

# City of Sequim 2019 Budget

## City Council and City Administration

*Providing quality, cost effective services and facilities to build an exceptional community and a great place to live*

### City Council

*Achieving the highest level of employee and customer satisfaction*

### City Manager

*Creating exceptional public value*

### City Clerk

*Fueling a transparent  
& accountable  
government*

### Information Technology

*Enabling operations  
for effective  
government*

### City Attorney

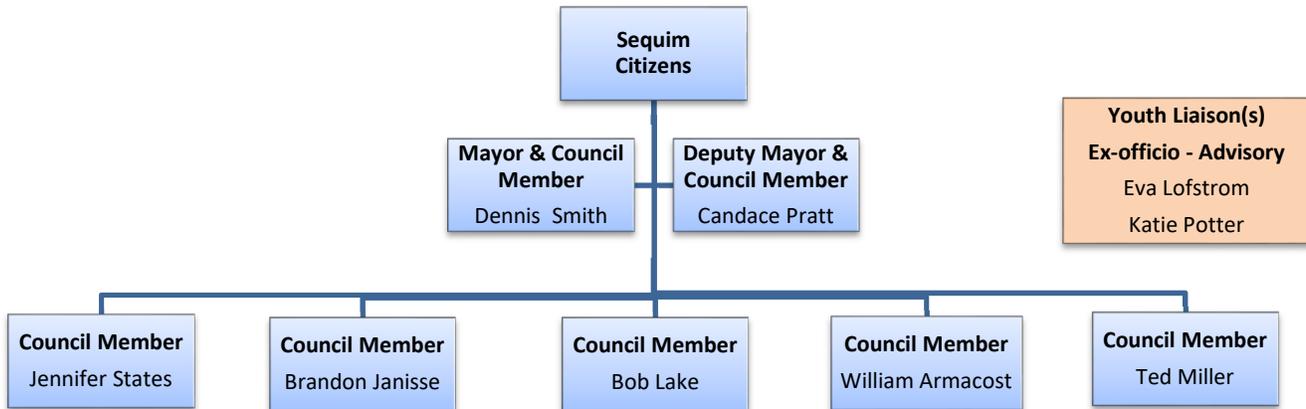
*Protecting and  
promoting sound  
public policy*

### Communications Hotel/Motel

*Communicating for an  
engaged and informed  
community*

# City of Sequim Department Description

## City Council



- Adopts local ordinances & resolutions
- Approves contracts
- Establishes policy
- Approves the budget
- Approves various land use actions
- Listens to concerns/suggestions from residents
- Appoints the City Manager
- Establishes various committees and confirms appointments to those committees
- Mayor serves as the ceremonial head of the City

The City of Sequim operates under the council-manager form of government. Under the council–manager form of government for municipalities, the elected governing body (**City Council**) is responsible for the legislative function of the municipality such as establishing policy, adopting local ordinances, establishing an annual budget, and developing an overall vision.

The Council is made up of seven members elected at large on a non-partisan basis for overlapping four-year terms. Every two years Council members elect a Mayor and Deputy Mayor from among their membership to lead the Council's business meetings and represent the City at official functions. In 2004 the City Council adopted a resolution creating up to two positions for student representation on the Council.

Work by the Council involves considerable interaction with citizens, commissions, other governmental agencies, and staff. Regular meetings of the Council are held every second and fourth Monday evening starting at 6:00 p.m. Work sessions are held prior to the regular meeting, if necessary, to devote extra study to an issue.

### 2018-2019 Goals

- ❖ Produce new user-friendly Sequim Municipal Code language that fosters economic development and a high quality of life.
- ❖ Facilitate City-wide economic development through code amendments, and financially support and partner with Economic Development organizations.
- ❖ Reduce recyclables and food waste hauled to the landfill.
- ❖ Invest in transportation infrastructure and equipment to reduce carbon emissions.
- ❖ Develop and implement a strategy that increases solar as an alternative energy use in the community.
- ❖ Explore and develop a strategy for expanding the availability of broadband within the City limits.

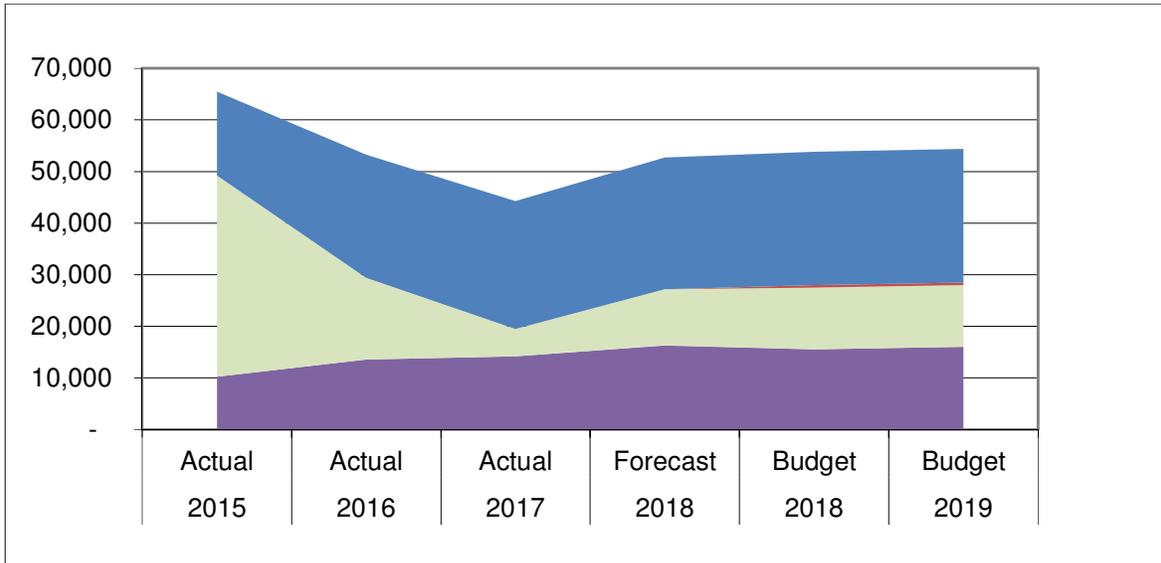
Other longer term priorities are also specifically funded within the budget and called out in each section.

