This Citizens Guide and Performance Dashboard is intended to provide the general public with a brief but meaningful presentation on the finances of the County, with emphasis placed on the General Fund, long-term debt and legacy costs associated with pensions and retiree health care. The information presented herein represents adopted and amended budget amounts for 2016, recommended budget amounts for 2017 as well as forecasted amounts for 2018 and 2019. The adopted 2016 budget is available on the County's web site at www.macombgov.org. Questions and comments regarding the Citizens Guide and Performance Dashboard may be directed to the Finance Department at 586-469-5250.

Overview of the County

Macomb County was incorporated in 1818 and includes an area of 482 square miles with the county seat located in the city of Mt. Clemens. The County operates under a Home Rule Charter that provides for both executive and legislative branches of government. The executive branch is directed by an elected County Executive, who serves as the Chief Administrative Officer of the County and directs the operations of all departments except the Sheriff, Prosecuting Attorney, Public Works, County Clerk/Register of Deeds, the Circuit and District Courts and the Board of Commissioners, which are all operated by separately elected officials. The legislative branch is directed by a 13 member elected Board of Commissioners. The County provides many services to residents, including law enforcement, administration of justice, community development and enrichment, parks and recreation and human services.

The Budget Process

The annual budget serves as the foundation for the County's financial planning and fiscal control for the upcoming year. The Appropriations Ordinance adopted by the Board of Commissioners represents the legal authorization for County agencies to procure goods and services. The County's budgetary practices and controls are governed by both County Charter and Public Act 2 of 1968, more commonly known as the Uniform Budgeting and Accounting Act. Each require that the budget be balanced, which means that budgeted appropriations cannot exceed the total of budgeted revenues and available fund balance reserves in any individual fund.

The majority of the funds and activities of the County are accounted for on a fiscal year that ends on December 31. The County is somewhat unique in that it also has certain Special Revenue and Enterprise funds that are accounted for on a fiscal year that ends on September 30. The County Charter requires the County Executive to submit a comprehensive balanced budget to the Board of Commissioners at least 90 days before the beginning of each fiscal year. Budget worksheets are distributed to department heads and elected officials approximately 180 days before the beginning of the fiscal year and returned to the Finance Department 4-6 weeks later. The information is compiled and a recommended budget is submitted to the Board of Commissioners no later than 90 days before the beginning of the upcoming budget year. The budget is discussed further over the next 45-60 days, including formal discussions with the Finance Committee during that time. A public hearing is held approximately two weeks before the first day of the new budget year and the final budget is adopted by the Board of Commissioners prior to the beginning of the fiscal year. Appropriations approved by the Board of Commissioners are considered maximum spending authority and not a mandate to spend the entire amount appropriated. As a result, this allows for further savings to be achieved throughout the year.

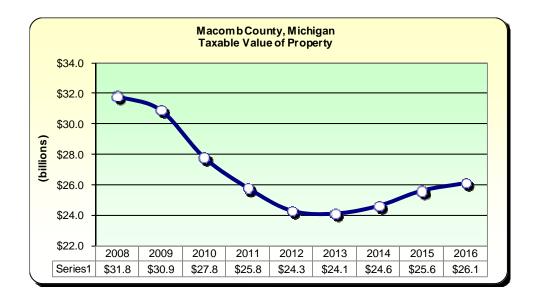
Budget Adjustments

Transfers between budget centers must be approved by the Board of Commissioners regardless of amount. Transfers between line items within any budget center within any fund that exceed the lesser of \$100,000 or 10% of the total appropriations approved for the budget center in question must be approved by the Board of Commissioners. Multiple related expenditures shall be aggregated and are subject to the same parameters described above for any one budget

year. Internal service costs may be transferred between funds and budget centers regardless of amount without prior approval of the Board of Commissioners.

