

**RESOLUTION NO. 12-71**

**RESOLUTION OF THE TOWN COUNCIL  
OF THE TOWN OF MAMMOTH LAKES, STATE OF CALIFORNIA,  
ADOPTING THE RESTRUCTURING PLAN NECESSARY TO MAKE  
PAYMENTS ON A SETTLEMENT WITH MAMMOTH LAKES LAND  
ACQUISITION (MLLA) AND BALLAS ENTITIES**

WHEREAS, on September 21, 2012, the Town of Mammoth Lakes, Mammoth Lakes Land Acquisition LLC (MLLA) and Terrence Ballas and his related development entities jointly announced specific terms of their settlement, executed by the parties the previous evening; and at a public meeting on September 27, 2012, the settlement and related documents were presented and discussed; and

WHEREAS, the settlement calls for: (i) a payment of \$29.5 million to MLLA to satisfy the \$43 million legal judgment, and provides for an alternative of a 23-year series of payments at \$2.5 million upon bankruptcy dismissal and \$2 million annually beginning July 1, 2013; and (ii) a payment to the Ballas entities of \$100,000 over a two-year period, and reassignment of leases for 30 years, resulting in an annual revenue loss to the Town of over \$111,000 in today's dollars; and

WHEREAS, the Town developed a proposed Restructuring Plan to pay for the settlement; this Plan was presented publicly on September 27, 2012, October 3, 2012, October 18, 2012, November 7, 2012 and November 13, 2012; and also posted online; and

WHEREAS, significant public input regarding the proposed Restructuring Plan has been received through the aforementioned public forums, as well as letters and e-mail correspondence, and an online survey; and

WHEREAS, the proposed Restructuring Plan contains measures necessary to afford payments on the settlement, as detailed in Attachment A-1 included with the December 5, 2012 agenda bill titled "Adoption of a Resolution Approving the Town's Restructuring Plan to Make Payments on the Approved Settlement with Mammoth Lakes Land Acquisition (MLLA) and Ballas Entities"; and

WHEREAS, the proposed Restructuring Plan recommends changes to the General Fund revenues for Fiscal Year 2012-13, based on the prior year's (Fiscal Year 2011-12) pre-audit actual results, as detailed in Attachment A-2 included with the December 5, 2012 agenda bill titled "Adoption of a Resolution Approving the Town's Restructuring Plan to Make Payments on the Approved Settlement with Mammoth Lakes Land Acquisition (MLLA) and Ballas Entities"; and

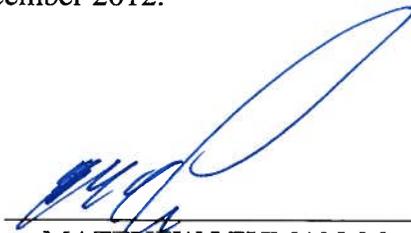
WHEREAS, the proposed Restructuring Plan recommends changes to the General Fund expenditures for Fiscal Year 2012-13, to reflect an increased transfer to tourism and marketing that reflect the higher projected revenues, and to document the Restructuring

Plan reductions; such expenditure changes are detailed in Attachment A-3 included with the December 5, 2012 agenda bill titled "Adoption of a Resolution Approving the Town's Restructuring Plan to Make Payments on the Approved Settlement with Mammoth Lakes Land Acquisition (MLLA) and Ballas Entities."

NOW, THEREFORE, BE IT RESOLVED by the Town Council of Mammoth Lakes as follows:

