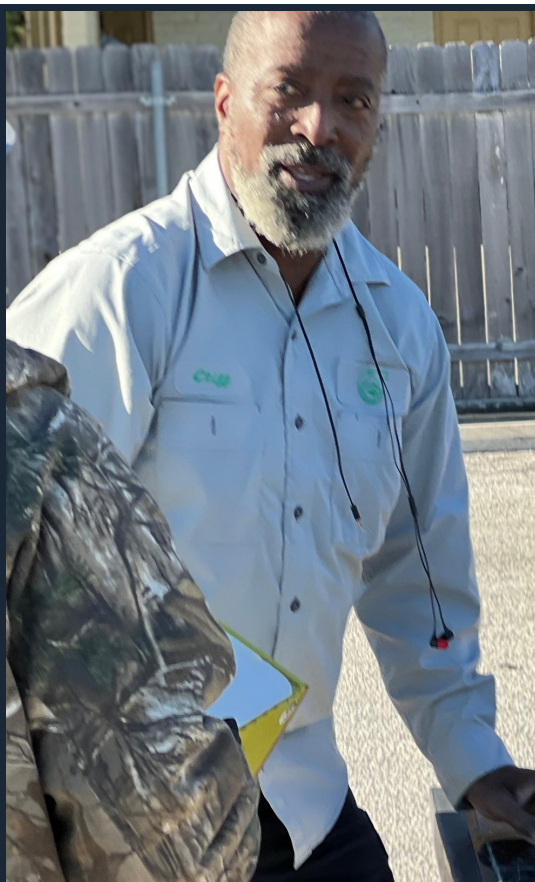


# FIVE-YEAR FINANCIAL PLAN

FY 2024-2028





## FIVE-YEAR FINANCIAL PLAN

Long term planning is essential to the stability and sustainability of every city. The City of Fair Oaks Ranch has had a Strategic Plan for several years now but has not had a tool to weigh the impact of various assumptions beyond the immediate annual budgeting process. Developing a five-year financial plan is a key piece of the planning process. 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 2022-23 Adopted Budget less one-time revenues and expenditures.

### 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.

## BASELINE SCENARIO

The planning model begins with a Baseline Scenario, which uses assumptions that we can ascertain with reasonable certainty using conservative assumptions. The Baseline Scenario uses the Adopted FY 2022-23 Budget with the following assumptions going forward:

### Expenditures

- No new employees throughout the forecast period
- Wage increases for all employees grow with a 2.0% cost of living adjustment and 2.5% merit increases per year



Figure 1: Planning and Budgeting Cycle

- 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
- No new capital or strategic projects not already approved in the CIP or strategic plan (SAP)
- No new equipment purchases except life-cycle replacements in the Equipment Replacement Fund

#### Revenue

- Property Taxes increase by the voter-approval rate, maximum rate of 3.5% per year
- Sales Tax revenue increases 3.0% per year
- Other revenue sources increase 1.5% per year

#### SCENARIO 1

Includes assumptions in the baseline scenario plus the following:

- Modifying the CIP/SAP project schedule to allow for Pay-As-You-Go (PAYGO) Funding without depleting the operating reserve to zero. This involves pushing the timeline for approved projects out to future years beyond the original scope of the CIP.

#### SCENARIO 2

Includes assumptions in the baseline scenario plus the following:

- Incorporating an \$18 million bond program disbursed in three tranches, with 20-year terms at 3.5% interest.

	BASELINE	SCENARIO 1	SCENARIO 2
Property tax increase 3.5%/yr.	X	X	X
Sales tax increase 3.0%/yr.	X	X	X
Salary increases 2.0% COLA+2.5% Merit/yr.	X	X	X
Health Insurance Premium increase 5.0%/yr.	X	X	X
Operational Costs increase 2.0%/yr.	X	X	X
Contract Services increase 5.0%/yr.	X	X	X
No new capital purchases	X	X	X
No new FTEs	X	X	X
Capital Projects in approved CIPs funded with cash	X	X	
Capital Projects in approved CIPs proceed on original timeline	X		X
Capital Schedule Adjusted by pushing projects to future years		X	
GO Bond to fund approved CIP Projects			X