Budget and Forecast Assumptions

Property taxes account for approximately 18.1% of revenues across all funds and are the primary source of revenue for the General Fund (56.1% for 2017). The County enjoyed healthy increases in taxable values of 6% per year, on average, from the mid 1990s through the mid 2000s. Taxable values began to stagnate in 2008 and declined 24.2% from that time through the end of 2013. Since then, taxable values have increased 2.10% in 2014, 3.98% in 2015, and 1.80% in 2016. Taxable values are estimated to increase 1.85% in 2017. Each 1% change in property values equates to approximately \$1.0 million in property tax revenue to the General Fund. Health care costs for 2017 are expected to increase 4%. The taxable value of property for the past ten years is presented below.



Operations at a Glance

The County provides many valued services to its residents. These activities are accounted for in many different funds. The General Fund is the main operating fund of the County and is used to account for functions that are financed primarily by property taxes and other general revenue such as State Revenue Sharing, liquor tax and interest. Special Revenue and Enterprise funds are used to account for activities that are funded primarily by State and Federal grants and charges for services. Adopted budget information for 2016 and recommended budget information for 2017 for all budgeted funds is presented on the following two pages.

Macomb County, Michigan Budgeted Revenues and Expenditures - All Funds (As Amended) Fiscal 2016

	Major Funds				
	General	Department	Community	Nonmajor	
	Fund	of Roads	Mental Health	Funds	Total
Revenues					
Property Taxes	\$ 119,492,908	\$ -	\$ -	\$ 1,137,120	\$ 120,630,028
Intergovernmental	31,312,075	67,267,840	16,972,315	62,592,520	178,144,750
Charges for Services/Reimb	40,507,193	10,485,350	204,578,941	67,059,594	322,631,078
Indirect Cost Allocation	13,590,378	-	52,350	-	13,642,728
Other Sources	2,216,490	1,091,072	126,588	2,716,543	6,150,693
Transfers In	8,087,489		3,933,635	34,673,807	46,694,931
Total Revenues	215,206,533	78,844,262	225,663,829	168,179,584	687,894,208
Expenditures					
Salaries & Wages	78,959,482	15,523,953	17,312,298	38,299,098	150,094,831
Fringe Benefits	45,414,499	14,176,272	11,388,173	22,217,819	93,196,763
Supplies & Commodities	27,817,688	5,710,938	24,906,355	44,724,073	103,159,054
Road Construction & Maintenance	-	50,326,751	-	-	50,326,751
Contract Services	7,956,292	3,625,308	170,066,381	27,549,738	209,197,719
Internal Services	5,420,459	-	1,848,520	7,175,696	14,444,675
Capital Outlay	1,808,454	5,128,300	142,102	3,203,722	10,282,578
Debt Service	-	-	-	27,130,485	27,130,485
Transfers Out	66,164,661	143,622		1,270,720	67,579,003
Total Expenditures	233,541,535	94,635,144	225,663,829	171,571,351	725,411,859
Net Decrease in Fund Balance	(18,335,002)	(15,790,882)	-	(3,391,767)	(37,517,651)
Fund Balance, Beginning of Year	72,213,238	65,810,704	4,601,400	30,323,847	172,949,189
Fund Balance, End of Year	\$ 53,878,236	\$50,019,822	\$ 4,601,400	\$ 26,932,080	\$ 135,431,538
i dia balance, bia or i car	Ψ 33,070,230	Ψ 00,010,022	Ψ 4,001,400	Ψ 20,002,000	Ψ 100,701,000

Macomb County, Michigan Budgeted Revenues and Expenditures - All Funds (As Recommended) Fiscal 2017

