

Proposed FY 06 Financial Strategic Plan Model

Category	FY 04		FY 05		FY 06		Three Year Total		% of the Solution
	Dollars	FTE	Dollars	FTE	Dollars	FTE	Dollars	FTE	
<i>Updated Structural Budget Gap</i>	\$16,755,000		\$39,000,000		\$3,500,000		\$102,255,000		
<i>Structural Deficit Remaining from Prior Year</i>	\$43,000,000		\$18,930,534		\$29,069,374				
Total Structural Budget Gap	\$59,755,000		\$57,930,534		\$32,569,374				
<i>Carry-over from Previous Year</i>	(\$9,500,000)		(\$10,069,017)		(\$6,400,000)				
<i>Backfill from State VLF Loss</i>			(\$7,700,000)						
Current Year Budget Gap	\$50,255,000		\$40,161,517		\$26,169,374				
General Administration and Management	(\$7,153,614)		(\$3,873,069)		(\$2,105,584)		(\$13,132,267)		14.2%
Employee Compensation, Benefits & Work Practices	(\$3,383,498)		(\$2,000,000)		(\$4,973,034)		(\$10,356,532)		11.2%
Contracting Opportunities	(\$1,199,229)		(\$960,000)		(\$1,000,000)		(\$3,159,229)		3.4%
Operational and Organizational Changes	(\$5,384,697)		(\$4,710,695)		(\$5,246,224)		(\$15,341,616)		16.6%
Capital Projects and Infrastructure	(\$163,200)		(\$2,241,568)		(\$180,000)		(\$2,584,768)		2.8%
Maintenance Reductions	(\$518,365)		(\$1,578,226)		(\$30,000)		(\$2,126,591)		2.3%
Materials, Supplies and Equipment	(\$3,948,483)		(\$1,683,036)		(\$448,487)		(\$6,080,006)		6.6%
Recreation Services	(\$590,352)		(\$598,546)		(\$836,101)		(\$2,024,999)		2.2%
Library Services	(\$853,964)		(\$394,060)		(\$675,814)		(\$1,923,838)		2.1%
Public Safety Support and Related Services	(\$3,443,499)		(\$1,399,729)		(\$291,000)		(\$5,134,228)		5.6%
Public Safety Emergency Services	(\$155,009)		(\$1,826,906)				(\$1,981,915)		2.1%
Arts and Cultural Programs	(\$529,194)		(\$50,000)		(\$350,000)		(\$929,194)		1.0%
Communication, Promotions and Special Events	(\$203,253)		(\$144,739)				(\$347,992)		0.4%
Business Services and Attraction	(\$275,605)		(\$71,326)				(\$346,931)		0.4%
Code Enforcement	(\$223,656)		(\$464,217)		(\$150,000)		(\$837,873)		0.9%
TOTAL EXPENDITURE REDUCTIONS	(\$28,025,618)	-174	(\$21,996,117)	-202	(\$16,286,244)	-37	(\$66,307,979)	-412	71.9%
Return on Assets & Marketing Opportunities	(\$6,032,068)		(\$2,289,630)		(\$3,809,189)		(\$12,130,887)		13.2%
Implementation of New Fees	(\$225,440)		(\$3,400)		(\$265,688)		(\$2,395,544)		2.6%
Increases in Existing Fees	(\$6,541,340)		(\$4,572,013)		(\$2,166,704)		(\$11,379,041)		12.3%
New or Increased Taxes									
TOTAL REVENUE ADJUSTMENTS	(\$6,766,780)		(\$4,575,413)		(\$2,432,392)		(\$13,774,585)		14.9%
Impact to the Structural Deficit	(\$40,824,466)		(\$28,861,160)		(\$22,527,825)		(\$92,213,451)		100.0%
One-time Revenues/Transfers	(\$19,581,119)		(\$11,361,910)		(\$10,451,000)		(\$41,394,029)		
Total Cost/Revenue Adjustments (including one-time)	(\$60,405,585)		(\$40,223,070)		(\$32,978,825)		(\$133,607,480)		
FY 04 One-Time State VLF Shift	\$7,700,000								
Funding of Infrastructure Reserve			\$200,000						
STRUCTURAL DEFICIT REMAINING	\$18,930,534		\$29,069,374		\$10,041,549				