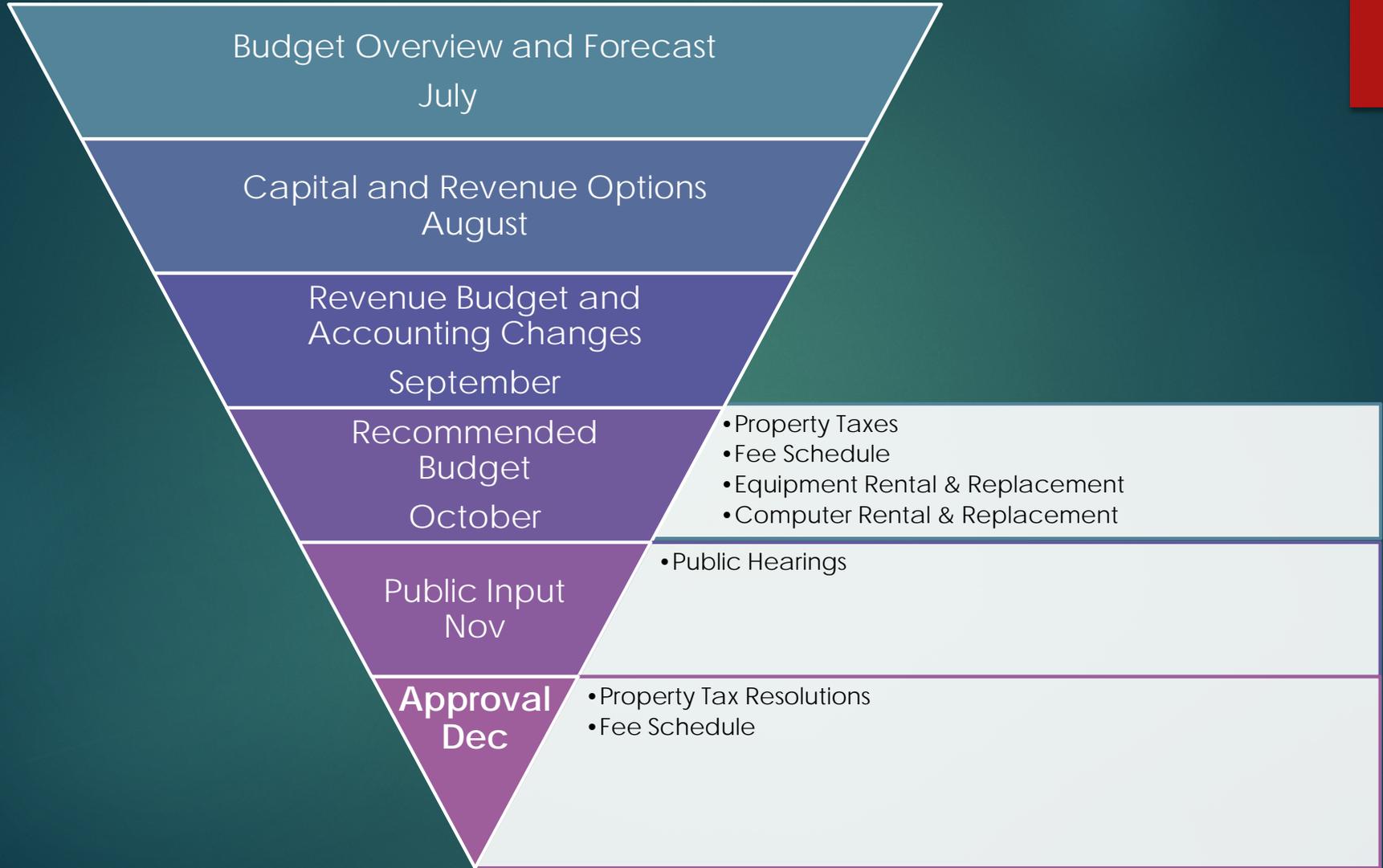




City of Camas

2017-2018 PRELIMINARY REVENUE FORECASTS





6 Year Revenue Forecast

ASSUMPTIONS

Assumptions for 2017-2022

Housing

Year	North Shore	Other subdivisions	Total Homes
2017	56	190	246
2018	138	181	319
2019	139	147	286
2020	141	142	283
2021	140	118	258
2022	145	70	215

Commercial/Industrial

Year	Commercial AV
2017	\$34,726,000
2018	\$20,000,000
2019	\$60,000,000
2020	\$22,418,000
2021	\$50,000,000
2022	\$10,000,000

Assumptions for 2017-2022

Cost of Living (CPI)

Year	Projection
2017	1.55%
2018	1.50%
2019	1.20%
2020	1.40%
2021	1.39%
2022	1.25%

Population

Year	Projection
2017	22,100
2018	22,548
2019	23,150
2020	23,762
2021	24,330
2022	24,856

Assumption for 2017-2018 Utility Rates

Year	Water	Sewer	Solid Waste	Storm Water
2017	5% \$10.01 + \$1.71/unit	3% \$24.01 + \$3.66/ccf	2.5% \$17.63 35 gallon	4.75% \$11.16/mo
2018	5% \$10.51 + \$1.86/unit	3% \$24.73 + \$3.77/ccf	2.5% \$18.07 35 gallon	4.75% \$11.69/mo

Assumptions for 2017-2022

- ▶ Property Taxes at 1%
 - ▶ EMS Levy readopted in 2018 for 2019
 - ▶ Library Bond Levy expires in 2020
- ▶ Fees continue to increase with CPI
- ▶ No new grants
- ▶ One-time revenues and expenses removed
- ▶ Capital not projected in this scenario