### 2019 Budget Summary

- ❖ \$558 (1%) increase in the budget for election and voter registration costs

**City of Sequim  
2019 Budget  
5-Year Summary**

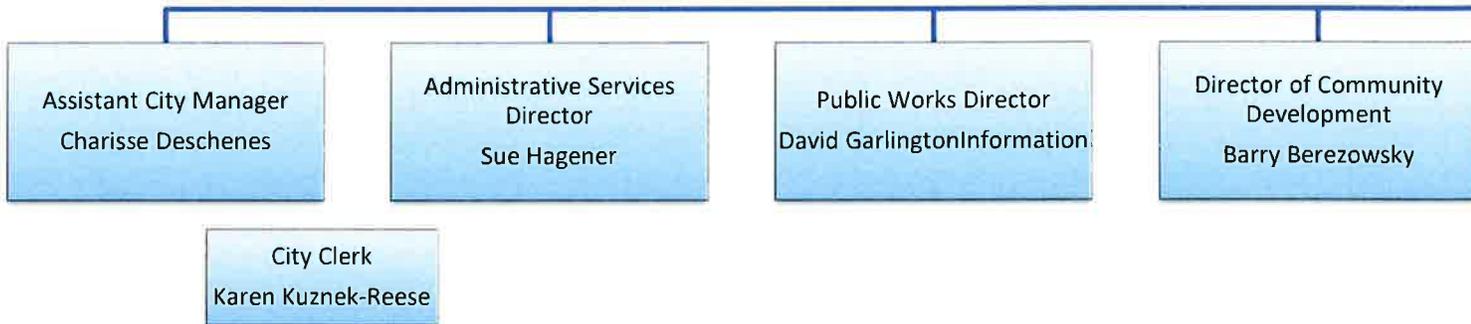
**City Council Expenses**



	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2018 Budget	2019 Budget	2019-2018 Amount	2019-2018 %
Salaries & Benefits	16,301	23,851	24,797	25,476	25,843	25,901	58	0%
Operating Supplies					500	500	0	0%
Charges for Services	38,930	15,831	5,308	10,871	11,950	11,950	0	0%
Intergovernmental	10,217	13,567	14,161	16,307	15,500	16,000	500	3%
<b>Total Expenses</b>	<b>65,448</b>	<b>53,249</b>	<b>44,266</b>	<b>52,654</b>	<b>53,793</b>	<b>54,351</b>	<b>558</b>	<b>1%</b>

**City of Sequim  
Department Description**

**City Administration  
City Manager, Assistant City Manager, City Clerk, City Attorney,  
Communications, Administrative Pool and Information Technology  
Arts and Culture (restricted) and Hotel/Motel (restricted)**



**City Management**

- Assist CMO in execution of city wide operations and special projects integral to the management of the city
- Review and conduct studies on operational, administrative, policy and legislative issues
- Research, analyze, recommend and administer approved policies and procedures necessary to provide and improve services
- Lead projects and initiatives
- Parks management, planning and master plan
- Manage Parks, Arbor and Recreation Board
- Human services funding and contract management
- Volunteer Program

**City Clerk/Special Projects**

- Prepare council meeting agendas, packets and minutes
- Manage official city records and serve as public records officer
- Publish, update and distribute city ordinances and code
- Open Public Meetings Act and legal notice compliance
- Contract tracking
- Track committee member/term/training

**Arts and Culture**

- Manage Arts Commission programming and master planning efforts

**Administrative Services**

- See Department section
- Human Resources**
- See Department section

**Public Works**

- See Department section

**Department of Community Development**

- See Department Section

**Administrative Pool**

- Provide overall administrative support to the organization

City Manager  
Charlie Bush

Chief of Police  
Sheri Crain

Technology Director  
Clint Woods

City Attorney  
Kristina Nelson-Gross

Communications and  
Marketing Director  
Barbara Hanna

**Police Services**

- See Department section

**Information Technology**

- Provide IT Service Desk support (support calls, service request tickets, desktop/laptop hardware, mobile and desk phones, software access/privileges)
- Manage Enterprise Infrastructure resources (servers, data storage, network, telecommunications, backup/recovery)
- Enhance Cyber security profile for users, devices and systems
- Provide disaster recovery and continuity of business operations resources

**Civil Legal Matters**

- Advise City representatives on all legal issues
- Employment/Labor Law/Contracts
- Prepare/review ordinances, contracts and resolutions
- Employment Law compliance
- Public works contracting compliance
- Represent city in legal disputes

