

# City of Fair Oaks Ranch

Fair Oaks Ranch, Texas





## FIVF-YEAR FINANCIAL PLAN

Long term planning is essential to the stability and sustainability of every city. The City of Fair Oaks Ranch currently has several long-range plans that inform the budget and policy processes including a Comprehensive Plan, a Master Transportation Plan, the Strategic Action Plan, the Capital Improvement

Plans, and Five-Year Financial Plan. The Five-Year Financial Plan is a long-term financial plan that links long-term policies and plans directly to the annual budget. The plan projects revenues, expenditures and other factors that will have impacts on our financial health given specified assumptions. This five-year financial plan will help staff address the long-term objectives and priorities set forth by the City Council and provide a guide for future decision making. This planning model looks at future trends, assesses areas of potential trouble, and helps the City develop tools to achieve our goals and vision while maintaining our fiscal health.

The Baseline Scenario estimates future revenues and expenditure trends using assumptions with high probability and likelihood. The basis for this model is the FY 2023-24 Adopted Budget less one-time revenues and expenditures.



Figure 1: Planning and Budgeting Cycle

#### Scenarios

This model can generate alternative scenarios by taking the baseline and adding a variety of "what if" assumptions such as amending the capital improvements plan (CIP), incorporating debt for high-priority projects, adding new programs, and adjusting for inflation, salary and benefits changes, and more. The more reasonable or likely the assumption, the more useful the scenario will be for future planning.

This planning model is not a static document. It will be updated regularly, and the assumptions will shift with the economic and programmatic trends that impact our revenues and expenditures. The model is not meant to predict exactly what will happen in the future. However, it is intended to provide an outcome given a certain set of assumptions. It is one tool of many that can guide the Council when making policy decisions for the future of the City.

#### **GOVERNMENTAL FUNDS**

### **BASELINE SCENARIO**

The planning model begins with a Baseline Scenario, which uses assumptions that can be ascertained with reasonable certainty using conservative assumptions. The Baseline Scenario uses the Adopted FY 2023-24 Budget with the following assumptions going forward:

#### **Expenditures**

- No new employees throughout the forecast period
- Wage increases for all employees grow with a 4.4% cost of living adjustment in the first year, and 2.0% each subsequent year, and 2.5% merit increases for eligible employees per year
- Employer insurance premiums increase 5.0% per year
- All software subscriptions increase 5.0% per year
- All facility and engineering contracts increase 5.0% per year
- All other operational costs increase 2.0% per year
- Incremental budget increases to ensure fire and EMS service, whether as a contract model or as a standalone department
- \$20,000 per year of new equipment for public safety and \$50,000 per year for maintenance
- Funding only capital projects that have been reviewed by the bond committee and the City Council
- \$16 million GO Bond to fund all approved roadway projects
- Cash funding of all approved drainage projects

#### Revenue

- Property Taxes increase by the voter-approval rate, maximum rate of 3.5% per year
- Sales Tax revenue increases 4.0% per year
- Other revenue sources increase 1.5% per year
- 45% decrease in investment interest revenue over 5 years

#### **BALANCED SCENARIO**

Includes assumptions in the baseline scenario plus the following:

- Issuance of \$2.1 million Certificate of Obligation to fund approved drainage projects
- Addition of two positions a Communications Manager and a Drainage Maintenance Lead
- Adjustment to property tax rates to maintain the City's adopted reserve policy of 6 months of operational expenditures

	BASELINE	BALANCED
Sales tax increase 4.0%/yr.	Х	Х
Salary increases 4.4% COLA year one/2.0% COLA	Х	х
subsequent years +2.5% Merit/yr.	^	^
Health Insurance Premium increase 5.0%/yr.	X	X
Operational Costs increase 2.0%/yr.	X	Х
Contract Services increase 5.0%/yr.	X	Х
\$20,000/yr. new equipment for public safety	X	Х
\$50,000/yr. new equipment for maintenance	Х	Х
GO Bond to fund approved roadway projects	Х	Х
No new FTEs	Х	
2 New FTEs		Х
Drainage Projects in approved CIPs funded with cash	Х	
Drainage Projects in approved CIPs funded with CO		Х
Property tax M&O revenue increase 3.5%/yr.	Х	
Property tax rate adjusted to maintain reserve		X

## **UTILITY FUND**

## **BASELINE SCENARIO**

Currently a Baseline Scenario has been developed for the Utility Fund. It uses assumptions that can be ascertained with reasonable certainty using conservative assumptions. The Baseline Scenario uses the Adopted FY 2023-24 Budget with the following assumptions going forward:

## **Expenditures**

- No new employees throughout the forecast period
- Wage increases for all employees grow with a 4.4% cost of living adjustment in the first year, and 2.0% each subsequent year, and 2.5% merit increases for eligible employees per year
- Employer insurance premiums increase 5.0% per year
- All software subscriptions increase 5.0% per year
- All facility and engineering contracts increase 5.0% per year
- All other operational costs increase 2.0% per year
- \$25,000 per year of new equipment for the water and wastewater utilities
- \$10,000 per year of new operational equipment for the water and wastewater utilities
- No funding of capital projects

#### Revenue

- 2.0% increase in residential water revenue each year
- 2.0% increase in residential wastewater revenue each year
- Other operational revenue sources increase 1.5% per year
- 45% decrease in investment interest revenue over 5 years

## **Governmental Baseline Scenario**

## **Assumptions**

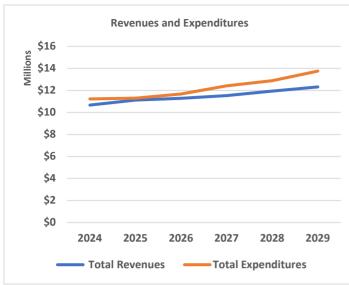
#### Revenue

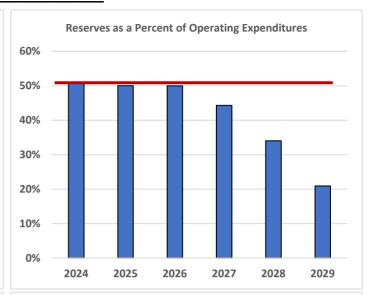
- 3.5% increase in Property Tax revenue (voter-approval rate) each year based on total taxable valuation percentage increases of 10%/5%/5%/5%
- 4.0% increase in Sales Tax revenue each year
- 1.5% increase for all other lines
- 45% decrease in investment interest revenue over 5 years

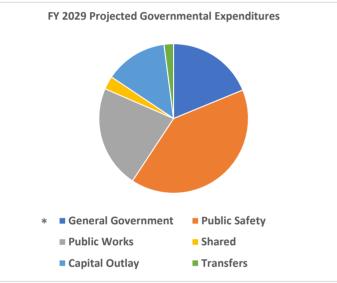
## **Expenditures**

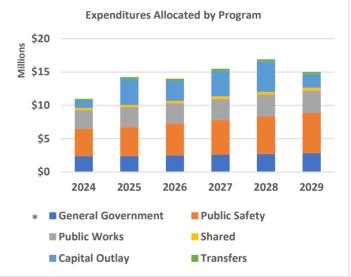
- 2.5% merit increases for eligible employees
- 4.4% Cost of Living Adjustment (COLA) in first year, 2.0% each subsequent year
- 5% increase in health insurance costs
- 5% increase in software subscriptions
- 5% increase in facility, engineering contracts
- Incremental budget increases to ensure fire and EMS service, whether as a contract model or as a standalone department
- 2% increase in all other costs
- \$1 Million in road maintenance each year
- Drainage maintenance budget of \$50,000 per year
- 5% increase each year in IT workstation replacement budget starting with \$20K
- No new employees throughout the forecast period
- Assumes only capital projects that have been reviewed by the bond committee and the City Council
- Assumes life-cycle replacements funded by the Equipment Replacement Fund, and \$20,000/yr.
- of new equipment for public safety and \$50,000/yr. for the maintenance department
- Incorporating an \$16 million GO bond disbursed in three tranches for roadway CIP
- All cash payments for approved drainage CIP

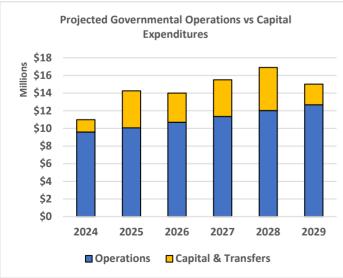
## **Baseline Scenario Dashboard**

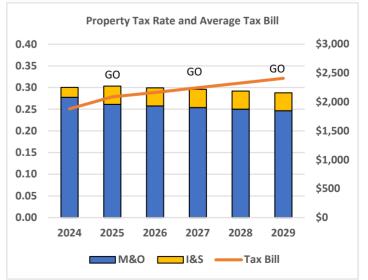












\*General Government: Admin, City Sec, HR, Finance, IT and Municipal Court Shared: IT shared services and Non-Departmental shared