Revenues

- ▶ BASELINE CONSIDERATIONS

- ▶ Operating vs Capital vs Utility

- ▶ Ongoing vs One-Time

- ▶ Revenue Restrictions

- ▶ Sustainability and Resilience

- ▶ Subsidizing vs Full Cost Recovery

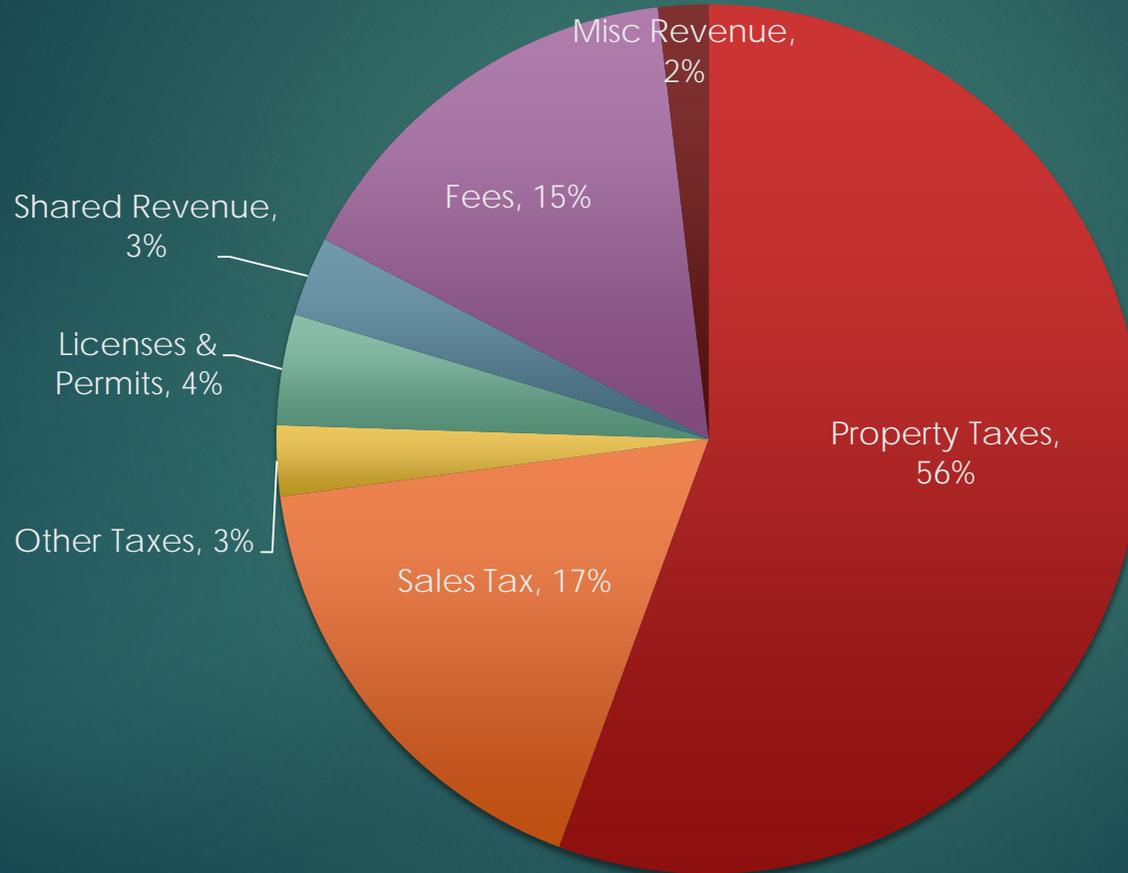
- ▶ NORTH SHORE REVENUES



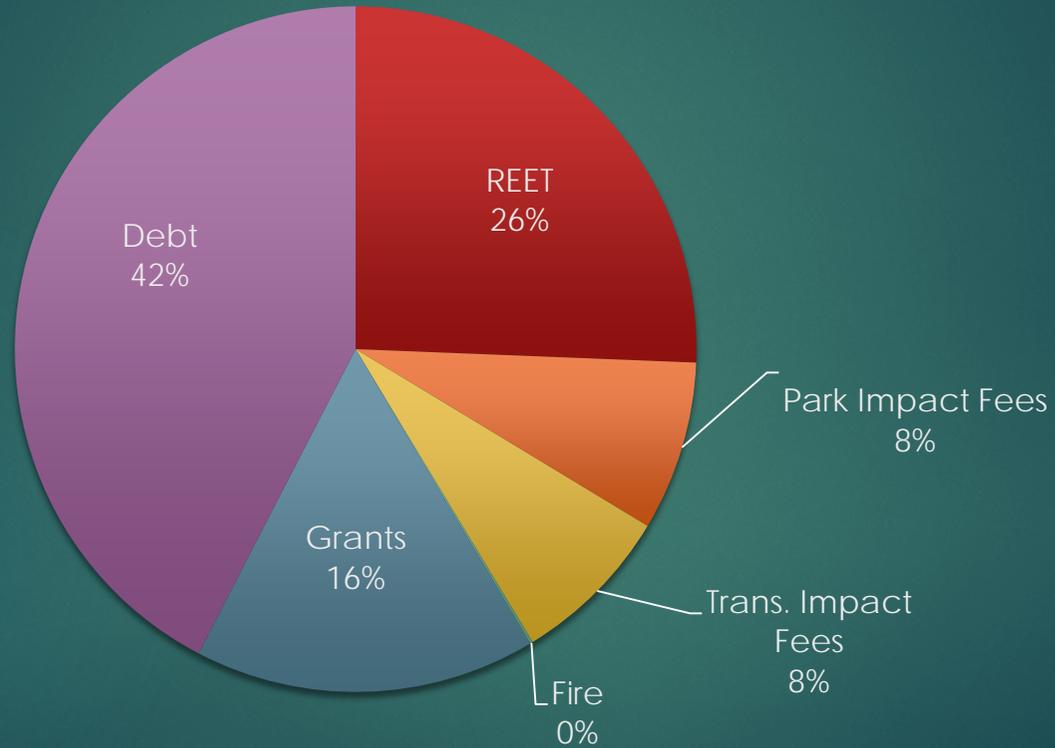
Revenue Types

Operating vs. Capital vs. Utilities

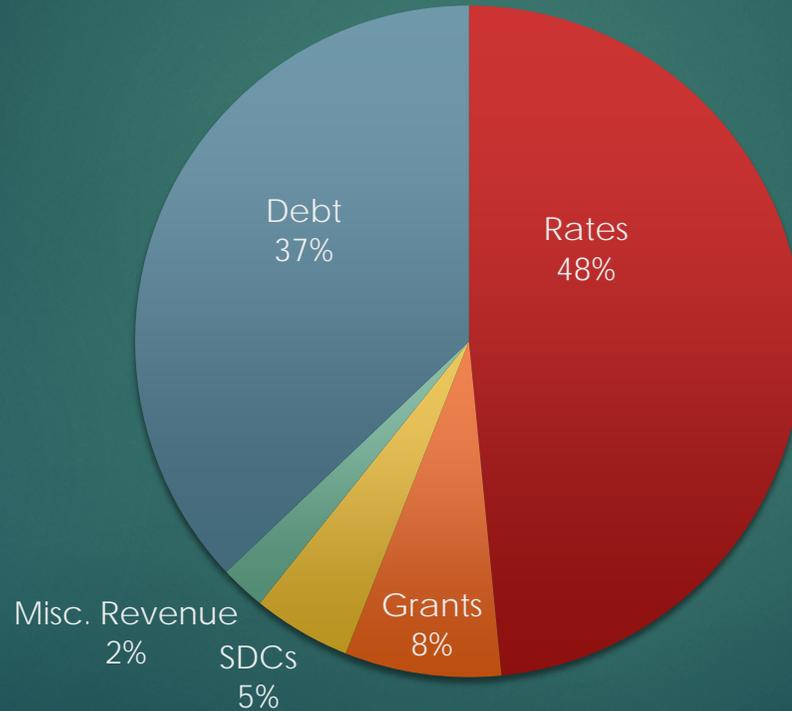
REVENUES FOR OPERATING



REVENUES FOR CAPITAL



REVENUES FOR UTILITIES





Ongoing vs. One-Time Revenues

Ongoing vs One-Time Revenues

- ▶ One-Time Revenues removed from forecasts:
 - ▶ Grants with the exception of capital and true ongoing grants
 - ▶ Insurance Recoveries
 - ▶ Private Contributions
 - ▶ Surplus Sales
 - ▶ Most miscellaneous revenue
- ▶ Approximately \$85,000 for 2016

Revenue Restrictions

Revenue Restrictions

- ▶ Some revenues are restricted for certain activities
 - ▶ Court receipts should fund Municipal Court
 - ▶ Permits should fund Building Department
- ▶ Revenues should then be evaluated against costs to determine if there are gaps
- ▶ Revenues can then be adjusted or the Costs are adjusted

