

10 Year Projections



This Page Left Intentionally Blank

Seven Year Projections 2017-18 through 2023-24

Item	Page
Assumptions	1
Seven Year Forecast	2 and 3
Revenue growth & structure	4
Expenditures forecast	5
Expenditures forecast labor	6
Detail on benefits	7-8

City of Piedmont
10 Year Projection
Revenue Assumptions

	Historical Growth Rate Averages					
	30 Year	25 Year	20 Year	15 Year	10 Year	5 Year
Property Taxes	5.6%	5.5%	6.1%	5.3%	4.6%	6.8%
Real Property Transfer Tax	9.3%	7.1%	4.5%	3.8%	9.5%	-0.2%
Parcel Tax	-7.6%	-4.8%	-7.4%	-11.2%	4.2%	7.5%
Other Taxes and Franchises	3.2%	3.1%	3.3%	2.3%	0.9%	1.0%
License and Permits & Fines Forfeitures	5.7%	5.4%	3.8%	2.2%	4.2%	2.0%
Revenue from Use of Money or Property	5.6%	6.2%	5.5%	6.5%	6.6%	15.5%
Revenue from Other Agencies	14.6%	5.3%	5.9%	6.8%	5.2%	9.4%
Charges for Current Services	5.7%	6.3%	6.7%	4.8%	3.7%	3.4%
Other Revenue	54.9%	27.4%	22.7%	24.8%	86.9%	151.5%
Total General Fund Revenues	5.8%	5.2%	5.1%	4.4%	4.6%	5.0%

	Actual	Assumed Growth Rates										
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Property Taxes	\$11,922,775	4.94%	6.9%	5.3%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
Real Property Transfer Tax	3,117,999	12.96%	9.2%	-0.7%	-25.4%	-1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Parcel Tax	1,628,601	7.18%	25.9%	2.9%	4.1%	2.4%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other Taxes and Franchises	2,384,439	3.75%	-2.5%	2.9%	-4.5%	-2.1%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
License and Permits & Fines Forfeitures	585,132	-1.38%	2.0%	-13.0%	2.9%	-21.1%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Revenue from Use of Money or Property	528,814	16.41%	19.9%	15.6%	-54.4%	62.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Revenue from Other Agencies	1,525,353	11.40%	19.9%	-1.7%	-16.4%	11.4%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Charges for Current Services	3,155,372	5.93%	6.1%	-8.3%	-18.0%	28.7%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other Revenue	1,201,344	-85.90%	57.6%	13.6%	-37.4%	10.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Total General Fund Revenues	\$26,049,829		8.8%	1.9%	-6.6%	5.8%	3.4%	2.9%	2.9%	3.0%	3.0%	3.0%

	Actual	Impact Based on Assumed Growth Rates										
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Property Taxes	\$11,922,775	\$12,512,001	\$ 13,375	\$ 14,079	\$ 14,595	\$ 15,135	\$ 15,695	\$ 16,276	\$ 16,878	\$ 17,502	\$ 18,150	\$ 18,822
Real Property Transfer Tax	3,117,999	3,522,078	3,845	3,820	2,850	2,800	2,800	2,800	2,800	2,800	2,800	2,800
Parcel Tax	1,628,601	1,745,533	2,198	2,262	2,354	2,410	2,482	2,556	2,633	2,712	2,793	2,877
Other Taxes and Franchises	2,384,439	2,473,923	2,412	2,481	2,370	2,321	2,487	2,537	2,588	2,640	2,693	2,747
License and Permits & Fines Forfeitures	585,132	577,031	589	512	527	416	535	551	568	585	603	621
Revenue from Use of Money or Property	528,814	615,611	738	853	389	632	778	801	825	850	876	902
Revenue from Other Agencies	1,525,353	1,699,190	2,037	2,002	1,674	1,865	1,677	1,711	1,745	1,780	1,816	1,852
Charges for Current Services	3,155,372	3,342,416	3,545	3,252	2,667	3,431	3,534	3,640	3,749	3,861	3,977	4,096
Other Revenue	1,201,344	169,447	267	303	190	210	212	214	216	218	220	222
Total General Fund Revenues	\$26,049,829	\$26,657,232	\$ 29,005	\$ 29,564	\$ 27,616	\$ 29,220	\$ 30,200	\$ 31,086	\$ 32,002	\$ 32,948	\$ 33,928	\$ 34,939