**Criminal Prosecution**

- Monitor all Criminal Justice Services

**Communications**

- Direct City's communication strategy and development
- Serve as internal consultant on communications
- Contact point for citizens and community groups
- Handle or advise on media issues
- Manage content and publishing of monthly newsletter

**Tourism Marketing**

- Develop and implement marketing plan
- Increase tourism through advertising and public relations
- Work with Lodging Tax Advisory Committee
- Represent City and partners with other tourism organizations

# City of Sequim Budget Overview

## City Administration City Manager, Clerk, Attorney, Communications, Charlie Bush, City Manager

### Department Descriptions

#### *City Manager*

The mission of the City Manager's Office is to create exceptional public value. This is accomplished by implementing the City Council's goals and vision for the community, providing organizational management and support, developing strategic direction, exercising and encouraging leadership, fostering civic engagement, and ensuring the delivery of efficient and effective facilities and services to the public. The Manager resolves issues by promoting effective communication among the City Council, citizens, community/regional stakeholders and staff. The City Manager makes policy recommendations to the Council, implements Council policy decisions and directives, prepares the recommended annual budget and the long range financial plan, appoints and evaluates department heads, and interacts with Council, citizens, commissions, other governmental agencies and staff. The Manager also evaluates operations, customer service practices and identifies opportunities for improvement. The City Manager is responsible for the efficient, ethical, and professional management of all affairs and departments operating within the City.

In 2018, the Assistant City Manager assumed responsibility for overseeing the Clerk's Office as well as continued management of parks planning activities, human services administration, volunteer program management, and coordination of special events/projects on behalf of the Arts Commission. Other projects include implementing performance management, managing neighborhood revitalization programs, coordinating emergency management activities, and coordinating the intern program. Finally, in 2018 the department repositioned an Assistant to the City Manager position as a Management Analyst to assist the City Manager's Office in service delivery, special projects, research, the intern program, international relations, the volunteer program, the arts program, parks planning, and supporting the Parks, Arbor and Recreation Board.

#### *City Clerk*

This office is responsible for all public records, assures compliance with the Public Records Act, Open Public Meetings Act, public notice requirements, Sequim Municipal Code updates, and records management laws, provides administrative support to the City Council, prepares Council and Arts Commission agenda packets, attends and records minutes for the City Council and Arts Commission, and coordinates management of board/commission memberships and required training. A part-time Arts Coordinator position was added for 2019 to oversee that program and will be supervised by the City Clerk.

#### *City Attorney*

The City Attorney serves as legal advisor to the City Council, City Manager, staff and boards/commissions. This Department helps conduct City business and reduces risk of loss caused by legal issues. It pursues or defends civil litigation; drafts and reviews Council agenda items, contracts and interlocal agreements; assesses compliance with statutes, regulations and rules; recommends changes to the Sequim Municipal Code; and advises staff on a variety of City issues. This Department took on additional responsibilities in 2017 typically associated with the Human Resources Department and continues to increase its presence in these functions. This Department continues to work with Human Resources to develop and implement best practices and intends to be an active participant in the next round of collective bargaining with our employees' unions.

Public disclosure continues to be a top priority. This Department has worked with the City Clerk's office to develop and implement best practices for responding to and managing public records requests and discovery demands. This area of law is complex and continuously evolving and the Department will continue to work towards improvement.

Code revisions have already begun, and Council can expect to see more of these throughout the next several years. The focus will be on eliminating government "red-tape" and confusion and keeping pace with changing laws.

# City of Sequim Budget Overview

## *Communications*

This office develops and implements various strategies as they relate to both internal and external communications and supports community engagement programs. The Communications Director serves as an internal consultant to the City Council, City Manager and other departments, as requested, on communication strategies and methods, serves as a City liaison to community organizations, advises on or handles high profile media issues, produces and oversees the publication of the monthly newsletter, oversees social media programs, and assists internal departments with website content.

## **2019 Key Goals**

### *City Manager*

- ❖ Accomplish milestones related to the City Council's 2018-2019 adopted goals (See Council Section)
- ❖ Accomplish items listed for improvement in the City Manager's 2018 evaluation:
  - Ensure that personnel policies reflect employee-oriented provisions
  - Provide adequate managerial coverage when senior staff absences overlap
  - Achieve policies that balance development and community interests
  - Broaden staff expertise within the Community Development Department
  - Seek to reduce unreasonably restrictive or confusing business regulations
  - Continue to refine and implement on-boarding procedures for new Councilmembers
- ❖ Continue to develop a High Performing Organization by implementing a performance management system, reevaluating employee engagement, and continuing to implement Lean principles
- ❖ Complete and begin to implement a Neighborhoods Plan
- ❖ Continue to incorporate neighborhood engagement into city planning processes
- ❖ Establish and continue neighborhood revitalization partnerships
- ❖ Ensure successful implementation of the Leadership ICMA Code Compliance report
- ❖ Update the Parks Master Plan
- ❖ Implement updates from the Carrie Blake Community Park Master Plan
- ❖ Implement human services contracts for service
- ❖ Resolve service delivery contract issues related to municipal court, jail, prosecution, and public defense services by establishing our own services, contracting with the County, or contracting with another provider
- ❖ Collaborate on a long-term solution that supports John Wayne Marina remaining public
- ❖ Implement revisions to the budget process, including the addition of a citizen survey in 2019
- ❖ Explore a staff exchange with Shiso City, Japan