	Major Funds				
	General	Department	Community	Nonmajor	
	Fund	of Roads	Mental Health	Funds	Total
Revenues					
Property Taxes	\$ 117,561,032	\$ -	\$ -	\$ 1,113,754	\$ 118,674,786
Intergovernmental	36,069,712	80,387,879	9,370,628	57,621,158	183,449,377
Charges for Services/Reimb	41,225,838	14,236,930	187,653,561	70,417,713	313,534,042
Indirect Cost Allocation	14,516,589	-	55,093	-	14,571,682
Other Sources	2,196,614	1,385,069	44,236	3,700,759	7,326,678
Transfers In	8,153,000		4,050,942	36,631,951	48,835,893
Total Revenues	219,722,785	96,009,878	201,174,460	169,485,335	686,392,458
Expenditures					
Salaries & Wages	83,239,861	16,751,001	17,245,700	41,526,686	158,763,248
Fringe Benefits	50,772,343	15,505,320	11,607,177	23,239,468	\$ 101,124,308
Supplies & Commodities	29,570,422	5,934,697	21,840,770	41,036,488	98,382,377
Road Construction & Maintenance	-	63,699,436	-	-	63,699,436
Contract Services	7,435,401	4,516,500	148,496,729	27,012,208	187,460,838
Internal Services	5,174,527	-	1,895,176	7,239,073	14,308,776
Capital Outlay	1,350,796	13,016,300	88,908	1,341,499	15,797,503
Debt Service	-	-	-	27,383,266	27,383,266
Transfers Out	64,883,740	195,769		2,028,706	67,108,215
Total Expenditures	242,427,090	119,619,023	201,174,460	170,807,394	734,027,967
Net Decrease in Fund Balance	(22,704,305)	(23,609,145)	-	(1,322,059)	(47,635,509)
Fund Balance, Beginning of Year	53,878,236	50,019,822	4,601,400	26,932,080	135,431,538
Fund Balance, End of Year	\$ 31,173,931	\$26,410,677	\$ 4,601,400	\$ 25,610,021	\$ 87,796,029

The General Fund

The General Fund is the primary operating fund of the County. It is responsible for funding virtually all law enforcement and justice functions, including the courts, juvenile justice, Sheriff, Prosecuting Attorney and support services such as Finance and Human Resources. The General Fund is also responsible for funding the majority of the operations of the County's other elected officials, including the County Executive, Clerk/Register of Deeds, Treasurer, Board of Commissioners and the Public Works Commissioner. A summary of revenues by source and expenditures by category and function are presented below.

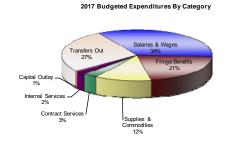
Macomb County, Michigan General Fund Revenues By Source

	2015	2016	2017	2018	2019
	Actual	Amended	Recommend	Forecast	Forecast
Property Taxes	\$ 115,628,967	\$ 119,492,908	\$ 117,561,032	\$ 119,904,253	\$ 122,294,338
Intergovernmental	31,406,371	31,312,075	36,069,712	36,048,337	36,493,895
Charges for Services/Rein	37,581,940	40,507,193	41,225,838	41,581,745	41,865,941
Indirect Cost Allocation	7,620,406	13,590,378	14,516,589	14,524,589	14,536,589
Other Sources	2,573,940	2,216,490	2,196,614	2,196,614	2,198,614
Transfers In	35,254,949	8,087,489	8,153,000	8,155,500	8,158,000
Total	\$ 230,066,573	\$ 215,206,533	\$ 219,722,785	\$ 222,411,038	\$ 225,547,377



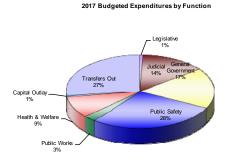
Macomb County, Michigan General Fund Expenditures By Category

	2015	2016	2017	2018	2019
	Actual	Amended	Recommend	Forecast	Forecast
Salaries & Wages	\$78,762,554	\$78,959,482	\$ 83,239,861	\$ 85,352,080	\$87,495,526
Fringe Benefits	90,288,008	45,414,499	50,772,343	51,962,366	53,299,449
Supplies & Commodities	25,040,894	27,817,688	29,570,422	29,290,462	29,353,351
Contract Services	6,403,066	7,956,292	7,435,401	7,405,456	7,405,984
Internal Services	4,527,306	5,420,459	5,174,527	5,241,600	5,311,716
Capital Outlay	1,197,598	1,808,454	1,350,796	738,600	738,600
Transfers Out	36,880,302	66,164,661	64,883,740	51,185,959	49,911,199
Total	\$ 243,099,728	\$ 233,541,535	\$ 242,427,090	\$ 231,176,523	\$ 233,515,825



