

**TOWN**  
*Of*  
**PARADISE VALLEY**



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**TOWN COUNCIL**

Vernon B. Parker, Mayor

Virginia "Jini" Simpson, Vice Mayor  
Ronald B. Clarke  
Pam Kirby

Bernie Barry  
Mary Hamway  
Scott LeMarr

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**Thursday, January 28, 2010**

**3:00 pm**

**Meeting Location:**

**Town Hall 6401 E. Lincoln Drive**

**Boardroom**

**MEETING AGENDA**

**1. CALL TO ORDER / ROLL CALL**

**2. WORK/STUDY DISCUSSION ITEMS**

Work/Study is open to the public however the following items are scheduled for discussion only. The Town Council will be briefed by staff and other Town representatives. There will be no votes and no final action taken on discussion items. The Council may give direction to staff and request that items be scheduled for consideration and final action at a later date. The order of discussion items and the estimated time scheduled to hear each item is subject to change.

**Budget Policy Workshop Follow-up Discussion Items:**

1. Changes in Revenues and Financial Policies
2. Scottsdale Convention and Visitors Bureau Funding Approach
3. Post Office
4. Staffing Changes
  - a. Administrative Restructuring
  - b. Other Changes to Authorized Position Levels

**3. EXECUTIVE SESSION**

The Town Council may adjourn into Executive Session at one or more times during the meeting. Executive Sessions are not open to the public.

**None**

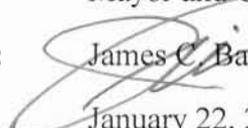
**4. ADJOURN**

The Town of Paradise Valley endeavors to make all public meetings accessible to persons with disabilities. With 72 hours advance notice, special assistance can also be provided for disabled persons at public meetings. Please call 480-948-7411 (voice) or 480-483-1811 (TDD) to request accommodation to participate in the Town Council meeting.

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# MEMORANDUM

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**TO:** Mayor and Council  
**FROM:**  James C. Bacon Jr., Town Manager  
**DATE:** January 22, 2010  
**SUBJECT: JANUARY 28 WORK/STUDY SESSION**

Attached is a memo that relates to items 1 and 2 on the January 28 work/study session agenda. Materials for items 3 and 4 will be distributed at the time of the meeting. If you have questions, please call me.

JCB/nm

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# MEMORANDUM

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**TO:** Mayor and Council  
**FROM:** James C. Bacon Jr., Town Manager  
**DATE:** January 21, 2010

**SUBJECT: FINANCIAL POLICY AND REVENUE RECOMMENDATIONS**

The first purpose of this memo is to explain the effect the revenue recommendations for FY 2010-2011 will have on the governmental funds fund balance, the fiscal effects of my recommendations on changing the emergency appropriation policy, and the result changing four revenue sources will have on the capital and debt service funds. All of the revenue estimates described in this memo are based on the revenue estimates for FY 2010-2011 which we agreed to at the December 10, 2009 budget policy workshop. The second purpose of this memo is to describe the process by which those changes would be made.

The maximum reserves required for the Town's governmental funds next year will be approximately \$17 million, about \$.9 million less than required in the FY 2009-2010 budget. I have recommended that the amount budgeted for emergency appropriations be included in that total. Doing that requires amending the Town's financial policies but also allows for the transfer of \$4.6 million to the Town's capital projects and debt service funds. A positive variance for FY 2009-2010 operations in the governmental funds would add to that total.

If the Council agrees with my recommendation to change the local sales tax rate from 1.65% to 2.0%, \$1.0 million of the amount should be transferred to the Town's debt service fund and the remaining \$3.6 million should be transferred to the Town's capital improvement fund. The result would be a fully funded debt service account with one year's debt service payments in reserve and at least \$3.6 million in the capital projects fund fund balance. If the Council does not change the sales tax rate, the entire amount needs to be transferred to the debt service fund and that amount is insufficient to retire the debt.

If Council agrees with my recommendation to change the local sales tax rate from 1.65% to 2.0% effective July 1, 2011, \$1.03 million of the estimated \$1.2 million of increased revenues will be available to pay the Town's debt service. The remaining \$170,000 would be a capital projects revenue source. The result would be a fully funded debt service account with one year's debt service payments in reserve and at least \$3.6 million in the capital projects fund balance. If the Council does not change the sales tax rate, the entire \$4.6 million previously identified should be transferred to the debt service fund, but that amount is insufficient to retire the debt.

