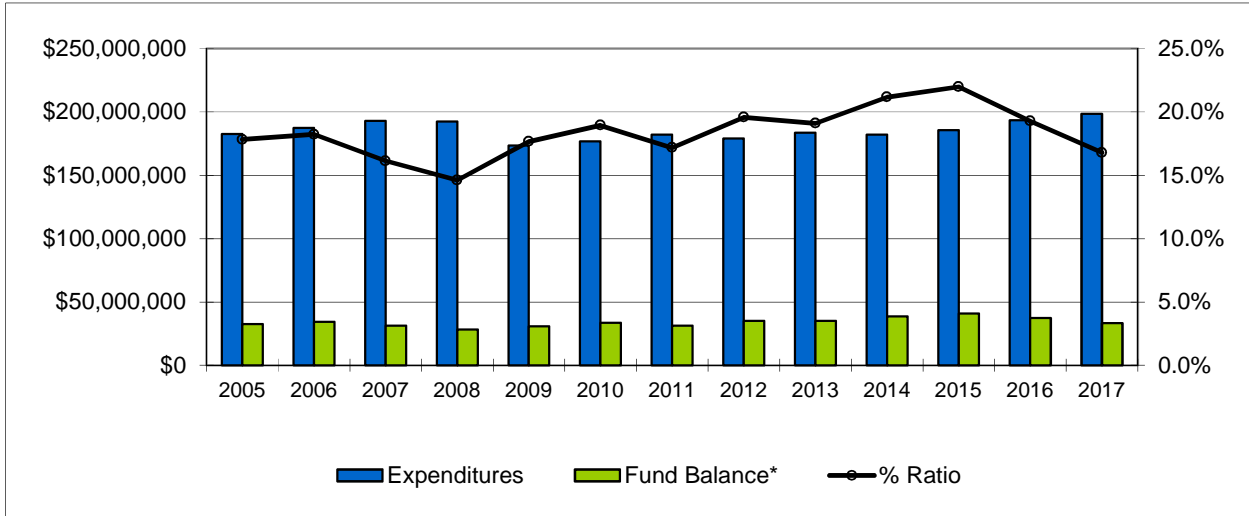


**GENERAL & SPECIAL REVENUE FUNDS  
Expenditures, Unassigned Fund Balance**



Expenditures and Unassigned Fund Balance  
General and Special Revenue Funds

Year	Expenditures	Unassigned Fund Balance*	% Ratio
2005	\$182,433,309	\$32,507,004	17.8%
2006	\$187,410,318	\$34,138,957	18.2%
2007	\$192,949,494	\$31,116,045	16.1%
2008	\$192,284,111	\$28,084,566	14.6%
2009	\$173,554,267	\$30,647,610	17.7%
2010	\$176,668,309	\$33,470,181	18.9%
2011	\$182,118,157	\$31,279,803	17.2%
2012	\$178,864,749	\$35,018,044	19.6%
2013	\$183,572,744	\$35,044,540	19.1%
2014	\$182,030,739	\$38,529,672	21.2%
2015	\$185,600,393	\$40,785,044	22.0%
2016	\$193,403,740	\$37,274,420	19.3%
2017	\$198,470,699	\$33,318,194	16.8%

**Policy and Practice**

The County will maintain unrestricted fund balances to provide necessary working capital to avoid cash flow interruptions and short-term borrowing to fund daily operations and to maintain the County's Aaa/AAA bond ratings.

The unrestricted governmental (general and special revenue) fund balance to governmental expenditures ratios will be maintained at a minimum of 11%. The current target is between 15 and 16%, or about eight weeks of working capital for operations.

Fund balance reserves will not be used to offset continuous operation costs.

To the extent possible, reserves will be used to provide operating efficiencies over the long term.

\*Does not include unrealized gains or losses on investments. While the County typically holds these investments to maturity or life of the security, generally accepted accounting principles require that these investments be recorded at their fair value. Prior to the implementation of GASB 54 in 2011, unassigned fund balance was referred to as unreserved, undesignated fund balance.

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## SUMMARY OF FUND BALANCE PROJECTIONS

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Projections of fund balance are an indicator of the estimated financial condition of the County at year-end. Fund balances are projected separately for General, Special Revenue, Enterprise, Internal Service, Debt, and Capital Project Fund types. For a description of the County's financial structure see the Strategic Planning and Budget Policies Section of the 2017 Adopted Budget. For descriptions of funds see the Summary section.

### December 31, 2016 (unaudited)

The current year projection (year-end 2016) is based on year-to-date information together with departmental estimates of revenues, expenditures and net transfers for various fund types. Total combined estimates of fund balances at December 31, 2016 are projected at \$180.7 million, a decrease of \$6.7 million from December 31, 2015 year-end combined fund balances. Of the combined fund balance amount, \$143.9 million is restricted or committed (by the Grantor, State Law, County Board, etc.) or assigned for specific future use exclusively within each particular fund. A summary of projected fund balance by fund type is described below.