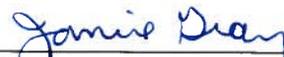
1. The Town Council hereby approves and adopts the Town of Mammoth Lakes' **Restructuring Plan**, detailed in Attachment A-1 included with the December 5, 2012 agenda bill titled "Adoption of a Resolution Approving the Town's Restructuring Plan to Make Payments on the Approved Settlement with Mammoth Lakes Land Acquisition (MLLA) and Ballas Entities," provided that the elimination of positions identified in the Restructuring Plan is provisional, contingent upon completion of all required bargaining with affected employee groups, and may not be implemented if other acceptable sources of cost savings are found.
2. The Town Council hereby approves changes to the Town of Mammoth Lakes' **Fiscal Year 2012-13 budget**, to reflect the recommended revisions to the General Fund revenues and expenditures detailed in Attachments A-2 and A-3 included with the December 5, 2012 agenda bill titled "Adoption of a Resolution Approving the Town's Restructuring Plan to Make Payments on the Approved Settlement with Mammoth Lakes Land Acquisition (MLLA) and Ballas Entities."
3. The Town Council authorizes the Restructuring Plan to serve as a **basis for future budgets**, beginning with Fiscal Year 2013-14.
4. The Town Council directs staff to provide **regular reporting** on:
  - a. The initiatives listed in the Restructuring Plan.
  - b. Adherence to the new fiscal plan, outlined in the Restructuring Plan.

APPROVED AND ADOPTED THIS 5<sup>th</sup> day of December 2012.



MATTHEW LEHMAN, Mayor

ATTEST:

  
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JAMIE GRAY, Town Clerk

### Summary of General Fund Financials - Five-Year Plan

	Nov 2012 Pre-Audit Actuals for FY 2011-12	Recommended Amended Budget for FY 2012-13	5-year Business Plan: Year 2 (FY 2013-14)	5-year Business Plan: Year 3 (FY 2014-15)	5-year Business Plan: Year 4 (FY 2015-16)	5-year Business Plan: Year 5 (FY 2016-17)
General Fund expenditures <i>including legal retainers</i> <i>including additional DIF loan</i>	21,451,067 2,960,000 1,409,207	17,368,679	17,686,205	17,720,727	18,103,280	18,592,227
General Fund revenues <i>including a loan from the Vehicle Fund</i> <i>including a loan repayment from DIF</i>	22,654,264 4,369,207 714,197	19,215,929	18,039,533	18,497,538	18,539,374	19,209,066
<b>Surplus / (Shortfall)</b>	<b>1,203,197</b>	<b>1,847,251</b>	<b>353,328</b>	<b>776,811</b>	<b>436,094</b>	<b>616,839</b>
<b>Existing and Projected Funding Needs</b>						
Baseline budget gap, if any			(353,328)	(776,811)	(436,094)	(616,839)
Repayment of the air subsidy to Measure U		325,000				
Repayment of housing loans to the State of CA (Dec 2015, Dec 2017) <i>(These are to be recorded as loans from the Town to MLH, and repaid as funds become available from homeowners)</i>					396,519	343,907
Settlement Payment - MLLA		2,523,286	2,000,000	2,000,000	2,000,000	2,000,000
Settlement Payment - Ballas		50,000	161,616	114,964	118,413	121,966
Reserve for Economic Uncertainty: Grows to 8% in FY 16/17, and shows deposits (positive) or withdrawals (negative)		250,000	(55,000)	450,000	(240,000)	60,000
<b>Total</b>		<b>3,148,286</b>	<b>1,753,288</b>	<b>1,788,153</b>	<b>1,838,838</b>	<b>1,909,034</b>
<b>REU reconciliation</b>						
Start with June 2011 REU		1,408,271				
Less FY 12/13 addl retainers (PAID)		(1,500,000)				
Recognize one-time FY 10/11 revenue in transit		842,885				
Leave the one-time revenue and a little extra in the REU, to ensure sufficient cash coverage		(1,045,137)				
Use FY 11/12 surplus for balancing		1,203,197				
Use FY 12/13 baseline surplus for balancing		1,847,251				
<b>Available General Fund cash</b>		<b>(391,819)</b>				

<b>FUNDING NEED</b>	<b>391,819</b>	<b>1,753,288</b>	<b>1,788,153</b>	<b>1,838,838</b>	<b>1,909,034</b>
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**Proposed Restructuring Plan - Five-Year Plan  
INCLUDING SPECIFIC DELIVERABLES AND ASSIGNED "CHAMPIONS"**