Public Works: Maintenance, Building Codes and Engineering

## FY 2024-29 Baseline Scenario Financial Plan by Program

		2024	2024	2025	2026	2027	2028	2029
		Budgeted	Projected					
GENERAL FU	ND							
Beginning Fu	ınd Balance	6,625,229	6,625,229	6,897,298	6,717,863	6,338,446	5,446,720	4,504,459
Revenue								
	PROPERTY TAX	6,600,557	6,758,557	7,001,806	7,245,385	7,497,481	7,758,390	8,028,422
	MIXED BEVERAGE	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	SALES TAX	1,675,071	1,774,246	1,742,074	1,811,757	1,884,227	1,959,596	2,037,980
	BANK/INVESTMENT INTEREST	450,000	550,000	270,000	162,000	164,430	166,896	169,400
	FRANCHISE FEES	740,685	755,685	749,283	760,522	771,930	783,509	795,262
	PERMITS	209,075	259,580	250,711	254,472	258,289	262,163	266,096
	ANIMAL CONTROL	1,135	1,385	1,152	1,169	1,187	1,205	1,223
	FINES & FORFEITURES	176,465	196,665	179,165	181,852	184,580	187,349	190,159
	FEES & SERVICES	278,053	485,124	282,224	286,457	290,754	295,115	299,542
	MISCELLANEOUS	225,011	265,741	226,821	228,658	230,523	232,415	234,336
	SCHOOL CROSSING GUARD	10,665	13,165	10,825	10,987	11,152	11,319	11,489
	LEOSE PROCEEDS	1,850	4,234	1,850	1,850	1,850	1,850	1,850
	POLICE SEIZED PROCEEDS	-	-	-	-	-	-	-
	Total Operating Revenue	10,393,567	11,089,381	10,740,911	10,970,110	11,321,402	11,684,808	12,060,758
Transfer I	ın							
	CAPITAL REPLACEMENT	272,500	272,500	379,408	317,012	207,060	250,951	254,134
	Total Revenue	10,666,067	11,361,881	11,120,319	11,287,122	11,528,462	11,935,759	12,314,893
	•							
Expenditures	s by Program							
-	overnment							
	PERSONNEL	1,562,762	1,336,411	1,667,173	1,742,492	1,821,237	1,903,563	1,989,634
	SUPPLIES & OPERATIONS	25,887	72,169	27,611	28,065	28,528	28,999	29,478
	PROFESSIONAL SERVICES	798,819	830,993	685,087	728,389	740,971	786,895	802,226
Public Safe		,-		,	-,	- ,-	,	
	PERSONNEL	3,059,742	2,888,798	3,260,613	3,405,256	3,556,456	3,714,511	3,879,735
	SUPPLIES & OPERATIONS	106,980	108,113	111,036	115,269	119,687	124,299	129,115
	PROFESSIONAL SERVICES	942,346	951,946	1,003,579	1,268,666	1,534,838	1,802,148	2,070,652
Public Wo		,	,		. ,	, ,		
	PERSONNEL	1,424,460	1,329,780	1,518,345	1,586,764	1,658,298	1,733,090	1,811,288
	SUPPLIES & OPERATIONS	1,022,908	1,094,983	1,175,804	1,179,393	1,183,077	1,186,859	1,190,743
	PROFESSIONAL SERVICES	314,938	315,388	282,711	294,958	307,781	321,207	335,267
Shared Ser		,	,	- ,	,	, ,	, ,	
	PERSONNEL	-		-	-	_	-	-
	SUPPLIES & OPERATIONS	4,100	4,100	4,172	4,245	4,320	4,397	4,475
	PROFESSIONAL SERVICES	332,828	321,243	327,263	338,992	401,214	413,953	427,233
		,0	,	,3	,		-,	,
	Total Operating Expenditures	9,595,770	9,253,924	10,063,394	10,692,489	11,356,406	12,019,921	12,669,846

	2024 Budgeted	2024 Projected	2025	2026	2027	2028	2029
GENERAL FUND							
Capital Outlay							
GENERAL GOVERNMENT	20,626	20,048	27,000	22,050	23,153	24,310	25,526
PUBLIC SAFETY	247,985	384,542	150,000	153,000	156,060	159,181	162,365
PUBLIC WORKS	245,500	315,827	229,408	164,012	51,000	91,769	91,769
SHARED SERVICES	-	-	-	-	-	-	-
Transfers Out							
TRANSFER TO CAP IMP FUND	813,526	813,526	519,444	324,480	523,062	272,331	493,853
TRANSFER TO VEH/EQUIP FUND	301,945	301,945	310,508	310,508	310,508	310,508	310,508
Total Expenditures	11,225,352	11,089,813	11,299,754	11,666,539	12,420,188	12,878,021	13,753,866
Excess (deficiency) of revenues	(559,285)	272,069	(179,435)	(379,417)	(891,726)	(942,262)	(1,438,974)
over (under) expenditures							
Ending Fund Balance	6,065,944	6,897,298	6,717,863	6,338,446	5,446,720	4,504,459	3,065,485
Non-Spendable	77,024	77,024	77,024	77,024	77,024	77,024	77,024
Restricted Reserves	123,638	123,638	128,387	128,387	128,387	128,387	128,387
Tree Mitigation and Legal Reserve	209,600	209,600	209,600	209,600	209,600	209,600	209,600
Unallocated Reserve Balance	•	,	•	•	203,000	205,000	209,000
	967,563	1,798,917	1,270,000	580,000	-	4 000 440	-
Operating Reserve Balance	4,688,119	4,688,119	5,032,852	5,343,435	5,031,709	4,089,448	2,650,474
Percent of Operating Expenditures	48.9%	50.7%	50.0%	50.0%	44.3%	34.0%	20.9%