## **Baseline Scenario**

### **Assumptions**

#### **Revenue**

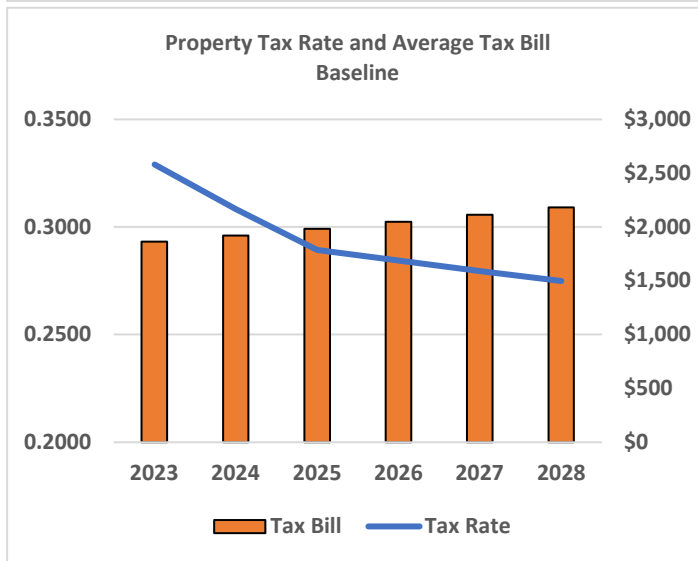
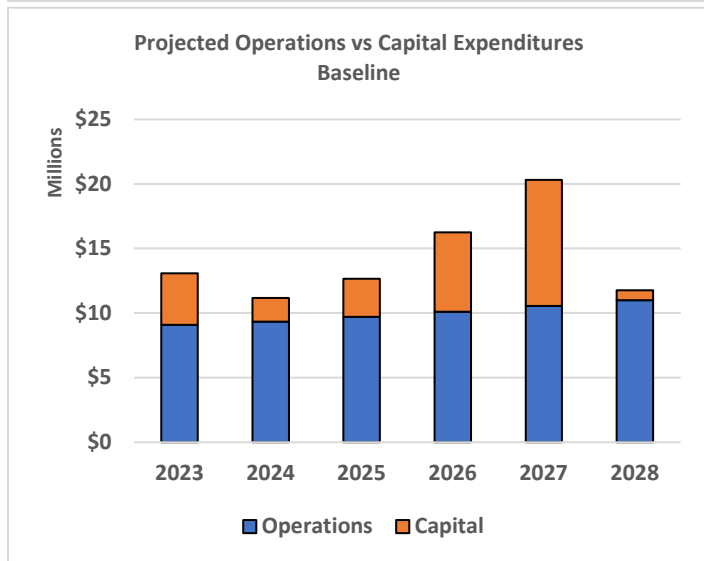
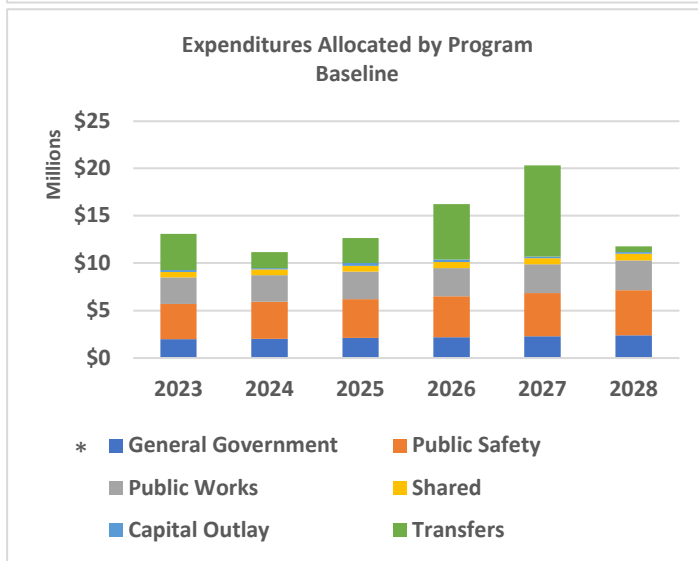
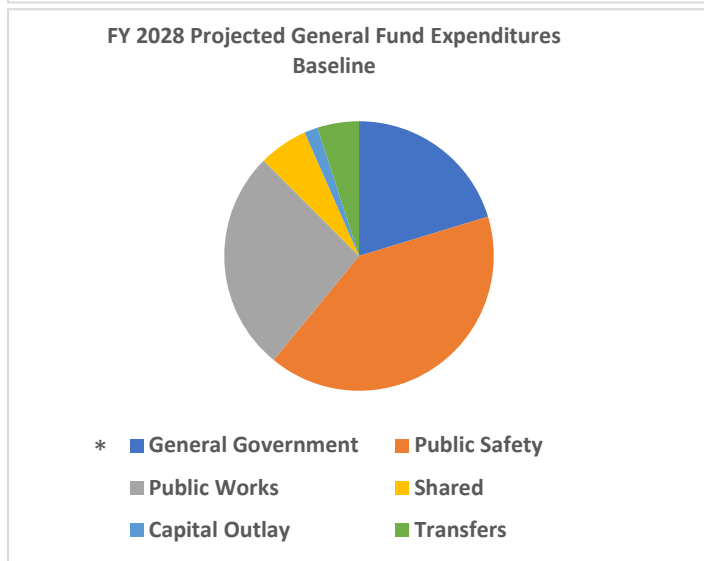
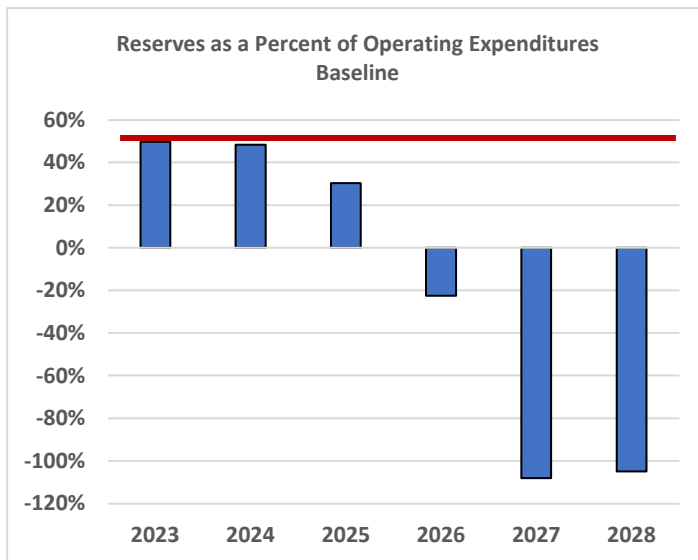
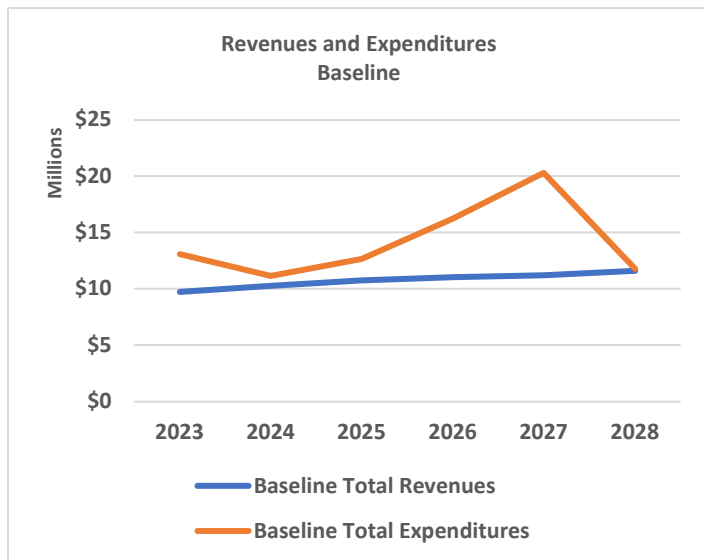
- 3.5% increase in Property Tax revenue (voter-approval rate) each year based on total taxable valuation percentage increases of 10%/10%/5%/5%/5%
- 3.0% increase in Sales Tax revenue each year
- 1.5% increase for all other lines

#### **Expenditures**

- 2.5% increase in wages for employee merit
- 2% Cost of Living Adjustment (COLA) each year
- 5% increase in health insurance costs
- 5% increase in software subscriptions
- 5% increase in facility and engineering contracts
- 5% increase in fuel for PD and Maintenance
- 2% increase in all other costs
- No change in Street Maintenance of \$1 million per year
- No change in Drainage budget of \$50,000 per year
- Assumes Unified Development Code (UDC) process completed FY2023
- 5% increase each year in IT workstation replacement budget starting with \$20K
- No new employees throughout the forecast period
- No new capital or strategic projects (not already in approved CIPs)
- No new equipment purchases except life-cycle replacements in the Equipment Replacement Fund



## 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  
Transfers include General Fund transfers to the Strategic Projects and ERF Funds