**General Fund Balance** - The estimated fund balance for the General Fund at December 31, 2016 is projected at \$55.2 million, a decrease of \$1.9 million from 2015. Revenues were \$1.9 million under expenditures. Net transfers into the General Fund were \$15,725. The unassigned portion of the fund balance is estimated at \$36.8 million, a \$3.5 million decrease from 2015 unassigned fund balance of \$40.3 million.

**Special Revenue Fund Balance** - The December 31, 2016 estimated fund balance is \$10.6 million, a decrease of \$468,000 from 2015. Revenues were \$571,000 over expenditures. Net transfers out of Special Revenue Funds were \$1 million, which includes a net transfer of \$627,000 of unassigned fund balance from the Transportation Fund to the General Fund, as well as a transfer of \$500,000 from the Walter Tarmann Parkland Acquisition Fund to the Capital Projects Fund.

**Working Capital** - The unassigned General Fund balance provides working capital for ten weeks of operations based on the 2017 expenditure budget. In addition, the ratio of governmental funds unassigned fund balance to governmental expenditures for year-end 2016 is estimated at 19.3%. This estimated percentage exceeds the County's goal of at least 11%, which provides sufficient cash flow for the County's operations. It also exceeds the County's target goal of 15-16%.

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## SUMMARY OF FUND BALANCE PROJECTIONS, Cont.

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**Enterprise Fund Balance** – Year-end 2016 fund balance is projected at \$58.2, a decrease of \$2.3 million from 2015. The enterprise funds include three golf courses, two indoor ice arenas, radio services, a materials recycling facility, and an airport.

**Internal Service Fund Balance** - Year-end 2016 fund balance is estimated at \$30.4 million, a decrease of \$2.7 million from 2015.

**Debt Service Fund Balance** - Year end 2016 fund balance is estimated at \$2 million, a decrease of \$154,000 from 2015.

**Capital Projects Fund Balance** – Year-end 2016 fund balance is projected at \$24.3 million, an increase of \$834,000 from 2015. The entire fund balance is reserved for existing capital projects.

### December 31, 2017

The year-end 2017 projection is based on 2017 budgeted revenues, expenditures, and estimates on completion of capital projects appropriated in prior years. At year-end 2017, total combined fund balances are estimated at \$167.4 million, a decrease of \$13.2 million from the estimated 2016 level. Of the estimated combined year end 2017 total fund balance, \$134.6 million is restricted, committed or assigned specific future use within the particular funds, and \$32.8 million is estimated to be the unassigned fund balance. This is an estimated decrease in unassigned fund balance of about \$4 million from year-end 2016.

**General Fund Balance** - The estimated fund balance for the General Fund is projected at \$49.1 million, a decrease of \$6 million from the 2016 estimate. This decrease results from the planned use of \$3.6 million in the 2017 budget and transfers out of \$2.4 million. Transfers out include \$1.1 million for capital projects, \$510,000 for debt service, \$631,500 for end user technology, \$16,500 for risk management, and \$124,000 for transportation.

The unassigned portion of the fund balance is estimated at \$32.8 million.

**Special Revenue Fund Balance** - The December 31, 2017 estimated fund balance is \$9.3 million, a decrease of \$1.3 million from 2015. This decrease results from the planned use of fund balances in the 2016 budget of \$632,100, and transfers of \$820,000 from the Walter Tarmann Parkland Acquisition Fund for capital projects.

**Working Capital** - The ratio of governmental funds unreserved fund balance to governmental expenditures for year-end 2017 is estimated at 16.8%, a decrease from the 19.3% estimate for year-end 2016.