# FY 2024-29 Baseline Scenario Financial Plan by Category

Reginning rand Balance         6,625,229         6,025,229         6,897,98         6,77,863         6,334,46         5,446,70         4,045,45           Revenue         PROPERTY TAX         6,605,57         6,758,557         7,001,806         7,245,388         7,749,148         7,753,390         8,028,42           MIXED BEVERAGE         25,000			2024 Budgeted	2024 Projected	2025	2026	2027	2028	2029
PROPERTY TAX	GENERAL FU	ND							
PROPERTY TAX	Beginning Fu	ınd Balance	6,625,229	6,625,229	6,897,298	6,717,863	6,338,446	5,446,720	4,504,459
MIXED BEVERAGE   25,000   25,000   25,000   25,000   25,000   25,000   25,000   25,000   25,000   25,000   26	Revenue								
SALES TAX		PROPERTY TAX	6,600,557	6,758,557	7,001,806	7,245,385	7,497,481	7,758,390	8,028,422
BANK/INVESTMENT INTEREST   450,000   550,000   270,000   162,000   164,430   166,868   169,400   FRANCHISE FEES   740,868   755,868   749,883   760,522   771,930   783,300   795,66   796,672   771,930   783,300   795,66   796,672   771,930   783,500   783,500   795,672   771,930   783,500   783,500   785,672   785,672   785,772   78		MIXED BEVERAGE	25,000	25,000	25,000	25,000	25,000	25,000	25,000
FRANCHISE FEES		SALES TAX	1,675,071	1,774,246	1,742,074	1,811,757	1,884,227	1,959,596	2,037,980
PERMITIS   209,075   259,580   250,711   254,472   258,289   262,163   266,094   ANIMAL CONTROL   1,135   1,385   1,152   1,169   1,187   1,205   1,222   FINES & FORFEITURES   176,665   196,665   179,165   181,852   184,580   187,349   190,155   FEES & SERVICES   278,653   485,124   282,224   286,645   290,754   295,115   299,544   MISCELLANEOUS   225,011   265,741   226,821   228,658   230,523   232,415   234,335   SCHOOL CROSSING GUARD   10,665   13,165   10,825   10,987   11,152   11,319   11,485   LEOSE PROCEEDS   1,850   4,224   10,825   1,850   1,850   1,850   1,850   POLICE SEZED PROCEEDS   10,933,567   11,089,381   20,740,911   10,970,110   11,321,402   11,684,808   12,060,755    Transfer In		BANK/INVESTMENT INTEREST	450,000	550,000	270,000	162,000	164,430	166,896	169,400
ANIMAL CONTROL   1,135   1,885   1,152   1,169   1,187   1,205   1,225   1,169   1,187   1,205   1,225   1,169   1,187   1,205   1,225   1,169   1,187   1,205   1,225   1,185   1,1		FRANCHISE FEES	740,685	755,685	749,283	760,522	771,930	783,509	795,262
FINES & FORFEITURES		PERMITS	209,075	259,580	250,711	254,472	258,289	262,163	266,096
FEES & SERVICES   278,053		ANIMAL CONTROL	1,135	1,385	1,152	1,169	1,187	1,205	1,223
MISCELANEOUS   225.011   265.741   226.821   228.658   230.523   232.415   234.331		FINES & FORFEITURES	176,465	196,665	179,165	181,852	184,580	187,349	190,159
SCHOOL CROSSING GUARD   10,665   13,165   10,825   10,987   11,152   11,319   11,488		FEES & SERVICES	278,053	485,124	282,224	286,457	290,754	295,115	299,542
LEOSE PROCEEDS   1,850   4,234   1,850   1,8		MISCELLANEOUS	225,011	265,741	226,821	228,658	230,523	232,415	234,336
POLICE SEIZED PROCEEDS   10.393,567   11.089,381   10.740,911   10.970,110   11.321,402   11.684,808   12.060,753   17.081   17.081   10.970,110   11.321,402   11.684,808   12.060,753   11.081,808   10.740,911   10.970,110   11.321,402   11.684,808   12.060,753   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,808   11.081,809		SCHOOL CROSSING GUARD	10,665	13,165	10,825	10,987	11,152	11,319	11,489
Transfer In   CAPITAL REPLACEMENT   70tal Revenue   7272,500   2722,500   379,408   317,012   207,060   250,951   254,138   20,060,751   20,060,752   20,060   20,0		LEOSE PROCEEDS	1,850	4,234	1,850	1,850	1,850	1,850	1,850
Transfer In		POLICE SEIZED PROCEEDS	-	-	-	-	-	-	-
Patricular   Pat		Total Operating Revenue	10,393,567	11,089,381	10,740,911	10,970,110	11,321,402	11,684,808	12,060,758
Patrice   Total Revenue   To	Transfer I	In							
Expenditures by Category   Personnel   SALARIES   4,435,518   4,006,440   4,741,569   4,954,939   5,177,912   5,410,918   5,654,400   60		CAPITAL REPLACEMENT	272,500	272,500	379,408	317,012	207,060	250,951	254,134
Personnel   SALARIES   4,435,518   4,006,440   4,741,569   4,954,939   5,177,912   5,410,918   5,654,400     OVERTIME		Total Revenue	10,666,067	11,361,881	11,120,319	11,287,122	11,528,462	11,935,759	12,314,893
OVERTIME         43,581         82,646         46,503         48,582         50,754         53,024         55,394           PAYROLL TAXES         345,819         308,247         369,386         385,842         403,037         421,002         439,777           WORKERS' COMP INSURANCE         114,140         106,300         115,852         117,590         119,354         121,144         122,966           RETIREMENT         552,703         497,514         590,840         617,427         645,212         674,246         704,58           HEALTH INSURANCE         666,615         522,641         699,946         734,943         771,690         810,275         850,78           UNIFORM ALLOWANCE         7,200         24,000         27,000         27,000         27,000         27,000         27,000         7,200	Personnel	CALADIEC	4 425 549	4.006.440	4 741 560	4.054.030	F 177 012	F 410 019	F 6F4 400
PAYROLL TAXES 345,819 308,247 369,386 385,842 403,037 421,002 439,777 WORKERS' COMP INSURANCE 114,140 106,300 115,852 117,590 119,354 121,144 122,966 RETIREMENT 552,703 497,514 590,840 617,427 645,212 674,246 704,588 HEALTH INSURANCE 666,615 522,641 699,946 734,943 771,690 810,275 850,788 UNIFORM ALLOWANCE 70,000 24,000 27,000 27,000 27,000 27,000 27,000 27,000 CAR ALLOWANCE 70,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200 ALLOWANCE FOR VACANCIES (145,612) - (152,165) (159,012) (166,167) (173,645) (181,458)  Supplies, Maintenance and Operations  SUPPLIES & CONSUMABLES 32,825 32,825 32,666 33,319 33,985 34,665 35,356 MINOR EQUIPMENT & FURNITURE 47,104 51,826 47,332 48,279 49,244 50,229 51,233 FUEL 65,450 65,450 68,497 71,692 75,042 78,555 82,233 UNIFORMS 22,730 22,730 23,158 23,594 24,039 24,492 24,955 MISCELLANEOUS -									
WORKERS' COMP INSURANCE 114,140 106,300 115,852 117,590 119,354 121,144 122,96 RETIREMENT 552,703 497,514 590,840 617,427 645,212 674,246 704,588 HEALTH INSURANCE 666,615 522,641 699,946 734,943 771,690 810,275 850,788 UNIFORM ALLOWANCE 27,000 24,000 27,000 27,000 27,000 27,000 27,000 CAR ALLOWANCE 70,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200 ALLOWANCE FOR VACANCIES (145,612) - (152,165) (159,012) (166,167) (173,645) (181,459)  Supplies, Maintenance and Operations  SUPPLIES & CONSUMABLES 32,825 32,825 32,666 33,319 33,985 34,665 35,356 MINOR EQUIPMENT & FURNITURE 47,104 51,826 47,332 48,279 49,244 50,229 51,236 FUEL 65,450 65,450 65,450 68,497 71,692 75,042 78,555 82,233 UNIFORMS 22,730 22,730 23,158 23,594 24,039 24,492 24,959 MISCELLANEOUS			•	•	·	•	•	•	
RETIREMENT 552,703 497,514 590,840 617,427 645,212 674,246 704,589 HEALTH INSURANCE 666,615 522,641 699,946 734,943 771,690 810,275 850,789 UNIFORM ALLOWANCE 27,000 24,000 27,000 27,000 27,000 27,000 27,000 CAR ALLOWANCE 7,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200 ALLOWANCE FOR VACANCIES (145,612) - (152,165) (159,012) (166,167) (173,645) (181,459)  Supplies, Maintenance and Operations  SUPPLIES & CONSUMABLES 32,825 32,825 32,866 33,319 33,985 34,665 35,359 MINOR EQUIPMENT & FURNITURE 47,104 51,826 47,332 48,279 49,244 50,229 51,230 FUEL 65,450 65,450 68,497 71,692 75,042 78,555 82,231 UNIFORMS 22,730 22,730 23,158 23,594 24,039 24,492 24,959 MISCELLANEOUS									
HEALTH INSURANCE 666,615 522,641 699,946 734,943 771,690 810,275 850,788  UNIFORM ALLOWANCE 27,000 24,000 27,000 27,000 27,000 27,000 27,000  CAR ALLOWANCE 7,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200 7,200  ALLOWANCE FOR VACANCIES (145,612) - (152,165) (159,012) (166,167) (173,645) (181,455)  Supplies, Maintenance and Operations  SUPPLIES & CONSUMABLES 32,825 32,825 32,666 33,319 33,985 34,665 35,355  MINOR EQUIPMENT & FURNITURE 47,104 51,826 47,332 48,279 49,244 50,229 51,234  FUEL 65,450 65,450 66,450 68,497 71,692 75,042 78,555 82,235  UNIFORMS 22,730 22,730 23,158 23,594 24,039 24,492 24,955  MISCELLANEOUS						•			
UNIFORM ALLOWANCE 27,000 24,000 27,00			·		·	•			
CAR ALLOWANCE 7,200 7,20									
ALLOWANCE FOR VACANCIES (145,612) - (152,165) (159,012) (166,167) (173,645) (181,455)  Supplies, Maintenance and Operations  SUPPLIES & CONSUMABLES 32,825 32,825 32,666 33,319 33,985 34,665 35,355  MINOR EQUIPMENT & FURNITURE 47,104 51,826 47,332 48,279 49,244 50,229 51,234  FUEL 65,450 65,450 68,497 71,692 75,042 78,555 82,235  UNIFORMS 22,730 22,730 23,158 23,594 24,039 24,492 24,955  MISCELLANEOUS								•	
Supplies, Maintenance and Operations         SUPPLIES & CONSUMABLES       32,825       32,825       32,666       33,319       33,985       34,665       35,356         MINOR EQUIPMENT & FURNITURE       47,104       51,826       47,332       48,279       49,244       50,229       51,236         FUEL       65,450       65,450       68,497       71,692       75,042       78,555       82,235         UNIFORMS       22,730       22,730       23,158       23,594       24,039       24,492       24,955         MISCELLANEOUS       - <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>									
SUPPLIES & CONSUMABLES       32,825       32,825       32,666       33,319       33,985       34,665       35,356         MINOR EQUIPMENT & FURNITURE       47,104       51,826       47,332       48,279       49,244       50,229       51,236         FUEL       65,450       65,450       68,497       71,692       75,042       78,555       82,238         UNIFORMS       22,730       22,730       23,158       23,594       24,039       24,492       24,958         MISCELLANEOUS       -	Supplies Ma		(143,012)	_	(132,103)	(133,012)	(100,107)	(173,043)	(101,433)
MINOR EQUIPMENT & FURNITURE 47,104 51,826 47,332 48,279 49,244 50,229 51,234   FUEL 65,450 65,450 68,497 71,692 75,042 78,555 82,235   UNIFORMS 22,730 22,730 23,158 23,594 24,039 24,492 24,955   MISCELLANEOUS	Supplies, ivie	•	32 825	22 825	32 666	33 310	22 085	34 665	25 250
FUEL         65,450         65,450         68,497         71,692         75,042         78,555         82,235           UNIFORMS         22,730         22,730         23,158         23,594         24,039         24,492         24,955           MISCELLANEOUS         -									
UNIFORMS         22,730         22,730         23,158         23,594         24,039         24,492         24,955           MISCELLANEOUS         -									
MISCELLANEOUS         -         <									
COMMITTEES         2,500         2,500         2,538         2,576         2,614         2,653         2,693           COURT TECHNOLOGY         2,823         2,823         5,075         5,151         5,228         5,307         5,380           COURT SECURITY BUILDING         6,000         51,338         6,090         6,181         6,274         6,368         6,464           VEHICLE MAINTENANCE/REPAIRS         35,880         35,880         37,224         38,626         40,089         41,616         43,210			·						-
COURT TECHNOLOGY         2,823         2,823         5,075         5,151         5,228         5,307         5,380           COURT SECURITY BUILDING         6,000         51,338         6,090         6,181         6,274         6,368         6,460           VEHICLE MAINTENANCE/REPAIRS         35,880         35,880         37,224         38,626         40,089         41,616         43,210									2,693
COURT SECURITY BUILDING 6,000 51,338 6,090 6,181 6,274 6,368 6,464 CVEHICLE MAINTENANCE/REPAIRS 35,880 35,880 37,224 38,626 40,089 41,616 43,210									5,386
VEHICLE MAINTENANCE/REPAIRS 35,880 35,880 37,224 38,626 40,089 41,616 43,210									6,464
									43,210
LQUIFIVILIYI IVIAIIV LEIVANVCE/NEPAINO 10.178 17.11 ULO.C.1 10.178 10.178 17.11		EQUIPMENT MAINTENANCE/REPAIRS	15,500	15,500	15,810	16,126	16,449	16,778	17,113

		2024	2024	2025	2026	2027	2028	2029
GENERAL FL	IND	Budgeted	Projected					
GENERAL FO	BUILDING MAINTENANCE/REPAIRS	23,063	52,063	23,524	23,995	24,475	24,964	25,463
	LANDSCAPING & GREENSPACE MAINT	15,500	15,500	5,610	5,722	5,837	5,953	6,072
	STREET MAINTENANCE	870,000	910,431	1,030,600	1,031,212	1,031,836	1,032,473	1,033,122
	DRAINAGE WORK	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	EMERGENCY RESPONSE	500	500	500	500	500	500	500
Professiona	l Services							
	PROFESSIONAL SERVICES	1,457,175	1,495,395	1,390,311	1,675,040	1,961,837	2,250,807	2,542,058
	DUES/SUBSCRIPTIONS	18,996	21,596	22,270	22,651	23,040	23,437	23,842
	TRAINING/SEMINARS & TRAVEL	114,005	113,755	110,025	112,086	114,187	116,331	118,518
	MEETINGS & RELATED TRAVEL	22,000	21,800	22,204	22,412	22,624	22,841	23,062
	PUBLIC RELATIONS & EVENTS	64,100	64,791	58,137	59,195	60,274	61,374	62,497
	EMPLOYEE APPRECIATION	15,340	15,340	15,581	15,826	16,077	16,332	16,593
	ELECTIONS	32,000	32,000	16,000	32,000	16,000	32,000	16,000
	RECORDING / REPORTING	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	EMPLOYMENT COSTS	2,675	2,675	2,729	2,783	2,839	2,896	2,953
	INVESTIGATIONS	7,000	7,000	7,140	7,283	7,428.46	7,577.03	7,728.57
	LEOSE TRAINING	3,000	3,000	1,850	1,850	1,850	1,850	1,850
	FELONY FORFEITURE EXPENDITURES	-	-	-	-	-	-	-
	TECH/INTERNET/SOFTWARE MAINT	309,812	310,975	315,131	330,888	347,432	364,804	383,044
Shared Serv	vices							
	FACILITY CONTRACTS & SERVICES	176,555	143,592	172,783	181,422	190,493	200,018	210,019
	POSTAGE	5,625	5,625	5,738	5,852	5,969	6,089	6,210
	GENERAL LIABILITY INSURANCE	65,000	86,378	66,300	67,626	68,979	70,358	71,765
	ELECTRICITY	44,000	44,000	44,880	45,778	46,693	47,627	48,580
	PHONE/CABLE/ALARMS	41,648	41,648	37,563	38,314	39,080	39,862	40,659
	COMMUNITY CENTER	-	-	-	-	50,000	50,000	50,000
	Total Operating Expenditures	9,595,770	9,253,924	10,063,394	10,692,489	11,356,406	12,019,921	12,669,846
Capital Outl	ay							
	FURNITURE, FIXTURES & EQUIP	514,111	720,417	406,408	339,062	230,213	275,261	279,660
Transfers O	ut							
	TRANSFER TO CAP IMP FUND 02	813,526	813,526	519,444	324,480	523,062	272,331	493,853
	TRANSFER TO VEH/EQUIP FUND 31	301,945	301,945	310,508	310,508	310,508	310,508	310,508
	Total Expenditures	11,225,352	11,089,813	11,299,754	11,666,539	12,420,188	12,878,021	13,753,866
	Excess (deficiency) of revenues	(559,285)	272,069	(179,435)	(379,417)	(891,726)	(942,262)	(1,438,974)
	over (under) expenditures	, , ,	•	, ,	, ,	, ,		
Ending Fund	. , .	6,065,944	6,897,298	6,717,863	6,338,446	5,446,720	4,504,459	3,065,485
Non-Spenda	able	77,024	77,024	77,024	77,024	77,024	77,024	77,024
Restricted R		123,638	123,638	128,387	128,387	128,387	128,387	128,387
	tion and Legal Reserve	209,600	209,600	209,600	209,600	209,600	209,600	209,600
_	Reserve Balance	967,563	1,798,917	1,270,000	580,000	-	-	-
	eserve Balance	4,688,119	4,688,119	5,032,852	5,343,435	5,031,709	4,089,448	2,650,474
-	Operating Expenditures	48.9%	50.7%	50.0%	50.0%	44.3%	34.0%	20.9%
	. • .							