## FY 2024-28 Financial Plan Baseline Scenario by Program

	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
	<i>Budgeted</i>	<i>Projected</i>					
<b>GENERAL FUND - BASELINE</b>							
<b>Beginning Fund Balance</b>	8,780,175	8,780,175	5,907,078	4,994,334	3,086,123	(2,138,863)	(11,236,072)
<b>Revenue</b>							
PROPERTY TAX	6,204,433	6,204,433	6,656,302	6,888,156	7,128,108	7,376,442	7,633,450
MIXED BEVERAGE	25,000	25,000	25,250	25,503	25,758	26,015	26,275
SALES TAX	1,733,683	1,733,683	1,785,693	1,839,264	1,894,442	1,951,275	2,009,814
BANK/INVESTMENT INTEREST	72,000	372,000	73,080	74,176	75,289	76,418	77,564
FRANCHISE FEES	692,050	731,050	702,431	712,967	723,662	734,517	745,534
PERMITS	309,075	309,075	313,711	318,417	323,193	328,041	332,962
ANIMAL CONTROL	1,135	1,135	1,152	1,169	1,187	1,205	1,223
FINES & FORFEITURES	176,300	176,465	178,945	181,629	184,353	187,118	189,925
FEES & SERVICES	277,903	277,903	282,072	286,303	290,597	294,956	299,380
MISCELLANEOUS	110,505	176,655	108,509	110,136	111,788	113,465	115,167
SCHOOL CROSSING GUARD	10,665	10,665	10,825	10,987	11,152	11,319	11,489
LEOSE PROCEEDS	1,850	1,850	1,850	1,850	1,850	1,850	1,850
POLICE SEIZED PROCEEDS	-	235	-	-	-	-	-
<b>Transfer In</b>							
CAPITAL REPLACEMENT	125,000	286,549	108,925	295,975	244,145	105,475	165,138
<b>Total Revenue</b>	<b>9,739,599</b>	<b>10,306,698</b>	<b>10,248,744</b>	<b>10,746,532</b>	<b>11,015,524</b>	<b>11,208,097</b>	<b>11,609,772</b>
<b>Expenditures by Program</b>							
<b>General Government</b>							
PERSONNEL	1,476,669	1,467,452	1,543,295	1,613,010	1,685,897	1,762,101	1,841,772
SUPPLIES & OPERATIONS	74,429	74,429	32,520	33,044	33,577	34,119	34,671
PROFESSIONAL SERVICES	437,221	446,901	444,704	459,822	475,606	492,086	509,296
<b>Public Safety</b>							
PERSONNEL	2,816,482	2,880,389	2,942,014	3,073,187	3,210,259	3,353,497	3,503,183
SUPPLIES & OPERATIONS	113,100	114,673	111,942	116,099	120,435	124,958	129,677
PROFESSIONAL SERVICES	772,944	772,294	862,647	916,137	986,415	1,062,261	1,144,118
<b>Public Works</b>							
PERSONNEL	1,296,015	1,260,474	1,354,354	1,415,347	1,479,116	1,545,787	1,615,493
SUPPLIES & OPERATIONS	1,196,095	1,244,866	1,190,042	1,193,205	1,196,449	1,199,778	1,203,193
PROFESSIONAL SERVICES	321,427	321,462	256,836	268,252	280,212	292,742	305,870
<b>Shared Services</b>							
PERSONNEL	145,194	-	151,728	158,555	165,690	173,147	180,938
SUPPLIES & OPERATIONS	4,150	4,150	4,222	4,295	4,370	4,447	4,525
PROFESSIONAL SERVICES	423,667	424,310	432,673	450,046	468,202	487,179	507,017
<b>Total Operating Expenditures</b>	<b>9,077,393</b>	<b>9,011,400</b>	<b>9,326,977</b>	<b>9,701,002</b>	<b>10,106,230</b>	<b>10,532,102</b>	<b>10,979,753</b>



	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
	<b>Budgeted</b>	<b>Projected</b>					
<b>GENERAL FUND - BASELINE</b>							
<b>Capital Outlay</b>							
GENERAL GOVERNMENT	15,000	15,000	20,000	21,000	36,105	23,153	24,310
PUBLIC SAFETY	149,950	268,090	120,000	120,000	120,000	120,000	125,000
PUBLIC WORKS	32,000	87,814	25,000	179,408	110,796	-	39,970
SHARED SERVICES	-	-	-	-	-	-	-
<b>Transfers Out</b>							
TRANSFER TO CAP IMP FUND	3,442,995	3,442,995	1,359,003	2,322,825	5,556,871	9,319,543	275,914
TRANSFER TO VEH/EQUIP FUND	354,495	354,495	310,508	310,508	310,508	310,508	310,508
<b>Total Expenditures</b>	<b>13,071,833</b>	<b>13,179,795</b>	<b>11,161,488</b>	<b>12,654,743</b>	<b>16,240,510</b>	<b>20,305,305</b>	<b>11,755,455</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(3,332,234)</b>	<b>(2,873,097)</b>	<b>(912,744)</b>	<b>(1,908,211)</b>	<b>(5,224,986)</b>	<b>(9,097,209)</b>	<b>(145,683)</b>
<b>Ending Fund Balance</b>	<b>5,447,941</b>	<b>5,907,078</b>	<b>4,994,334</b>	<b>3,086,123</b>	<b>(2,138,863)</b>	<b>(11,236,072)</b>	<b>(11,381,755)</b>
<b>Restricted Reserves</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>
<b>Legal Reserve</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Unallocated Reserve Balance</b>	<b>795,014</b>	<b>1,254,151</b>	<b>341,407</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Reserve Balance</b>	<b>4,505,321</b>	<b>4,505,321</b>	<b>4,505,321</b>	<b>2,938,517</b>	<b>(2,286,469)</b>	<b>(11,383,678)</b>	<b>(11,529,361)</b>
<b>Percent of Operating Expenditures</b>	<b>49.6%</b>	<b>50.0%</b>	<b>48.3%</b>	<b>30.3%</b>	<b>-22.6%</b>	<b>-108.1%</b>	<b>-105.0%</b>

## FY 2024-28 Financial Plan Baseline Scenario by Category

	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - BASELINE</b>							
<b>Beginning Fund Balance</b>	8,780,175	8,780,175	5,907,078	4,994,334	3,086,123	(2,138,863)	(11,236,072)
<b>Revenue</b>							
PROPERTY TAX	6,204,433	6,204,433	6,656,302	6,888,156	7,128,108	7,376,442	7,633,450
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SALES TAX	1,733,683	1,733,683	1,785,693	1,839,264	1,894,442	1,951,275	2,009,814
BANK/INVESTMENT INTEREST	72,000	372,000	73,080	74,176	75,289	76,418	77,564
FRANCHISE FEES	692,050	731,050	702,431	712,967	723,662	734,517	745,534
PERMITS	309,075	309,075	313,711	318,417	323,193	328,041	332,962
ANIMAL CONTROL	1,135	1,135	1,152	1,169	1,187	1,205	1,223
FINES & FORFEITURES	176,300	176,465	178,945	181,629	184,353	187,118	189,925
FEES & SERVICES	277,903	277,903	282,072	286,303	290,597	294,956	299,380
MISCELLANEOUS	110,505	176,655	108,509	110,136	111,788	113,465	115,167
SCHOOL CROSSING GUARD	10,665	10,665	10,825	10,987	11,152	11,319	11,489
LEOSE PROCEEDS	1,850	1,850	1,850	1,850	1,850	1,850	1,850
POLICE SEIZED PROCEEDS	-	235	-	-	-	-	-
<b>Transfer In</b>							
CAPITAL REPLACEMENT	125,000	286,549	108,925	295,975	244,145	105,475	165,138
<b>Total Revenue</b>	<b>9,739,599</b>	<b>10,306,698</b>	<b>10,248,744</b>	<b>10,746,532</b>	<b>11,015,524</b>	<b>11,208,097</b>	<b>11,609,772</b>
<b>Expenditures by Category</b>							
<b>Personnel</b>							
SALARIES	4,160,870	4,064,264	4,348,109	4,543,774	4,748,244	4,961,915	5,185,201
OVERTIME	41,296	59,659	43,084	45,010	47,023	49,126	51,324
PAYROLL TAXES	311,818	314,738	325,689	340,182	355,324	371,145	387,676
WORKERS' COMP INSURANCE	108,212	79,469	109,835	111,483	113,155	114,852	116,575
RETIREMENT	477,609	487,303	499,101	521,561	545,031	569,558	595,188
HEALTH INSURANCE	600,355	568,681	630,373	661,891	694,986	729,735	766,222
UNIFORM ALLOWANCE	27,000	27,000	28,000	29,000	30,000	31,000	32,000
CAR ALLOWANCE	7,200	7,200	7,200	7,200	7,200	7,200	7,200
<b>Supplies, Maintenance and Operations</b>							
SUPPLIES & CONSUMABLES	30,340	30,340	30,947	31,566	32,197	32,841	33,498
MINOR EQUIPMENT & FURNITURE	49,770	51,343	44,225	45,110	46,012	46,932	47,871
FUEL	56,600	56,600	59,273	62,077	65,018	68,102	71,338
UNIFORMS	33,160	33,160	28,300	28,839	29,389	29,950	30,522
MISCELLANEOUS	550	550	550	550	550	550	550
COMMITTEES	2,500	2,500	2,538	2,576	2,614	2,653	2,693
COURT SECURITY BUILDING	58,724	58,724	6,090	6,181	6,274	6,368	6,464
VEHICLE MAINTENANCE/REPAIRS	30,880	30,880	32,124	33,424	34,783	36,204	37,690
EQUIPMENT MAINTENANCE/REPAIRS	14,500	14,500	13,260	13,525	13,796	14,072	14,353