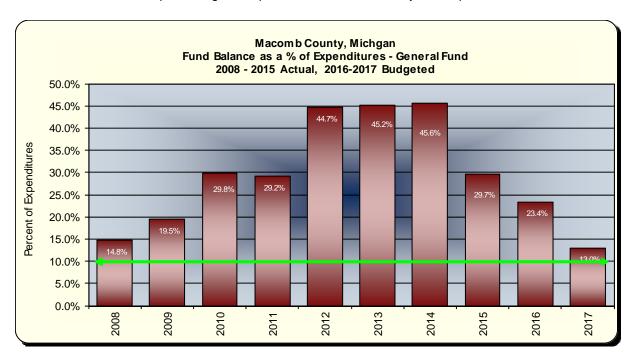
Macomb County, Michigan General Fund Expenditures By Function

	2015	2016	2017	2018	2019
	Actual	Amended	Recommend	Forecast	Forecast
Legislative	\$ 1,289,160	\$ 1,582,457	\$ 1,699,164	\$ 1,719,726	\$ 1,737,762
Judicial	30,188,530	33,346,199	34,334,404	34,975,862	35,846,460
General Government	86,173,327	35,405,683	42,219,326	42,761,762	43,658,992
Public Safety	62,543,742	66,908,614	68,538,115	69,898,818	71,259,089
Public Works	5,263,334	6,642,643	6,672,678	6,851,828	6,991,254
Health & Welfare	19,563,735	21,682,824	22,728,867	23,043,968	23,372,469
Capital Outlay	1,197,598	1,808,454	1,350,796	738,600	738,600
Transfers Out	36,880,302	66,164,661	64,883,740	51,185,959	49,911,199
Total	\$ 243,099,728	\$ 233,541,535	\$ 242,427,090	\$ 231,176,523	\$ 233,515,825



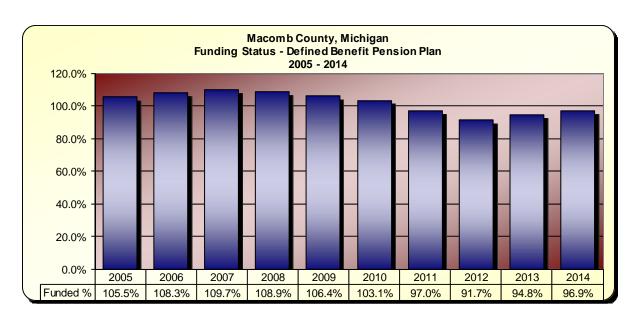
The General Fund (concluded)

<u>Fund Balance -</u> Preservation of fund balance is critical for the future. The County has prided itself on maintaining a healthy level of fund balance in its various operating funds. Industry guidelines recommend a fund balance of approximately 10% - 15% of annual expenditures in any given fund. The audited General Fund balance of \$72.2 million as of December 31, 2015 represented 29.7% of 2015 expenditures. The ratio is expected to decrease to approximately 23.4% by the end of fiscal 2016 and 13.0% by the end of fiscal 2017 as a result of significantly higher than originally forecasted contributions over the next three years to the County's capital improvement plan. A graphical representation of the level of fund balance as a percentage of expenditures for the last 10 years is presented below.