	Position Eliminations	5-year Business Plan: Year 1 (FY 2012-13 - Eff. 1/1/13)	5-year Business Plan: Year 2 (FY 2013-14)	5-year Business Plan: Year 3 (FY 2014-15)	5-year Business Plan: Year 4 (FY 2015-16)	5-year Business Plan: Year 5 (FY 2016-17)
<b>Town-wide</b>						
<b>CHAMPIONS: Dave Wilbrecht, Town Manager and Marianna Marysheva-Martinez, Assistant Town Manager</b>						
<b>1) Research successful volunteer programs. Propose specific areas to engage volunteers within the Town</b> Annual funding for stipends, uniforms, training, etc.			(25,000)	(25,000)	(25,000)	(25,000)
<b>2) Research successful outsourcing programs. In consultation with the employee associations and community, propose specific Town services to outsource.</b>						
<b>3) Research and implement technology improvements Town-wide.</b>						
Integrate all departments under one IT umbrella.						
Research cloud computing.						
Research and implement new e-mail system and server.						
Research and implement new financial accounting, budgeting and reporting system.						
Research and implement new resident reporting and communication system (such as SeeClickFix).						
Computerize communication, reduce use of paper materials and associated costs, invest in scanning technology.						
<b>4) Work with all departments to create strategies to generate further savings by raising revenues or decreasing costs.</b>						

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<b>Police Department</b>						
<b>CHAMPION: Dan Watson, Police Chief</b>						
<b>1) <u>Position eliminations by July 1, 2013</u></b>						
1) The Town Council establishes a new, reduced budget for the Police Department effective July 1, 2013, by reducing the General Fund contribution by \$1,107,588. As a placeholder, the Town Council eliminates the Police Lt., 4 police officers and 2 sergeants to achieve the savings target.						
2) The Town Council directs the Police Chief to return to the Town Council with a specific plan on how public safety services will be provided within the new, reduced budget. The plan must include specific positions to be eliminated, and new creative measures such as use of civilian public safety officers, part-time officers, reserves and volunteers, technology, etc.						
3) The Town encourages the Police Officers Association to participate in a solution to help maintain the existing level of service by reducing the per-officer cost for officers, including salaries, retirement, medical and other benefits.						
<i>Total savings</i>	0.00	0	1,107,588	1,128,892	1,161,281	1,203,542
<b>2) Seek additional coverage from the County Sheriff, CHP and other public safety partners for high-activity events / months.</b>						
<b>3) Present examples of successful reserve and volunteer programs. (E.g. VIP, Green Angels.) Develop a Town-specific plan to engage reserves and volunteers.</b>						
<b>4) Implement an online crime / incident reporting model.</b>						
<b>5) Develop a plan to implement other technology enhancements, including security cameras in hot spots, including buses.</b>						

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<b>Community and Economic Development</b>						
<b>CHAMPION: Ellen Clark, Principal Planner</b>						
<b>1) Position changes by Jan 1, 2013</b>						
CDD Director (vacant, replace with manager from existing staff) - 9 months savings	1.00	179,869	245,951	250,682	257,874	267,259
Permit Technician (vacant): Fund part-time, with higher summer hours and lower winter hours, by re-allocating dollars from a new part-time administrative support position approved in the FY 12/13 budget. (9 months savings.)		68,375	93,495	95,293	98,027	101,595
Admin support (vacant) - 9 months savings	1.00	64,872	88,706	90,412	93,006	96,390
Replace an intern with a full-time, low-level TOT Enforcement staff person	(0.50)	-25,865	-53,050	-54,071	-55,622	-57,646
<i>Total savings</i>	<i>1.50</i>	<i>287,251</i>	<i>375,101</i>	<i>382,316</i>	<i>393,285</i>	<i>407,597</i>
<b>2) Transfer Finance Division to consolidate with CDD counter functions; cross train staff.</b>						
<b>3) Engage volunteers and commissioned individuals to assist with TOT enforcement and collection.</b>						
<b>4) Explore outsourcing of plan review and similar functions that should be paid for by developers.</b>						
<b>5) Research technology enhancements to streamline planning, increase efficiencies and effectiveness, automate the permitting process, and computerize reporting.</b>						