A second revenue source for the capital projects fund would be the addition of a public safety enhancement fee. Currently only used by the Municipal Court, the Town can adopt a fee for public safety purposes. Staff estimates that a \$10 public safety enhancement fee would generate approximately \$160,000.

A third source of revenues for the capital projects fund is the excess revenues generated by the alarm monitoring fund. This is estimated to be \$140,000 annually.

As you know, Councilmember Hamway and I both recently met with the SCVB leadership team. They made it clear that they do not want the Town's resorts to be paying a higher total rate at checkout than Scottsdale properties. Effectively, this means that the highest Paradise Valley bed tax rate which they will support is 4.65%. Staff estimates that an increase in the Town's bed tax from 3.0% to 4.65% would generate \$2,895,295 per year, an increase of \$1,027,363 (see attachment). While more discussion is needed regarding the allocation of bed tax revenues, it seems reasonable to assume that the Town's capital budget would receive at least 25% of the revenues generated as a result of a rate change. That amount is \$178,000. Added to the other capital budget revenues, the Town would be in the position to generate at least \$500,000 per year for capital and have a fund balance of at least \$4.6 million. While not an optimal position for the Town regarding capital project financing, it is significantly better than today.

To summarize, the above recommendations would generate the following:

	<b>Capital Projects</b>	<b>Debt Service</b>
Change in local sales tax rate fees	\$170,000	\$1,030,000
Public Safety Enhancement Fee	\$160,000	
Change in local bed tax rates	\$292,000	
Excess alarm monitoring revenues	\$140,000	
<b>Total on-going revenue sources</b>	<b>\$762,000</b>	<b>\$1,030,000</b>
Governmental Fund Balance Policy Change	\$3,600,000	\$1,000,000

To achieve these financial results, requires four actions. Three of the four should take place soon and at the same time. First, the new sales tax rate should be approved. Next, the financial policy on the emergency reserve and transfer of alarm service net revenues should be modified. Third, the public safety enhancement fee should be adopted. Lastly, consider modifying the bed tax rate. These need to be considered at your March 11, 2010 regular business meeting. The action items which would appear on the agenda are attached.

The sales tax rate change is essential. It is the foundation for which the rest of these recommendations are based and it is needed to provide a recurring source of revenue to our debt service fund. The changes in our financial policies allow for stronger fund balance positions in all of the Town's funds, not just its governmental funds. Adopting the

enhancement fund and bed tax changes tell me what capital projects and debt service revenues for the next two years will be. You should know that the SCVB leadership asked that the Town Council adopt the local sales tax rate change and bed tax rate at the same time. The voters in Scottsdale will decide whether to increase the bed tax in their city on March 9, 2010. If approved, it will take effect July 1, 2010. You will notice that would be the same effective date for the rate change in the Town.

This fund balance and revenue package will be discussed during our January 28, 2010 study session. Your feedback so far has been positive and leads me to believe you are supportive of it. Please contact me if you have any questions or concerns. Thank you.

**ATTACHMENTS**

1. Amended Financial Policies
2. Ordinance Amending Sales Tax Rate Effective July 1, 2011
3. Ordinance Adopting Public Safety Fee and Surcharge
4. Ordinance Amending Best Tax Rate Effective July 1, 2010
5. CVB Payments and Bed Tax Revenues

cc: Lenore Lancaster, Management Services Director  
Andrew Miller, Town Attorney



## **APPENDICES**

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### **FINANCIAL MANAGEMENT POLICIES**

#### **OPERATING BUDGET POLICIES**

1. Ongoing operating expenditures will be supported by ongoing, stable revenue sources.
2. Revenues will not be dedicated for specific purposes unless required by law or generally accepted accounting practices (GAAP). All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.
3. The Town shall not rely on a local property tax to pay for its expenditures.
4. The Town's compensation policy shall provide for regular review with respect to employment market adjustment, and provision of merit based salary adjustments.
5. Operating expenses will not be funded by debt issuance.
6. Cost recovery fees, where appropriate, may be established to offset the cost of providing specific services, and will be reviewed at least on an annual basis.
7. All non-enterprise user fees and charges will be examined annually to determine the direct and indirect cost of service recovery rate. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the Town Council.
8. Enterprise fund rate structures will be reviewed annually to ensure they are adequate for the funds to remain separately self-supporting, including the costs of operation, capital outlay, debt service, depreciation, and interdepartmental charges for services where practical and appropriate.
9. The Town shall prudently maximize its investment income, generally to be used for expenditures not subject to the State imposed expenditure limitation.
10. Shifts in appropriations within fund and department totals not exceeding \$50,000 may be done administratively on the authority of the Town Manager by transferring budgeted funds from one department to another department to avoid contingency fund expenditure. Procedures for appropriations transfers and delegation of budget responsibility will be set by the Town Manager.
11. Shifts within department appropriations between personnel expenditures, expenses, capital leases, and photo radar expenditures may be done administratively on the written authority of the Town Manager.
12. Electronic funds transfer may be used to pay payroll expenditures and employee benefits previously authorized by Council or required by law.