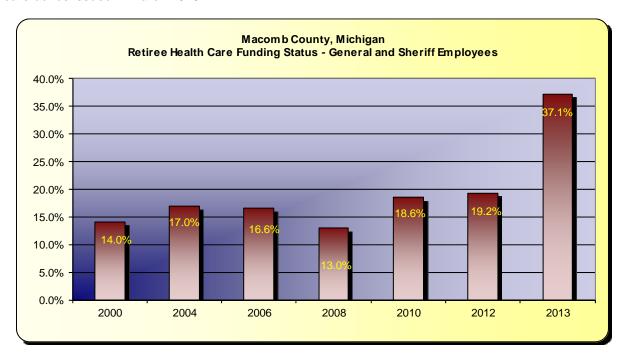


Unfunded Liabilities

<u>Defined Benefit Pension Plan</u>- The County sponsors and administers the Macomb County Employees' Retirement System (the "System"), a single employer defined benefit plan covering substantially all County employees. The System was established in accordance with state statutes to provide retirement benefits for the employees of the County and its several offices, boards and departments, including the County Road Commission. As of December 31, 2014, the date of the most recent actuarial valuation, the plan was 96.9% funded. The actuarial accrued liability was \$911,095,833 and the actuarial value of plan assets was \$882,565,132, resulting in an unfunded liability of \$28,530,701. The funding status for the last 10 years is presented on the following page.

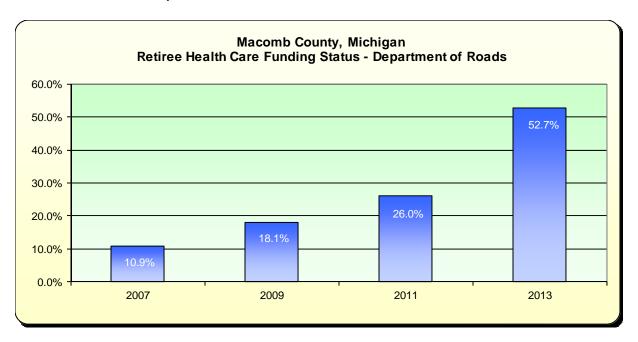


<u>Retiree Health Care</u> - The County sponsors a single employer postretirement healthcare plan for retirees and their spouses. Hospitalization insurance is provided through insurance companies, whose premiums are based on the benefits paid during the year. As of December 31, 2013, the date of the most recent actuarial valuation, the plan was 37.1% funded. The actuarial accrued liability for benefits was \$417,782,617 and the actuarial value of assets in the plan was \$155,145,734, resulting in an unfunded actuarial accrued liability of \$262,636,883. It is important to emphasize that the most recent actuarial valuation does not take into account the County's contribution of \$321,636,883 for the year ended December 31, 2015. The contribution was possible as a result of bond proceeds received as a result of the 2015 retiree health care bonds issued in March 2015.



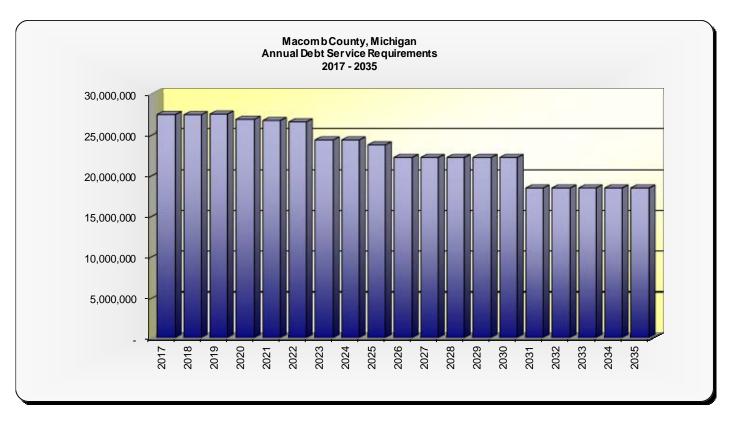
<u>Retiree Health Care (concluded)</u> - The County also sponsors a multiple employer plan administered by the Michigan Employers' Retirement System (MERS) for those who retired from the Department of Roads. Hospitalization insurance is provided through insurance companies, whose premiums are based on the benefits paid during the year. As of December 31, 2013, the date of the most recent actuarial valuation, the plan was 52.7% funded. The actuarial accrued