		FY :	2024-29 Esti	ima	ited Tax Rat	es			
	Current FY 23-24		<u>FY 24-25</u>		FY 25-26		FY 26-27	<u>FY 27-28</u>	FY 28-29
Tax Rate/\$100 Valuation									
General Fund (M&O)	0.2776		0.2612		0.2575		0.2538	0.2502	0.2466
Debt Service Fund (I&S)	0.0229		0.0420		0.0419		0.0423	0.0418	0.0413
Total Tax Rate	0.3005		0.3032		0.2994		0.2961	0.2920	0.2879
Total Taxable Valuation	2,448,522,523		2,693,374,775		2,828,043,514		2,969,445,690	3,117,917,974	3,273,813,873
M&O Tax Rate/\$100 Valuation	0.2776		0.2612		0.2575		0.2538	0.2502	0.2466
Total M&O Levy	6,797,099		7,034,997		7,281,222		7,536,065	7,799,827	8,072,821
% Increase in M&O Levy			3.50%		3.50%		3.50%	3.50%	3.50%
Total Taxable Valuation	2,448,522,523		2,693,374,775		2,828,043,514		2,969,445,690	3,117,917,974	3,273,813,873
I&S Tax rate/\$100 Valuation	0.0229		0.0420		0.0419		0.0423	0.0418	0.0413
Total I&S Levy	560,712		1,131,217		1,184,950		1,256,076	1,303,290	1,352,085
Total Levy (100%)	\$ 7,357,810	\$	8,166,214	\$	8,466,172	\$	8,792,140	\$ 9,103,117	\$ 9,424,906
Yr. over Yr. increase (decrease)		\$	808,404	\$	299,958	\$	325,968	\$ 310,976	\$ 321,789
Ave Home Taxable Value \$	\$ 626,093	\$	688,702	\$	723,137	\$	759,294	\$ 797,258	\$ 837,121
Average Tax Bill \$	\$ 1,881	\$	2,088	\$	2,165	\$	2,248	\$ 2,328	\$ 2,410

	Prior	2024	2025	2026	2027	2028	2029	Total		
RELIABLE AND SUSTAINABLE INFRASTRUCTURE - ROADWAY PROJECTS										
Dietz Elkhorn Roadway Reconstruction	100,721	509,429	2,093,922	1,581,078	-	-	-	4,285,150		
Reconstruct Battle Intense near Trailside	-	-	420,000	-	-		-	420,000		
Rolling Acres Roadway Reconstruction	-	-	-	315,000	315,000	1,260,000	1,260,000	3,150,001		
Ammann Road Maintenance	-	-	439,699	435,512	2,769,375	2,769,375		6,413,961		
Total Roadway	100,721	509,429	2,953,621	2,331,590	3,084,375	4,029,375	1,260,000	14,269,111		

RELIABLE AND SUSTAINABLE INFRASTRUCTURE	- DRAINAG	E PROJECTS						
Drainage 28907 Chartwell Lane (CIP #35)	-	64,829	270,400	-	-	-	-	335,229
Drainage 8472 Rolling Acres Trail (CIP# 2)	-	-	67,600	162,240	-	-	-	229,840
Drainage 8040 Rolling Acres Trail (CIP# 4)	-	-	67,600	162,240	-	-	-	229,840
Drainage 7740 Pimlico Lane (CIP# 42)	-	-	113,844	-	-	-	-	113,844
Drainage 8426 Triple Crown (CIP# 41)	-	-	-	-	253,094	-	-	253,094
Drainage 8312 Triple Crown (CIP #43)	-	-	-	-	269,967	-	-	269,967
Drainage 32030 Scarteen (CIP# 53)	-	-	-	-	-	72,331	193,853	266,184
Drainage 31988 Scarteen (CIP# 44)	-	-	-	-	-	100,000	-	100,000
Drainage 7644 Pimlico Lane (CIP# 46)	-	-	-	-	-	100,000	-	100,000
Drainage 8045 Flagstone Hill (CIP# 63)	-	-	-	-	-	-	100,000	100,000
Drainage 8402 Battle Intense LWC (CIP# 23)	-	-	-	-	-	-	200,000	200,000
Total Drainage		64,829	519,444	324,480	523,062	272,331	493,853	2,197,999

# **Governmental Balanced Scenario**

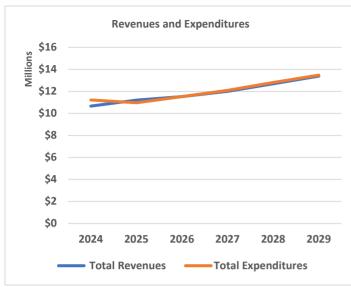
## **Assumptions**

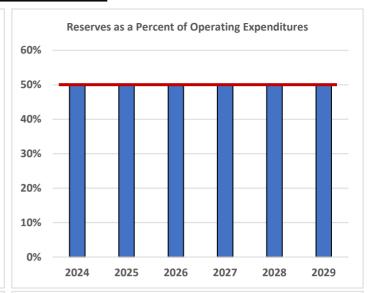
All Baseline Assumptions

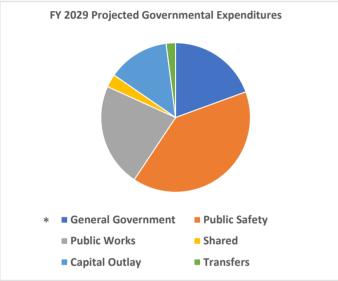
Plus:

Incorporating a \$2.1 million Certificates of Obligation to fund approved drainage projects 2 additional FTEs added in 2025 (Communications Manager and Drainage Maintenance Lead) Adjusting the property tax rate to maintain the City's adopted reserve policy of 50% (6 months) operating expenditures

## **Balanced Scenario Dashboard**

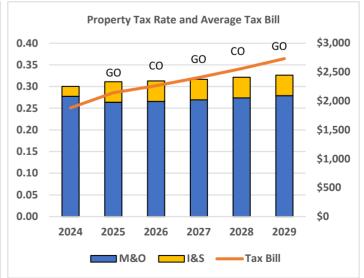












\*General Government: Admin, City Sec, HR, Finance, IT and Municipal Court Shared: IT shared services and Non-Departmental shared

Public Works: Maintenance, Building Codes and Engineering

## FY 2024-29 Balanced Scenario Financial Plan by Program

		2024 Budgeted	2024 Projected	2025	2026	2027	2028	2029
GENERAL FL	IND	Бийуетей	Projecteu					
	und Balance	6,625,229	6,625,229	6,897,298	7,134,946	7,137,997	7,050,564	6,927,132
Revenue		0,020,220	0,020,220	0,037,230	7,20 1,5 10	.,20.,55.	7,000,00	0,527,101
	PROPERTY TAX	6,600,557	6,758,557	7,087,388	7,492,181	7,976,003	8,511,049	9,103,321
	MIXED BEVERAGE	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	SALES TAX	1,675,071	1,774,246	1,742,074	1,811,757	1,884,227	1,959,596	2,037,980
	BANK/INVESTMENT INTEREST	450,000	550,000	270,000	162,000	164,430	166,896	169,400
	FRANCHISE FEES	740,685	755,685	749,283	760,522	771,930	783,509	795,262
	PERMITS	209,075	259,580	250,711	254,472	258,289	262,163	266,096
	ANIMAL CONTROL	1,135	1,385	1,152	1,169	1,187	1,205	1,223
	FINES & FORFEITURES	176,465	196,665	179,165	181,852	184,580	187,349	190,159
	FEES & SERVICES	278,053	485,124	282,224	286,457	290,754	295,115	299,542
	MISCELLANEOUS	225,011	265,741	226,821	228,658	230,523	232,415	234,330
	SCHOOL CROSSING GUARD	10,665	13,165	10,825	10,987	11,152	11,319	11,489
	LEOSE PROCEEDS	1,850	4,234	1,850	1,850	1,850	1,850	1,850
	POLICE SEIZED PROCEEDS	-	-	-	-	-	-	-
	Total Operating Revenue	10,393,567	11,089,381	10,826,493	11,216,907	11,799,925	12,437,467	13,135,65
Transfer	In -							
	CAPITAL REPLACEMENT	272,500	272,500	379,408	317,012	207,060	250,951	254,134
	Total Revenue	10,666,067	11,361,881	11,205,901	11,533,918	12,006,985	12,688,418	13,389,792
-	es by Program Government							
	PERSONNEL	1,562,762	1,336,411	1,781,982	1,862,482	1,946,642	2,034,630	2,126,62
	SUPPLIES & OPERATIONS	25,887	72,169	32,661	28,115	28,578	29,049	29,528
	PROFESSIONAL SERVICES	798,819	830,993	685,087	728,389	740,971	786,895	802,220
Public Saf	ety							
	PERSONNEL	3,059,742	2,888,798	3,260,613	3,405,256	3,556,456	3,714,511	3,879,73
	SUPPLIES & OPERATIONS	106,980	108,113	111,036	115,269	119,687	124,299	129,11
	PROFESSIONAL SERVICES	942,346	951,946	1,003,579	1,268,666	1,534,838	1,802,148	2,070,652
Public Wo	orks							
	PERSONNEL	1,424,460	1,329,780	1,584,129	1,655,482	1,730,084	1,808,082	1,889,63
	SUPPLIES & OPERATIONS	1,022,908	1,094,983	1,177,554	1,179,393	1,183,077	1,186,859	1,190,74
	PROFESSIONAL SERVICES	314,938	315,388	283,261	295,008	307,831	321,257	335,31
Shared Se	ervices							
	PERSONNEL	-		-	-	-	-	-
	SUPPLIES & OPERATIONS	4,100	4,100	4,172	4,245	4,320	4,397	4,47
	PROFESSIONAL SERVICES	332,828	321,243	327,263	338,992	401,214	413,953	427,233