### *City Clerk*

- ❖ Continue to work with departments and train them to digitize the City's paper records which will increase accessibility for staff and public as well as reduce physical storage needs
- ❖ Develop a city-wide electronic records file structure and policy and then provide training to staff to implement these policies
- ❖ Increase the use of technology to enhance efficiency in departmental functions
- ❖ Work with the City Arts Advisory Commission to implement those items outlined in their 2019 CAAC Priorities and continue to increase awareness and provide arts and cultural opportunities in the community

### *City Attorney, Civil Legal Matters*

- ❖ Continue to minimize unnecessary legal costs
- ❖ Continue to update our Sequim Municipal Code to correct inefficiencies, eliminate regulatory gaps, complying with changes in the law, and for general housekeeping
- ❖ Collaborate with other departments/agencies for long-term solutions for socio-legal problems such as code enforcement, homelessness, water/stormwater issues

## City of Sequim Budget Overview

- ❖ Continue involvement with the legal aspects of Human Resources
- ❖ Introduce the abatement process for blighted properties

### *Communications*

- ❖ Oversee the execution of a citizen survey to evaluate community satisfaction
- ❖ Support community outreach and engagement programs
- ❖ Continue to play a larger role in Organizational Development by supporting the City's move towards becoming a High Performance Organization and serving as the lead of the facilitator group, the Grease Team
- ❖ Continue to focus on emergency management preparation
- ❖ Continue to develop social media resources as a communications tool for Sequim citizens

## **2019 Budget Summary**

### *City Manager*

This budget decreased by \$47k (10%) primarily due to:

- ❖ The separation of a seasoned Assistant City Manager and replacement of the Assistant to the City Manager with a Management Analyst in 2018 resulted in a savings of \$40k
- ❖ Funds for an independent party to facilitate the City Manager's annual evaluation were reduced by \$5k to be more in line with expectations (of \$5k)
- ❖ The contribution to the Habitat for Humanity-sponsored "Service Fest" event was reduced by \$15k to \$5k, as this City-wide project is expected to be downsized
- ❖ There were other small increases in travel and training expenses as well as service charges

### *City Clerk*

This budget decreased by \$20k (10%) primarily due to the elimination of an \$18k transfer out for records management software in 2018.

### *City Attorney*

This budget increased by \$9k (4%) due to the addition of professional service expenses for increased code enforcement activities on blighted properties.

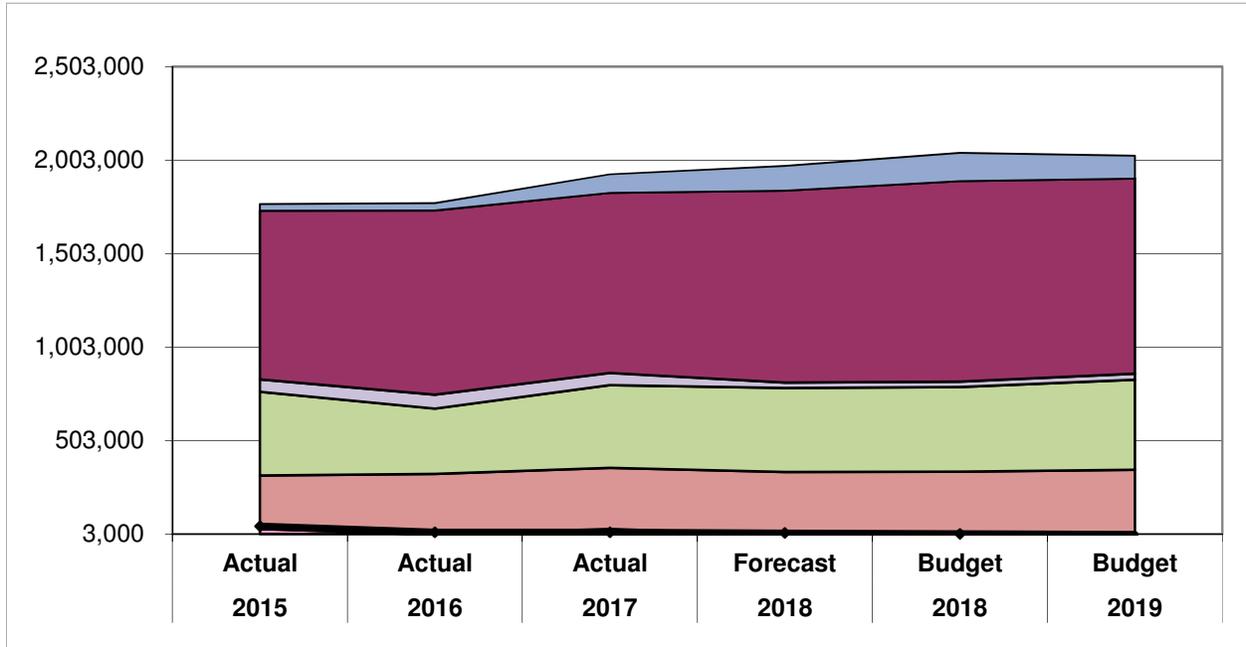
### *Communications*

This budget increased by \$28k (35%) due to the addition of a \$15k citizen survey and \$2k for Neighborhood Outreach. All other changes were nominal.