#### **CAPITAL BUDGET POLICIES**

1. A seven-year capital improvement plan shall be prepared and updated each year.



## **APPENDICES**

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2. The seven-year capital improvement plan will be developed within the constraints of the Town's ability to finance improvements. Therefore, the CIP shall differentiate between those projects which will be financed from designated, recurring revenues and those which will be financed from the future capital project fund.
3. Operating costs to maintain capital improvements and additional resource needs will be estimated and identified as part of the capital project review process.
4. The Town Council shall designate revenue sources for financing recurring capital improvement projects such as street resurfacing. These revenue sources will be available to finance such projects on an ongoing basis.
5. A separate capital project fund shall be created. All funds accumulated in this fund shall be used exclusively for capital projects, but only after specific authorization by the Town Council.
6. Project appropriations and amendments shall be consistent with the capital improvement plan and must be approved by the Town Council.

### **CONTINGENCY AND RESERVE POLICIES**

1. The General Fund adopted budget shall contain two contingency appropriations. This amount shall be included in the Town's annual reserve requirements. It shall be an amount of no less than 1% of the adopted budget total, but no more than 3% of the adopted budget total. The operating contingency account shall be funded from current revenues, just as any other planned operating expenses. The second shall be an account for emergencies which is funded by reserves and be an amount at least equal to 15% of the adopted budget total. Contingency appropriations supported by current revenues which are less than \$25,000 do not require Town Council approval. All uses of contingency appropriations not supported by current revenues must be specifically approved by the Town Council, either by motion or resolution.
2. A reserve equal to at least 90%, but not more than 110%, of the annual general governmental (General and HURF funds) operating expenditures will be maintained for unforeseen emergencies, such as significant loss of revenues or catastrophic impacts on the Town. Any amount budgeted for emergency contingencies shall be included in the calculation of reserves.
3. At the end of any fiscal year, any positive variance achieved by the general and HURF funds shall first be used to maintain a reserve of 110%. Should the positive variances realized exceed the amount needed to maintain the 110% level, the difference shall be transferred to the future capital project fund.
4. The adopted Capital Improvement Budget shall include a contingency appropriation equal to at least 10% of the budgeted amount.
5. The capital project fund shall maintain a reserve of at least \$1.0 million.
6. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the Town's five-year financial plan.



## **APPENDICES**

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### **DEBT SERVICE POLICIES**

1. Long-term debt shall not exceed the Town's resources for repaying the debt.
2. Capital lease purchasing shall generally be used for financing capital equipment and land purchases and building improvements to remove the expenditures from the State imposed expenditure limitation.
3. Bond issuance shall be limited to capital improvement projects too large to be financed from current revenues, or too large to be included in the State imposed expenditure limitation.
4. Long-term debt payment schedules shall not exceed the expected useful life of the project.

### **FINANCIAL REPORTING POLICIES**

1. The Town's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of Government Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
2. A budgetary control system will be maintained to ensure compliance with the budget. Monthly reports will be distributed to the Town Manager and Departments for management of the budget. Quarterly reports will be prepared for Council for review.
3. Financial systems will maintain internal controls to monitor revenues, expenditures, and program performance on an ongoing basis.
4. An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the Town's published Comprehensive Annual Financial Report (CAFR).
5. The Town's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.
6. Effective July 1, 2012 and thereafter, the Town's budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.