**Proposed Restructuring Plan - Five-Year Plan**  
**INCLUDING SPECIFIC DELIVERABLES AND ASSIGNED "CHAMPIONS"**

	Position Eliminations	5-year Business Plan: Year 1 (FY 2012-13 - Eff. 1/1/13)	5-year Business Plan: Year 2 (FY 2013-14)	5-year Business Plan: Year 3 (FY 2014-15)	5-year Business Plan: Year 4 (FY 2015-16)	5-year Business Plan: Year 5 (FY 2016-17)
<b>Public Works and Transit</b>						
<b>CHAMPION: Ray Jarvis, Public Works Director</b>						
<b>1) Budget changes by Jan 1, 2013</b>						
Consolidate Parks Maintenance and Road Maintenance, eliminate one F/T Parks Maintenance position	1.00		66,484	67,763	69,707	72,244
Close Whitmore Park and Pool (cost is Town's net, and counting Recreation)	0.60		117,764	120,029	123,473	127,967
Transfer \$89,830 from the Road Maintenance budget in FY 2012-13 to keep the Whitmore Park and Pool operations, and the F/T Parks Maintenance position for this year. Revisit future years (beginning with FY 2013-14) during the FY 2012-13 Mid-Year budget review.		89,830				
Increase ESTA contract amount by \$25K for Dec 2012-June 2013, to temporarily restore the night service to 2am		-25,000				
<i>Total savings</i>	1.60	64,830	184,248	187,792	193,180	200,210
<b>2) Engage volunteers for parks maintenance as soon as possible; pursue "Adopt-A-Park" sponsorships</b>						
<b>3) Explore ways to engage volunteers to greet passengers at the airport.</b>						
<b>4) Research outsourcing of airport maintenance functions.</b>						
<b>5) Oversee Digital 395 last mile transition.</b>						

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	Position Eliminations	5-year Business Plan: Year 1 (FY 2012-13 - Eff. 1/1/13)	5-year Business Plan: Year 2 (FY 2013-14)	5-year Business Plan: Year 3 (FY 2014-15)	5-year Business Plan: Year 4 (FY 2015-16)	5-year Business Plan: Year 5 (FY 2016-17)
<b>Recreation, Parks and Trails</b>						
<b><u>CHAMPION: Stu Brown, Recreation Manager</u></b>						
<p><b>1) <u>Position changes by July 1, 2013</u></b>                      Close Whitmore Pool: See dollar savings and positions above. This involves elimination of the 0.75 Recreation Supervisor, and re-allocation of 0.4 FTE to part-time staff to assist with counter and administrative duties</p> <p><b>2) Explore additional ways to engage volunteers, and support and expand special events.</b></p> <p><b>3) Explore additional ways to engage private donors and other partners to support recreation programs. (E.g., AYSO and Little League.)</b></p> <p><b>4) Pursue grant funding for recreation activities.</b></p> <p><b>5) Pursue additional advertisement opportunities, similar to the current Ice Rink efforts.</b></p> <p><b>6) Explore technology to enhance recreation user experience, streamline activity registration.</b></p> <p><b>7) Create a centralized event coordination and attraction function.</b></p>						

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<b>Administrative Services</b>						
<b>CHAMPION: Marianna Marysheva-Martinez, Assistant Town Manager</b>						
<b>1) Position changes by Jan 1, 2013</b>						
Eliminate Budget Manager, transfer duties to Asst Town Manager - 9 months savings	1.00	104,402	142,758	145,504	149,678	155,125
Transfer CIP Coordinator to Finance; add Measure R & U responsibilities and charge to Measures R & U actual time spent						
Increase funding for IT replacement, repairs and improvements from the \$65K annual baseline		(64,000)	(28,000)	(26,000)	(24,000)	(19,000)
<i>Total savings</i>	1.00	40,402	114,758	119,504	125,678	136,125
<b>2) Review the department's organizational structure and responsibilities; make recommendations on improvements.</b>						
<b>3) Recommend financial policies to establish and retain fiscal discipline.</b>						
<b>4) Ensure collection and enforcement of all major local revenues, including Business Tax, Sales Tax, Property Tax, etc.</b>						
<b>5) Explore technology to improve efficiencies and effectiveness; provide for online and credit card payment.</b>						
<b>6) Implement regular financial reporting.</b>						
<b>7) Engage volunteers to assist with admin and customer service tasks as soon as possible</b>						
<b>Total measures</b>	<b>11.10</b>	<b>392,482</b>	<b>1,756,696</b>	<b>1,793,503</b>	<b>1,848,424</b>	<b>1,922,475</b>
<b>OUTSTANDING (GAP) / SURPLUS</b>		<b>663</b>	<b>3,408</b>	<b>5,350</b>	<b>9,586</b>	<b>13,441</b>

