307,500	2.5%	315,188	2.5%	318,339	1.0%	321,523	1.0%	324,738	1.0%	
Inspection Fees	947,075	1,000,000	1,025,000	2.5%	1,050,625	2.5%	1,061,131	1.0%	1,071,743	1.0%	1,082,460	1.0%		
Street Tree Plan Check	33,817	18,870	19,342	2.5%	19,825	2.5%	20,024	1.0%	20,224	1.0%	20,426	1.0%		
Sale Of Maps & Diagrams	65	248	254	2.5%	261	2.5%	263	1.0%	266	1.0%	268	1.0%		
Plans And Specification Fees	33	102	105	2.5%	107	2.5%	108	1.0%	109	1.0%	110	1.0%		
Fire Dept - Plan Check-Inspection	394,406	400,000	410,000	2.5%	420,250	2.5%	424,453	1.0%	428,697	1.0%	432,984	1.0%		
After Hours Premium	22,761	25,000	25,625	2.5%	26,266	2.5%	26,528	1.0%	26,794	1.0%	27,061	1.0%		
After Hours Premium	109,737	110,000	112,750	2.5%	115,569	2.5%	116,724	1.0%	117,892	1.0%	119,071	1.0%		
DEVELOPMENT FEES AND CHARGES FOR SERVICES		7,180,441	7,415,168	7,600,547	2.5%	7,790,561	2.5%	7,868,466	1.0%	7,947,151	1.0%	8,026,623	1.0%	

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23		
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%	
FORFEITURES	Based on past revenue history	Library Fines	141,653	150,000	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%
		California Vehicle Code Fines	534,116	750,000	787,500	5.0%	811,125	3.0%	835,459	3.0%	860,523	3.0%	886,338	3.0%
		General & Misdemeanor Fines	57,483	70,000	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%
		Red Light Traffic Fines	73,136	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
		Vehicle Abatement Fees	21,487	25,000	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
		Administrative Citation	422,560	350,000	353,500	1.0%	357,035	1.0%	360,605	1.0%	364,211	1.0%	367,854	1.0%
		Administrative Civil Penalties	1,036,783	1,000,000	1,010,000	1.0%	1,020,100	1.0%	1,030,301	1.0%	1,040,604	1.0%	1,051,010	1.0%
		Code Receiverships	(126,898)	(125,000)	(125,000)	0.0%	(125,000)	0.0%	(125,000)	0.0%	(125,000)	0.0%	(125,000)	0.0%
		Code Rehab & Settlements	(24,221)	(25,000)	(25,000)	0.0%	(25,000)	0.0%	(25,000)	0.0%	(25,000)	0.0%	(25,000)	0.0%
		Deferred Revenue	(168,393)	(150,000)	(150,000)	0.0%	(150,000)	0.0%	(150,000)	0.0%	(150,000)	0.0%	(150,000)	0.0%
TOTAL FINES AND FORFEITURES		1,967,706	2,045,000	2,096,000	2.5%	2,133,260	1.8%	2,171,365	1.8%	2,210,338	1.8%	2,250,202	1.8%	
ASSESSMENTS	Based on contractual/legislative requirements	St Lighting Dist Assessment Fee	3,471,944	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
		Loving Homes	24,176	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
		Village At Canyon Crest	32,310	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
		Manheim Riv Mitigation Fee	311,727	311,727	311,727	0.0%	311,727	0.0%	311,727	0.0%	311,727	0.0%	311,727	0.0%
		Weed Destruction Assess	72,020	75,000	75,000	0.0%	75,000	0.0%	75,000	0.0%	75,000	0.0%	75,000	0.0%