General Govt. Services

Programs	2017 Projected Direct Revenue	2017 Initial Baseline Costs
Legislative	\$88,246	\$140,249
Municipal Court	\$392,802	\$307,332
Support Services	\$1,458,006	\$2,917,118
Police	\$152,987	\$5,119,992 + \$114,964
Detention & Corrections	\$3,443	\$358,206
Fire and EMS	\$4,627,693	\$4,627,693
Engineering	\$797,765	\$1,232,523
Parks and Recreation	\$335,877	\$1,893,769
Community Development	\$1,715,206	\$1,549,925
Library	\$1,336,960	\$1,336,960
Streets	\$1,237,346	\$2,588,016
Cemetery	\$52,925	\$176,325



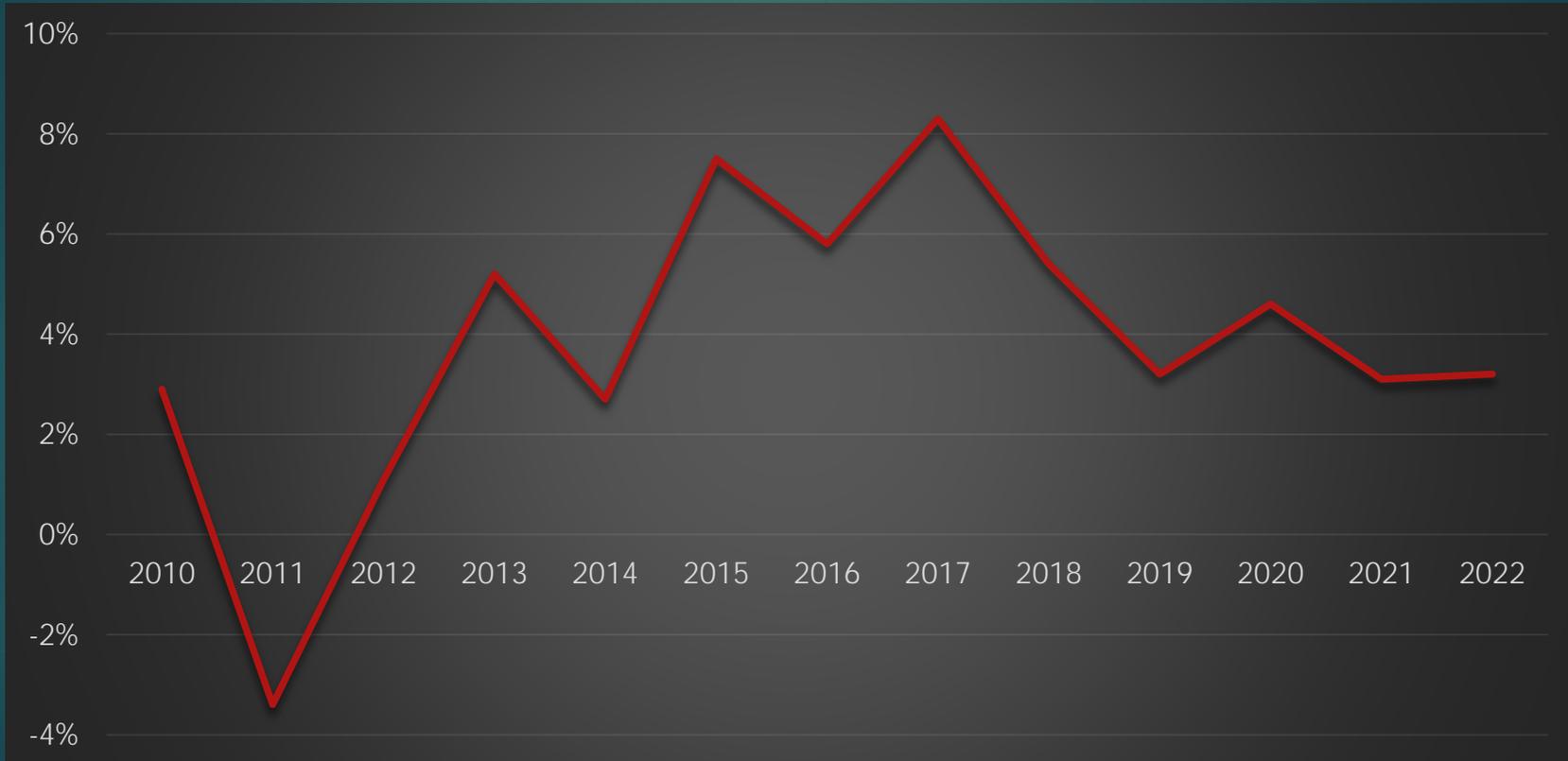
Sustainable and Resilient

Timeline of American Recessions

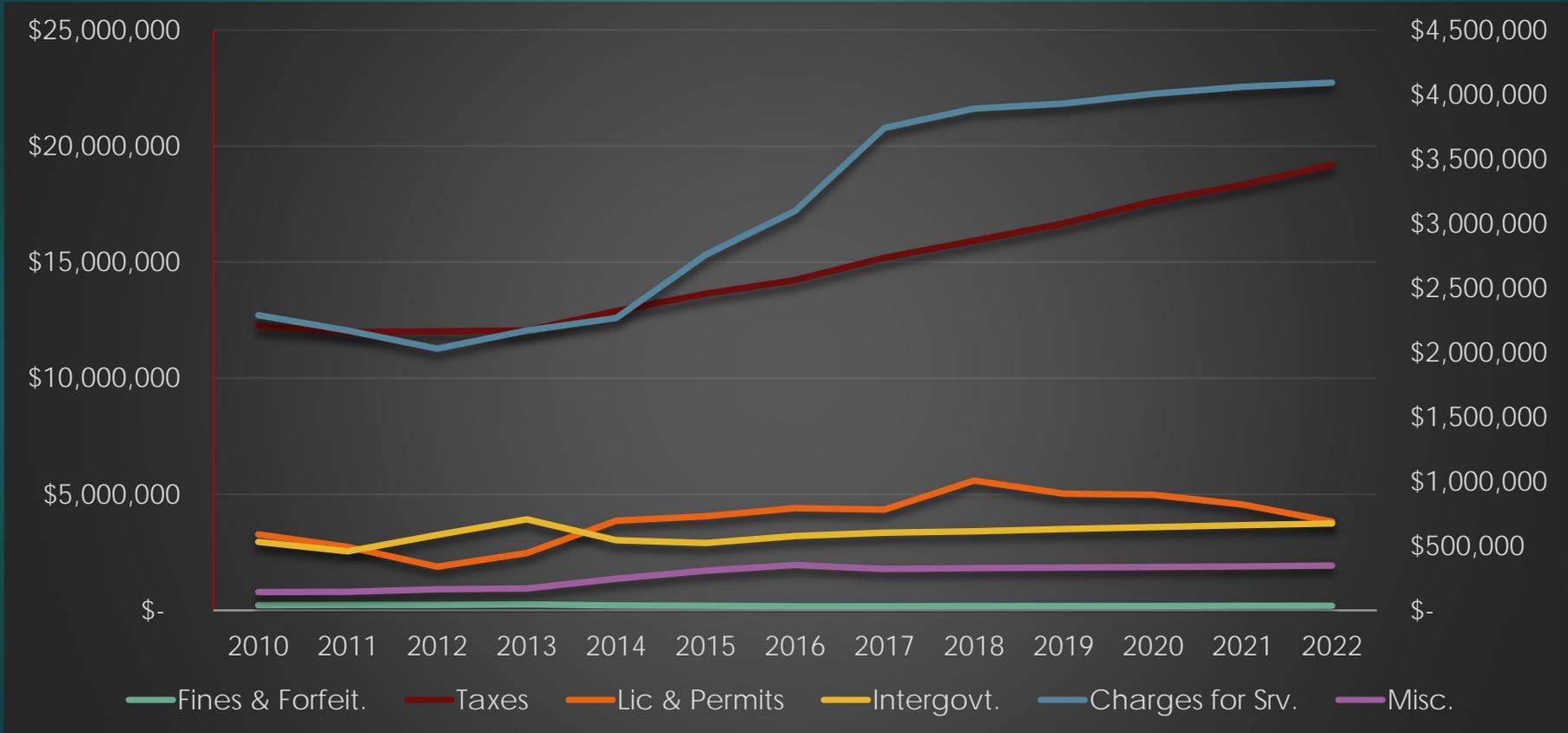
Great Depression Onwards

Name	Dates	Duration		Time since last recession	
		Yrs & Mos	Mos	Yrs & Mos	Mos
Great Depression	Aug 1929 – Mar 1933	3 yrs 7 mos	43	1 yr 9 mos	21
Recession of 1937	May 1937 – June 1938	1 yr 1 mo	13	4 yrs 2 mos	50
Recession of 1945	Feb–Oct 1945	8 mos	8	6 yrs 8 mos	70
Recession of 1949	Nov 1948 – Oct 1949	11 mos	11	3 yrs 1 mo	37
Recession of 1953	July 1953 – May 1954	10 mos	10	3 yrs 9 mos	45
Recession of 1958	Aug 1957 – April 1958	8 mos	8	3 yrs 3 mos	39
Recession of 1960–61	Apr 1960 – Feb 1961	10 mos	10	2 yrs	24
Recession of 1969–70	Dec 1969 – Nov 1970	11 mos	11	8 yrs 10 mos	106
1973–75 recession	Nov 1973 – Mar 1975	1 yr 4 mos	16	3 yrs	36
1980 recession	Jan–July 1980	6 mos	6	4 yrs 10 mos	58
Early 1980s recession	July 1981 – Nov 1982	1 yr 4 mos	16	1 yr	12
Early 1990s recession	July 1990 –Mar 1991	8 mos	8	7 yrs 8 mos	92
Early 2000s recession	Mar–Nov 2001	8 mos	8	10 yrs	120
Late 2000s recession	Dec 2007–July 2009	1 yr 7 mos	19	6 yrs 1 mo	73
Total			187		783
Average			13.4		55.9
Percent of Time in Recession			19%		