	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - BASELINE</b>							
BUILDING MAINTENANCE/REPAIRS	17,250	17,250	16,595	16,927	17,265	17,611	17,963
LANDSCAPING & GREENSPACE MAINT	5,500	5,500	5,610	5,722	5,837	5,953	6,072
STREET MAINTENANCE	1,038,000	1,086,771	1,038,760	1,039,535	1,040,326	1,041,132	1,041,955
DRAINAGE WORK	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Professional Services</b>							
PROFESSIONAL SERVICES	1,277,449	1,277,449	1,299,604	1,375,457	1,469,224	1,569,740	1,677,508
DUES/SUBSCRIPTIONS	16,850	16,885	17,131	17,418	17,710	18,008	18,312
TRAINING/SEMINARS & TRAVEL	112,551	112,551	114,662	116,815	119,012	121,252	123,537
MEETINGS & RELATED TRAVEL	22,823	22,923	23,043	23,268	23,498	23,732	23,970
PUBLIC RELATIONS & EVENTS	55,234	55,234	56,234	57,253	58,293	59,354	60,436
EMPLOYEE APPRECIATION	14,710	14,710	14,938	15,171	15,408	15,651	15,898
ELECTIONS	7,000	16,580	14,000	14,000	14,000	14,000	14,000
RECORDING / REPORTING	10,000	10,000	10,000	10,000	10,000	10,000	10,000
EMPLOYMENT COSTS	2,975	2,975	3,035	3,095	3,157	3,220	3,285
INVESTIGATIONS	9,500	9,500	9,690	9,884	10,081.48	10,283.11	10,488.77
LEOSE TRAINING	2,500	1,850	1,850	1,850	1,850	1,850	1,850
<b>Shared Services</b>							
FACILITY CONTRACTS & SERVICES	86,985	86,985	83,334	87,501	91,876	96,470	101,293
TECH/INTERNET/SOFTWARE MAINT	197,440	197,440	207,312	217,678	228,561	239,990	251,989
POSTAGE	5,625	5,625	5,738	5,852	5,969	6,089	6,210
GENERAL LIABILITY INSURANCE	56,560	57,203	57,691	58,845	60,022	61,222	62,447
ELECTRICITY	40,000	40,000	40,800	41,616	42,448	43,297	44,163
PHONE/CABLE/ALARMS	37,057	37,057	37,798	38,554	39,325	40,112	40,914
<b>Total Operating Expenditures</b>	9,077,393	9,011,400	9,326,977	9,701,002	10,106,230	10,532,102	10,979,753
<b>Capital Outlay</b>							
FURNITURE, FIXTURES & EQUIP	196,950	370,904	165,000	320,408	266,901	143,153	189,280
<b>Transfers Out</b>							
TRANSFER TO CAP IMP FUND 02	3,442,995	3,442,995	1,359,003	2,322,825	5,556,871	9,319,543	275,914
TRANSFER TO VEH/EQUIP FUND 31	354,495	354,495	310,508	310,508	310,508	310,508	310,508
<b>Total Expenditures</b>	13,071,833	13,179,795	11,161,488	12,654,743	16,240,510	20,305,305	11,755,455
<b>Excess (deficiency) of revenues over (under) expenditures</b>	(3,332,234)	(2,873,097)	(912,744)	(1,908,211)	(5,224,986)	(9,097,209)	(145,683)
<b>Ending Fund Balance</b>	5,447,941	5,907,078	4,994,334	3,086,123	(2,138,863)	(11,236,072)	(11,381,755)
<b>Restricted Reserves</b>	97,606	97,606	97,606	97,606	97,606	97,606	97,606
<b>Legal Reserve</b>	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Unallocated Reserve Balance</b>	795,014	1,254,151	341,407	-	-	-	-
<b>Operating Reserve Balance</b>	4,505,321	4,505,321	4,505,321	2,938,517	(2,286,469)	(11,383,678)	(11,529,361)
<b>Percent of Operating Expenditures</b>	49.6%	50.0%	48.3%	30.3%	-22.6%	-108.1%	-105.0%

## FY 2024-28 Strategic Plan - Baseline Scenario

		2023	2024	2025	2026	2027	2028
<b>RELIABLE AND SUSTAINABLE INFRASTRUCTURE</b>							
3.3.2	Drainage 7840 Silver Spur Trail (Drainage CIP # 17)	601,000	-	-	-	-	-
3.3.3	Drainage 29010 Tivoli Way (Drainage CIP #34)	456,000	-	-	-	-	-
3.3.5	Drainage 8410 Noble Lark Dr. (CIP# 36)	-	-	-	-	223,066	-
3.3.6	Drainage 29314 Sumpter Drive (CIP# 32)	-	-	-	61,829	159,333	-
3.3.7	Drainage 7967 Turf Paradise Lane (Drainage CIP #37)	85,031	232,757	-	-	-	-
3.3.9	Drainage 7820 Rolling Acres Trail (Drainage CIP #5)	606,000	-	-	-	-	-
3.3.11	Drainage Ammann Road Low Water Cross (CIP# 1)		55,275	55,275	506,892	506,892	-
3.3.12	Drainage 8426 Triple Crown (CIP# 41)		56,450	145,473	-	-	-
3.3.13	Drainage 7420 Rolling Acres Trail (CIP#6)	-	-	103,869	103,869	275,914	275,914
3.3.14	Drainage 8472 Rolling Acres Trail (CIP# 2)	-	-	-	61,829	159,333	-
3.3.15	Drainage 31988 Scarteen (CIP# 44)	-	-	23,993	61,829	-	-
3.3.16	Drainage 7644 Pimlico Lane (CIP# 46)	-	-	23,993	61,829	-	-
3.3.17	Drainage 8040 Rolling Acres Trail (CIP# 4)	-	-	-	61,829	159,333	-
3.3.18	Drainage 7740 Pimlico Lane (CIP# 42)	-	-	-	24,732	63,733	-
3.3.19	Drainage 32030 Scarteen (CIP# 53)	-	-	-	61,829	159,333	-
3.3.20	Drainage 8312 Triple Crown (CIP #43)	-	-	-	61,829	159,333	-
3.3.22	Drainage 28907 Chartwell Lane (CIP #35)	-	-	-	61,829	159,333	-
3.3.23	Drainage 8622 Delta Dawn (CIP# 15)	-	-	-	61,829	159,333	-
3.3.24	Drainage 8037 Rock Oak Circle (CIP# 58)	-	-	-	24,732	63,733	-
3.4.10	Dietz Elkhorn Roadway reconstruction	245,915	241,416	1,609,436	1,609,436	-	
3.4.11	Ammann Rd Roadway reconstruction	-	365,286	360,786	2,405,239	2,405,239	
3.4.12	Rolling Acres Roadway reconstruction	-	-	-	325,510	4,665,635	
3.4.13	Post Oak Tr Roadway reconstruction, TxDoT Grant	875,000	-	-	-	-	
3.4.14	Connect sidewalk between Elkhorn Ridge subdivision	41,282	367,819	-	-	-	
3.4.15	Battle Intense Reconstructing sidewalk curb.	54,500	-	-	-	-	
3.5.5	Develop plan for a civic center building and campus	412,815					
<b>PUBLIC HEALTH, SAFETY, AND WELFARE</b>							
4.2.1	Develop a standards of cover and utilization study	18,000					
<b>OPERATIONAL EXCELLENCE</b>							
5.3.3b	3rd Party Scanning of City Records	40,000					
5.3.12	Implement Fuel Station for City Fleet Vehicles	50,000					
5.5.31	IT Penetration Testing		40,000				
<b>Total Needed to Fund Projects</b>		3,485,543	1,359,003	2,322,825	5,556,871	9,319,543	275,914