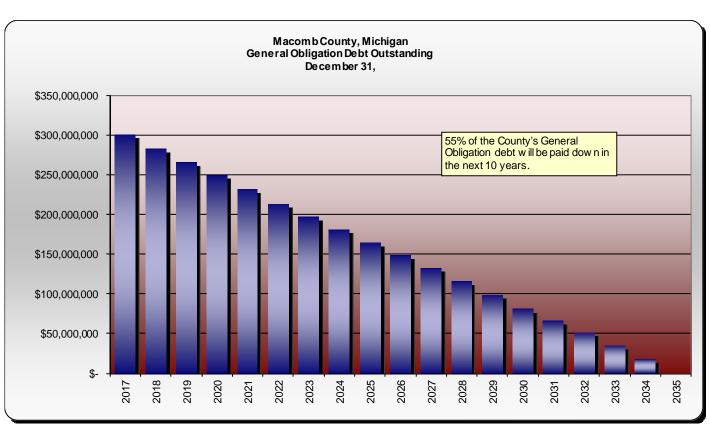
liability for benefits was \$69,322,970 and the actuarial value of assets in the plan was \$36,511,623, resulting in an unfunded actuarial accrued liability of \$32,811,347.



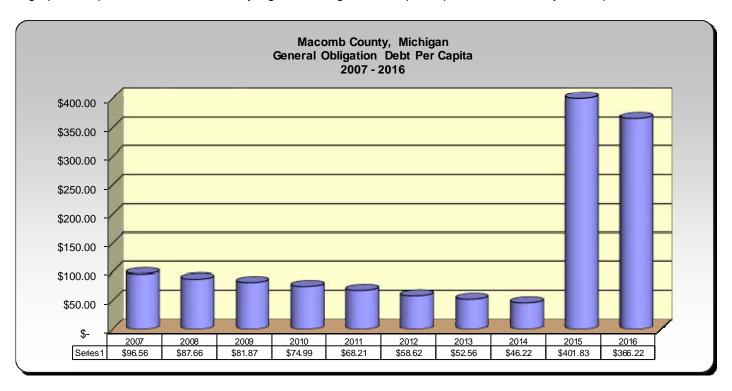
Long-Term Debt

The County's general obligation bonds are rated **AA+** by Standard & Poor's and **Aa1** by Moody's Investor Service. The County's outstanding general obligation debt supported by the primary government as of December 31, 2016 will be \$316,465,000 or \$365.92 per capita. All of the County's General Obligation Debt will be retired as of December 31, 2035. Annual debt service requirements and outstanding balances for the years 2017 – 2035 are presented on the following page. Annual debt service payments on all issues are funded by general revenues of the General Fund.





A graphical representation of the County's general obligation debt per capita for the last 10 years is presented below.



Annual principal and interest payments by issue are presented below:

Type: Issue Date: Original Issue Amount:	General Ob 12/1/20	eries 2005 Clemens Refunding Series 2012 PWK/WertzRefunding Series 2012 800 MhZ/NB Court F General Obligation General Obligation General Obligation 12/1/2005 3/1/2012 10/1/2012 \$2,875,000 \$6,550,000 \$14,160,000		General Obligation 3/1/2012		Obligation 1/2012
Year	Principal	Interest	Principal	Interest	Principal	Interest
2017	285,000	40,562	525,000	94,950	1,320,000	280,225
2018	280,000	28,909	515,000	84,550	1,360,000	253,825
2019	300,000	16,799	560,000	73,800	1,395,000	226,625
2020	210,000	5,250	535,000	62,850	1,410,000	198,725
2021	-	-	575,000	50,313	1,455,000	170,526
2022	-	-	565,000	36,063	1,495,000	141,425
2023	-	_	575,000	21,812	1,510,000	109,656
2024	-	_	585,000	7,312	1,555,000	75,681
2025	<u> </u>			<u> </u>	1,550,000	38,750
	\$ 1,335,000	\$ 143,190	\$ 4,965,000	\$ 537,150	\$ 14,085,000	\$ 1,796,363
Name:	Series 2012 Bridg	e Refunding	Series 2014 N	ITB/YTH Refunding	Series 2015 Centra	Campus Renovations
Type: Issue Date: Original Issue Amount:	General Ob 11/1/20 \$2,265,0	12	Genera 9/	ll Obligation 1/2014 155,000	General 6/4	Obligation 1/2015 210,000
Issue Date: Original Issue Amount:	11/1/20 \$2,265,0	12 000	Genera 9/ \$15,	Il Obligation 1/2014 155,000	General 6/4 \$44,2	Obligation 1/2015 210,000
Issue Date: Original Issue Amount: Year	11/1/20 \$2,265,0 Principal	Interest	Genera 9/ \$15, Principal	Il Obligation 1/2014 155,000 Interest	General 6/- \$44,, Principal	Obligation W2015 210,000 Interest
Issue Date: Original Issue Amount:	11/1/20 \$2,265,0 Principal 470,000	Interest 29,500	Genera 9/ \$15, Principal 1,780,000	1 Obligation 1/2014 155,000 Interest 427,300	General 6/4 \$44,5 Principal 2,460,000	Obligation W2015 210,000 Interest 1,278,098
Ssue Date: Original Issue Amount: Year 2017	11/1/20 \$2,265,0 Principal	Interest	Genera 9/ \$15, Principal	Il Obligation 1/2014 155,000 Interest	General 6/- \$44,, Principal	Obligation W2015 210,000 Interest 1,278,098 1,228,398
Ssue Date: Original Issue Amount: Year 2017 2018	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000	Interest 427,300 363,400	General 6/4 \$44,5 Principal 2,460,000 2,510,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236
Ssue Date: Original Issue Amount: Year 2017 2018 2019	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000	Interest 427,300 288,000	General 6/4 \$44,5 Principal 2,460,000 2,510,000 2,565,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,649
Saue Date: Original Issue Amount: Year	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000 2,120,000	Interest 427,300 288,000 209,400	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,648 1,033,074
Year 2017 2018 2019 2020 2021	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000	Interest 427,300 288,000 209,400 126,600	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000 2,705,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,648 1,033,074 964,474
Year 2017 2018 2019 2020 2021 2022	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000 2,120,000	Interest 427,300 288,000 209,400 126,600	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000 2,705,000 2,770,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,649 1,033,074 964,474 865,524
Year 2017 2018 2019 2020 2021 2022 2023	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000 2,120,000	Interest 427,300 288,000 209,400 126,600	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000 2,705,000 2,770,000 2,870,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,649 1,033,074 964,474 865,524 748,324
Year 2017 2018 2019 2020 2021 2022 2023 2024	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000 2,120,000	Interest 427,300 288,000 209,400 126,600	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000 2,705,000 2,770,000 2,870,000 2,990,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,649 1,033,074 964,474 865,524 748,324 626,324
Year 2017 2018 2019 2020 2021 2022 2023 2024 2025	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000 2,120,000	Interest 427,300 288,000 209,400 126,600	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000 2,705,000 2,770,000 2,870,000 2,990,000 3,110,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,649 1,033,074 964,474 865,524 748,324 626,324 515,824
Year 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000 2,120,000	Interest 427,300 288,000 209,400 126,600	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000 2,705,000 2,770,000 2,870,000 2,990,000 3,110,000 3,220,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,649 1,033,074 964,474 865,524 748,324 626,324 515,824 414,404
Year 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000 2,120,000	Interest 427,300 288,000 209,400 126,600	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000 2,705,000 2,770,000 2,870,000 2,990,000 3,110,000 3,220,000 3,320,000	Obligation W2015 210,000 Interest 1,278,098 1,228,398 1,171,236 1,099,649 1,033,074 964,474 865,524 748,324 626,324 515,824 414,404 304,688
Sesue Date: Original Issue Amount: Year	11/1/20 \$2,265,0 Principal 470,000 470,000	112 1000 Interest 29,500 20,100	Genera 9/ \$15, Principal 1,780,000 1,860,000 1,910,000 2,020,000 2,120,000	Interest 427,300 288,000 209,400 126,600	General 6/4 \$44,2 Principal 2,460,000 2,510,000 2,565,000 2,635,000 2,705,000 2,770,000 2,870,000 2,990,000 3,110,000 3,220,000 3,320,000 3,430,000	Obligation 1/2015 210,000