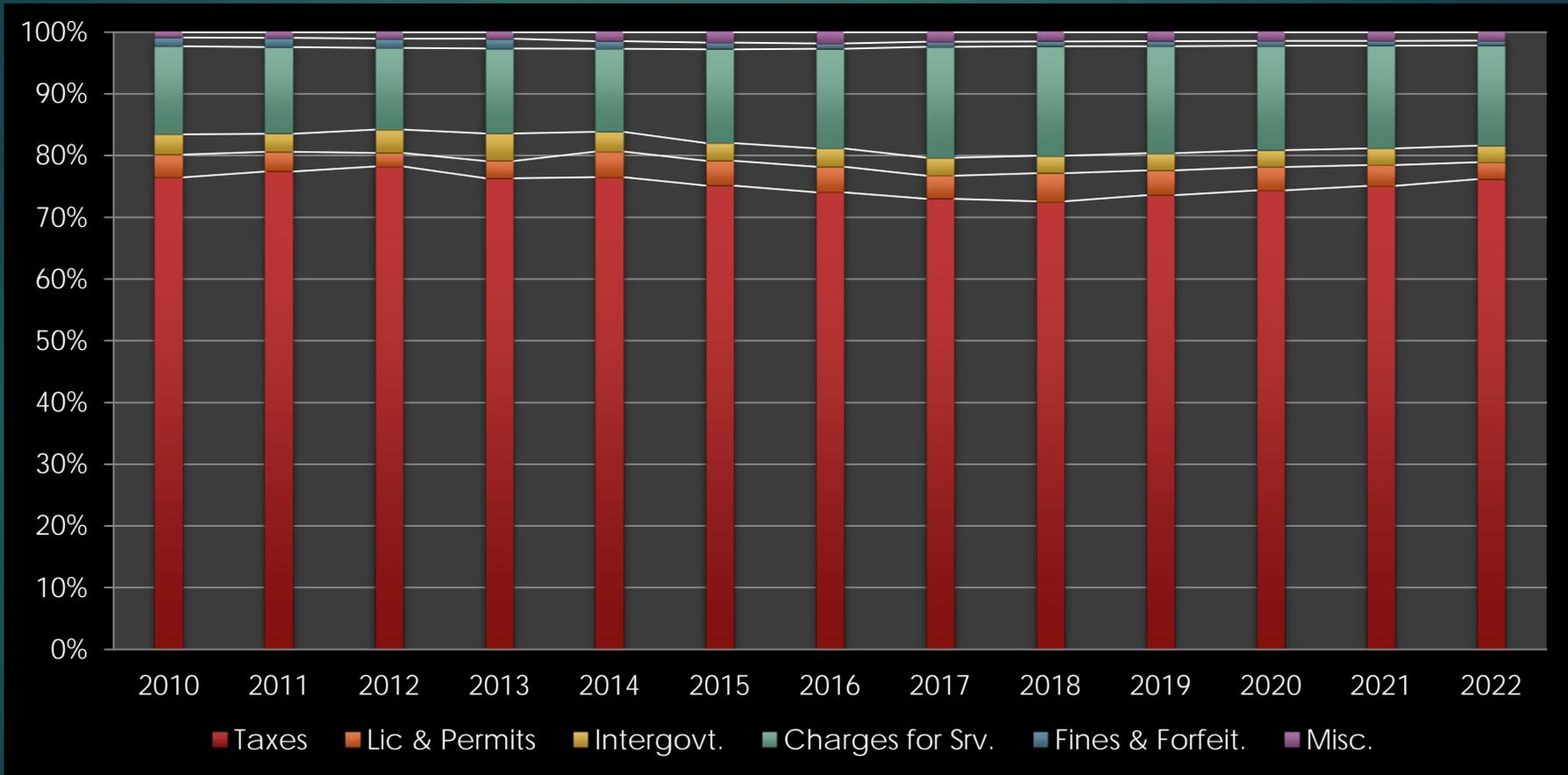
Growth in General Fund Revenue



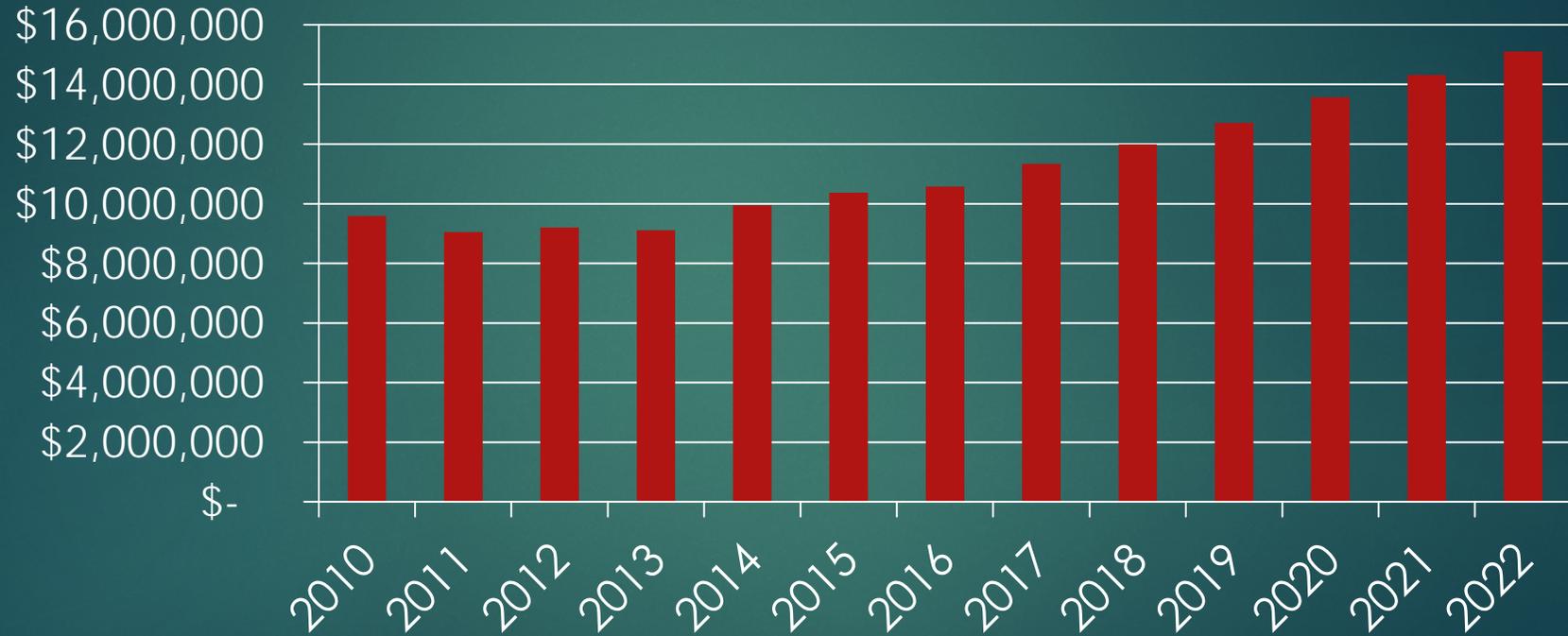
General Fund Revenues



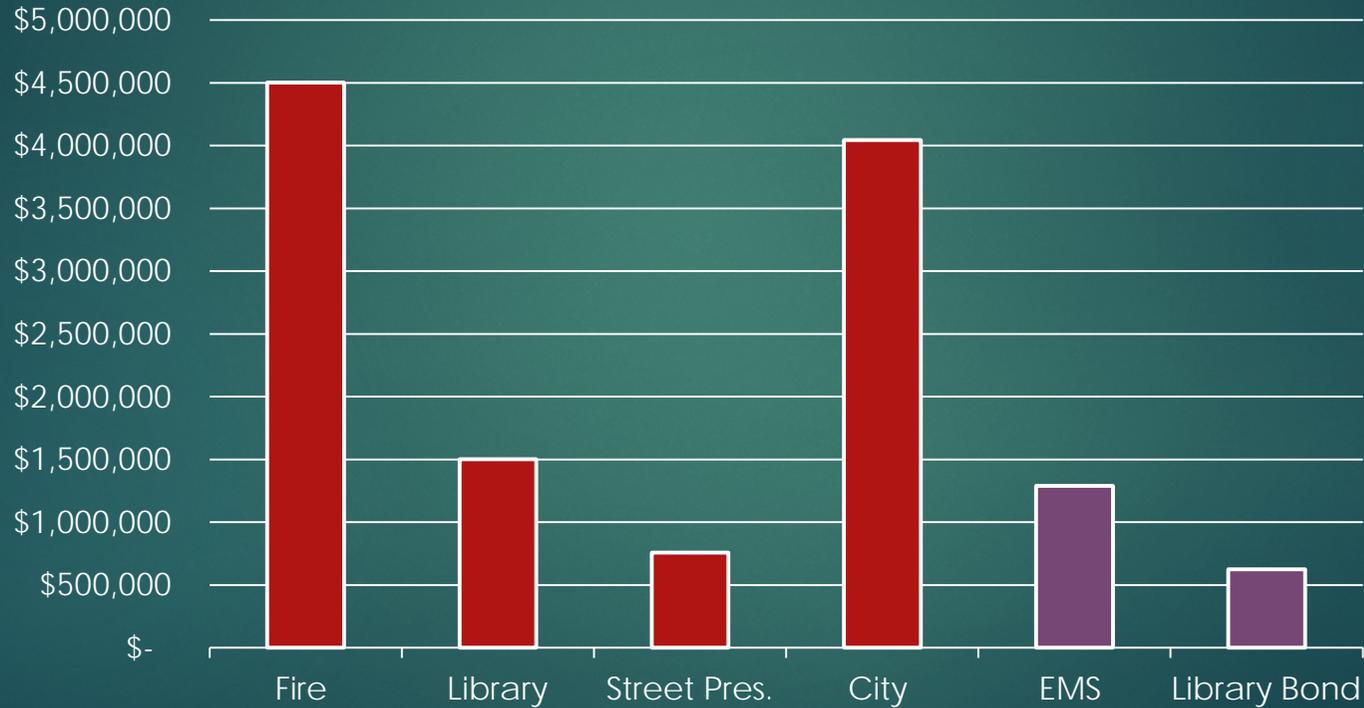
General Fund Revenue



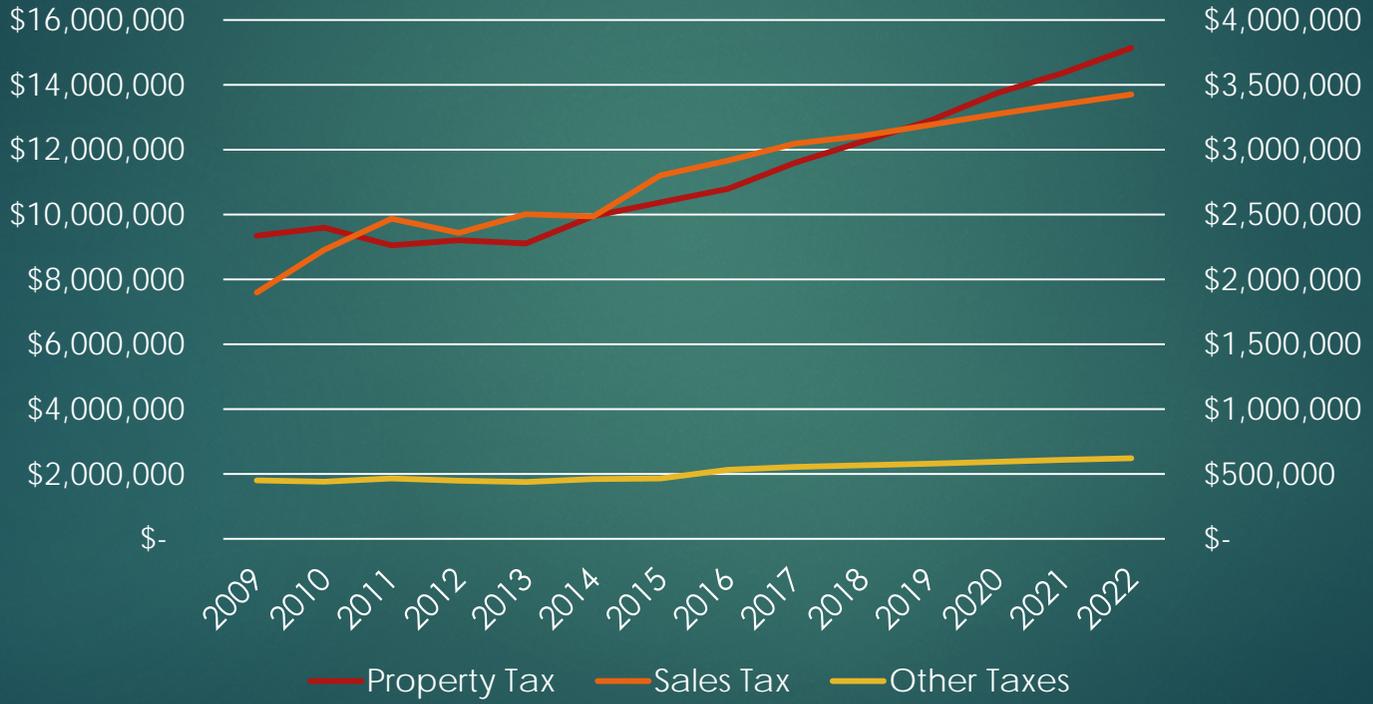
Property Taxes



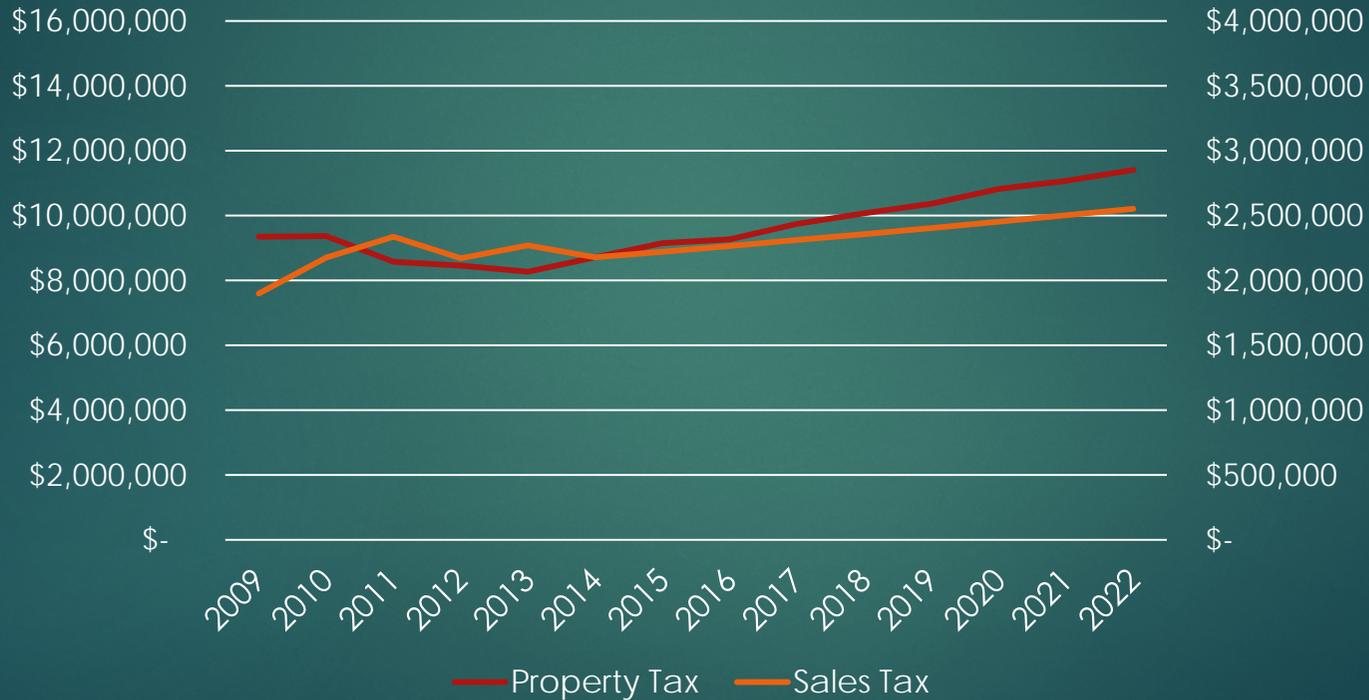
Property Tax Levies



General Fund Taxes



General Fund Taxes adjusted for wage inflation





Subsidizing vs. Full Cost Recovery

Subsidy vs Full Cost Recovery

Some costs can be fully passed on to the users and others can be partially subsidized.

Example: Lacamas Lodge

Two sets of costs:

Debt funded with PIF/REET

Operating funded with users fees and General Fund

2017	Lacamas Lodge Debt	Lacamas Lodge Operating
Costs	(\$157,000)	(\$70,961) This budget does not have indirects or staff time for rentals
Direct Cost Recovery	\$0	\$87,850 Rental Charges
Restricted Revenues	\$157,000 Park Impact Fees and REET	\$0
Subsidy	\$0	\$0

Subsidy vs Full Cost Recovery

Some costs can be fully passed on to the users and others can be partially subsidized.

Example: Swimming Pool

One set of costs:

Debt \$0

Operating funded with users fees, and General Fund

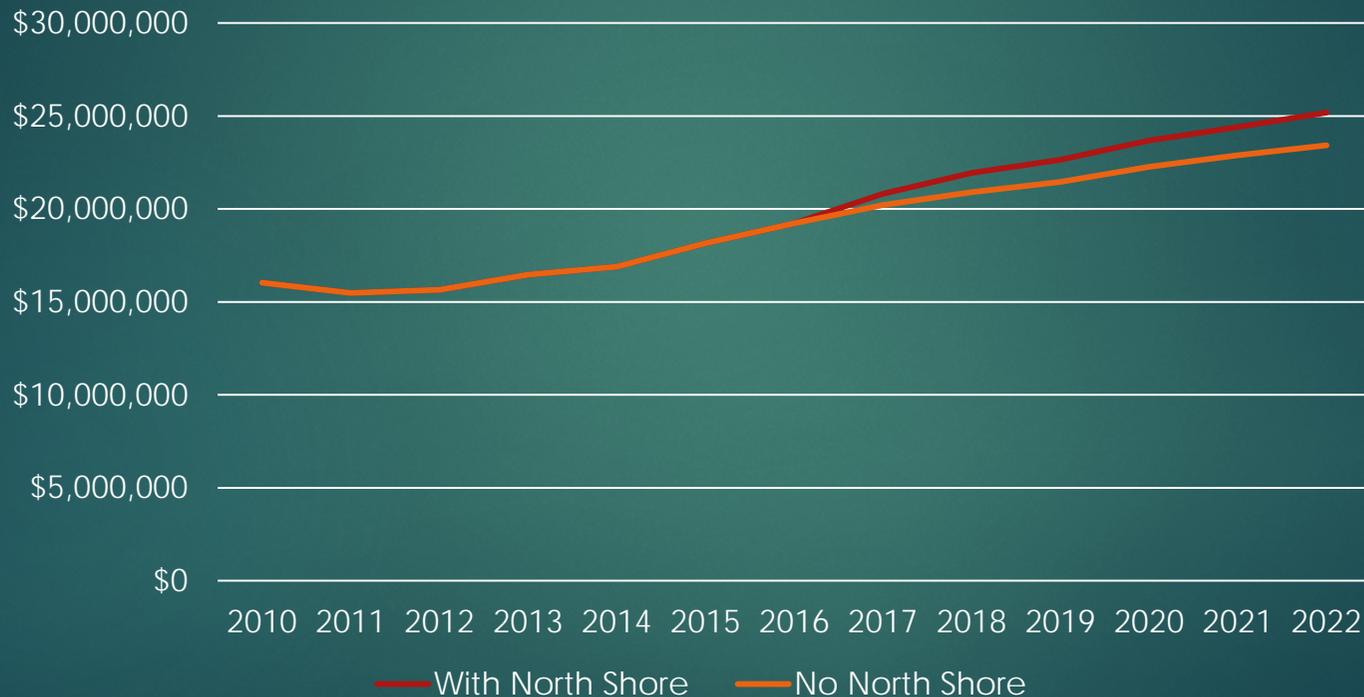
Note: 2016 – received a donation of \$17,000 to keep the pool open one week.

2017	Swimming Pool Operating
Costs	(\$211,495) This budget does not have indirects or staff time for repairs
Direct Cost Recovery	\$99,588 Swimming Lessons, Entrance Fee and Rental Charges \$4/entrance fee approximately
Subsidy	\$111,907 53% subsidy \$4.50/entrance fee approximately