**City of Sequim  
2019 Budget  
5-Year Summary**

**City Administration Expenses  
City Manager, Clerk, Attorney, Communications, Criminal Prosecution  
Information Technology & Administrative Pool**



	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2018 Budget	2019 Budget	2019-2018 Amount	2019-2018 %
<b>Revenues</b>								
011 Clerk	8,504	8,734	10,936	15	-	-	-	0%
012 City Manager			-	5,150	-	-	-	0%
013 City Attorney			-	-	-	-	-	0%
015 Communications		110	-	-	-	-	-	0%
113 Criminal Prosecution	35,634	4,284	2,090	2,915	4,373	-	(4,373)	-100%
<b>Revenues</b>	<b>44,138</b>	<b>13,128</b>	<b>13,026</b>	<b>8,080</b>	<b>4,373</b>	<b>-</b>	<b>(4,373)</b>	<b>-100%</b>
<b>Expenses</b>								
Salaries & Benefits	901,786	985,135	962,401	1,027,000	1,072,317	1,043,853	(28,464)	-3%
Operating Supplies	67,273	74,185	65,206	28,163	29,250	32,250	3,000	10%
Charges for Services	448,204	348,461	443,304	449,867	453,432	481,506	28,074	6%
Intergovernmental	286,169	325,668	326,592	336,192	336,192	347,287	11,095	3%
Capital (Equip > \$7,500)	29,536	-	29,854	(1,196)	1	1	-	0%
Transfers (Equip Reserve)	34,605	39,874	99,375	132,800	150,800	122,800	(28,000)	-19%
<b>Total Expenses</b>	<b>1,767,573</b>	<b>1,773,323</b>	<b>1,926,732</b>	<b>1,972,826</b>	<b>2,041,992</b>	<b>2,027,697</b>	<b>(14,295)</b>	<b>-1%</b>





# City of Sequim Budget Overview

## City Administration Criminal Prosecution Services Kristina Nelson-Gross, City Attorney

### Department Description

#### *Criminal Prosecution/Municipal Court*

These activities have been contracted with Clallam County. The contract provides a flat fee for prosecution, public defense, court, and jail services, which provides more stability to the City's budget. Because of this change, the Legal Assistant will continue to be utilized in the City Clerk Office half-time to assist in public disclosure, records management, and agenda preparation.

In July 2018, the County issued a termination notice regarding the contract due to perceived budgetary losses caused by recent Washington State legislation. As of the time of this writing, the contract would be terminated in July 2019. In response, the City initiated a study to determine whether the City should establish its own municipal court. As a parallel track, the City will continue to negotiate with the County to salvage or amend the contract in whole or in part.

If the City were to establish its own court and the County did not extend the termination date, the City would need to have all codes and other needed items in place by December 1, 2018 to be operational by January 1, 2019. This would require budget amendments and additional Council direction before such action may be taken. As such, this possibility is not currently reflected in the Criminal Prosecution Services budget.

### 2019 Budget Goals

#### *Criminal Prosecution Services*

- ❖ To find stability in administering Criminal Justice Services
- ❖ Continue to engage Clallam County regarding the current contract for Criminal Justice Services

### 2019 Budget Summary

#### *Criminal Prosecution Services*

- ❖ The City has an agreement with the County for flat rate Criminal Justice Services, including Municipal Court, prosecution, defense and jail services. \$320,000 – the original contract in 2016 - plus an annual adjustment per the CPI-W (per the contract). For 2019, that rate adjustment was 3.6%.
  - All revenues associated with Court in prior years go to Clallam County per the contract unless or until the contract is terminated or the City chooses other criminal prosecution service alternatives
- ❖ All salary and benefits for the City Attorney are recorded in the City Attorney's budget and the Legal Assistant FTE is split 50/50 between the City Clerk and the City Attorney's budgets.

# City of Sequim Budget Overview

## Information Technology Clint Woods – IT Director

### Department Description

The Information Technology Department is responsible for supporting the operational needs of City staff by effectively managing Enterprise Information Technology assets. Core departmental services include providing IT Service Desk Support, managing Enterprise Infrastructure Resources, enhancing our Cybersecurity Profile, and facilitating Continuity of Operations.

Services are provided for three staffed sites (City Hall, City Shop, WRF) and for several satellite sites (Guy Cole, EOC/Transit and Port Williams Pump Station, etc.). Services include email and collaboration, file storage, print services, data backup and recovery, telecommunications, network connectivity and security, off-the-shelf application support, mobile devices, audio/visual systems, camera and physical security (shared), records requests, training, and project management. The Department is challenged to manage this diverse portfolio of technology assets across the Enterprise from both a knowledge and bandwidth perspective.

There are significant future opportunities to improve the efficiency of City staff and the services provided to the citizenry. As the City sets out to employ additional technologies, careful management of expectations and resources will be required to ensure that support for current business operations is maintained.