	2024 Budgeted	2024 Projected	2025	2026	2027	2028	2029
GENERAL FUND							
Capital Outlay							
GENERAL GOVERNMENT	20,626	20,048	27,000	22,050	23,153	24,310	25,526
PUBLIC SAFETY	247,985	384,542	150,000	153,000	156,060	159,181	162,365
PUBLIC WORKS	245,500	315,827	229,408	164,012	51,000	91,769	91,769
SHARED SERVICES	-	-	-	-	-	-	-
Transfers Out							
TRANSFER TO CAP IMP FUND	813,526	813,526	-	-	-	-	-
TRANSFER TO VEH/EQUIP FUND	301,945	301,945	310,508	310,508	310,508	310,508	310,508
Total Expenditures	11,225,352	11,089,813	10,968,253	11,530,867	12,094,418	12,811,850	13,475,445
Excess (deficiency) of revenues	(559,285)	272,069	237,648	3,051	(87,433)	(123,432)	(85,654)
over (under) expenditures							
Ending Fund Balance	6,065,944	6,897,298	7,134,946	7,137,997	7,050,564	6,927,132	6,841,478
Non-Spendable	77,024	77,024	77,024	77,024	77,024	77,024	77,024
Restricted Reserves	123,638	123,638	128,387	128,387	128,387	128,387	128,387
Tree Mitigation and Legal Reserve	209,600	209,600	209,600	209,600	209,600	209,600	209,600
Unallocated Reserve Balance	967,563	1,798,917	1,590,000	1,280,000	860,000	395,000	-
Operating Reserve Balance	4,688,119	4,688,119	5,129,935	5,442,986	5,775,553	6,117,121	6,426,467
Percent of Operating Expenditures	48.9%	50.7%	50.0%	50.0%	50.0%	50.0%	49.9%

## FY 2024-29 Balanced Scenario Financial Plan by Category

		2024	2024	2025	2026	2027	2028	2029
		Budgeted	Projected					
GENERAL FU	ND							
Beginning Fu	ınd Balance	6,625,229	6,625,229	6,897,298	7,134,946	7,137,997	7,050,564	6,927,132
Revenue								
	PROPERTY TAX	6,600,557	6,758,557	7,087,388	7,492,181	7,976,003	8,511,049	9,103,321
	MIXED BEVERAGE	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	SALES TAX	1,675,071	1,774,246	1,742,074	1,811,757	1,884,227	1,959,596	2,037,980
	BANK/INVESTMENT INTEREST	450,000	550,000	270,000	162,000	164,430	166,896	169,400
	FRANCHISE FEES	740,685	755,685	749,283	760,522	771,930	783,509	795,262
	PERMITS	209,075	259,580	250,711	254,472	258,289	262,163	266,096
	ANIMAL CONTROL	1,135	1,385	1,152	1,169	1,187	1,205	1,223
	FINES & FORFEITURES	176,465	196,665	179,165	181,852	184,580	187,349	190,159
	FEES & SERVICES	278,053	485,124	282,224	286,457	290,754	295,115	299,542
	MISCELLANEOUS	225,011	265,741	226,821	228,658	230,523	232,415	234,336
	SCHOOL CROSSING GUARD	10,665	13,165	10,825	10,987	11,152	11,319	11,489
	LEOSE PROCEEDS	1,850	4,234	1,850	1,850	1,850	1,850	1,850
	POLICE SEIZED PROCEEDS	-	-	-	-	-	-	-
	Total Operating Revenue	10,393,567	11,089,381	10,826,493	11,216,907	11,799,925	12,437,467	13,135,657
Transfer I	In							
	CAPITAL REPLACEMENT	272,500	272,500	379,408	317,012	207,060	250,951	254,134
	Total Revenue	10,666,067	11,361,881	11,205,901	11,533,918	12,006,985	12,688,418	13,389,792
- ".								
	s by Category							
Personnel	CALARIES	4 425 540	4 000 440	4 074 060	F 001 207	F 220 242	F FF0 72C	F 000 013
	SALARIES	4,435,518	4,006,440	4,871,969	5,091,207	5,320,312	5,559,726	5,809,913
	OVERTIME	43,581	82,646	47,051	49,155	51,353	53,650	56,050
	PAYROLL TAXES	345,819	308,247	379,638	396,548	414,217	432,679	451,968
	WORKERS' COMP INSURANCE	114,140	106,300	119,277	121,066	122,882	124,725	126,596
	RETIREMENT	552,703	497,514	607,169	634,491	663,043	692,880	724,060
	HEALTH INSURANCE	666,615	522,641	719,585	755,564	793,343	833,010	874,660
	UNIFORM ALLOWANCE	27,000	24,000	27,000	27,000	27,000	27,000	27,000
	CAR ALLOWANCE	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Committee Bde	ALLOWANCE FOR VACANCIES	(145,612)	-	(152,165)	(159,012)	(166,167)	(173,645)	(181,459)
Supplies, ivia	nintenance and Operations	22.025	22.025	22.446	22.240	22.005	24.665	25.250
	SUPPLIES & CONSUMABLES	32,825	32,825	33,116	33,319	33,985	34,665	35,358
	MINOR EQUIPMENT & FURNITURE	47,104	51,826	52,632	48,279	49,244	50,229	51,234
	FUEL	65,450	65,450	68,497	71,692	75,042	78,555	82,239
	UNIFORMS	22,730	22,730	24,208	23,644	24,089	24,542	25,005
	MISCELLANEOUS	-	-	-	-	-	-	-
	COMMITTEES	2,500	2,500	2,538	2,576	2,614	2,653	2,693
	COURT TECHNOLOGY	2,823	2,823	5,075	5,151	5,228	5,307	5,386
	COURT SECURITY BUILDING	6,000	51,338	6,090	6,181	6,274	6,368	6,464
	VEHICLE MAINTENANCE/REPAIRS	35,880	35,880	37,224	38,626	40,089	41,616	43,210
	EQUIPMENT MAINTENANCE/REPAIRS	15,500	15,500	15,810	16,126	16,449	16,778	17,113