		Debris Removal Assessments	122,366	125,000	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%
		Highlander Landscape Maint Dist	86,887	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
		Riverwalk Landscape Maint Dist	321,804	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
TOTAL SPECIAL ASSESSMENTS		4,443,234	511,727	511,727	0.0%	511,727	0.0%	511,727	0.0%	511,727	0.0%	511,727	0.0%	
MISCELLANEOUS REVENUES	Based on contractual/legislative requirements, past revenue history	All Other Interest (Restricted)	620,720	1,000	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%
		Interfund Loan Revenue - Pob'S	549,638	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
		Land & Building Rentals	742,896	750,000	750,000	0.0%	750,000	0.0%	750,000	0.0%	750,000	0.0%	750,000	0.0%
		Land & Building Rentals - Rncda	115,266	115,266	115,266	0.0%	115,266	0.0%	115,266	0.0%	115,266	0.0%	115,266	0.0%
		Land & Building Rentals - Hulen Place	73,042	73,042	73,042	0.0%	73,042	0.0%	73,042	0.0%	73,042	0.0%	73,042	0.0%
		Land & Building Rentals - Prcs	6,000	6,000	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%
		Bldg Leases - Magnolia	730,319	730,000	730,000	0.0%	730,000	0.0%	730,000	0.0%	730,000	0.0%	730,000	0.0%
		Refunds & Rebates	1,225,390	500,000	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%
		Miscellaneous Receipts	2,555,916	2,000,000	2,000,000	0.0%	2,000,000	0.0%	2,000,000	0.0%	2,000,000	0.0%	2,000,000	0.0%
		Miscellaneous Receipts- Attorney	107,699	200,000	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%
		Sponsorships	4,608	5,000	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
		Peg Revenue	598,457	575,000	575,000	0.0%	575,000	0.0%	575,000	0.0%	575,000	0.0%	575,000	0.0%
		Wellness Program Revenue	11,060	11,060	11,060	0.0%	11,060	0.0%	11,060	0.0%	11,060	0.0%	11,060	0.0%
		Fol Receipts	339,376	350,000	357,000	2.0%	364,140	2.0%	371,423	2.0%	378,851	2.0%	386,428	2.0%
		Shopping Cart Retrieval	63,801	60,000	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%
		Bad Debt Recovery	86,830	75,000	75,000	0.0%	75,000	0.0%	75,000	0.0%	75,000	0.0%	75,000	0.0%
Settlement Recovery	160,420	50,000	50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%		
TOTAL MISCELLANEOUS REVENUES		7,991,438	5,501,368	5,508,368	0.1%	5,515,508	0.1%	5,522,791	0.1%	5,530,219	0.1%	5,537,796	0.1%	

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23	
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%
OTHER FINANCING SOURCES	Based on contractual/legislative requirements, Real Property Division												
	Sale of Land & Buildings	3,991,400	500,000	-	-100.0%	1,700,000	0.0%	1,000,000	-41.2%	-	-100.0%	-	0.0%
	Sale of Equipment	288	50,000	51,000	2.0%	52,020	2.0%	53,060	2.0%	54,122	2.0%	55,204	2.0%
	Sale of Salvage Materials	618	2,000	2,040	2.0%	2,081	2.0%	2,122	2.0%	2,165	2.0%	2,208	2.0%