### 2019 Budget Goals

#### *Information Technology*

- ❖ Continue with the Technology Refresh Program (TRP) to proactively replace devices that are at end of life rather than risk disruption associated with device failure
- ❖ Implement policy and technology changes to address Criminal Justice Information Systems (CJIS) audit findings. Initiatives include encrypting “files at rest”, automating network event monitoring and actively managing security (encryption, remote wipe) of mobile devices
- ❖ In alignment with the ICMA Capstone Project, evaluate/select/implement a software environment to effectively manage information related to Code Enforcement processes
- ❖ Support the City Manager in accomplishing technology improvement goals established by Council as a result of his evaluation in 2018

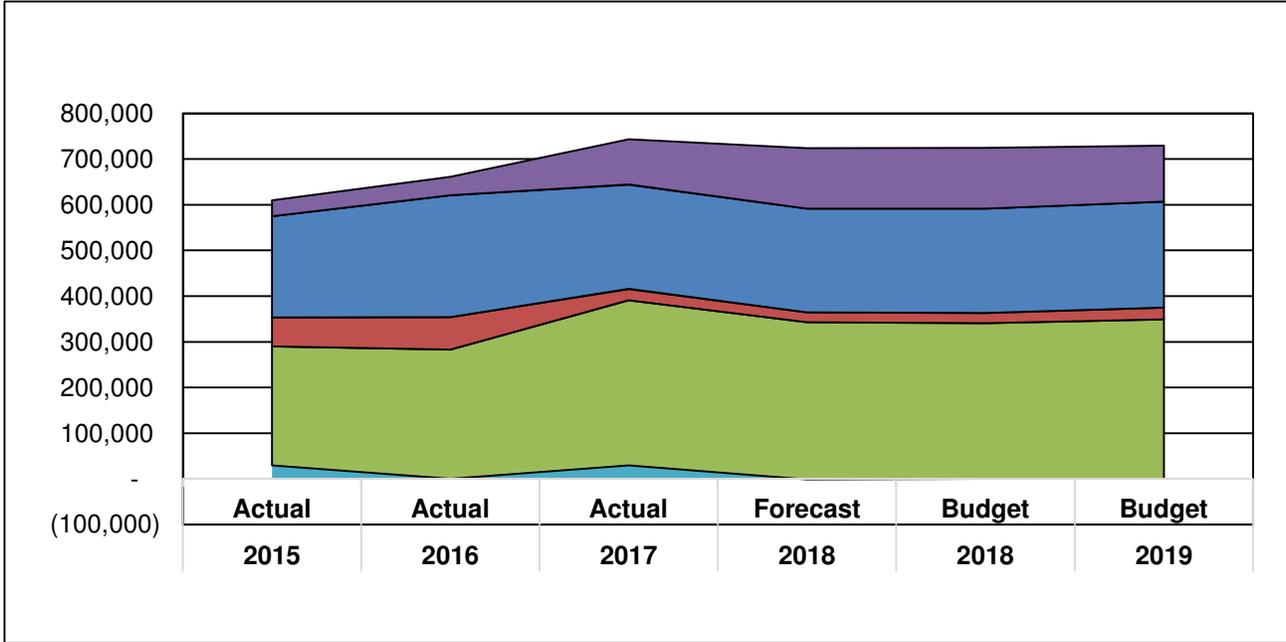
### 2019 Budget Summary

#### *Information Technology*

- ❖ The overall budget request increased by \$5k (1%) due to nominal increases in salaries and benefits, small tools, communications and software licensing. These increases are balanced out by a \$10k reduction in transfers out to the Equipment Reserve.

**City of Sequim  
2019 Budget  
5-Year Summary**

**Information Technology**



	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2018 Budget	2019 Budget	2019-2018 Amount	%
Salaries & Benefits	221,703	267,277	228,324	226,695	228,641	231,810	3,169	1%
Operating Supplies	63,172	70,573	24,881	21,798	22,700	25,700	3,000	13%
Charges for Services	260,567	283,216	361,079	343,991	340,486	349,189	8,703	3%
Capital (Equip > \$7,500)	29,536	-	29,854	(1,196)	1	1	-	0%
<b>Total Expenses</b>	<b>574,978</b>	<b>621,065</b>	<b>644,138</b>	<b>591,288</b>	<b>591,828</b>	<b>606,700</b>	<b>14,872</b>	<b>3%</b>
<b>Transfers</b>								
Capital Projects	34,605	39,874	99,375	132,800	132,800	122,800	(10,000)	-8%
<b>Total Transfers</b>	<b>34,605</b>	<b>39,874</b>	<b>99,375</b>	<b>132,800</b>	<b>132,800</b>	<b>122,800</b>	<b>(10,000)</b>	<b>-8%</b>

**City of Sequim  
Budget Overview**

**City Administration  
Hotel/Motel (Restricted Fund)**

Barbara Hanna, Communications & Marketing Director

**Department Description**

*Hotel/Motel*

This function is responsible for managing the Hotel/Motel tax budget and utilizing the available monies to increase tourism to Sequim. The function works with the Lodging Tax Advisory Committee to develop plans for tourism promotion which may include advertising, publications, public relations programs, websites, special events and social media activities. The Communications and Marketing Director is responsible for the overall plan and its implementation. This position also functions as the liaison to other tourism organizations.