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<b>Estimated Unrestricted Sources Available for Cash Flow - Needed to Make the July 1 payment to MLLA</b>						
<i>Reserve for Economic Uncertainty (8% in 16/17)</i>		1,295,137	1,240,137	1,690,137	1,450,137	1,510,137
<i>Reserve for Employee Comprehensive Leave Obligation</i>		645,307	645,307	645,307	645,307	645,307
<i>Reserve for Vehicle Replacement (Unrestricted portion only)</i>		670,640	1,322,854	1,977,928	2,645,192	3,319,056
<b>Total reserves</b>		<b>2,611,084</b>	<b>3,208,298</b>	<b>4,313,372</b>	<b>4,740,637</b>	<b>5,474,501</b>

## General Fund Revenues by Revenue Type

Revenues By Type / Source	Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Jun 2012 Year-End Estimate and Amended Budget for FY 2011-12	Nov 2012 Pre-Audit Actuals for FY 2011-12	Jun 20 2012 Approved Budget FY 2012-13	Recommended Changes to the FY 2012-13 Revenue Projections	GROWTH ASSUMPTIONS								
								5-year Business Plan: Year 2 (FY 2013-14)	5-year Business Plan: Year 3 (FY 2014-15)	5-year Business Plan: Year 4 (FY 2015-16)	5-year Business Plan: Year 5 (FY 2016-17)	5-year Business Plan: Year 1 (FY 2012-13)	5-year Business Plan: Year 2 (FY 2013-14)	5-year Business Plan: Year 3 (FY 2014-15)	5-year Business Plan: Year 4 (FY 2015-16)	5-year Business Plan: Year 5 (FY 2016-17)
Transient Occupancy Tax - 8.5% of 13%	6,305,024	6,826,837	7,290,963	6,272,042	6,443,214	6,916,891	7,353,836	7,500,913	7,725,940	7,957,718	8,276,027	14.1%	2.0%	3.0%	3.0%	4.0%
Dedicated to Tourism - 2.5% of 13%	1,854,215	2,006,905	2,144,401	1,846,233	1,895,063	2,034,380	2,162,893	2,206,151	2,272,335	2,340,505	2,434,126	14.1%	2.0%	3.0%	3.0%	4.0%
Dedicated to Housing - 1% of 13%	741,686	802,762	857,760	738,493	758,025	813,752	865,157	882,460	908,934	936,202	973,650	14.1%	2.0%	3.0%	3.0%	4.0%
Dedicated to Transit - 1% of 13%	741,686	802,762	857,760	738,493	758,025	813,752	865,157	882,460	908,934	936,202	973,650	14.1%	2.0%	3.0%	3.0%	4.0%
<b>Total Transient Occupancy Tax</b>	<b>9,642,611</b>	<b>10,439,266</b>	<b>11,150,884</b>	<b>9,595,260</b>	<b>9,854,327</b>	<b>10,578,774</b>	<b>11,247,043</b>	<b>11,471,984</b>	<b>11,816,143</b>	<b>12,170,628</b>	<b>12,657,453</b>					
Business Tax - Dedicated to Tourism	289,492	276,319	272,892	254,000	263,603	254,000	263,603	263,603	266,239	268,901	274,279	0.0%	0.0%	1.0%	1.0%	2.0%
Property Tax	3,078,982	2,831,822	2,527,260	2,406,914	2,544,676	2,298,603	2,286,660	2,286,660	2,309,527	2,332,622	2,379,274	-4.5%	0.0%	1.0%	1.0%	2.0%
In Lieu VLF (ERAF Related)	832,471	874,007	802,561	818,156	818,156	781,339	761,411	761,411	769,025	776,715	792,250	-6.9%	0.0%	1.0%	1.0%	2.0%