### Character   Professional Services   Professional S			2024 Budgeted	2024 Projected	2025	2026	2027	2028	2029
BUILDING MAINTENANCE/REPAIRS   23,061   23,061   23,072   23,975   24,875   24,965   26,070   20,000	GENERAL FU	JND	Buuyeteu	Projecteu					
STREET MAINTENANCE         870,000         910,431         1,030,000         1,031,121         1,031,281         1,032,731         2,030         2,000         2,200         2,22,00         22,261         22,504         22,261         22,301         21,631         1,615,11         1,615,13         1,615,13         1,615,13         1,615,13         1,615,13         1,615,13         1,615,13         1,615,13         1,612,17         1,613,13         1,615,13			23,063	52,063	23,524	23,995	24,475	24,964	25,463
Port		LANDSCAPING & GREENSPACE MAINT	15,500	15,500	5,610	5,722	5,837	5,953	6,072
Professional Services		STREET MAINTENANCE	870,000	910,431	1,030,600	1,031,212	1,031,836	1,032,473	1,033,122
PROFESSIONAL SERVICES  PROFESSIONAL SERVICES  1,457,175  1,455,195  2,150,00  1,500,00  1,450,1		DRAINAGE WORK	20,000	20,000	20,000	20,000	20,000	20,000	20,000
PROFESSIONAL SERVICES   1,457,175   1,495,395   1,390,311   1,675,040   1,961,837   2,50,807   2,54,048   1,24,048   1		EMERGENCY RESPONSE	500	500	500	500	500	500	500
DUES/SUBSCRIPTIONS         18,996         21,596         22,270         22,651         23,040         23,437         18,518           TRAINING/SEMINARS & TRAVEL         11,000         11,875         110,555         112,066         114,187         116,331         118,518           MEETINGS & RELATED TRAVEL         12,000         21,800         22,204         22,412         22,624         22,841         23,000           PUBLIC RELATIONS & EVENTS         64,100         64,791         58,337         59,195         16,072         61,374         61,643           ELECTIONS         32,000         32,000         16,000         10,000	Professiona	l Services							
TRAINING/SEMINARS & TRAVEL   114,005   113,755   110,525   110,626   114,187   116,331   118,316   136,026   146,026   146,026   124,0		PROFESSIONAL SERVICES	1,457,175	1,495,395	1,390,311	1,675,040	1,961,837	2,250,807	2,542,058
METHINGS RELATED TRAVEL   22,000   21,800   22,201   22,211   22,621   61,274   61		DUES/SUBSCRIPTIONS	18,996	21,596	22,270	22,651	23,040	23,437	23,842
PUBLIC RELATIONS & EVENTYS		TRAINING/SEMINARS & TRAVEL	114,005	113,755	110,525	112,086	114,187	116,331	118,518
EMPLOYEE APPRECIATION   15,340   15,340   15,631   15,876   16,172   16,382   16,649		MEETINGS & RELATED TRAVEL	22,000	21,800	22,204	22,412	22,624	22,841	23,062
ELECTIONS   32,000   32,000   16,000   32,000   16,000   32,000   16,000   32,000   16,000   10,000		PUBLIC RELATIONS & EVENTS	64,100	64,791	58,137	59,195	60,274	61,374	62,497
RECORDING / REPORTING   10,000   10,0		EMPLOYEE APPRECIATION	15,340	15,340	15,631	15,876	16,127	16,382	16,643
EMPLOYMENT COSTS   7,675   7,675   7,700   7,140   7,283   7,428.4   7,577.03   7,728.57		ELECTIONS	·	32,000	16,000	32,000	16,000	32,000	
INVESTIGATIONS		RECORDING / REPORTING	10,000	10,000	10,000	10,000	10,000	10,000	•
LEOSE TRAINING   3,000   3,000   1,850   1,8			•	•	2,729	•	·	2,896	2,953
FELONY FORFEITURE EXPENDITURES   170,555   143,592   315,131   330,888   347,432   364,804   383,045   383,045   3			•	•	•	•	·	•	•
TECH/INTERNET/SOFTWARE MAINT   309,812   310,975   315,131   330,888   347,432   364,044   383,048   Shared Services   FACIUTY CONTRACTS & SERVICES   176,555   143,592   172,783   181,422   190,493   200,018   210,019   POSTAGE   5,625   5,625   5,738   5,852   5,969   6,089   6,210   6,210   6,220			3,000	•	1,850	•	1,850	1,850	1,850
FACILITY CONTRACTS & SERVICES   176,555   143,592   172,783   181,422   190,493   200,018   210,019     POSTAGE   5,625   5,625   5,738   5,852   5,969   6,089   6,210     GENERAL LIABILITY INSURANCE   65,000   86,378   66,300   67,626   68,979   70,358   71,765     ELECTRICITY   44,000   44,000   44,880   45,778   46,693   47,627   44,659     PHONE/CABLE/ALARMS   41,648   41,648   37,563   38,129   39,080   39,862   40,659     PHONE/CABLE/ALARMS   50,000   50,000   50,000     Total Operating Expenditure   59,597,70   9,253,924   10,251,337   10,881,297   11,553,697   12,26,081   12,885,278     FURNITURE, FIXTURES & EQUIP   514,111   720,417   406,408   339,062   230,213   275,261   279,660     TRANSFER TO CAP IMP FUND 02   813,526   813,526       TRANSFER TO CAP IMP FUND 02   813,526   813,526   310,508   310,508   310,508   310,508   310,508     TRANSFER TO VEH/EQUIP FUND 31   301,945   301,945   310,508   310,508   310,508   310,508   310,508     TRANSFER TO VEH/EQUIP FUND 31   1225,352   17,089,181   10,988,253   11,530,867   12,094,418   12,811,850   13,475,445     Excess (deficiency) of revenues   (559,285)   272,069   237,648   3.051   (87,433)   (123,432)   (8,564)     Excess (deficiency) of revenues   (59,285)   272,069   237,648   3.051   (87,433)   (123,432)   (8,564)     Total Expenditures       Excess (deficiency) of revenues   (5,59,285)   272,069   237,648   3.051   (87,433)   (123,432)   (8,564)     Total Expenditures       Excess (deficiency) of revenues   (5,59,285)   272,069   237,648   3.051   (87,73)   7,050,564   6,971,132   6,841,478     Total Expenditures			-		-		-	-	-
FACILITY CONTRACTS & SERVICES   176,555   143,592   172,783   181,422   190,493   200,018   210,019     POSTAGE   5,625   5,625   5,738   5,852   5,969   6,089   6,210     GENERAL LIABILITY INSURANCE   65,000   86,378   66,300   67,626   68,979   70,358   71,765     ELECTRICITY   44,000   44,000   44,880   45,778   46,693   47,627   48,580     PHONE/CABLE/ALBARMS   41,648   41,648   37,563   38,314   39,080   39,862   40,659     COMMUNITY CENTER   9,595,770   9,253,924   10,251,337   10,881,297   11,553,697   12,226,081   12,885,278     FURNITURE, FIXTURES & EQUIP   514,111   720,417   406,408   339,062   230,213   275,261   279,660     Transfers Out   71,000   70   70   70   70   70   70     TRANSFER TO CAP IMP FUND 02   813,526   813,526   7		•	309,812	310,975	315,131	330,888	347,432	364,804	383,044
POSTAGE   5,625   5,625   5,738   5,852   5,969   6,089   6,217     GENERAL LIABILITY INSURANCE   65,000   86,378   66,300   67,626   68,979   70,358   71,765     ELECTRICITY   44,000   44,000   44,800   45,778   46,693   47,627   48,580     PHONE/CABLE/ALARMS   41,648   41,648   37,563   38,314   39,080   39,862   40,659     COMMUNITY CENTER   50,000   50,000   50,000     Total Operating Expenditures   9,595,770   9,253,924   10,251,337   10,881,297   11,553,697   12,226,081   12,885,278     FURNITURE, FIXTURES & EQUIP   514,111   720,417   406,408   339,062   230,213   275,261   279,660     Transfers Out	Shared Serv		476.555	442.500	472.700	404 400	100 100	202.040	242.040
GENERAL LIABILITY INSURANCE   65,000   86,378   66,300   67,626   68,979   70,358   71,765     ELECTRICITY   44,000   44,000   44,880   45,778   46,693   47,627   48,580     PHONE/CABLE/ALARMS   41,648   41,648   37,563   38,314   39,080   39,862   40,659     COMMUNITY CENTER   50,000   50,000   50,000     Total Operating Expenditures   9,595,770   9,253,924   10,251,337   10,881,297   11,553,697   12,226,081   12,885,278      FURNITURE, FIXTURES & EQUIP   514,111   720,417   406,408   339,062   230,213   275,261   279,660      TRANSFER TO CAP IMP FUND 02   813,526   813,526			•	•	•	•	·	•	•
ELECTRICITY			•	•	•	•	·	•	
PHONE/CABLE/ALARMS         41,648         41,648         37,563         38,314         39,080         39,862         40,659           COMMUNITY CENTER         -         -         -         -         -         50,000         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600 <th< td=""><td></td><td></td><td>•</td><td>•</td><td>•</td><td>•</td><td>·</td><td>•</td><td>•</td></th<>			•	•	•	•	·	•	•
COMMUNITY CENTER   9,595,770   9,253,924   10,251,337   10,881,297   11,553,697   12,226,081   12,885,278			•	•	•	•	•	·	
Capital Outlay         FURNITURE, FIXTURES & EQUIP         514,111         720,417         406,408         339,062         230,213         275,261         279,660           Transfers Out         TRANSFER TO CAP IMP FUND 02         813,526         813,526         813,526         -			41,048	41,048	37,303	38,314	·	·	
FURNITURE, FIXTURES & EQUIP   514,111   720,417   406,408   339,062   230,213   275,261   279,660   277,060   277,060   277,060   279,660   279,		•	0 505 770	0 252 024	10 251 227	10 991 207	•	•	
FURNITURE, FIXTURES & EQUIP         514,111         720,417         406,408         339,062         230,213         275,261         279,660           Transfers Out         TRANSFER TO CAP IMP FUND 02         813,526         813,526         5         310,508 <th< th=""><th></th><th>Total Operating Expenditures</th><th>3,333,770</th><th>3,233,324</th><th>10,231,337</th><th>10,881,297</th><th>11,555,057</th><th>12,220,001</th><th>12,865,276</th></th<>		Total Operating Expenditures	3,333,770	3,233,324	10,231,337	10,881,297	11,555,057	12,220,001	12,865,276
Transfers Out           TRANSFER TO CAP IMP FUND 02         813,526         813,526         813,526         - <t< td=""><td>Capital Outl</td><td>ay</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	Capital Outl	ay							
TRANSFER TO CAP IMP FUND 02         813,526         813,526         813,526         - </td <td></td> <td>FURNITURE, FIXTURES &amp; EQUIP</td> <td>514,111</td> <td>720,417</td> <td>406,408</td> <td>339,062</td> <td>230,213</td> <td>275,261</td> <td>279,660</td>		FURNITURE, FIXTURES & EQUIP	514,111	720,417	406,408	339,062	230,213	275,261	279,660
TRANSFER TO VEH/EQUIP FUND 31         301,945         301,945         310,508         3	Transfers O	ut							
Excess (deficiency) of revenues         (559,285)         272,069         237,648         3,051         (87,433)         12,811,850         13,475,445           over (under) expenditures         6,065,944         6,897,298         7,134,946         7,137,997         7,050,564         6,927,132         6,841,478           Non-Spendable         77,024         20,000         20,000         209		TRANSFER TO CAP IMP FUND 02	813,526	813,526	-	-	-	-	-
Excess (deficiency) of revenues over (under) expenditures         (559,285)         272,069         237,648         3,051         (87,433)         (123,432)         (85,654)           Non-Spendable Reserves         6,065,944         6,897,298         7,134,946         7,137,997         7,050,564         6,927,132         6,841,478           Non-Spendable Reserves         77,024         72,024         72,024         72,024         72,024 <t< td=""><td></td><td>TRANSFER TO VEH/EQUIP FUND 31</td><td>301,945</td><td>301,945</td><td>310,508</td><td>310,508</td><td>310,508</td><td>310,508</td><td>310,508</td></t<>		TRANSFER TO VEH/EQUIP FUND 31	301,945	301,945	310,508	310,508	310,508	310,508	310,508
over (under) expenditures           Ending Fund Balance         6,065,944         6,897,298         7,134,946         7,137,997         7,050,564         6,927,132         6,841,478           Non-Spendable         77,024         28,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387<		Total Expenditures	11,225,352	11,089,813	10,968,253	11,530,867	12,094,418	12,811,850	13,475,445
Ending Fund Balance         6,065,944         6,897,298         7,134,946         7,137,997         7,050,564         6,927,132         6,841,478           Non-Spendable         77,024         28,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387		Excess (deficiency) of revenues	(559,285)	272,069	237,648	3,051	(87,433)	(123,432)	(85,654)
Non-Spendable         77,024         28,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387         128,387		over (under) expenditures							
Restricted Reserves         123,638         123,638         128,387 <td>Ending Fund</td> <td>l Balance</td> <td>6,065,944</td> <td>6,897,298</td> <td>7,134,946</td> <td>7,137,997</td> <td>7,050,564</td> <td>6,927,132</td> <td>6,841,478</td>	Ending Fund	l Balance	6,065,944	6,897,298	7,134,946	7,137,997	7,050,564	6,927,132	6,841,478
Tree Mitigation and Legal Reserve         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         209,600         395,000         -           Operating Reserve Balance         4,688,119         4,688,119         5,129,935         5,442,986         5,775,553         6,117,121         6,426,467	Non-Spenda	able	77,024	77,024	77,024	77,024	77,024	77,024	77,024
Unallocated Reserve Balance         967,563         1,798,917         1,590,000         1,280,000         860,000         395,000         -           Operating Reserve Balance         4,688,119         4,688,119         5,129,935         5,442,986         5,775,553         6,117,121         6,426,467	Restricted R	eserves	123,638	123,638	128,387	128,387	128,387	128,387	128,387
Operating Reserve Balance         4,688,119         4,688,119         5,129,935         5,442,986         5,775,553         6,117,121         6,426,467	Tree Mitigat	tion and Legal Reserve	209,600	209,600	209,600	209,600	209,600	209,600	209,600
	Unallocated	Reserve Balance	967,563	1,798,917	1,590,000	1,280,000	860,000	395,000	-
Percent of Operating Expenditures         48.9%         50.7%         50.0%         50.0%         50.0%         50.0%         50.0%         49.9%	Operating R	eserve Balance	4,688,119	4,688,119	5,129,935	5,442,986	5,775,553	6,117,121	6,426,467
	Percent of C	Operating Expenditures	48.9%	50.7%	50.0%	50.0%	50.0%	50.0%	49.9%