1 When recorded, return to:  
2 Paradise Valley Town Attorney  
3 6401 East Lincoln Drive  
4 Paradise Valley, Arizona 85253  
5  
6

7 **ORDINANCE NUMBER \_\_\_\_\_**  
8

9 **AN ORDINANCE OF THE TOWN OF PARADISE VALLEY,**  
10 **ARIZONA, RELATING TO THE TRANSACTION PRIVILEGE**  
11 **AND USE TAX; AMENDING THE TOWN TAX CODE BY**  
12 **INCREASING THE RATE OF TAXATION FROM ONE AND**  
13 **SIXTY-FIVE HUNDREDTHS PERCENT (1.65%) TO TWO**  
14 **PERCENT (2.0%); PROVIDING PENALTIES FOR THE**  
15 **VIOLATION THEREOF; PROVIDING FOR SEVERABILITY;**  
16 **DESIGNATING AN EFFECTIVE DATE AND MAKING**  
17 **PROVISION FOR EXISTING CONTRACTS.**  
18

19 BE IT ORDAINED BY THE MAYOR AND TOWN COUNCIL OF THE TOWN OF  
20 PARADISE VALLEY, ARIZONA, AS FOLLOWS:  
21

22 **Section 1.** The tax rate in each of the following sections of the town tax code is  
23 increased from one and sixty-five hundredths percent (1.65%) to two percent (2.0%):  
24

- 25 Section 4A-405 Advertising.
- 26 Section 4A-410 Amusements, exhibitions, and similar activities.
- 27 Section 4A-415 Construction contracting: construction contractors.
- 28 Section 4A-416 Construction contracting: speculative builders.
- 29 Section 4A-417 Construction contracting: owner-builders who are not  
30 speculative builders.
- 31 Section 4A-425 Job printing.
- 32 Section 4A-427 Manufactured buildings.
- 33 Section 4A-430 Timbering and other extraction.
- 34 Section 4A-435 Publishing and periodicals distribution.
- 35 Section 4A-440 Rental Occupancy.
- 36 Section 4A-444 Hotels.
- 37 Section 4A-445 Rental, leasing, and licensing for use of real property.
- 38 Section 4A-450 Rental, leasing, and licensing for use of tangible personal  
39 property.
- 40 Section 4A-455 Restaurants and Bars.
- 41 Section 4A-460 Retail sales: measure of tax; burden of proof; exclusions.
- 42 Section 4A-470 Telecommunications services.
- 43 Section 4A-475 Transporting for hire.
- 44 Section 4A-480 Utility services.
- 45 Section 4A-610 Use tax: imposition of tax; presumption  
46

47 **Section 2.** Any person found guilty of violating any provision of these amendments to

1 the tax code shall be guilty of a class one misdemeanor. Each day that a violation  
2 continues shall be a separate offense punishable as herein above described.

3  
4 **Section 3.** If any section, subsection, sentence, clause, phrase or portion of this  
5 ordinance is for any reason held to be invalid or unconstitutional by the decision of any  
6 court of competent jurisdiction, such decision shall not affect the validity of the remaining  
7 portions thereof.

8  
9 **Section 4.** The provisions of this ordinance shall become effective on July 1, 2011.

10  
11 **Section 5.** The tax increase imposed pursuant to Section 1 of this ordinance shall not  
12 apply to contracts entered into prior to the effective date of this ordinance.

13  
14 PASSED AND ADOPTED by the Mayor and Council of the Town of Paradise Valley,  
15 Arizona, this \_\_\_\_\_ day of \_\_\_\_\_ 2010.

16  
17  
18 \_\_\_\_\_  
Vernon B. Parker, Mayor

19 ATTEST:

20  
21 \_\_\_\_\_  
22 Duncan Miller, Town Clerk

23  
24 APPROVED AS TO FORM:

25  
26  
27 \_\_\_\_\_  
28 Andrew M. Miller, Town Attorney

29  
30 **CERTIFICATION**

31  
32  
33 I, Duncan Miller, Town Clerk, certify that the foregoing is a true copy of Ordinance  
34 Number \_\_\_\_\_ duly passed and adopted by affirmative vote of the Town Council of  
35 Paradise Valley at a meeting held on the \_\_\_\_\_ of \_\_\_\_\_ 2010. Passage of  
36 this Ordinance appears in the minutes of the meeting. The Ordinance has not been  
37 rescinded or modified and is now in effect. I further certify that the municipal corporation  
38 is duly organized and existing, and has the power to take the action called for by the  
39 Ordinance.