	Damage Claim Recoveries	8,633	15,000	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%
TOTAL OTHER FINANCING SOURCES		4,000,939	567,000	68,040	-88.0%	1,769,101	2500.1%	1,070,183	-39.5%	71,286	-93.3%	72,412	1.6%
TOTAL REVENUES		224,707,340	204,338,239	207,967,650	1.8%	214,352,258	3.1%	217,146,946	1.3%	219,752,364	1.2%	223,477,460	1.7%
		7.49%	-0.75%										
TRANSFERS FROM OTHER FUNDS	RPU, Measure Z 5-Year Spending Plan, staff analysis on cost recovery												
	Measure Z (110)	9,488,750	20,482,404	13,238,623	-35.4%	18,266,026	38.0%	11,734,277	-35.8%	12,086,305	3.0%	12,448,894	3.0%
	Electric Fund	39,229,900	40,072,600	40,705,400	1.6%	39,765,300	-2.3%	40,215,000	1.1%	40,615,900	1.0%	41,084,800	1.2%
	Water Fund	5,672,500	6,173,100	6,583,600	6.6%	6,820,000	3.6%	6,874,000	0.8%	6,929,500	0.8%	6,986,100	0.8%
	Sewer Fund	900,000	900,000	900,000	0.0%	463,500	-48.5%	477,405	3.0%	491,727	3.0%	506,479	3.0%
Debt Fund (390)	1,506,388		-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
TOTAL TRANSFERS-IN FROM OTHER FUNDS		56,797,538	67,628,104	61,427,623	-9.2%	65,314,826	6.3%	59,300,682	-9.2%	60,123,432	1.4%	61,026,273	1.5%
TOTAL REVENUE AND TRANSFERS-IN		281,504,878	\$ 271,966,343	269,395,273	-0.9%	279,667,084	3.8%	276,447,628	-1.2%	279,875,796	1.2%	284,503,734	1.7%
PERSONNEL	Based on Partnership Compensation Model and Memorandums of Understanding												
	Salaries	116,164,600	124,181,747	130,666,381	5.2%	138,237,737	5.8%	141,479,646	2.3%	143,438,269	1.4%	144,252,465	0.6%
	Overtime	12,810,722	11,079,376	11,848,624	6.9%	12,540,639	5.8%	12,938,993	3.2%	13,109,544	1.3%	13,151,712	0.3%
	Payoffs	3,970,712	2,414,840	2,778,728	15.1%	3,032,360	9.1%	3,335,596	10.0%	3,669,157	10.0%	4,036,075	10.0%
	CalPERS	42,490,183	47,119,918	48,126,973	2.1%	54,618,084	13.5%	60,331,986	10.5%	65,534,244	8.6%	70,152,671	7.0%
	Medical and Other Insurance	19,047,352	21,943,193	22,980,512	4.7%	22,648,049	-1.4%	23,656,926	4.5%	24,507,635	3.6%	25,185,305	2.8%
Other	2,467,456	2,578,066	2,700,410	4.7%	2,802,959	3.8%	2,864,406	2.2%	2,897,616	1.2%	2,911,973	0.5%	
TOTAL PERSONNEL		196,951,024	209,317,140	219,101,628	4.7%	233,879,828	6.7%	244,607,553	4.6%	253,156,465	3.5%	259,690,201	2.6%

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23	
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%
NON-PERSONNEL	Advertising		270,600	278,719	3.0%	287,079	3.0%	295,693	3.0%	304,564	3.0%	313,701	3.0%
	Employee Parking		200,000	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%
	Equipment and Building Rentals		1,062,571	1,094,449	3.0%	1,127,283	3.0%	1,161,101	3.0%	1,195,934	3.0%	1,231,812	3.0%
	General Office Expense		1,454,263	1,483,356	2.0%	1,512,932	2.0%	1,543,138	2.0%	1,573,946	2.0%	1,605,373	2.0%
	Insurance		669,063	682,444	2.0%	696,093	2.0%	710,015	2.0%	724,215	2.0%	738,700	2.0%