**City of Piedmont
10 Year Projection
Expense Assumptions**

Growth Rates													
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30
Salaries													
Misc		5.0%	7.1%	7.9%	2.6%	2.9%	2.5%	2.5%	2.6%	2.6%	2.2%	2.2%	2.3%
Safety		5.0%	3.0%	2.4%	2.8%	2.8%	2.9%	2.9%	2.7%	2.8%	2.8%	3.0%	2.7%
Other		3.0%	-3.0%	5.2%	3.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Benefits													
Medical		5.0%	5.0%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Dental		5.0%	5.0%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Vision		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Life Insurance		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Disability		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
FICA		0.0%	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Medicare		0.0%	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
PERS - % of Payroll													
Misc - Tier 1	18.79%	21.27%	24.53%	25.59%	32.34%	35.55%	38.84%	42.55%	46.42%	49.88%	54.92%	60.53%	68.32%
Misc - Tier 2	7.29%	7.82%	8.23%	9.03%	9.85%	10.01%	10.15%	10.47%	10.76%	10.90%	11.17%	11.15%	11.12%
Misc - Tier 3	6.62%	6.93%	7.10%	7.94%	7.73%	7.79%	7.91%	8.03%	8.23%	8.36%	8.46%	8.43%	8.39%
Safety - Tier 1	28.13%	31.97%	36.47%	43.55%	51.68%	58.85%	61.76%	64.93%	74.37%	79.93%	84.84%	90.03%	102.32%
Safety - Tier 2	16.57%	17.46%	18.37%	19.51%	19.69%	19.86%	20.27%	20.49%	20.71%	20.89%	21.16%	21.14%	21.12%
Safety - Tier 3	12.73%	13.14%	13.94%	14.12%	14.65%	14.87%	15.24%	15.59%	15.69%	16.00%	16.21%	16.14%	16.04%
Other expenses rate increase													
All Departments	2.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

City of Piedmont
 10 Year Projection
 General Fund Summary
 (In Thousands)

	PROJECTED									
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
General Fund Begin Balance	\$ 5,567	\$ 5,533	\$ 5,289	\$ 4,984	\$ 5,775	\$ 5,938	\$ 6,002	\$ 6,037	\$ 5,924	\$ 5,882
Revenues	29,005	29,564	27,616	29,220	30,200	31,086	32,002	32,948	33,928	34,939
<i>Growth rate - revenues</i>		1.9%	-6.6%	5.8%	3.4%	2.9%	2.9%	3.0%	3.0%	3.0%
Operating Expenditures	21,771	22,894	23,985	26,044	26,929	28,016	29,020	30,070	31,149	32,186
<i>Growth rate - expenditures</i>		5.2%	4.8%	8.6%	3.4%	4.0%	3.6%	3.6%	3.6%	3.3%
Non Department Expenditures	2,808	2,454	2,495	2,820	2,951	3,085	3,212	3,313	2,919	2,642
Net Operating Transfers	-728	-854	-337	822	820	854	889	925	962	1,000
Operating net income	3,698	3,362	799	1,177	1,140	839	659	490	822	1,112
<i>Growth rate - operating income</i>		-9.1%	-76.2%	47.3%	-3.1%	-26.4%	-21.5%	-25.6%	67.8%	35.3%
Capital Transfers	3,733	3,605	1,104	387	977	776	623	603	864	914
Net income	-34	-243	-305	790	164	63	36	-113	-42	198
Ending Balance	\$ 5,533	\$ 5,289	\$ 4,984	\$ 5,775	\$ 5,938	\$ 6,002	\$ 6,037	\$ 5,924	\$ 5,882	\$ 6,080
% operating expenditures	22.5%	20.9%	18.8%	20.0%	19.9%	19.3%	18.7%	17.7%	17.3%	17.5%
% expenditures & debt service	21.2%	19.6%	17.9%	19.8%	19.6%	19.1%	18.5%	17.6%	17.1%	17.3%

City of Piedmont
10 Year Projection
General Fund Detail
(In Thousands)