Name:Series 2015 Retiree Health CareSeries 2010 M DOT LoanType:General ObligationGeneral ObligationIssue Date:3/11/201510/1/2010Original Issue Amount:\$263,555,000\$495,000

Year	Principal	Interest	Principal	Interest
2017	9,790,000	8,601,054	49,912	5,195
2018	9,905,000	8,479,854	50,910	4,197
2019	10,080,000	8,308,400	51,928	3,178
2020	10,295,000	8,090,570	52,967	2,140
2021	10,545,000	7,842,358	54,025	1,079
2022	10,830,000	7,558,908	-	-
2023	11,145,000	7,246,138	-	-
2024	11,485,000	6,903,318	-	-
2025	11,860,000	6,532,812	-	-
2026	12,250,000	6,138,348	-	-
2027	12,685,000	5,706,414	-	-
2028	13,155,000	5,233,770	-	-
2029	13,670,000	4,717,304	-	-
2030	14,230,000	4,160,116	-	-
2031	14,815,000	3,572,986	-	-
2032	15,465,000	2,918,756	-	-
2033	16,155,000	2,235,820	-	-
2034	16,865,000	1,522,416	-	-
2035	17,610,000	777,657		
	\$ 252,555,000	\$ 115,217,065	\$ 308,675	\$ 21,963

		Total Debt Service		Principal Outstanding
Year	Principal	Interest	Total	December 31,
2017	16,679,912	10,756,884	27,436,796	300,044,830
2018	16,950,910	10,463,233	27,414,143	283,093,920
2019	17,396,928	10,098,738	27,495,666	265,696,992
2020	17,157,967	9,668,584	26,826,551	248,539,025
2021	17,454,025	9,223,950	26,677,975	231,085,000
2022	17,765,000	8,742,970	26,507,970	213,320,000
2023	16,100,000	8,243,130	24,343,130	197,220,000
2024	16,615,000	7,734,635	24,349,635	180,605,000
2025	16,520,000	7,197,886	23,717,886	164,085,000
2026	15,470,000	6,654,172	22,124,172	148,615,000
2027	16,005,000	6,120,818	22,125,818	132,610,000
2028	16,585,000	5,538,459	22,123,459	116,025,000
2029	17,215,000	4,905,576	22,120,576	98,810,000
2030	17,900,000	4,224,341	22,124,341	80,910,000
2031	14,815,000	3,572,986	18,387,986	66,095,000
2032	15,465,000	2,918,756	18,383,756	50,630,000
2033	16,155,000	2,235,820	18,390,820	34,475,000
2034	16,865,000	1,522,416	18,387,416	17,610,000
2035	17,610,000	777,657	18,387,657	-
	\$ 332,928,675	\$ 131,581,094	\$ 464,509,769	

Performance Dashboard

Fiscal Stability	2014	2015	Progress
General Fund Expenditures Per Capita	\$ 217.20	\$ 281.09	₽
Fund Balance as %of Expenditures (General Fund)	45.6%	29.7%	•
General Obligation Debt Per Capita	\$ 46.22	\$ 401.83	+
Funding Level - Pension Plan	94.8%	96.9%	仓
Funding Level - Retiree Health Care Plan	37.1%	37.1%	()
Bond Rating	AA+/Aa1	AA+/Aa1	€
% Change in Property Values	2.1%	3.98%	Û

Public Safety	2014	2015	Progress
Crimes against persons per thousand residents	11	5	企
Crimes against property per thousand residents	31	15	Û
Other crimes per thousand residents	20	37	→
Traffic crashes non-injury	19,859	19,468	仓
Traffic crashes injuries or fatalities	5,234	5,394	•

Economic Strength	2014	2015	Progress
Unemployment Rate	8.2%	6.0%	û
Residential Building Permits	1,814	1,884	Û
Per Capita Personal Income	\$ 27,029	\$ 27,145	企
Number of Homes Sold By Private Sale	10,998	11,763	Û