		FY 2	2024-29 Est	ma	ited Tax Rat	es			
	Current FY 23-24		FY 24-25		FY 25-26		FY 26-27	FY 27-28	FY 28-29
Tax Rate/\$100 Valuation									
General Fund (M&O)	0.2776		0.2637		0.2656		0.2694	0.2739	0.2791
Debt Service Fund (I&S)	0.0229		0.0474		0.0475		0.0474	0.0474	0.0473
Total Tax Rate	0.3005		0.3111		0.3131		0.3168	0.3213	0.3264
Total Taxable Valuation	2,448,522,523		2,693,374,775		2,828,043,514		2,969,445,690	3,117,917,974	3,273,813,873
M&O Tax Rate/\$100 Valuation	0.2776		0.2637		0.2656		0.2694	0.2739	0.2791
Total M&O Levy	6,797,099		7,102,968		7,511,389		7,999,629	8,539,604	9,137,376
% Increase in M&O Levy			4.50%		5.75%		6.50%	6.75%	7.00%
Total Taxable Valuation	2,448,522,523		2,693,374,775		2,828,043,514		2,969,445,690	3,117,917,974	3,273,813,873
I&S Tax rate/\$100 Valuation	0.0229		0.0474		0.0475		0.0474	0.0474	0.0473
Total I&S Levy	560,712		1,276,660		1,343,321		1,407,517	1,477,893	1,548,514
Total Levy (100%)	\$ 7,357,810	\$	8,379,628	\$	8,854,709	\$	9,407,146	\$ 10,017,497	\$ 10,685,890
Yr. over Yr. increase (decrease)		\$	1,021,817	\$	475,082	\$	552,437	\$ 610,351	\$ 668,393
Ave Home Taxable Value	\$ 626,093	\$	688,702	\$	723,137	\$	759,294	\$ 797,258	\$ 837,121
Average Tax Bill	\$ 1,881	\$	2,143	\$	2,264	\$	2,405	\$ 2,561	\$ 2,732

## **Utility Baseline Scenario**

## **Assumptions**

#### Revenue

2% increase in water residential

2% increase in wastewater residential

45% decrease in investment interest revenue over 5 years

## **Expenditures**

2.5% increase in wages for employee merit

4.4% Cost of Living Adjustment (COLA) first year, 2.0% each year after

5% increase in health insurance costs

5% increase in GBRA fees

5% increase in software subscriptions

5% increase in facility and engineering contracts

2% increase in all other costs

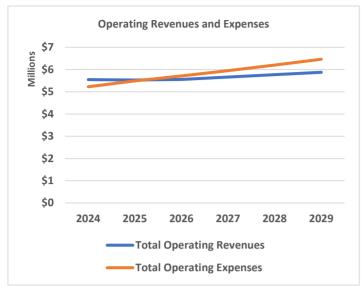
No new employees throughout the forecast period

No new capital or strategic projects funding

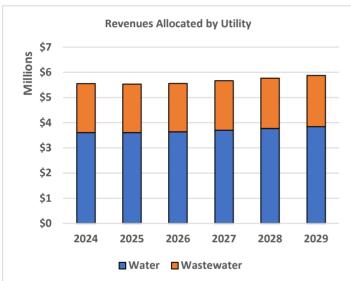
Assumes life-cycle replacements funded by the Equipment Replacement Fund, and \$25,000/yr of new equipment for water and \$25,000/yr for wastewater

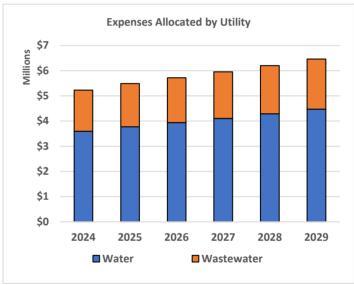
Assumes \$10,000 operational capital for water and wastewater each year

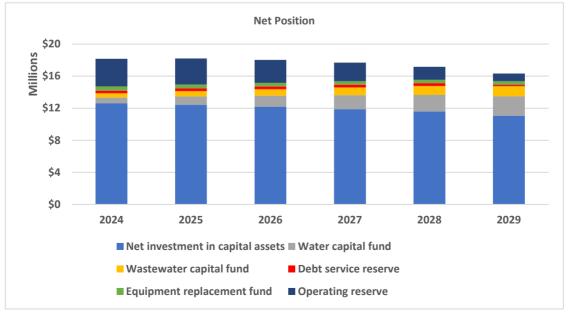
## **Utility Baseline Dashboard**











## FY 2024-29 Utility Fund Financial Plan by Program

	2024 Budgeted	2024 Projected	2025	2026	2027	2028	2029
UTILITY FUND							
Water Revenue	2 442 404	2.562.404	2 475 607	2.540.404	2 606 550	2 672 070	2 742 504
WATER SERVICE	3,412,104	3,562,104	3,475,687	3,540,494	3,606,550	3,673,878	3,742,504
WATER INTEREST INCOM	,	200,000	90,000	54,000	54,810	55,632	56,467
WATER BAD DEBTS	(500)	(500)	(508)	(515)	(523)	(531)	(539)
MISC./SPECIAL REQUEST		500	500	500	500	500	500
THIRD PARTY REIMBURS	-,	8,500	8,500	8,500	8,500	8,500	8,500
PERMITS/VARIANCES	1,200	1,200	1,200	1,200	1,200	1,200	1,200
CREDIT CARD SERVICE FI	EE 31,000	51,000	31,465	31,937	32,416	32,902	33,396
Wastewater Revenue							
SEWER SERVICE	1,799,558	1,678,558	1,834,225	1,869,583	1,905,646	1,942,428	1,979,942
SEWER INTEREST INCOM	•	200,000	90,000	54,000	54,810	55,632	56,467
SEWER BAD DEBTS	(250)	(250)	(254)	(258)	(261)	(265)	(269)
MISC./SPECIAL REQUEST	TS 352	352	352	352	352	352	352
Total Operating Reve	nue 5,552,464	5,701,464	5,531,168	5,559,794	5,664,000	5,770,228	5,878,520
Expenditures by Utility Water							
PERSONNEL	1,039,193	957,200	1,108,137	1,158,265	1,210,675	1,265,472	1,322,765
SUPPLIES & OPERATIONS	S 2,438,840	2,530,327	2,544,903	2,655,953	2,772,231	2,893,992	3,021,506
SERVICES	117,142	127,348	119,485	121,875	124,312	126,798	129,334
Wastewater							
PERSONNEL	1,022,211	1,017,484	1,089,973	1,139,229	1,190,727	1,244,567	1,300,857
SUPPLIES & OPERATION	S 543,513	595,055	557,294	571,496	586,135	601,227	616,790
SERVICES	67,592	67,792	68,944	70,323	71,729	73,164	74,627
Total Operating Expendit	<i>ures</i> 5,228,491	5,295,206	5,488,736	5,717,140	5,955,809	6,205,221	6,465,878
Operating Income/(Loss)	323,973	406,258	42,432	(157,346)	(291,809)	(434,993)	(587,359)
Non-Operating Revenues							
WATER DEBT FEE	282,791	282,791	284,135	281,378	282,799	284,179	135,079
WATER CAPITAL FEE	283,949	283,949	285,190	286,616	288,049	289,489	290,936
WATER IMPACT FEES	50,000	250,000	50,000	50,000	50,000	50,000	50,000
SEWER DEBT FEE	54,077	54,077	54,121	53,596	53,867	54,129	25,729
SEWER CAPITAL FEE	107,915	107,915	108,183	108,724	114,113	114,684	115,257
SEWER IMPACT FEES	32,000	132,000	32,000	32,000	32,000	32,000	32,000
<b>Total Non-operating Revenues</b>	810,732	1,110,732	813,629	812,313	820,828	824,481	649,001

	2024	2024	2025	2026	2027	2028	2029
	Budgeted	Projected					
UTILITY FUND							
Capital Outlay	1,030,000	3,200,817	261,250	251,688	242,603	233,973	225,774
Asset Transfer for GAAP	(1,030,000)	(2,897,748)	(261,250)	(251,688)	(242,603)	(233,973)	(233,973)
Depreciation	778,675	778,675	802,035	826,096	850,879	876,406	902,698
Debt Service	16,515	16,515	16,515	16,515	16,515	16,515	16,515
Transfers Out	777,163	1,301,347	809,854	809,420	814,678	815,954	818,067
Transfers In	(777,163)	(1,301,347)	(809,854)	(809,420)	(814,678)	(815,954)	(818,067)
Net Income/(Loss)	339,516	418,732	37,511	(187,644)	(338,375)	(503,432)	(849,371)