	ACTUAL			PROJECTED										
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30
General Fund Beginning Balance	\$ 5,597	\$ 5,567	\$ 5,533	\$ 5,289	\$ 4,984	\$ 5,775	\$ 5,938	\$ 6,002	\$ 6,037	\$ 5,924	\$ 5,882	\$ 6,080	\$ 6,261	\$ 6,449
Revenues														
Property Taxes	12,512	13,375	14,079	14,595	15,135	15,695	16,276	16,878	17,502	18,150	18,822	19,518	20,240	20,989
Real Property Transfer Tax	3,522	3,845	3,820	2,850	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800
Parcel Tax	1,746	2,198	2,262	2,354	2,410	2,482	2,556	2,633	2,712	2,793	2,877	2,963	3,052	3,144
Other Taxes and Franchises	2,474	2,412	2,481	2,370	2,321	2,487	2,537	2,588	2,640	2,693	2,747	2,802	2,858	2,915
License and Permits	577	589	512	527	416	535	551	568	585	603	621	640	659	679
Revenue from Use of Money or Property	616	738	853	389	632	778	801	825	850	876	902	929	957	986
Revenue from Other Agencies	1,699	2,037	2,002	1,674	1,865	1,677	1,711	1,745	1,780	1,816	1,852	1,889	1,927	1,966
Charges for Current Services	3,342	3,545	3,252	2,667	3,431	3,534	3,640	3,749	3,861	3,977	4,096	4,219	4,346	4,476
Other Revenue	169	267	303	190	210	212	214	216	218	220	222	224	226	228
Total Revenue	26,657	29,005	29,564	27,616	29,220	30,200	31,086	32,002	32,948	33,928	34,939	35,984	37,065	38,183
Growth Rate	8.8%	8.0%	1.9%	-6.6%	5.8%	3.4%	2.9%	2.9%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Operating Transfers in														
Reimbursement from sewer fund	728	745	784	847	945	973	1,002	1,032	1,063	1,095	1,128	1,162	1,197	1,233
Traffic safety ticket revenue	50	15	20	20	20	20	20	20	20	20	20	20	20	20
Measure D reimbursement	25	30	22	17	17	17	17	17	17	17	17	17	17	17
Other	306			155	140	160	165	170	175	180	185	191	197	203
Total Transfers in	1,109	790	826	1,039	1,122	1,170	1,204	1,239	1,275	1,312	1,350	1,390	1,431	1,473
Growth Rate	4.5%	25.8%	4.5%	25.8%	8.0%	4.3%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Grand Total Revenue	27,766	29,795	30,390	28,655	30,342	31,370	32,290	33,241	34,223	35,240	36,289	37,374	38,496	39,656
Growth Rate	7.3%	2.0%	-5.7%	5.9%	3.4%	2.9%	2.9%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Expenditures														
Salaries:														
Miscellaneous	3,480	4,117	4,322	4,630	4,995	5,126	5,274	5,406	5,543	5,685	5,831	5,960	6,092	6,235
Safety	5,810	6,141	6,448	6,641	6,803	6,991	7,184	7,393	7,608	7,813	8,035	8,263	8,508	8,738
Other	1,860	1,958	2,017	1,956	2,057	2,125	2,189	2,255	2,322	2,392	2,464	2,538	2,614	2,692
Total Salaries	11,150	12,216	12,787	13,227	13,856	14,242	14,647	15,054	15,473	15,890	16,330	16,760	17,214	17,665
Growth Rate	9.6%	4.7%	4.7%	3.4%	4.8%	2.8%	2.8%	2.8%	2.7%	2.7%	2.7%	2.7%	2.7%	2.6%
Benefits and Payroll Taxes	2,099	2,235	2,277	2,369	2,609	2,699	2,806	2,918	3,033	3,154	3,280	3,411	3,547	3,689
Growth Rate	6.5%	1.9%	4.1%	10.1%	3.4%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
CalPERS Retirement - Pension	1,775	1,877	2,173	2,468	2,895	3,358	3,735	4,015	4,318	4,643	4,891	5,069	5,200	5,325
Growth Rate	15.7%	13.6%	17.3%	13.6%	17.3%	16.0%	11.2%	7.5%	7.6%	7.5%	5.3%	3.6%	2.6%	2.4%
Administration \ KCOM	1,242	1,465	1,496	1,616	1,686	1,737	1,789	1,842	1,898	1,955	2,013	2,074	2,136	2,200