<b>Total Property Tax</b>	<b>3,911,453</b>	<b>3,705,829</b>	<b>3,329,821</b>	<b>3,225,070</b>	<b>3,362,831</b>	<b>3,079,942</b>	<b>3,048,071</b>	<b>3,048,071</b>	<b>3,078,552</b>	<b>3,109,337</b>	<b>3,171,524</b>					
Sales Tax	1,321,131	1,247,812	1,306,556	1,400,803	1,457,215	1,428,819	1,393,526	1,421,397	1,464,038	1,522,600	1,583,504	-4.4%	2.0%	3.0%	4.0%	4.0%
Triple Flip BackFill (ERAF Related)	509,504	405,776	448,180	431,197	431,199	516,006	501,937	511,976	527,335	548,428	570,366	16.4%	2.0%	3.0%	4.0%	4.0%
<b>Total Sales Tax</b>	<b>1,830,635</b>	<b>1,653,588</b>	<b>1,754,736</b>	<b>1,832,000</b>	<b>1,888,414</b>	<b>1,944,825</b>	<b>1,895,463</b>	<b>1,933,372</b>	<b>1,991,373</b>	<b>2,071,028</b>	<b>2,153,869</b>					
Utility User Tax	887,573	892,700	943,735	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Franchise Fees	770,497	643,022	711,912	728,167	728,310	742,731	742,731	757,585	780,313	811,525	843,986	2.0%	2.0%	3.0%	4.0%	4.0%
Interest on Investments	143,094	123,222	97,603	14,000	20,290	5,000	5,000	5,000	5,000	5,000	5,000	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative Service Fees	63,915	80,151	56,108	56,108	81,728	56,108	91,108	56,108	56,108	56,108	56,108	0.0%	0.0%	0.0%	0.0%	0.0%
Charges for Services	113,144	40,379	46,846	46,846	32,373	46,846	46,846	46,846	46,846	46,846	46,846	0.0%	0.0%	0.0%	0.0%	0.0%
Intergovernmental Revenues	20,344	28,514	33,577	4,126	4,126	0	4,248	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Miscellaneous Revenues																
Payment from Airport on Terminal Debt					1,265,000	485,000	500,926	0	0	0	0		-100.0%	0.0%	0.0%	0.0%
Miscellaneous Revenues	31,099	89,823	37,757		69,858	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Hospital Land Exchange			0	716,696		358,348	1,370,891	456,964	456,964	0	0	0.0%	0.0%	0.0%	-100.0%	0.0%
<b>Total Miscellaneous Revenue</b>	<b>31,099</b>	<b>89,823</b>	<b>37,757</b>	<b>716,696</b>	<b>1,334,858</b>	<b>843,348</b>	<b>1,871,817</b>	<b>456,964</b>	<b>456,964</b>	<b>0</b>	<b>0</b>					
<b>Regular General Fund Revenues</b>	<b>17,703,857</b>	<b>17,972,813</b>	<b>18,435,870</b>	<b>16,472,274</b>	<b>17,570,861</b>	<b>17,551,574</b>	<b>19,215,929</b>	<b>18,039,533</b>	<b>18,497,538</b>	<b>18,539,374</b>	<b>19,209,066</b>					
One-Time Revenues																
Loan from the Vehicle Fund - paid retainers and covered DIF shortfalls					4,369,207											
Loan repayment from a DIF fund					714,197											
<b>Total One-time Revenue</b>					<b>5,083,404</b>											
<b>Total General Fund Revenues</b>	<b>17,703,857</b>	<b>17,972,813</b>	<b>18,435,870</b>	<b>16,472,274</b>	<b>22,654,264</b>	<b>17,551,574</b>	<b>19,215,929</b>	<b>18,039,533</b>	<b>18,497,538</b>	<b>18,539,374</b>	<b>19,209,066</b>					