	9/30/2024	9/30/2025	9/30/2026	9/30/2027	9/30/2028	9/30/2029
Net investment in capital assets	12,607,087	12,404,558	12,165,123	11,893,513	11,589,388	11,073,273
Unrestricted net position						
Onrestricted het position						
Water capital fund	728,765	1,063,955	1,400,570	1,738,619	2,078,108	2,419,044
Wastewater capital fund	530,115	670,298	811,022	957,135	1,103,818	1,251,075
Debt service reserve	333,282	338,256	334,974	336,666	338,308	160,808
Equipment replacement fund	530,241	482,223	450,929	436,238	438,074	456,399
Operating reserve	3,438,448	3,246,160	2,855,188	2,317,259	1,628,301	966,028
Total unrestricted	5,560,851	5,800,891	5,852,682	5,785,917	5,586,610	5,253,354
Total net position	18,167,938	18,205,449	18,017,805	17,679,430	17,175,998	16,326,627

## FY 2024-29 Utility Fund Financial Plan by Category

		2024 Budgeted	2024 Projected	2025	2026	2027	2028	2029
GENERAL FU	JND - BASELINE	_						
Water Reve	nue							
	WATER SERVICE	3,412,104	3,562,104	3,475,687	3,540,494	3,606,550	3,673,878	3,742,504
	WATER INTEREST INCOME	150,000	200,000	90,000	54,000	54,810	55,632	56,467
	WATER BAD DEBTS	(500)	(500)	(508)	(515)	(523)	(531)	(539)
	MISC./SPECIAL REQUESTS	500	500	500	500	500	500	500
	THIRD PARTY REIMBURSEME	8,500	8,500	8,500	8,500	8,500	8,500	8,500
	PERMITS/VARIANCES	1,200	1,200	1,200	1,200	1,200	1,200	1,200
	CREDIT CARD SERVICE FEE	31,000	51,000	31,465	31,937	32,416	32,902	33,396
Wastewater	Revenue							
	SEWER SERVICE	1,799,558	1,678,558	1,834,225	1,869,583	1,905,646	1,942,428	1,979,942
	SEWER INTEREST INCOME	150,000	200,000	90,000	54,000	54,810	55,632	56,467
	SEWER BAD DEBTS	(250)	(250)	(254)	(258)	(261)	(265)	(269)
	MISC./SPECIAL REQUESTS	352	352	352	352	352	352	352
	Total Operating Revenue	5,552,464	5,701,464	5,531,168	5,559,794	5,664,000	5,770,228	5,878,520
	-							
Expenditure	s by Category							
Personnel								
	SALARIES	1,514,371	1,447,928	1,618,863	1,691,711	1,767,838	1,847,391	1,930,524
	OVERTIME	16,904	17,804	18,414	19,243	20,109	21,014	21,959
	PAYROLL TAXES	118,926	109,686	127,023	132,678	138,586	144,759	151,209
	WORKERS' COMP INSURANCI	23,408	21,267	23,759	24,116	24,477	24,844	25,217
	RETIREMENT	188,998	177,252	202,039	211,131	220,631	230,560	240,935
	HEALTH INSURANCE	236,956	200,747	248,804	261,244	274,306	288,021	302,423
	ALLOWANCE FOR VACANCIES	(38,159)	-	(40,792)	(42,628)	(44,546)	(46,550)	(48,645)
Supplies, Ma	aintenance and Operations	, , ,		, , ,	, , ,	, , ,	, , ,	, , ,
,	UNIFORMS	12,445	12,445	12,694	12,948	13,207	13,471	13,740
	POWER	190,000	190,000	198,300	206,991	216,092	225,623	235,605
	MAINTENANCE OF PLANTS/LI	170,000	281,448	173,400	176,868	180,405	184,013	187,694
	ANALYSIS FEES	36,000	37,500	36,720	37,454	38,203	38,968	39,747
	CHECMICALS	36,000	40,500	36,720	37,454	38,203	38,968	39,747
	CITY MANAGEMENT FEE	256,024	257,474	261,144	266,367	271,695	277,129	282,671
	EQUIPMENT MAINTENANCE	25,690	27,690	26,204	26,728	27,262	27,808	28,364
	EQUIPMENT GAS & OIL	26,875	26,875	27,413	27,961	28,520	29,090	29,672
	GBRA WATER FEES	1,557,453	1,527,453	1,635,326	1,717,092	1,802,947	1,893,094	1,987,749
	SLUDGE HAULING	25,000	-	25,500	26,010	26,530	27,061	27,602
	EQUIPMENT LEASE	3,500	1,000	3,570	3,641	3,714	3,789	3,864
	TOOLS & MINOR EQUIPMENT	21,375	23,375	21,803	22,239	22,683	23,137	23,600
	TRAINING	48,702	40,702	49,676	50,670	51,683	52,717	53,771
	UTILITIES & RADIO	53,710	53,710	54,784	55,880	56,997	58,137	59,300
	OTILITIES & NADIO	33,/10	33,/10	J4,70 <del>4</del>	33,000	30,337	30,137	35,300

		2024	2024	2025	2026	2027	2028	2029
		Budgeted	Projected					
GENERAL FUND	- BASELINE							
S	SIGNAL & TELEMETRY	3,456	-	3,525	3,596	3,668	3,741	3,816
E	BUILDING MAINTENANCE	27,280	27,280	27,826	28,382	28,950	29,529	30,119
S	SUPPLIES & CONSUMABLES	4,700	6,700	4,794	4,890	4,988	5,087	5,189
\	/EHICLE MAINTENANCE/REP.	11,500	12,500	11,730	11,965	12,204	12,448	12,697
ι	JTILITIES & TELEPHONE	17,319	17,319	17,665	18,019	18,379	18,747	19,122
[	DUES & PUBLICATIONS	4,604	4,604	4,696	4,790	4,886	4,984	5,083
F	PERMIT & LICENSES	12,576	12,576	12,828	13,084	13,346	13,613	13,885
(	GENERAL LIBILITY INSURANCI	65,000	69,428	66,300	67,626	68,979	70,358	71,765
(	OFFICE SUPPLIES	5,488	5,488	5,598	5,710	5,824	5,940	6,059
1	RAVEL & MEETINGS	8,500	5,500	8,670	8,843	9,020	9,201	9,385
S	OFTWARE & COMPUTER	299,290	357,250	314,255	329,967	346,466	363,789	381,978
F	RECORDING/REPORTING	850	850	867	884	902	920	938
F	POSTAGE	1,538	1,538	1,569	1,600	1,632	1,665	1,698
E	BUILDING/EQUIP MAINTENA	300	-	306	312	318	325	331
(	CONSERVATION EDUCATION	1,370	1,370	1,397	1,425	1,454	1,483	1,513
E	BILLING STATEMENT CHARGE	6,900	8,400	7,038	7,179	7,322	7,469	7,618
E	BILLING POSTAGE	17,000	18,500	17,340	17,687	18,041	18,401	18,769
(	COPIER LEASE	3,908	3,908	3,986	4,066	4,147	4,230	4,31
N	MISCELLANEOUS	500	500	505	510	515	521	526
(	CREDIT CARD SERVICE FEE	27,500	51,500	28,050	28,611	29,183	29,767	30,362
Professional Se	rvices							
F	PROFESSIONAL SERVICES	163,662	173,662	166,935	170,274	173,679	177,153	180,696
F	PUBLIC RELATIONS	8,000	8,406	8,160	8,323	8,490	8,659	8,833
E	MPLOYMENT COSTS	2,660	2,660	2,713	2,767	2,823	2,879	2,937
E	EMPLOYEE APPRECIATION	10,412	10,412	10,620	10,833	11,049	11,270	11,496
То	tal Operating Expenditures	5,228,491	5,295,206	5,488,736	5,717,140	5,955,809	6,205,221	6,465,878
Operating Incor	ne/(Loss)	323,973	406,258	42,432	(157,346)	(291,809)	(434,993)	(587,359
operating into		323,373	100,230	12,132	(137,310)	(231,003)	(131,333)	(307)333
Non-Operating	Revenues							
١	NATER DEBT FEE	282,791	282,791	284,135	281,378	282,799	284,179	135,079
\	NATER CAPITAL FEE	283,949	283,949	285,190	286,616	288,049	289,489	290,936
\	NATER IMPACT FEES	50,000	250,000	50,000	50,000	50,000	50,000	50,000
5	SEWER DEBT FEE	54,077	54,077	54,121	53,596	53,867	54,129	25,729
S	SEWER CAPITAL FEE	107,915	107,915	108,183	108,724	114,113	114,684	115,257
S	EEWER IMPACT FEES	32,000	132,000	32,000	32,000	32,000	32,000	32,000
Total Non-opera	ating Revenues	810,732	1,110,732	813,629	812,313	820,828	824,481	649,002
Capital Outlay		1,030,000	3,200,817	261,250	251,688	242,603	233,973	225,774
Asset Transfer f	or GAAP	(1,030,000)	(2,897,748)	(261,250)	(251,688)	(242,603)	(233,973)	(233,973
Depreciation		778,675	778,675	802,035	826,096	850,879	876,406	902,698
		16,515	16,515	16,515	16,515	16,515	16,515	16,515

	2024	2024	2025	2026	2027	2028	2029
	Budgeted	Projected					
GENERAL FUND - BASELINE							
Transfers Out	777,163	1,301,347	809,854	809,420	814,678	815,954	818,067
Transfers In	(777,163)	(1,301,347)	(809,854)	(809,420)	(814,678)	(815,954)	(818,067)
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Operating reserve	3,438,448	3,246,160	2,855,188	2,317,259	1,628,301	966,028
Total unrestricted	5,560,851	5,800,891	5,852,682	5,785,917	5,586,610	5,253,354
Total net position	18,167,938	18,205,449	18,017,805	17,679,430	17,175,998	16,326,627