## FY 2024-28 Estimated Tax Rates Baseline Scenario

	<u>Current FY 22-23</u>	<u>FY 23-24</u>	<u>FY 24-25</u>	<u>FY 25-26</u>	<u>FY 26-27</u>	<u>FY 27-28</u>
Tax Rate/\$100 Valuation						
General Fund (M&O)	0.3023	0.2844	0.2676	0.2638	0.2600	0.2563
Debt Service Fund (I&S)	0.0268	0.0238	0.0216	0.0206	0.0195	0.0186
Total Tax Rate	0.3291	0.3083	0.2893	0.2844	0.2795	0.2750
Total Taxable Valuation	2,109,584,004	2,320,542,404	2,552,596,645	2,680,226,477	2,814,237,801	2,954,949,691
M&O Tax Rate/\$100 Valuation	0.3023	0.2844	0.2676	0.2638	0.2600	0.2563
Total M&O Levy	6,377,272	6,600,477	6,831,494	7,070,596	7,318,067	7,574,199
% Increase in M&O Levy		3.50%	3.50%	3.50%	3.50%	3.50%
Total Taxable Valuation	2,109,584,004	2,320,542,404	2,552,596,645	2,680,226,477	2,814,237,801	2,954,949,691
I&S Tax rate/\$100 Valuation	0.0268	0.0238	0.0216	0.0206	0.0195	0.0186
Total I&S Levy	565,959	553,163	552,475	550,950	548,575	550,888
Total Levy (100%)	\$ 6,943,232	\$ 7,153,639	\$ 7,383,969	\$ 7,621,546	\$ 7,866,642	\$ 8,125,087
Yr. over Yr. increase (decrease)	\$ 210,408	\$ 230,329	\$ 237,577	\$ 245,096	\$ 258,445	
Ave Home Taxable Value	566,488	623,137	685,450	719,723	755,709	793,495
Average Tax Bill	\$ 1,864	\$ 1,921	\$ 1,983	\$ 2,047	\$ 2,112	\$ 2,182

## **Scenario 1: Pay as You Go**

### **Assumptions**

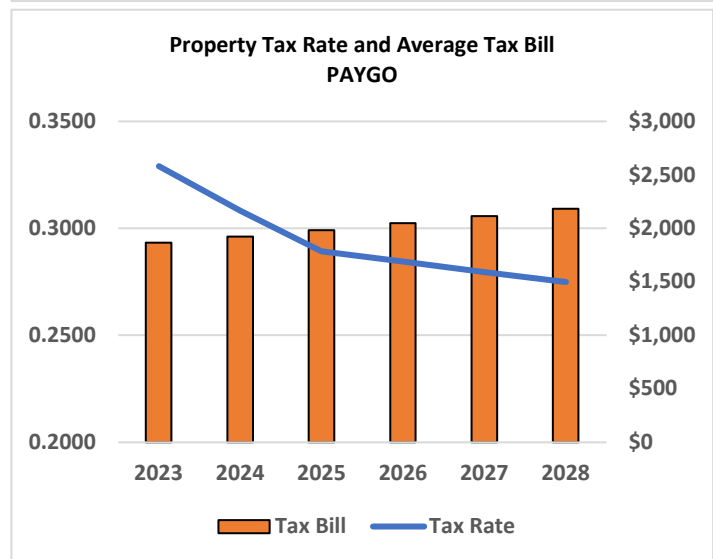
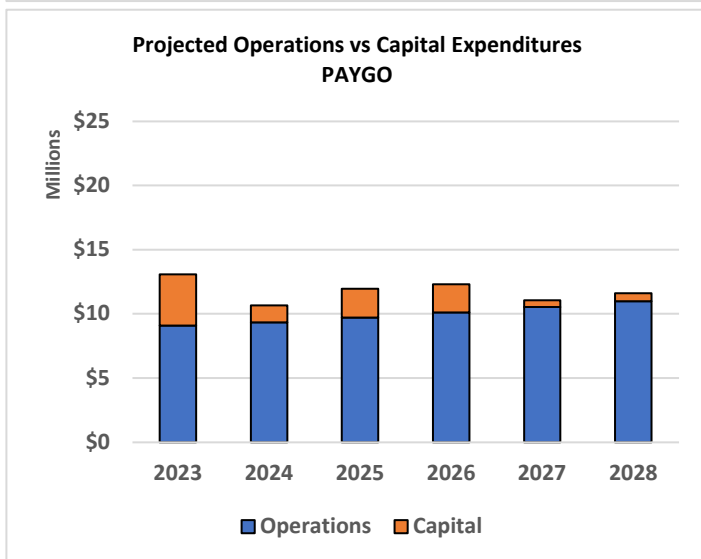
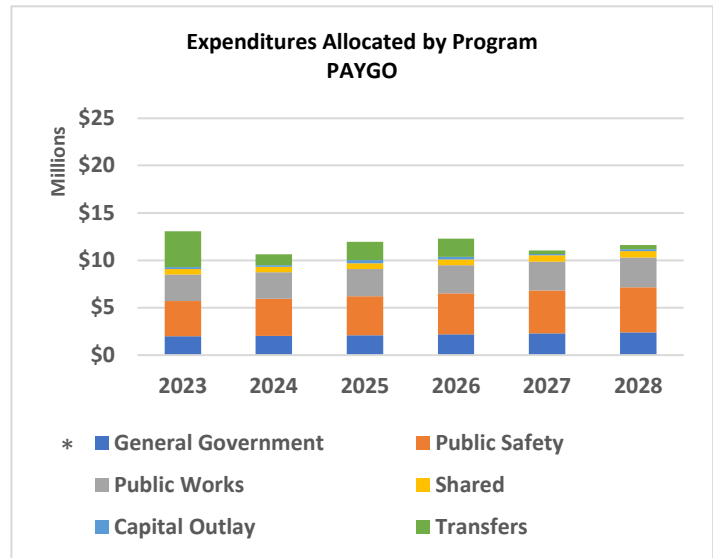
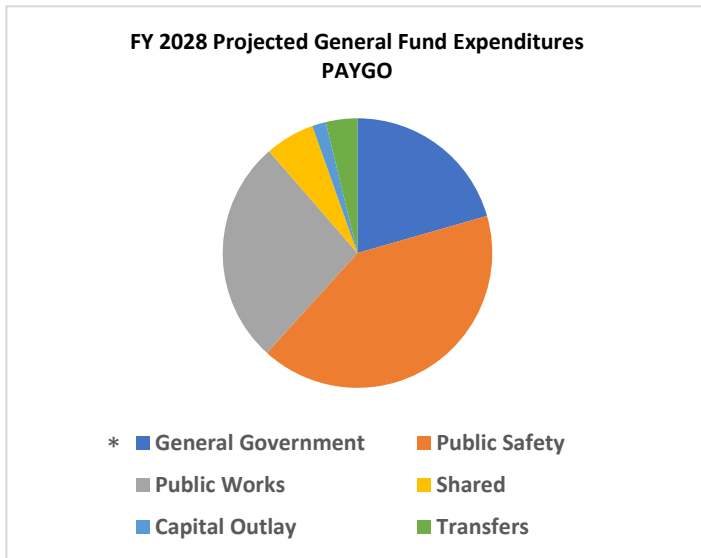
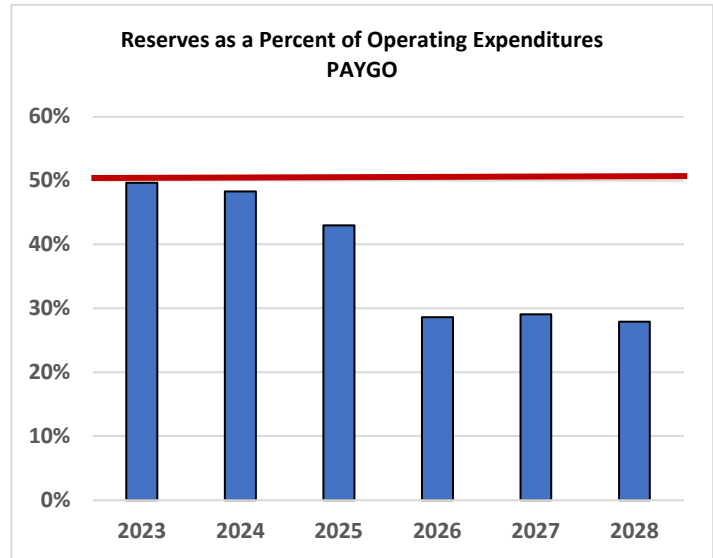
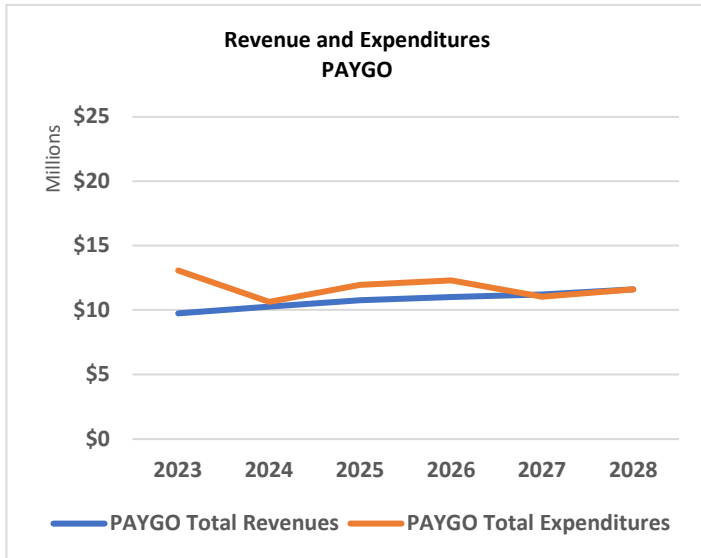
All Baseline Assumptions