	Landscape Maintenance		4,461,679	4,684,763	5.0%	4,919,002	5.0%	5,164,951	5.0%	5,423,199	5.0%	5,694,359	5.0%
	Liability Insurance		6,256,161	7,806,960	24.8%	6,858,411	-12.2%	7,229,385	5.4%	7,419,104	2.6%	7,419,104	0.0%
	Maintenance/Repair		2,004,847	2,044,564	2.0%	2,085,446	2.0%	2,127,150	2.0%	2,169,693	2.0%	2,213,081	2.0%
	Materials and Supplies		1,637,520	1,684,723	2.9%	1,717,625	2.0%	1,751,188	2.0%	1,785,410	2.0%	1,820,319	2.0%
	Meeting, Travel and Training		1,147,188	1,193,446	3.5%	1,229,266	3.0%	1,266,150	3.0%	1,304,134	3.0%	1,343,268	3.0%
	Merchant Fees		1,371,900	1,371,900	0.0%	1,371,900	0.0%	1,371,900	0.0%	1,371,900	0.0%	1,371,900	0.0%
	Non-Office Inventory		1,927,136	1,984,953	3.0%	2,044,502	3.0%	2,105,839	3.0%	2,169,014	3.0%	2,234,084	3.0%
	Outside Legal Counsel		192,000	195,840	2.0%	199,758	2.0%	203,753	2.0%	207,828	2.0%	211,985	2.0%
	Professional Services		6,738,578	6,961,772	3.3%	7,096,826	1.9%	7,166,250	1.0%	7,305,484	1.9%	7,447,482	1.9%
	Recreation Services		884,726	902,421	2.0%	920,470	2.0%	938,881	2.0%	957,659	2.0%	976,812	2.0%
	Technology - Licenses, Maintenance and Supplies		4,454,555	4,708,822	5.7%	4,978,052	5.7%	5,263,435	5.7%	5,565,939	5.7%	5,886,602	5.8%
	Tree Maintenance		1,174,012	1,232,713	5.0%	1,294,348	5.0%	1,359,066	5.0%	1,427,019	5.0%	1,498,370	5.0%
	Uniform Total		676,122	696,408	3.0%	717,307	3.0%	738,822	3.0%	760,987	3.0%	783,816	3.0%
Utility Total		6,265,654	6,265,794	0.0%	6,265,795	0.0%	6,266,794	0.0%	6,266,794	0.0%	6,266,794	0.0%	
Vehicle Usage		4,941,129	5,088,958	3.0%	5,241,624	3.0%	5,398,875	3.0%	5,560,842	3.0%	5,727,673	3.0%	
TOTAL NON-PERSONNEL		56,412,590	47,789,704	50,563,004	5.8%	50,763,718	0.4%	52,262,386	3.0%	53,693,665	2.7%	54,985,235	2.4%
SPECIAL PROJECTS	Animal Control	2,900,990	3,267,704	3,333,058	2.0%	3,399,719	2.0%	3,467,714	2.0%	3,537,068	2.0%	3,607,809	2.0%
	Fiscal Management	29,673	62,866	500,000	695.3%	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%
	CMO Audit Program	282,869	450,000	550,000	22.2%	577,500	5.0%	606,375	5.0%	636,694	5.0%	668,528	5.0%
	Community Prosecutor	149	500,000	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%
	PEG Exp	472,709	400,000	400,000	0.0%	400,000	0.0%	400,000	0.0%	400,000	0.0%	400,000	0.0%
	Janet Goeske Center	378,590	378,590	378,590	0.0%	378,590	0.0%	378,590	0.0%	378,590	0.0%	378,590	0.0%
	Art Organizatn Special Support	280,000	280,000	280,000	0.0%	280,000	0.0%	280,000	0.0%	280,000	0.0%	280,000	0.0%
	Festival of Lights	525,084	425,000	550,000	29.4%	577,500	5.0%	606,375	5.0%	636,694	5.0%	668,528	5.0%
	Sponsorships	123,334	146,150	146,150	0.0%	146,150	0.0%	146,150	0.0%	146,150	0.0%	146,150	0.0%
	One-Time Projects	207,964	500,000	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	Entertainment	9,617,538	86,000	55,000	-36.0%	55,000	0.0%	55,000	0.0%	55,000	0.0%	55,000	0.0%