Public Works \ Planning	1,858	1,667	1,787	1,866	2,192	2,003	2,063	2,125	2,188	2,254	2,322	2,391	2,463	2,537
Recreation	1,064	1,298	1,220	1,027	1,301	1,340	1,380	1,421	1,464	1,508	1,553	1,599	1,647	1,697
Police	712	672	757	870	905	932	960	989	1,018	1,049	1,080	1,113	1,146	1,181
Fire	340	341	398	541	601	619	638	657	676	697	718	739	761	784
Total Other	5,216	5,443	5,658	5,920	6,684	6,630	6,829	7,034	7,245	7,462	7,686	7,916	8,154	8,398
Growth Rate	4.3%	4.0%	4.6%	12.9%	-0.8%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Grand Total Expenditures	20,240	21,771	22,894	23,985	26,044	26,929	28,016	29,020	30,070	31,149	32,186	33,157	34,115	35,077
Growth Rate	7.6%	5.2%	4.8%	8.6%	3.4%	4.0%	3.6%	3.6%	3.6%	3.6%	3.3%	2.9%	2.8%	2.8%
Non Departmental Expenditures														
Insurance (WCLiab)\Unemployment	999	1,176	1,484	1,432	1,690	1,742	1,796	1,852	1,909	1,968	2,029	2,092	2,157	2,223
Library	350	350	350	350	350	350	350	350	350	350	350	350	350	350
Retiree Medical Premium Payments	418	446	520	625	700	779	861	933	978	1,053	1,122	1,160	1,241	1,299
OPEB Contributions	312	86	99	88	80	79	77	77	76	74	72	70	66	64
Pension Rate Stabilization	2,000	750	0	0	0	0	0	0	0	-527	-932	-1,008	-832	-600
Total Non-Departmental Expenditures	4,079	2,808	2,454	2,495	2,820	2,951	3,085	3,212	3,313	2,919	2,642	2,664	2,982	3,336
Growth Rate	-31.2%	-12.6%	1.7%	13.0%	4.6%	4.5%	4.1%	3.1%	-11.9%	-9.5%	0.9%	11.9%	11.9%	11.9%
Operating transfers-out														
Aquatics	130	130	250	250	300	350	350	350	350	350	350	350	350	350
2014 Pension Obligation Fund	1,347	1,388	1,430	1,126	0	0	0	0	0	0	0	0	0	0
Total Transfers Out	1,477	1,518	1,680	1,376	300	350	350	350	350	350	350	350	350	350
Growth Rate	2.8%	10.7%	-18.1%	-78.2%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total expenditures and transfers-out	25,796	26,097	27,027	27,856	29,165	30,230	31,451	32,582	33,733	34,418	35,178	36,171	37,448	38,763
Growth Rate	1.2%	3.6%	4.7%	3.1%	4.7%	3.7%	4.0%	3.5%	2.0%	2.2%	2.8%	3.5%	3.5%	3.5%
Operating net income	1,970	3,698	3,362	799	1,177	1,140	839	659	490	822	1,112	1,203	1,048	892
Growth Rate	87.8%	-9.1%	-76.2%	47.3%	-3.1%	-26.4%	-21.5%	-25.6%	67.8%	35.3%	8.2%	-12.9%	-14.8%	-14.8%
Capital transfer-out														
Facility maintenance fund	1,600	3,331	1,950	550	0	0	0	0	0	0	0	0	0	0
Equipment replacement fund	400	400	400	400	387	977	776	623	603	864	914	1,021	861	708
Streets \ Sidewalk			1,205											
Capital Improvements		2	50	154										
Total capital transfers	2,000	3,733	3,605	1,104	387	977	776	623	603	864	914	1,021	861	708
Net income after capital transfers	-30	-34	-243	-305	790	164	63	36	-113	-42	198	182	187	184
General Fund Ending Balance	\$ 5,567	\$ 5,533	\$ 5,289	\$ 4,984	\$ 5,775	\$ 5,938	\$ 6,002	\$ 6,037	\$ 5,924	\$ 5,882	\$ 6,080	\$ 6,261	\$ 6,449	\$ 6,633
Growth of general fund balance		-0.6%	-4.4%	-5.8%	15.9%	2.8%	1.1%	0.6%	-1.9%	-0.7%	3.4%	3.0%	3.0%	2.9%
% operating expenditures	27.5%	22.5%	20.9%	18.8%	20.0%	19.9%	19.3%	18.7%	17.7%	17.3%	17.5%	17.5%	17.4%	17.3%
% expenditures & debt service	21.7%	21.2%	19.6%	17.9%	19.8%	19.6%	19.1%	18.5%	17.6%	17.1%	17.3%	17.3%	17.2%	17.1%