Plus:

Modifying the CIP/SAP project schedule to allow for Pay As You Go  
(PAYGO) Funding



## PAYGO Scenario Dashboard



\*General Government: Admin, City Sec, HR, Finance, IT and Municipal Court

Public Works: Maintenance, Building Codes and Engineering

Shared: IT shared services and Non-Departmental shared

Transfers include General Fund transfers to the Strategic Projects and ERF Funds

## FY 2024-28 Financial Plan PAYGO Scenario by Program

	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - PAYGO</b>							
<b>Beginning Fund Balance</b>	8,780,175	8,780,175	5,907,078	5,511,345	4,316,523	3,038,972	3,206,031
<b>Revenue</b>							
PROPERTY TAX	6,204,433	6,204,433	6,656,302	6,888,156	7,128,108	7,376,442	7,633,450
MIXED BEVERAGE	25,000	25,000	25,250	25,503	25,758	26,015	26,275
SALES TAX	1,733,683	1,733,683	1,785,693	1,839,264	1,894,442	1,951,275	2,009,814
BANK/INVESTMENT INTEREST	72,000	372,000	73,080	74,176	75,289	76,418	77,564
FRANCHISE FEES	692,050	731,050	702,431	712,967	723,662	734,517	745,534
PERMITS	309,075	309,075	313,711	318,417	323,193	328,041	332,962
ANIMAL CONTROL	1,135	1,135	1,152	1,169	1,187	1,205	1,223
FINES & FORFEITURES	176,300	176,465	178,945	181,629	184,353	187,118	189,925
FEES & SERVICES	277,903	277,903	282,072	286,303	290,597	294,956	299,380
MISCELLANEOUS	110,505	176,655	108,509	110,136	111,788	113,465	115,167
SCHOOL CROSSING GUARD	10,665	10,665	10,825	10,987	11,152	11,319	11,489
LEOSE PROCEEDS	1,850	1,850	1,850	1,850	1,850	1,850	1,850
POLICE SEIZED PROCEEDS	-	235	-	-	-	-	-
<b>Transfer In</b>							
CAPITAL REPLACEMENT	125,000	286,549	108,925	295,975	244,145	105,475	165,138
<b>Total Revenue</b>	9,739,599	10,306,698	10,248,744	10,746,532	11,015,524	11,208,097	11,609,772
<b>Expenditures by Program</b>							
<b>General Government</b>							
PERSONNEL	1,476,669	1,467,452	1,543,295	1,613,010	1,685,897	1,762,101	1,841,772
SUPPLIES & OPERATIONS	74,429	74,429	32,520	33,044	33,577	34,119	34,671
PROFESSIONAL SERVICES	437,221	446,901	444,704	459,822	475,606	492,086	509,296
<b>Public Safety</b>							
PERSONNEL	2,816,482	2,880,389	2,942,014	3,073,187	3,210,259	3,353,497	3,503,183
SUPPLIES & OPERATIONS	113,100	114,673	111,942	116,099	120,435	124,958	129,677
PROFESSIONAL SERVICES	772,944	772,294	862,647	916,137	986,415	1,062,261	1,144,118
<b>Public Works</b>							
PERSONNEL	1,296,015	1,260,474	1,354,354	1,415,347	1,479,116	1,545,787	1,615,493
SUPPLIES & OPERATIONS	1,196,095	1,244,866	1,190,042	1,193,205	1,196,449	1,199,778	1,203,193
PROFESSIONAL SERVICES	321,427	321,462	256,836	268,252	280,212	292,742	305,870
<b>Shared Services</b>							
PERSONNEL	145,194	-	151,728	158,555	165,690	173,147	180,938
SUPPLIES & OPERATIONS	4,150	4,150	4,222	4,295	4,370	4,447	4,525
PROFESSIONAL SERVICES	423,667	424,310	432,673	450,046	468,202	487,179	507,017
<b>Total Operating Expenditures</b>	9,077,393	9,011,400	9,326,977	9,701,002	10,106,230	10,532,102	10,979,753