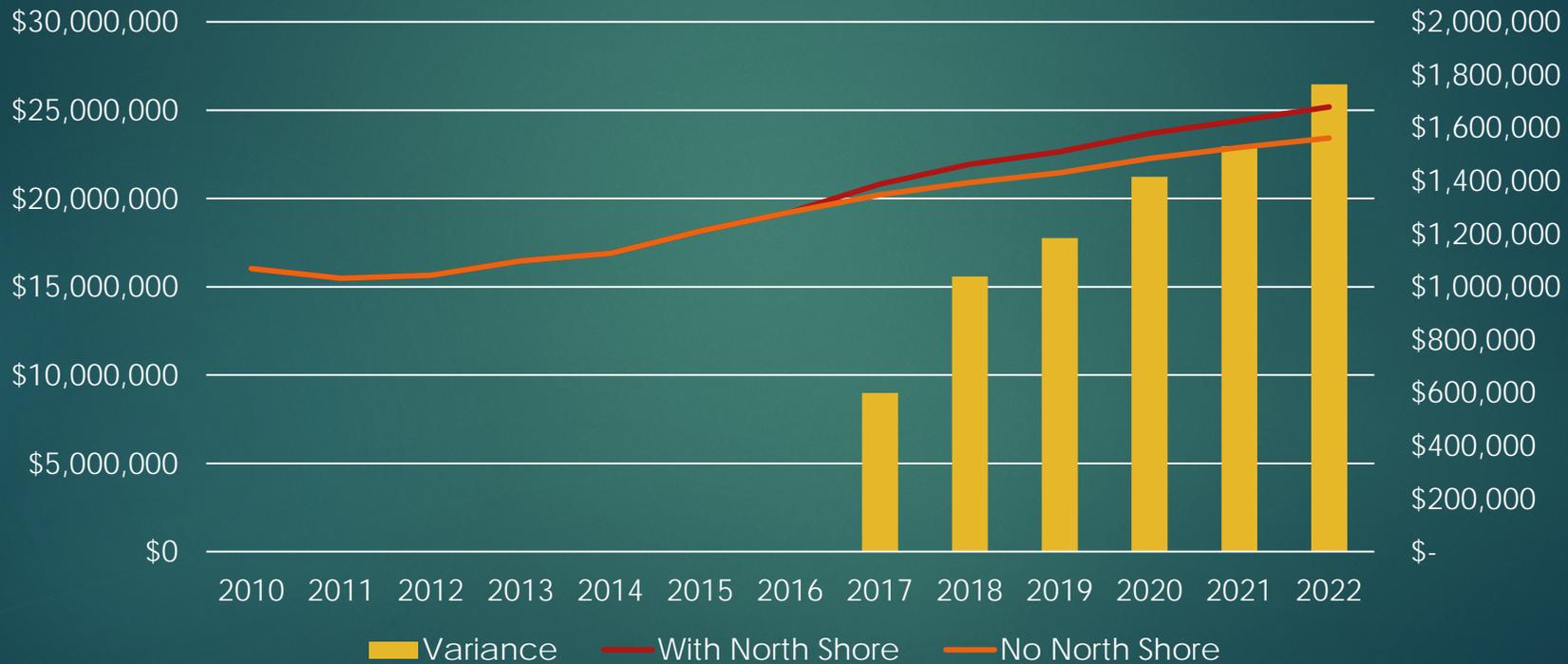
North Shore Impact

Revenue Projections 2017-2022

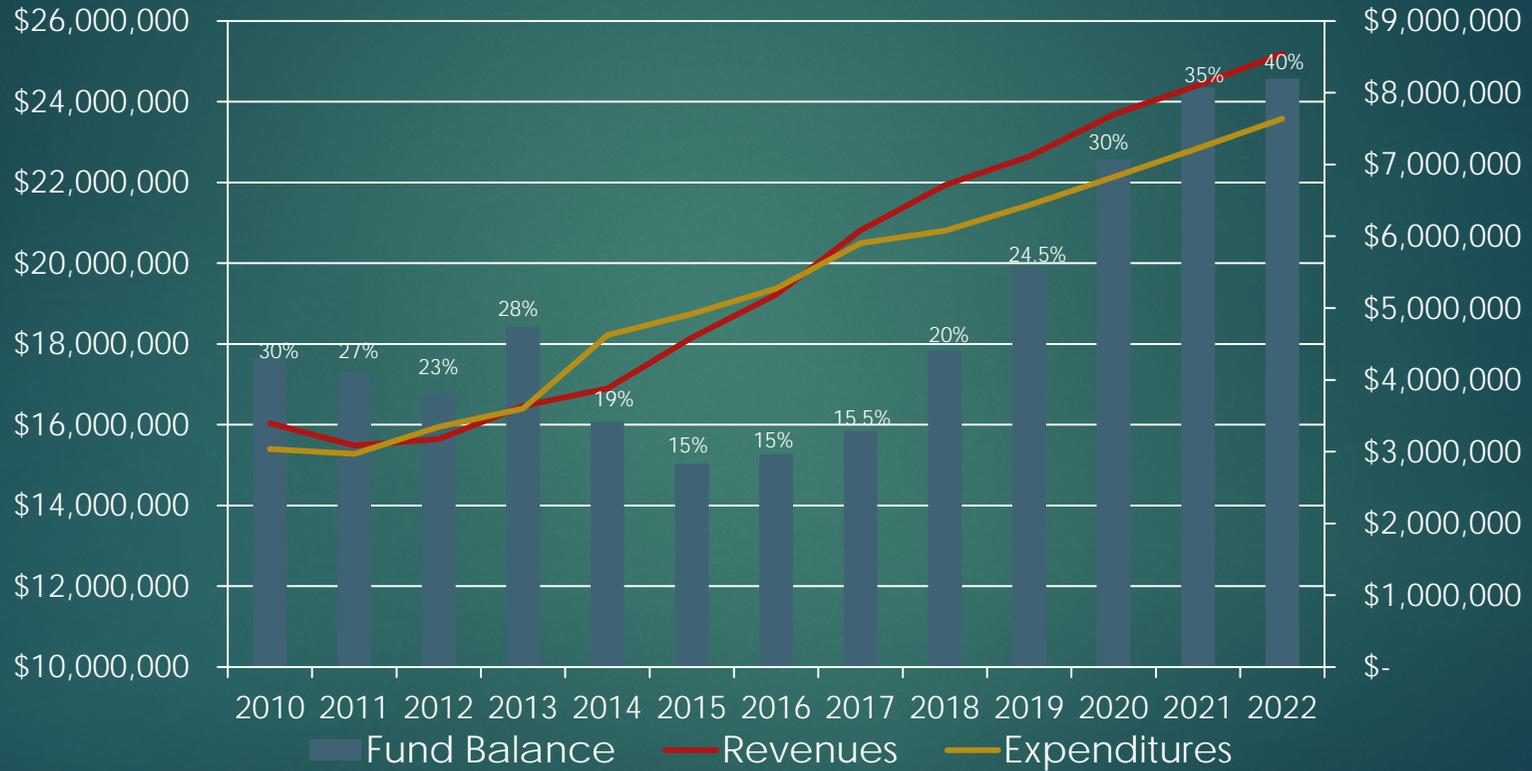
Impact of North Shore



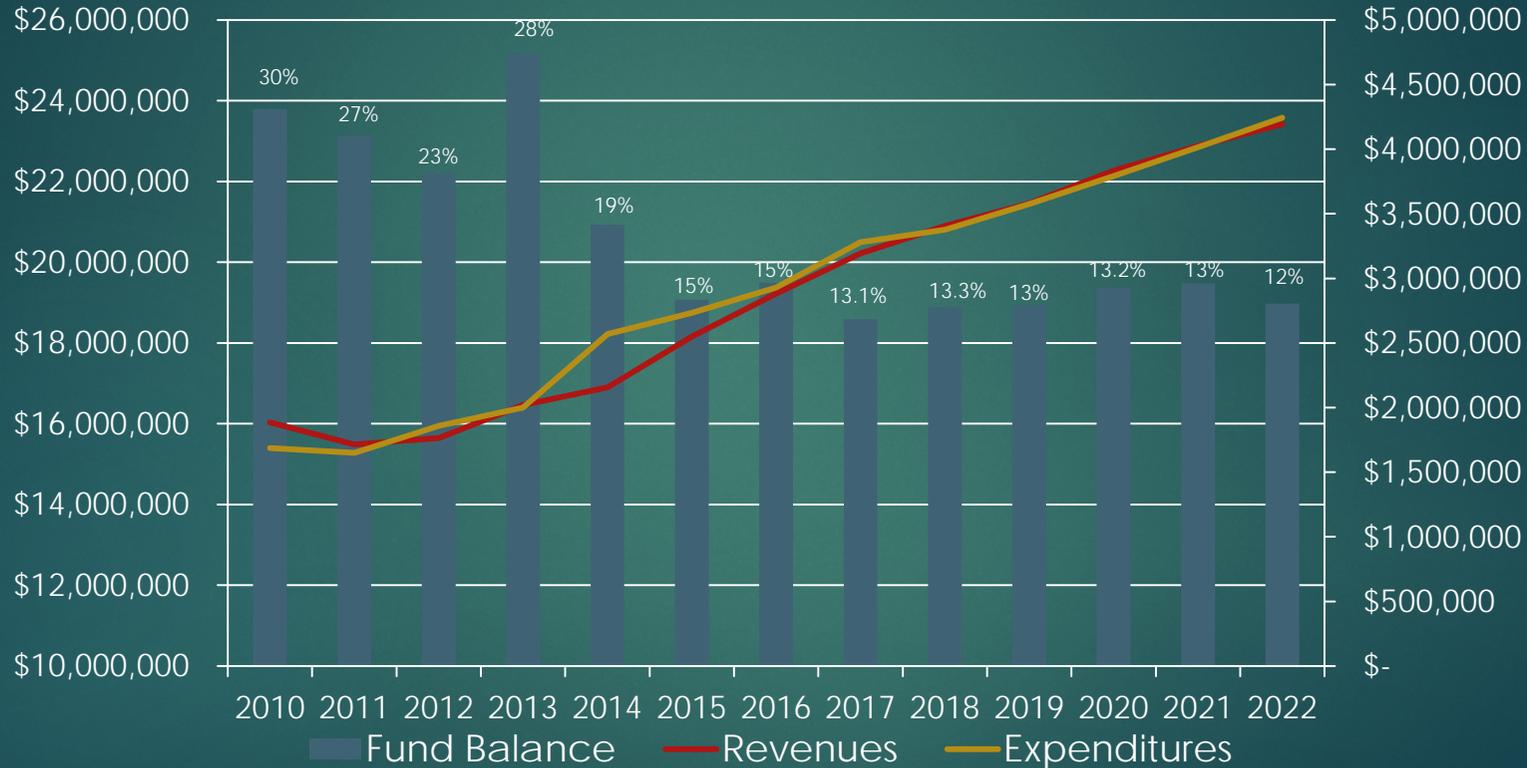
Revenue contributed to North Shore



General Fund Performance



General Fund Performance – with No North Shore



Revenue Gaps

Calculating the GAP

Year	Baseline Gap	North Shore Gap	Total Gap
2017	(\$798,340)	\$599,131 - <i>cost of direct services</i> = NSG	(\$798,340)+NSG
2018	(\$761,828)	\$1,038,519 - <i>cost of direct services</i> = NSG	(\$761,828)+NSG
2019	(\$853,386)	\$1,183,964 - <i>cost of direct services</i> = NSG	(\$853,386)+NSG
2020	(\$836,318)	\$1,415,442 - <i>cost of direct services</i> = NSG	(\$836,318)+NSG
2021	(\$923,692)	\$1,529,838 - <i>cost of direct services</i> = NSG	(\$923,692)+NSG
2022	(\$1,202,905)	\$1,764,207 - <i>cost of direct services</i> = NSG	(\$1,202,905)+NSG

Gap Options for Operating

- ▶ North Shore Considerations
 - ▶ Service delivery within Revenue Parameters
- ▶ Diversify Revenue
 - ▶ Utility Taxes – with property tax offset option
 - ▶ Metropolitan Park District
- ▶ Cost Recovery vs Subsidy
 - ▶ Discussion of cost recovery benchmarks
 - ▶ Fee Structure Analysis