	Special Districts	205,949	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	Other	1,832,131	1,579,513	1,324,513	-16.1%	1,324,513	0.0%	1,324,513	0.0%	1,324,513	0.0%	1,324,513	0.0%
TOTAL SPECIAL PROJECTS		16,856,978	8,075,823	8,017,311	-0.7%	8,138,972	1.5%	8,264,717	1.5%	8,394,708	1.6%	8,529,119	1.6%
EQUIP.	One-year increase to acknowledge increasing facility maintenance needs												
	Equipment and Facilities Maintenance	361,642	361,642	400,000	10.6%	400,000	0.0%	400,000	0.0%	400,000	0.0%	400,000	0.0%
TOTAL EQUIP AND CAPITAL OUTLAY		361,642	361,642	400,000	10.6%	400,000	0.0%	400,000	0.0%	400,000	0.0%	400,000	0.0%

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23		
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%	
MINOR CAPITAL	Increases in Developer Fees	Developer Fees, County Booking, Quiet Zone	2,738,265	1,716,971	1,888,284	10.0%	2,099,284	11.2%	2,099,284	0.0%	2,099,284	0.0%	2,099,284	0.0%
	MINOR CAPITAL		2,738,265	1,716,971	1,888,284	10.0%	2,099,284	11.2%	2,099,284	0.0%	2,099,284	0.0%	2,099,284	0.0%
DEBT SERVICE	Annual principal & interest payments	2003 General Obligation Bonds - Measure G Fire		1,654,298	1,687,435	2.0%	1,725,716	2.3%	1,753,455	1.6%	1,781,363	1.6%	1,788,800	0.4%
		2004 Pension Obligation Bonds (POBs) - Safety		9,437,526	9,792,824	3.8%	10,159,786	3.7%	10,540,170	3.7%	10,935,437	3.8%	11,346,756	3.8%
		2005A Pension Obligation Bonds (POBs) - Misc		1,796,666	1,893,493	5.4%	1,327,224	-29.9%	-	-100.0%	-	0.0%	-	0.0%
		2008 Certificates of Participation (COPs)		5,230,083	5,265,144	0.7%	5,323,220	1.1%	5,326,199	0.1%	5,283,281	-0.8%	5,269,375	-0.3%
		2012A Lease Revenue Bonds		2,120,094	2,118,321	-0.1%	2,118,321	0.0%	2,118,986	0.0%	2,116,421	-0.1%	2,118,036	0.1%
		2012 Pinnacle Public Finance - Tequesquite Park		467,115	467,115	0.0%	467,115	0.0%	467,115	0.0%	467,115	0.0%	-	-100.0%
		2012 Pinnacle Lease No. 2 - VOIP		186,388	186,388	0.0%	186,388	0.0%	186,388	0.0%	186,388	0.0%	93,194	-50.0%
		2013 Chase - Vehicle Refinancing, RMS, Dispatch, Dox		600,905	600,905	0.0%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%
		2013 Chase - Refinance PD Helicopter		236,554	236,554	0.0%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%
		2013 Pinnacle No. 4 - P.S. Vehicle, IT Servers, Video		610,428	305,214	-50.0%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%
		2013 BofA No. 1. FF&E Conv, Fox, Mus, PD (PD Portion)		30,499	30,499	0.0%	30,499	0.0%	30,499	0.0%	-	-100.0%	-	0.0%
		2014 US Ban Corp No. 1 PS Vehicles, IT Equip		739,224	739,224	0.0%	739,224	0.0%	739,224	0.0%	739,224	0.0%	-	-100.0%
2016 BofA No. 2. PD IT / Permitting System		1,095,619	1,095,619	0.0%	1,095,619	0.0%	1,095,619	0.0%	1,095,619	0.0%	1,095,619	0.0%		
TOTAL DEBT SERVICE			21,413,160	24,205,400	24,418,736	0.9%	23,173,113	-5.1%	22,257,655	-4.0%	22,604,848	1.6%	21,711,780	-4.0%