	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - PAYGO</b>							
<b>Capital Outlay</b>							
GENERAL GOVERNMENT	15,000	15,000	20,000	21,000	36,105	23,153	24,310
PUBLIC SAFETY	149,950	268,090	120,000	120,000	120,000	120,000	125,000
PUBLIC WORKS	32,000	87,814	25,000	179,408	110,796	-	39,970
SHARED SERVICES	-	-	-	-	-	-	-
<b>Transfers Out</b>							
TRANSFER TO CAP IMP FUND 02	3,442,995	3,442,995	841,992	1,609,436	1,609,436	55,275	127,993
TRANSFER TO VEH/EQUIP FUND 31	354,495	354,495	310,508	310,508	310,508	310,508	310,508
<b>Total Expenditures</b>	<b>13,071,833</b>	<b>13,179,795</b>	<b>10,644,477</b>	<b>11,941,354</b>	<b>12,293,075</b>	<b>11,041,037</b>	<b>11,607,534</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(3,332,234)</b>	<b>(2,873,097)</b>	<b>(395,733)</b>	<b>(1,194,822)</b>	<b>(1,277,551)</b>	<b>167,059</b>	<b>2,238</b>
<b>Ending Fund Balance</b>	<b>5,447,941</b>	<b>5,907,078</b>	<b>5,511,345</b>	<b>4,316,523</b>	<b>3,038,972</b>	<b>3,206,031</b>	<b>3,208,269</b>
<b>Restricted Reserves</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>
<b>Legal Reserve</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Unallocated Reserve Balance</b>	<b>795,014</b>	<b>1,254,151</b>	<b>858,418</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Reserve Balance</b>	<b>4,505,321</b>	<b>4,505,321</b>	<b>4,505,321</b>	<b>4,168,917</b>	<b>2,891,366</b>	<b>3,058,425</b>	<b>3,060,663</b>
<b>Percent of Operating Expenditures</b>	<b>49.6%</b>	<b>50.0%</b>	<b>48.3%</b>	<b>43.0%</b>	<b>28.6%</b>	<b>29.0%</b>	<b>27.9%</b>

## FY 2024-28 Financial Plan PAYGO Scenario by Category

	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - PAYGO</b>							
<b>Beginning Fund Balance</b>	8,780,175	8,780,175	5,907,078	5,511,345	4,316,523	3,038,972	3,206,031
<b>Revenue</b>							
PROPERTY TAX	6,204,433	6,204,433	6,656,302	6,888,156	7,128,108	7,376,442	7,633,450
MIXED BEVERAGE	25,000	25,000	25,250	25,503	25,758	26,015	26,275
SALES TAX	1,733,683	1,733,683	1,785,693	1,839,264	1,894,442	1,951,275	2,009,814
BANK/INVESTMENT INTEREST	72,000	372,000	73,080	74,176	75,289	76,418	77,564
FRANCHISE FEES	692,050	731,050	702,431	712,967	723,662	734,517	745,534
PERMITS	309,075	309,075	313,711	318,417	323,193	328,041	332,962
ANIMAL CONTROL	1,135	1,135	1,152	1,169	1,187	1,205	1,223
FINES & FORFEITURES	176,300	176,465	178,945	181,629	184,353	187,118	189,925
FEES & SERVICES	277,903	277,903	282,072	286,303	290,597	294,956	299,380
MISCELLANEOUS	110,505	176,655	108,509	110,136	111,788	113,465	115,167
SCHOOL CROSSING GUARD	10,665	10,665	10,825	10,987	11,152	11,319	11,489
LEOSE PROCEEDS	1,850	1,850	1,850	1,850	1,850	1,850	1,850
POLICE SEIZED PROCEEDS	-	235	-	-	-	-	-
<b>Transfer In</b>							
CAPITAL REPLACEMENT	125,000	286,549	108,925	295,975	244,145	105,475	165,138
<b>Total Revenue</b>	<b>9,739,599</b>	<b>10,306,698</b>	<b>10,248,744</b>	<b>10,746,532</b>	<b>11,015,524</b>	<b>11,208,097</b>	<b>11,609,772</b>
<b>Expenditures by Category</b>							
<b>Personnel</b>							
SALARIES	4,160,870	4,064,264	4,348,109	4,543,774	4,748,244	4,961,915	5,185,201
OVERTIME	41,296	59,659	43,084	45,010	47,023	49,126	51,324
PAYROLL TAXES	311,818	314,738	325,689	340,182	355,324	371,145	387,676
WORKERS' COMP INSURANCE	108,212	79,469	109,835	111,483	113,155	114,852	116,575
RETIREMENT	477,609	487,303	499,101	521,561	545,031	569,558	595,188
HEALTH INSURANCE	600,355	568,681	630,373	661,891	694,986	729,735	766,222
UNIFORM ALLOWANCE	27,000	27,000	28,000	29,000	30,000	31,000	32,000
CAR ALLOWANCE	7,200	7,200	7,200	7,200	7,200	7,200	7,200
<b>Supplies, Maintenance and Operations</b>							
SUPPLIES & CONSUMABLES	30,340	30,340	30,947	31,566	32,197	32,841	33,498
MINOR EQUIPMENT & FURNITURE	49,770	51,343	44,225	45,110	46,012	46,932	47,871
FUEL	56,600	56,600	59,273	62,077	65,018	68,102	71,338
UNIFORMS	33,160	33,160	28,300	28,839	29,389	29,950	30,522
MISCELLANEOUS	550	550	550	550	550	550	550
COMMITTEES	2,500	2,500	2,538	2,576	2,614	2,653	2,693
COURT SECURITY BUILDING	58,724	58,724	6,090	6,181	6,274	6,368	6,464
VEHICLE MAINTENANCE/REPAIRS	30,880	30,880	32,124	33,424	34,783	36,204	37,690
EQUIPMENT MAINTENANCE/REPAIRS	14,500	14,500	13,260	13,525	13,796	14,072	14,353



	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - PAYGO</b>							
BUILDING MAINTENANCE/REPAIRS	17,250	17,250	16,595	16,927	17,265	17,611	17,963
LANDSCAPING & GREENSPACE MAINT	5,500	5,500	5,610	5,722	5,837	5,953	6,072
STREET MAINTENANCE	1,038,000	1,086,771	1,038,760	1,039,535	1,040,326	1,041,132	1,041,955
DRAINAGE WORK	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Professional Services</b>							
PROFESSIONAL SERVICES	1,277,449	1,277,449	1,299,604	1,375,457	1,469,224	1,569,740	1,677,508
DUES/SUBSCRIPTIONS	16,850	16,885	17,131	17,418	17,710	18,008	18,312
TRAINING/SEMINARS & TRAVEL	112,551	112,551	114,662	116,815	119,012	121,252	123,537
MEETINGS & RELATED TRAVEL	22,823	22,923	23,043	23,268	23,498	23,732	23,970
PUBLIC RELATIONS & EVENTS	55,234	55,234	56,234	57,253	58,293	59,354	60,436
EMPLOYEE APPRECIATION	14,710	14,710	14,938	15,171	15,408	15,651	15,898
ELECTIONS	7,000	16,580	14,000	14,000	14,000	14,000	14,000
RECORDING / REPORTING	10,000	10,000	10,000	10,000	10,000	10,000	10,000
EMPLOYMENT COSTS	2,975	2,975	3,035	3,095	3,157	3,220	3,285
INVESTIGATIONS	9,500	9,500	9,690	9,884	10,081.48	10,283.11	10,488.77
LEOSE TRAINING	2,500	1,850	1,850	1,850	1,850	1,850	1,850
<b>Shared Services</b>							
FACILITY CONTRACTS & SERVICES	86,985	86,985	83,334	87,501	91,876	96,470	101,293
TECH/INTERNET/SOFTWARE MAINT	197,440	197,440	207,312	217,678	228,561	239,990	251,989
POSTAGE	5,625	5,625	5,738	5,852	5,969	6,089	6,210
GENERAL LIABILITY INSURANCE	56,560	57,203	57,691	58,845	60,022	61,222	62,447
ELECTRICITY	40,000	40,000	40,800	41,616	42,448	43,297	44,163
PHONE/CABLE/ALARMS	37,057	37,057	37,798	38,554	39,325	40,112	40,914
<b>Total Operating Expenditures</b>	9,077,393	9,011,400	9,326,977	9,701,002	10,106,230	10,532,102	10,979,753
<b>Capital Outlay</b>							
FURNITURE, FIXTURES & EQUIP	196,950	370,904	165,000	320,408	266,901	143,153	189,280
<b>Transfers Out</b>							
TRANSFER TO CAP IMP FUND 02	3,442,995	3,442,995	841,992	1,609,436	1,609,436	55,275	127,993
TRANSFER TO VEH/EQUIP FUND 31	354,495	354,495	310,508	310,508	310,508	310,508	310,508
<b>Total Expenditures</b>	13,071,833	13,179,795	10,644,477	11,941,354	12,293,075	11,041,037	11,607,534
<b>Excess (deficiency) of revenues over (under) expenditures</b>	(3,332,234)	(2,873,097)	(395,733)	(1,194,822)	(1,277,551)	167,059	2,238
<b>Ending Fund Balance</b>	5,447,941	5,907,078	5,511,345	4,316,523	3,038,972	3,206,031	3,208,269
<b>Restricted Reserves</b>	97,606	97,606	97,606	97,606	97,606	97,606	97,606
<b>Legal Reserve</b>	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Unallocated Reserve Balance</b>	795,014	1,254,151	858,418	-	-	-	-
<b>Operating Reserve Balance</b>	4,505,321	4,505,321	4,505,321	4,168,917	2,891,366	3,058,425	3,060,663
<b>Percent of Operating Expenditures</b>	49.6%	50.0%	48.3%	43.0%	28.6%	29.0%	27.9%