**SUMMARY OF PROJECTED FUND BALANCE  
AS OF DECEMBER 31, 2016**

SCHEDULE 1

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
<b>Revenues:</b>							
General Intergovernmental	\$39,686,730	\$17,299,821	\$993,000	\$ 28,600	\$ -	\$4,053,000	\$62,061,151
Taxes	83,069,019	6,364,189	152,563	-	13,109,500	1,747,000	104,442,271
Fines/Licenses	2,899,982	107,000	-	-	-	-	3,006,982
Charges for Services	24,378,935	1,718,183	5,848,727	3,654,400	-	-	35,600,245
Interdepartmental Revenue	3,600,615	577,000	544,162	31,508,445	-	-	36,230,222
Interest Income	2,200,000	-	15,500	248,000	60,000	140,000	2,663,500
Other Revenue	8,814,699	1,303,646	2,065,170	2,076,513	520,000	11,500,000	26,280,028
<b>Total Revenues</b>	<b>\$164,649,980</b>	<b>\$27,369,839</b>	<b>\$9,619,122</b>	<b>\$37,515,958</b>	<b>\$13,689,500</b>	<b>\$17,440,000</b>	<b>\$270,284,399</b>
<b>Expenditures:</b>							
Personnel Costs	\$100,785,605	\$9,412,232	\$2,920,833	\$5,329,958	\$ -	\$ -	\$118,448,628
Operating Expenses	51,888,035	12,192,113	7,094,262	34,089,165	-	-	105,263,575
Interdepartmental Charges	12,910,248	4,821,143	1,458,230	606,955	-	-	19,796,576
Fixed Assets/Capital Projects	1,020,976	373,388	-	-	-	\$17,738,721	19,133,085
Debt Service	-	-	-	-	14,353,617	-	14,353,617
<b>Total Expenditures</b>	<b>\$166,604,864</b>	<b>\$26,798,876</b>	<b>\$11,473,325 (A)</b>	<b>\$40,026,078 (A)</b>	<b>\$14,353,617</b>	<b>\$17,738,721</b>	<b>\$276,995,481</b>
<b>Excess of Revenues over/(under) Expenditures (A)</b>	<b>(\$1,954,884) (B)</b>	<b>\$570,963</b>	<b>(\$1,854,203) (B)</b>	<b>(\$2,510,120) (B)</b>	<b>(\$664,117) (B)</b>	<b>(\$298,721) (B)</b>	<b>(\$6,711,082) (B)</b>

Footnotes:

(A) Net of capital projects expenditures and revenues.

(B) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.

**SUMMARY OF PROJECTED FUND BALANCE  
AS OF DECEMBER 31, 2016**

SCHEDULE 2

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Fund Balance December 31, 2015	\$57,092,309	\$11,087,987	\$60,491,264	\$33,069,466	\$2,187,701	\$23,455,434	\$187,384,161
Restricted/Committed/Assigned Fund Balance	16,787,041	11,087,987	60,491,264	33,069,466	2,187,701	23,455,434	147,078,893
Unassigned Fund Balance January 1, 2016	\$40,305,268	\$0	\$0	\$0	\$0	\$0	\$40,305,268
Excess of Revenues over (under) Expenditures (A)	(1,954,884)	570,963	(1,854,203)	(2,510,120)	(664,117)	(298,721)	(6,711,082)
Net Operating Transfers in (out)	15,725	(1,039,067)	(421,000)	(198,778)	510,000	1,133,120	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	(\$1,939,159)	(\$468,104)	(\$2,275,203)	(\$2,708,898)	(\$154,117)	\$834,399	(\$6,711,082)
Total Projected Fund Balance Dec. 31, 2016	55,153,150	10,619,883	58,216,061	30,360,568	2,033,584	24,289,833	180,673,079
Restricted/Committed/Assigned Fund Balance	18,358,506 (B)	10,619,883	58,216,061 (C)	30,360,568 (C)	2,033,584	24,289,833	143,878,435
Total Projected Unassigned Fund Balance	\$36,794,644	\$0	\$0	\$0	\$0	\$0	\$36,794,644

Footnotes:

- (A) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.  
 (B) Includes \$8,394,686 assigned in the 2017 Budget.  
 (C) The Enterprise and Internal Service Fund balances include fixed assets and may include some unreserved funds.

**SUMMARY OF PROJECTED FUND BALANCE  
AS OF DECEMBER 31, 2017**

SCHEDULE 3

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Fund Balance December 31, 2016	\$55,153,150	\$10,619,883	\$58,216,061	\$30,360,568	\$2,033,584	\$24,289,833	\$180,673,079
Restricted/Committed/Assigned Fund Balance	18,358,506	10,619,883	58,216,061	30,360,568	2,033,584	24,289,833	143,878,435
Unassigned Fund Balance January 1, 2017	\$36,794,644	\$0	\$0	\$0	\$0	\$0	\$36,794,644
Excess of Revenues over (under) Expenditures (A)	(3,613,777)	(632,100)	(1,689,358)	(2,890,869)	(1,701,400)	(2,660,000)	(13,187,504)
Net Operating Transfers in (out)	(2,400,454) (B)	(696,000)	465,000	248,054	510,000	1,873,400	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	(\$6,014,231)	(\$1,328,100)	(\$1,224,358)	(\$2,642,815)	(\$1,191,400)	(\$786,600)	(\$13,187,504)
Total Projected Fund Balance Dec. 31, 2017	49,138,919	9,291,783	56,991,703	27,717,753	842,184	23,503,233	167,485,575
Restricted/Committed/Assigned Fund Balance	16,300,501	9,291,783	56,991,703 (C)	27,717,753 (C)	842,184	23,503,233	134,647,157
Total Projected Unassigned Fund Balance	\$32,838,418	\$0	\$0	\$0	\$0	\$0	\$32,838,418

Footnotes:

(A) Budgeted fund balances are responsible for the deficit figures.

(B) Includes planned transfer out of \$1,160,000 for Capital Projects, \$510,000 for Debt Service, \$124,000 for Transportation, and \$231,500 for End User Technology

(C) The Enterprise and Internal Service Fund balances include fixed assets and may include some unreserved funds.