40  
41 \_\_\_\_\_  
42 Duncan Miller, Town Clerk

1 When recorded, return to:  
2 Paradise Valley Town Attorney  
3 6401 East Lincoln Drive  
4 Paradise Valley, Arizona 85253  
5  
6

7 **ORDINANCE NUMBER \_\_\_\_\_**

8  
9 **AN ORDINANCE OF THE TOWN OF PARADISE VALLEY,**  
10 **ARIZONA, RELATING TO THE TRANSIENT LODGING TAX;**  
11 **AMENDING THE TOWN TAX CODE BY INCREASING THE**  
12 **RATE OF TAXATION FROM (3.0%) THREE PERCENT TO**  
13 **FOUR AND SIXTY-FIVE HUNDREDTHS PERCENT (4.65%);**  
14 **PROVIDING PENALTIES FOR THE VIOLATION THEREOF;**  
15 **PROVIDING FOR SEVERABILITY; DESIGNATING AN**  
16 **EFFECTIVE DATE AND MAKING PROVISION FOR**  
17 **EXISTING CONTRACTS.**

18  
19 BE IT ORDAINED BY THE MAYOR AND TOWN COUNCIL OF THE TOWN OF  
20 PARADISE VALLEY, ARIZONA, AS FOLLOWS:  
21

22 **Section 1.** Section 4A-447 of the Paradise Valley Town Code is amended to read as  
23 follows, with deletions shown as strikethroughs and additions shown in bold type:  
24

25 Sec. 4A-447. Rental, leasing, and licensing for use of real  
26 property: additional tax upon transient lodging.  
27

28 In addition to the taxes levied as provided in Section 4A-444,  
29 there is hereby levied and shall be collected an additional tax in  
30 an amount equal to **four and sixty-five hundredths percent**  
31 **(4.65%)** ~~three percent (3%)~~ of the gross income from the  
32 business activity of any hotel engaging or continuing within the  
33 Town in the business of charging for lodging and/or lodging  
34 space furnished to any transient.  
35

36 **Section 2.** Any person found guilty of violating any provision of these amendments to  
37 the tax code shall be guilty of a class one misdemeanor. Each day that a violation  
38 continues shall be a separate offense punishable as herein above described.  
39

40 **Section 3.** If any section, subsection, sentence, clause, phrase or portion of this  
41 ordinance is for any reason held to be invalid or unconstitutional by the decision of any  
42 court of competent jurisdiction, such decision shall not affect the validity of the remaining  
43 portions thereof.  
44

45 **Section 4.** The provisions of this ordinance shall become effective on July 1, 2010.  
46

47 **Section 5.** The tax increase imposed pursuant to Section 1 of this ordinance shall not  
48 apply to contracts entered into prior to the effective date of this ordinance.  
49

1 PASSED AND ADOPTED by the Mayor and Council of the Town of Paradise Valley,  
2 Arizona, this \_\_\_\_\_ day of \_\_\_\_\_ 2010.

3  
4  
5

\_\_\_\_\_  
Vernon B. Parker, Mayor

6 ATTEST:

7  
8

\_\_\_\_\_  
Duncan Miller, Town Clerk

9  
10  
11  
12

APPROVED AS TO FORM:

13  
14  
15

\_\_\_\_\_  
Andrew M. Miller, Town Attorney

16  
17  
18

**CERTIFICATION**

19  
20

I, Duncan Miller, Town Clerk, certify that the foregoing is a true copy of Ordinance  
21 Number \_\_\_\_\_ duly passed and adopted by affirmative vote of the Town Council of  
22 Paradise Valley at a meeting held on the \_\_\_\_\_ of \_\_\_\_\_ 2010. Passage of  
23 this Ordinance appears in the minutes of the meeting. The Ordinance has not been  
24 rescinded or modified and is now in effect. I further certify that the municipal corporation  
25 is duly organized and existing, and has the power to take the action called for by the  
26 Ordinance.

27  
28  
29

\_\_\_\_\_  
Duncan Miller, Town Clerk

1  
2 When recorded, return to:  
3 Paradise Valley Town Attorney  
4 6401 East Lincoln Drive  
5 Paradise Valley, Arizona 85253  
6  
7  
8  
9  
10

11 **ORDINANCE NUMBER 620**

12  
13 **AN ORDINANCE OF THE TOWN OF PARADISE**  
14 **VALLEY, ARIZONA AMENDING CHAPTER 12 OF THE**  
15 **PARADISE VALLEY TOWN CODE BY ADDING NEW**  
16 **SECTIONS 12-3-6 AND 12-3-7, ESTABLISHING A**  
17 **PUBLIC SAFETY RECOVERY FEE AND A**  
18 **PROSECUTION ASSESSMENT**  
19