**2019 Key Goals**

*Hotel/Motel*

- ❖ Work with internal and external partners to develop the Sequim Sunshine Festival for the winter of 2020. Logo development and marketing to begin in 2019
- ❖ Continue to build social media followers by developing campaigns and targeting ads to the Seattle metro area
- ❖ Continue to market Sequim in the Northwest region through print and digital advertising, media relations, and co-op partnerships
- ❖ Continue to support local festivals and events through the Tourism Enhancement Grant process

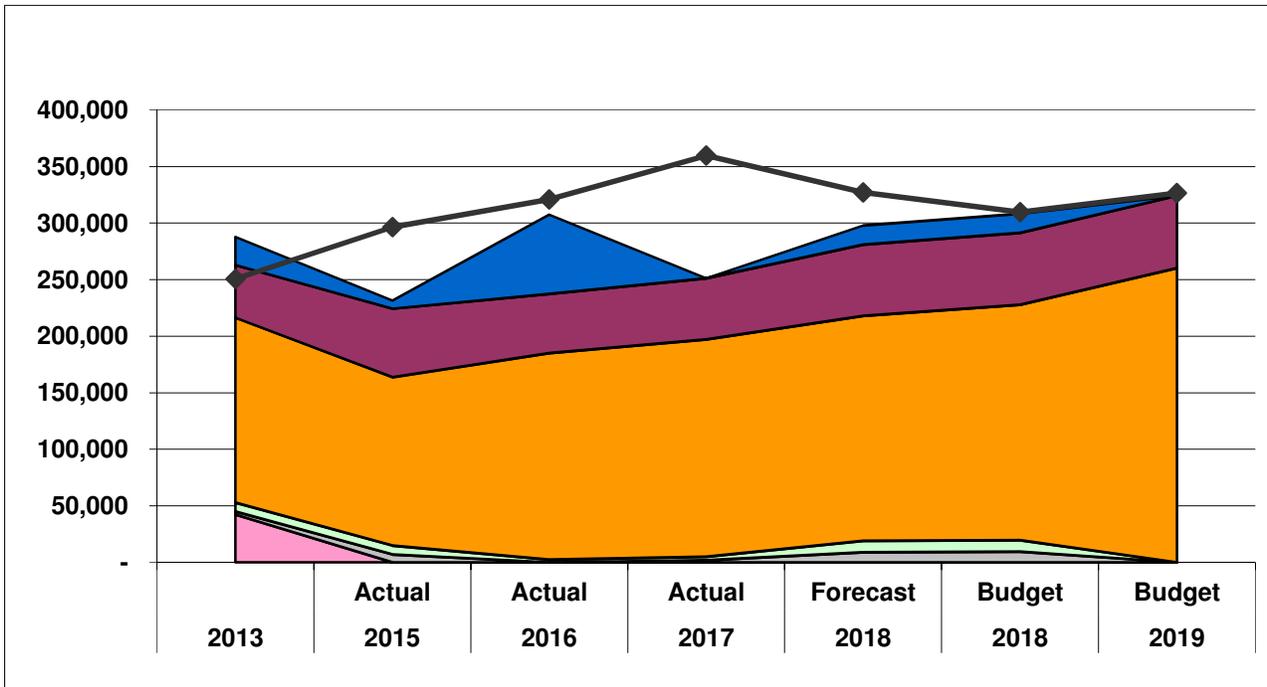
**2019 Budget Summary**

*Hotel/Motel*

- ❖ Revenues reflect an increase over previous budgets, but still reflect conservative estimates
- ❖ Staff salary allocation remains at a 50-50 split between tourism marketing and city-wide communications functions
- ❖ Revenues for the Guy Cole Convention Center and expenses for utilities and supplies to support the facility have been moved to the General Fund facilities budget
- ❖ Increased support for on-going festivals and a new winter festival
- ❖ Transfers out for the Tourism Web-Site upgrades in 2018 have been removed

**City of Sequim  
2019 Budget  
5-Year Summary**

**Hotel Motel Fund**



	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2018 Budget	2019 Budget	2019-2018 Amount	%
<b>Beginning Fund Balance</b>	264,071	329,001	342,670	451,191	358,736	480,451	121,715	34%
Tourism	281,054	320,984	352,571	303,212	284,400	323,000	38,600	14%
Interest Income	8,069	-	3,005	14,725	16,000	3,500	-12,500	-78%
Guy Cole Deposits	7,397	-	4,150	9,175	9,425	-	-9,425	-100%
◆◆◆ <b>Total Revenues</b>	<b>296,520</b>	<b>320,984</b>	<b>359,726</b>	<b>327,112</b>	<b>309,825</b>	<b>326,500</b>	<b>16,675</b>	<b>5%</b>
Salaries & Benefits	60,566	52,362	54,073	62,945	63,512	64,016	504	1%
Tourism	149,034	182,476	192,250	198,743	208,130	260,203	52,073	25%
Guy Cole	7,910	2,477	2,867	10,139	10,247	-	-10,247	-100%
Guy Cole Refunds	6,860	-	2,015	9,025	9,425	-	-9,425	-100%
Capital (Equip > \$7,500)	-	-	-	-	-	-	0	0%
Transfers	7,220	70,000	-	17,000	17,000	-	-17,000	-100%
<b>Total Expenses</b>	<b>231,590</b>	<b>307,315</b>	<b>251,205</b>	<b>297,852</b>	<b>308,314</b>	<b>324,219</b>	<b>15,905</b>	<b>5%</b>
<b>Surplus/(Deficit)</b>	<b>64,930</b>	<b>13,669</b>	<b>108,521</b>	<b>29,260</b>	<b>1,511</b>	<b>2,281</b>	<b>770</b>	<b>51%</b>
<b>Ending Fund Balance</b>	<b>329,001</b>	<b>342,670</b>	<b>451,191</b>	<b>480,451</b>	<b>360,247</b>	<b>482,732</b>	<b>122,485</b>	<b>34%</b>

# City of Sequim Budget Overview

## City Administration Arts & Culture Fund (General Fund) Karen Kuznek-Reese, City Clerk

### Department Description

This fund was previously titled the *Gifts and Donations Fund*. However, most donations are now tracked through the appropriate departments (e.g., K-9 is tracked through the Police Department, memorial benches are tracked through the Parks Budget, etc.)