**General Fund Expenditures by Department**  
**BEFORE REDUCTIONS**

Department	Nov 2012 Pre-Audit Actuals for FY 2011-12	Jun 2012 Approved Budget FY 2012-13	Recommended Changes to FY 2012-13 based on TOT	5-year Business Plan: Year 2 (FY 2013-14)	As % of General Fund budget	5-year Business Plan: Year 3 (FY 2014-15)	As % of General Fund budget	5-year Business Plan: Year 4 (FY 2015-16)	As % of General Fund budget	5-year Business Plan: Year 5 (FY 2016-17)	As % of General Fund budget
Town Council	\$411,114	\$159,301	\$159,301	\$162,835	1%	\$165,910	1%	\$169,869	1%	\$174,618	1%
Legal Services	760,024	910,390	910,390	930,585	5%	948,161	5%	970,785	5%	997,924	5%
<i>including legal retainers</i>	2,960,000				0%		0%		0%		0%
Town Management	545,108	585,635	585,635	598,626	3%	609,932	3%	624,486	3%	641,943	3%
Town Clerk	186,242	191,713	191,713	195,965	1%	199,667	1%	204,431	1%	210,146	1%
Finance	856,037	944,052	944,052	964,994	5%	983,220	6%	1,006,680	6%	1,034,822	6%
Personnel Services	167,003	171,644	171,644	175,451	1%	178,765	1%	183,031	1%	188,147	1%
Information Systems	150,601	197,385	197,385	201,764	1%	205,574	1%	210,479	1%	216,363	1%
Risk Management	192,925	246,317	246,317	251,781	1%	256,536	1%	262,658	1%	270,000	1%
Facilities Maintenance	12,436	11,000	11,000	11,244	0%	11,456	0%	11,730	0%	12,058	0%
<i>Subtotal Administration</i>	6,241,491	3,417,436	3,417,436	3,493,244	20%	3,559,222	20%	3,644,148	20%	3,746,021	20%
<b>Transfers from the General Fund:</b>											
Public Safety	4,746,587	4,481,015	4,481,015	4,725,519	27%	4,816,535	27%	4,941,440	27%	5,099,688	27%
Tourism and Marketing	2,158,666	2,072,818	2,210,934	2,254,192	13%	2,323,012	13%	2,393,845	13%	2,492,843	13%
Recreation, Parks and Trails	518,958	465,130	465,130	475,336	3%	489,174	3%	507,239	3%	529,081	3%
Community Development	1,076,947	1,091,416	1,091,416	1,121,601	6%	1,133,731	6%	1,153,325	6%	1,178,656	6%
Public Works	3,083,381	3,640,669	3,640,669	3,576,973	20%	3,614,764	20%	3,656,997	20%	3,698,253	20%
Airport	110,135	281,915	281,915	286,943	2%	290,509	2%	296,533	2%	304,740	2%
Transportation/Transit	758,025	714,338	714,338	733,782	4%	752,658	4%	773,404	4%	795,854	4%
<i>Additional General Fund support</i>	206,978				0%		0%		0%		0%
Workforce Housing	664,578	664,448	664,448	665,850	4%	394,587	2%	396,230	2%	398,371	2%
Capital Projects	73,137	21,258	21,258	21,258	0%	21,258	0%	21,258	0%	21,258	0%
Debt Service Fund	402,976	380,120	380,120	331,506	2%	325,276	2%	318,861	2%	327,461	2%
Additional loans to DIF funds	1,409,207										
<b>Total</b>	<b>\$21,451,067</b>	<b>\$17,230,562</b>	<b>\$17,368,679</b>	<b>\$17,686,205</b>	<b>100%</b>	<b>\$17,720,727</b>	<b>100%</b>	<b>\$18,103,280</b>	<b>100%</b>	<b>\$18,592,227</b>	<b>100%</b>