20 **BE IT ORDAINED BY THE MAYOR AND TOWN COUNCIL OF THE TOWN OF**  
21 **PARADISE VALLEY, ARIZONA:**  
22

23 Section 1. Chapter 12 is hereby amended as follows with deletions shown as  
24 ~~strikethroughs~~ and additions shown in **bold type**:  
25

26 **Section 12-3-6 Public Safety Recovery Fee**  
27

- 28 **A. A public safety recovery fee of ten dollars (\$10.00) per charge shall be**  
29 **imposed by the Town of Paradise Valley on all offenses processed by the**  
30 **court which result in an order or agreement to pay any fine, sanction,**  
31 **or penalty. This fee shall not be imposed on civil parking violations.**  
32  
33 **B. A public safety recovery fee account is hereby established for the**  
34 **purpose of enhancing the general operations of the police department.**  
35 **Monies from this account shall supplement funds to be provided to the**  
36 **police department through the town budget process and shall be used**  
37 **for police technology, operation and facilities, including payment of**  
38 **employee salaries within the department.**  
39

40 **Section 12-3-7 Prosecution Assessment**  
41

- 42 **A. A prosecution assessment of one-hundred dollars (\$100.00) shall be**  
43 **imposed by the Town of Paradise Valley on all offenses processed by the**  
44 **court which result in an order or agreement to pay any fine, sanction,**  
45 **or penalty, or participate in any court authorized diversion or deferred**  
46 **prosecution programs. The Town shall assess this for cases which are**  
47 **based upon a criminal or petty offense arising out of a violation of**  
48 **Arizona Revised Statutes or the Paradise Valley Town Code.**  
49



**CERTIFICATION**

I, Duncan Miller, Town Clerk, certify that the foregoing is a true copy of Ordinance Number 620 duly passed and adopted by affirmative vote of the Town Council of Paradise Valley at a meeting held on the \_\_\_\_\_ of \_\_\_\_\_, 2010. Passage of this Ordinance appears in the minutes of the meeting. The Ordinance has not been rescinded or modified and is now in effect. I further certify that the municipal corporation is duly organized and existing, and has the power to take the action called for by the Ordinance.

\_\_\_\_\_  
Duncan Miller, Town Clerk

**COMPARISON ACTUAL CVB PAYMENTS TO 25% AND 30% OF BED TAX REVENUES**

Fiscal Year	Actual Bed Taxes at 3%	Budget Bed Taxes	Favorable (Unfavorable) Budget to Actual Variance	Total CVB Payments	25% of	30% of	Projected Actual Bed Taxes at 4.65%	25% of Projected Actual Bed Taxes @ 4.65%	30% of Projected Actual Bed Taxes @ 4.65%
					Actual Bed Taxes	Actual Bed Taxes	Actual Bed Taxes	Actual Bed Taxes @ 4.65%	Actual Bed Taxes @ 4.65%
2000	2,565,174	2,673,500	(108,326)	425,000	641,294	769,552	3,976,020	994,005	1,192,806
2001	2,417,867	2,484,400	(66,533)	450,000	604,467	725,360	3,747,694	936,923	1,124,308
2002	2,167,238	2,459,700	(292,462)	475,000	541,810	650,171	3,359,219	839,805	1,007,766
2003	2,178,804	2,253,565	(74,761)	550,000	544,701	653,641	3,377,146	844,287	1,013,144
2004	2,284,826	2,051,861	232,965	525,000	571,207	685,448	3,541,480	885,370	1,062,444
2005	2,200,781	1,806,789	393,992	575,000	550,195	660,234	3,411,211	852,803	1,023,363
2006	2,288,037	1,968,580	319,457	525,000	572,009	686,411	3,546,457	886,614	1,063,937
2007	2,244,797	2,305,911	(61,114)	650,000	561,199	673,439	3,479,435	869,859	1,043,831
2008	2,098,120	2,283,584	(185,464)	675,000	524,530	629,436	3,252,086	813,022	975,626
2009	1,867,932	2,702,804	(834,872)	700,000	466,983	560,380	2,895,295	723,824	868,588
<b>Total</b>	<b>22,313,576</b>	<b>22,990,694</b>	<b>(677,118)</b>	<b>5,550,000</b>	<b>5,578,394</b>	<b>6,694,073</b>	<b>34,586,043</b>	<b>8,646,511</b>	<b>10,375,813</b>

October 1, 1993, bed tax rate increased from 2% to 3%. Increase was to pay for 1993 MPC bonds for construction of police building, public works building and renovation of town hall.