CHARGES AND TRANSFERS	Special Districts & Entertainment MOVED to new funds FY 2017-18. Preliminary Cost Allocation Plan and Utilization Charges; amounts will be adjusted as departments' budgets are finalized.	General Fund Cost Plan / Utilization	(112,925,241)	(82,878,139)	(84,031,720)	1.4%	(85,102,941)	1.1%	(89,530,177)	5.2%	(92,324,220)	3.1%	(93,919,807)	1.7%
		General Fund Cost Plan / Utilization	87,603,899	41,418,231	42,621,144	2.9%	42,766,899	0.3%	45,137,179	5.5%	48,097,041	6.6%	47,505,729	-1.2%
		Special Districts	-	1,074,263	1,106,491	3.0%	1,139,686	3.0%	1,173,876	3.0%	1,209,092	3.0%	1,245,365	3.0%
		Enterprise Fund - Conv Center, Rcvb, Sports Comm\	-	4,739,657	4,739,657	0.0%	4,739,657	0.0%	4,739,657	0.0%	4,739,657	0.0%	4,739,657	0.0%
		Enterprise Fund - Fox And Muni	-	3,275,096	3,275,096	0.0%	3,275,096	0.0%	3,275,096	0.0%	3,275,096	0.0%	3,275,096	0.0%
		Self-Insurance Fund	2,500,000	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
		Facility Improvements	1,280,000	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
TOTAL CHARGES TO/FROM AND TRANSFERS			(21,541,342)	(32,370,892)	(32,289,332)	-0.3%	(33,181,603)	2.8%	(35,204,369)	6.1%	(35,003,334)	-0.6%	(37,153,960)	6.1%
MSVGG	Recommended Budget Reductions		(4,675,000)	(3,000,000)	(3,000,000)	-35.8%	(6,000,000)	100.0%	(6,000,000)	0.0%	(6,000,000)	0.0%	(6,000,000)	0.0%
	TOTAL MANAGED SAVINGS/REDUCTIONS NEEDED			(4,675,000)	(3,000,000)	(3,000,000)	-35.8%	(6,000,000)	100.0%	(6,000,000)	0.0%	(6,000,000)	0.0%	(6,000,000)
TOTAL EXPENDITURES AND TRANSFERS-OUT			273,192,317	\$ 254,420,788	269,099,630	5.8%	279,273,312	3.8%	288,687,226	3.4%	299,345,636	3.7%	304,261,659	1.6%

CITY OF RIVERSIDE
GENERAL FUND
FY 2018-23 FIVE-YEAR PLAN

CATEGORY	DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23	
		ACTUALS	AMENDED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%
R S R V	Beginning Cash Balance	\$ 33,185,259	\$ 41,497,820	59,043,375	42.3%	59,339,017	0.5%	59,732,790	0.7%	47,493,192	-20.5%	28,023,352	-41.0%
	Surplus/Deficit	8,312,561	17,545,555	295,643	-98.3%	393,772	33.2%	(12,239,598)	-3208.3%	(19,469,840)	59.1%	(19,757,926)	1.5%
	Ending Fund Balance	41,497,820	59,043,375	59,339,017	0.5%	59,732,790	0.7%	47,493,192	-20.5%	28,023,352	-41.0%	8,265,426	-70.5%
	RESERVE	15.2%	23.2%	22.1%	-5.0%	21.4%	-3.0%	16.5%	-23.1%	9.4%	-43.1%	2.7%	-71.0%

DESCRIPTION	2016-17	2017-18	2018-19		2019-20		2020-21		2021-22		2022-23	
	ACTUAL	ESTIMATED	PRELIM.	%	PRELIM.	%	PROJ.	%	PROJ.	%	PROJ.	%
Managed Savings/Reductions	(5,425,000)	(4,675,000)	295,643	106.4%	393,772	0.0%	(12,239,598)	0.0%	(19,469,840)	0.0%	(19,757,926)	0.0%
Reserve (w/ cuts)	15.2%	23.2%	22.1%		21.4%		16.5%		9.4%		2.7%	
Managed Savings/Reductions as Percentage of Operating Budget	-2.2%	-2.0%	-1.2%		-2.3%		-2.2%		-2.1%		-2.1%	