**General Fund Expenditures by Department**  
**AFTER REDUCTIONS**

Department	FY 2012-13 Value of reductions (partial year, in most cases 6 months)	FY 2013-14 Value of reductions (full year)	FY 2012-13 after partial- year reductions	FY 2013-14 after full-year reductions	As % of General Fund budget	FY 2014-15 Value of reductions (full year)	FY 2014-15 after full-year reductions	As % of General Fund budget	FY 2015-16 Value of reductions (full year)	FY 2015-16 after full-year reductions	As % of General Fund budget	FY 2016-17 Value of reductions (full year)	FY 2016-17 after full-year reductions	As % of General Fund budget
Town Council			\$159,301	\$162,835	1%		\$165,910	1%		\$169,869	1%		\$174,618	1%
Legal Services			910,390	930,585	6%		\$948,161	6%		\$970,785	6%		\$997,924	6%
Town Management		25,000	585,635	623,626	4%	25,000	\$634,932	4%	25,000	\$649,486	4%	25,000	\$666,943	4%
Town Clerk			191,713	195,965	1%		\$199,667	1%		\$204,431	1%		\$210,146	1%
Finance	(104,402)	(142,758)	839,650	822,236	5%	(145,504)	\$837,716	5%	(149,678)	\$857,002	5%	(155,125)	\$879,697	5%
Personnel Services		-	171,644	175,451	1%		\$178,765	1%		\$183,031	1%		\$188,147	1%
Information Systems	64,000	28,000	261,385	229,764	1%	26,000	\$231,574	1%	24,000	\$234,479	1%	19,000	\$235,363	1%
Risk Management		-	246,317	251,781	2%		\$256,536	2%		\$262,658	2%		\$270,000	2%
Facilities Maintenance		-	11,000	11,244	0%		\$11,456	0%		\$11,730	0%		\$12,058	0%
<i>Subtotal Administration</i>	<i>(40,402)</i>	<i>(89,758)</i>	<i>3,377,034</i>	<i>3,403,487</i>	<i>21%</i>	<i>(94,504)</i>	<i>3,464,719</i>	<i>22%</i>	<i>(100,678)</i>	<i>3,543,470</i>	<i>22%</i>	<i>(111,125)</i>	<i>3,634,896</i>	<i>22%</i>
<b>Other Departments</b>														
Public Safety		(1,107,588)	4,481,015	3,617,930	23%	(1,128,892)	\$3,687,643	23%	(1,161,281)	\$3,780,159	23%	(1,203,542)	\$3,896,147	23%
Tourism and Marketing			2,210,934	2,254,192	14%		\$2,323,012	15%		\$2,393,845	15%		\$2,492,843	15%
Recreation, Parks and Trails			465,130	475,336	3%		\$489,174	3%		\$507,239	3%		\$529,081	3%
Community Development	(287,251)	(375,101)	804,165	746,500	5%	(382,316)	\$751,415	5%	(393,285)	\$760,040	5%	(407,597)	\$771,059	5%
Public Works	(64,830)	(184,248)	3,575,839	3,392,725	21%	(187,792)	\$3,426,972	22%	(193,180)	\$3,463,817	21%	(200,210)	\$3,498,042	21%
Airport			281,915	286,943	2%		\$290,509	2%		\$296,533	2%		\$304,740	2%
Transportation/Transit			714,338	733,782	5%		\$752,658	5%		\$773,404	5%		\$795,854	5%
Workforce Housing			664,448	665,850	4%		\$394,587	2%		\$396,230	2%		\$398,371	2%
Capital Projects			21,258	21,258	0%		\$21,258	0%		\$21,258	0%		\$21,258	0%
Debt Service Fund			380,120	331,506	2%		\$325,276	2%		\$318,861	2%		\$327,461	2%
<b>Total</b>	<b>\$(392,482)</b>	<b>\$(1,756,696)</b>	<b>\$16,976,196</b>	<b>\$15,929,509</b>	<b>100%</b>	<b>\$(1,793,503)</b>	<b>\$15,927,224</b>	<b>100%</b>	<b>\$(1,848,424)</b>	<b>\$16,254,855</b>	<b>100%</b>	<b>\$(1,922,475)</b>	<b>\$16,669,752</b>	<b>100%</b>