#### *Arts & Culture Fund*

This fund includes money allocated for public art and cultural events and activities. This includes such events as Music in the Park, Keying Around, Performers on the Plaza and other programs and activities developed by the City Arts Advisory Commission (CAAC). The budget also includes a starter fund for establishing public art sculpture bases and a kiosk for providing information related to the arts and cultural activities or organizations.

This fund also includes donations and sponsorships from the community to help fund these various programs as well as provide art in public spaces. Any public art donations must meet City guidelines (i.e. design standards for structures) as applicable.

### 2019 Key Goals

#### *Arts & Culture*

- ❖ Carry out the City Arts Advisory Commission's 2019 Priorities

### 2019 Budget Summary

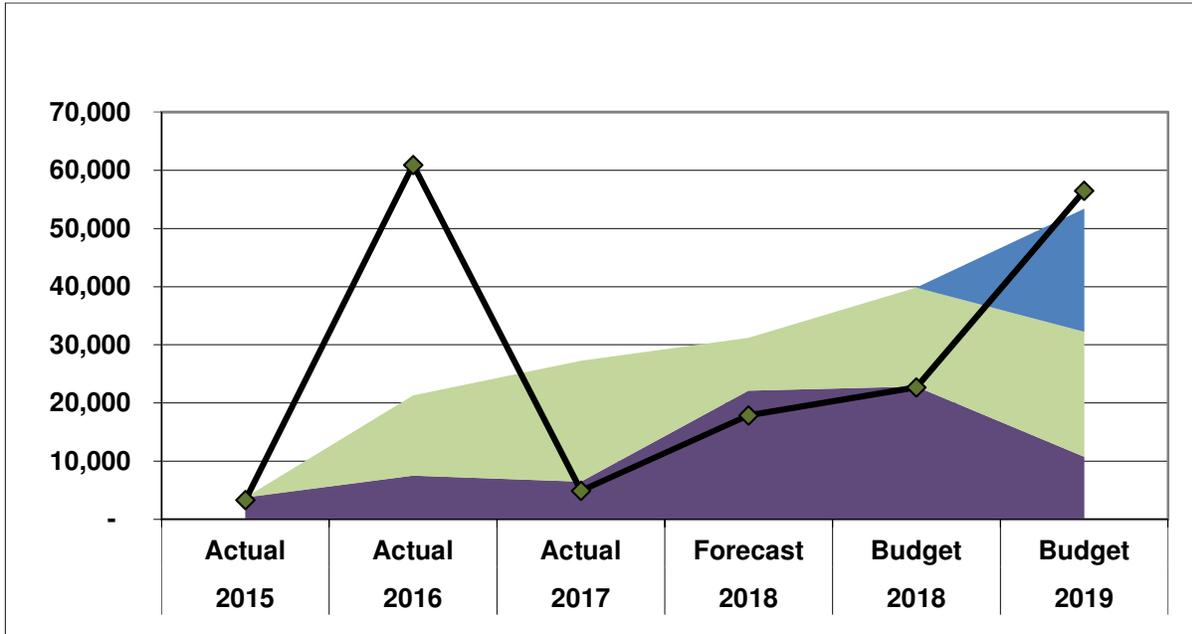
#### *Arts & Culture*

This budget increased \$13.6k (34%) due to the following:

- ❖ The addition of 0.4 FTE (\$21.2k) for a part-time un-benefited position to carry-out the CAAC's Strategic Plan
- ❖ Increased activity and additional arts and cultural activities will be executed as reported in the CAAC's Strategic Plan

**City of Sequim  
2019 Budget  
5-Year Summary**

**Arts & Culture-Arts Commission Programs**



	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2018 Budget	2019 Budget	2019-2018 Amount	2019-2018 %
<b>Beginning Fund Balance</b>	1,448	1,017	40,655	18,337	17,138	5,044	(12,094)	-71%
<b>Revenues</b>	3,339	60,937	4,923	17,878	22,700	56,500	33,800	149%
Salaries & Benefits						21,168	21,168	100%
Operating Supplies		13,825	20,812	9,071	17,010	21,500	4,490	26%
Charges for Services	3,770	7,474	6,429	22,100	22,820	10,720	(12,100)	-53%
<b>Total Expenses</b>	<b>3,770</b>	<b>21,299</b>	<b>27,241</b>	<b>31,171</b>	<b>39,830</b>	<b>53,388</b>	<b>13,558</b>	<b>34%</b>
<b>Surplus / (Deficit)</b>	<b>(431)</b>	<b>39,638</b>	<b>(22,318)</b>	<b>(13,293)</b>	<b>(17,130)</b>	<b>3,112</b>	<b>20,242</b>	<b>118%</b>
<b>Ending Fund Balance</b>	<b>1,017</b>	<b>40,655</b>	<b>18,337</b>	<b>5,044</b>	<b>8</b>	<b>8,156</b>	<b>8,148</b>	<b>101850%</b>