City of Piedmont
10 Year Projection
Expense Detail
(In Thousands)

	ACTUAL PROJECTED EXPENSES											
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30
Salaries												
Misc	\$ 4,322	\$ 4,630	\$ 4,995	\$ 5,126	\$ 5,274	\$ 5,406	\$ 5,543	\$ 5,685	\$ 5,831	\$ 5,960	\$ 6,092	\$ 6,235
Safety	6,448	6,641	6,803	6,991	7,184	7,393	7,608	7,813	8,035	8,263	8,508	8,738
Other	2,017	1,956	2,057	2,125	2,189	2,255	2,322	2,392	2,464	2,538	2,614	2,692
Total Salaries	12,787	13,227	13,856	14,242	14,647	15,054	15,473	15,890	16,330	16,760	17,214	17,665
Benefits												
Medical	1,435	1,410	1,589	1,647	1,721	1,799	1,880	1,964	2,053	2,145	2,242	2,343
Dental	159	166	179	187	196	205	214	223	233	244	255	266
Vision	20	22	22	22	22	22	23	23	23	23	23	24
Life Insurance	35	42	44	45	45	46	46	46	47	47	48	48
Disability	14	16	16	17	17	17	17	17	17	18	18	18
FICA	319	392	426	438	452	465	479	493	508	524	539	555
Medicare	187	191	203	209	215	221	228	235	242	249	257	264
Auto & Uniform	107	130	130	135	139	143	147	152	156	161	166	171
Total Benefits & Taxes	2,277	2,369	2,609	2,699	2,806	2,918	3,033	3,154	3,280	3,411	3,547	3,689
Retiree Medical	554	625	700	779	861	933	978	1,053	1,122	1,160	1,241	1,299
PERS Employer Contribution												
Misc - Tier 1	506	542	605	753	852	913	979	1,042	1,090	1,090	1,073	1,055
Misc - Tier 2	34	71	75	46	48	60	75	91	107	126	130	134
Misc - Tier 3	97	107	124	158	164	172	181	191	201	220	246	274
Total Misc	638	720	804	957	1,065	1,146	1,235	1,325	1,398	1,436	1,449	1,463
Safety - Tier 1	1,145	1,304	1,581	1,845	2,056	2,222	2,407	2,540	2,646	2,713	2,767	2,777
Safety - Tier 2	270	262	317	307	351	369	384	442	465	490	511	534
Safety - Tier 3	120	182	193	248	263	278	293	335	382	430	474	551
Total Safety	1,535	1,748	2,091	2,401	2,670	2,869	3,083	3,318	3,493	3,633	3,752	3,862
Total PERS	2,173	2,468	2,895	3,358	3,735	4,015	4,318	4,643	4,891	5,069	5,200	5,325
GRAND TOTAL PERSONNEL	\$ 17,236	\$ 18,065	\$ 19,360	\$ 20,299	\$ 21,188	\$ 21,986	\$ 22,825	\$ 23,687	\$ 24,500	\$ 25,240	\$ 25,962	\$ 26,679
YOY \$ Change	\$ 908	\$ 828	\$ 1,295	\$ 939	\$ 889	\$ 799	\$ 839	\$ 862	\$ 813	\$ 740	\$ 721	\$ 717
% Change	5.6%	4.8%	7.2%	4.8%	4.4%	3.8%	3.8%	3.8%	3.4%	3.0%	2.9%	2.8%