## FY 2024-28 Strategic Plan - PAYGO Scenario

		2023	2024	2025	2026	2027	2028
<b>RELIABLE AND SUSTAINABLE INFRASTRUCTURE</b>							
3.3.2	Drainage 7840 Silver Spur Trail (Drainage CIP # 17)	601,000	-	-	-	-	-
3.3.3	Drainage 29010 Tivoli Way (Drainage CIP #34)	456,000	-	-	-	-	-
3.3.5	Drainage 8410 Noble Lark Dr. (CIP# 36)	-	-	-	-		
3.3.6	Drainage 29314 Sumpter Drive (CIP# 32)	-	-	-			
3.3.7	Drainage 7967 Turf Paradise Lane (Drainage CIP #37)	85,031	232,757	-	-	-	-
3.3.9	Drainage 7820 Rolling Acres Trail (Drainage CIP #5)	606,000	-	-	-	-	-
3.3.11	Drainage Ammann Road Low Water Cross (CIP# 1)					55,275	55,275
3.3.12	Drainage 8426 Triple Crown (CIP# 41)						
3.3.13	Drainage 7420 Rolling Acres Trail (CIP#6)	-	-				
3.3.14	Drainage 8472 Rolling Acres Trail (CIP# 2)	-	-	-			
3.3.15	Drainage 31988 Scarteen (CIP# 44)	-	-				23,993
3.3.16	Drainage 7644 Pimlico Lane (CIP# 46)	-	-				23,993
3.3.17	Drainage 8040 Rolling Acres Trail (CIP# 4)	-	-	-			
3.3.18	Drainage 7740 Pimlico Lane (CIP# 42)	-	-	-			
3.3.19	Drainage 32030 Scarteen (CIP# 53)	-	-	-			
3.3.20	Drainage 8312 Triple Crown (CIP #43)	-	-	-			
3.3.22	Drainage 28907 Chartwell Lane (CIP #35)	-	-	-			
3.3.23	Drainage 8622 Delta Dawn (CIP# 15)	-	-	-			
3.3.24	Drainage 8037 Rock Oak Circle (CIP# 58)	-	-	-			24,732
3.4.10	Dietz Elkhorn Roadway reconstruction	245,915	241,416	1,609,436	1,609,436	-	
3.4.11	Ammann Rd Roadway reconstruction	-					
3.4.12	Rolling Acres Roadway reconstruction	-	-	-			
3.4.13	Post Oak Tr Roadway reconstruction, TxDOT Grant	875,000	-	-	-	-	
3.4.14	Connect sidewalk between both Elkhorn Ridge subdivision	41,282	367,819	-	-	-	
3.4.15	Battle Intense Reconstructing sidewalk curb	54,500	-	-	-	-	
3.5.5	Develop plan for a civic center building and campus	412,815					
<b>PUBLIC HEALTH, SAFETY, AND WELFARE</b>							
4.2.1	Develop a standards of cover and utilization study	18,000					
<b>OPERATIONAL EXCELLENCE</b>							
5.3.3b	3rd Party Scanning of City Records	40,000					
5.3.12	Implement Fuel Station for City Fleet Vehicles	50,000					
5.5.31	IT Penetration Testing						
<b>Total Needed to Fund Projects</b>		<b>3,485,543</b>	<b>841,992</b>	<b>1,609,436</b>	<b>1,609,436</b>	<b>55,275</b>	<b>127,993</b>

Indicates Deferred Project

## FY 2024-28 Strategic Plan - PAYGO Scenario

		2029	2030	2031	2032
<b>RELIABLE AND SUSTAINABLE INFRASTRUCTURE</b>					
3.3.2	Drainage 7840 Silver Spur Trail (Drainage CIP # 17)				
3.3.3	Drainage 29010 Tivoli Way (Drainage CIP #34)				
3.3.5	Drainage 8410 Noble Lark Dr. (CIP# 36)	223,066	-		
3.3.6	Drainage 29314 Sumpter Drive (CIP# 32)	61,829	159,333	-	
3.3.7	Drainage 7967 Turf Paradise Lane (Drainage CIP #37)				
3.3.9	Drainage 7820 Rolling Acres Trail (Drainage CIP #5)				
3.3.11	Drainage Ammann Road Low Water Cross (CIP# 1)	506,892	506,892	-	
3.3.12	Drainage 8426 Triple Crown (CIP# 41)	56,450	145,473	-	-
3.3.13	Drainage 7420 Rolling Acres Trail (CIP#6)	103,869	103,869	275,914	275,914
3.3.14	Drainage 8472 Rolling Acres Trail (CIP# 2)	61,829.00	159,333	-	
3.3.15	Drainage 31988 Scarteen (CIP# 44)	61,829	-	-	
3.3.16	Drainage 7644 Pimlico Lane (CIP# 46)	61,829	-	-	
3.3.17	Drainage 8040 Rolling Acres Trail (CIP# 4)	61,829	159,333	-	
3.3.18	Drainage 7740 Pimlico Lane (CIP# 42)	24,732	63,733	-	
3.3.19	Drainage 32030 Scarteen (CIP# 53)	61,829	159,333	-	
3.3.20	Drainage 8312 Triple Crown (CIP #43)	61,829	159,333	-	
3.3.22	Drainage 28907 Chartwell Lane (CIP #35)	61,829	159,333	-	
3.3.23	Drainage 8622 Delta Dawn (CIP# 15)	61,829	159,333	-	
3.3.24	Drainage 8037 Rock Oak Circle (CIP# 58)	63,733	-		
3.4.10	Dietz Elkhorn Roadway reconstruction				
3.4.11	Ammann Rd Roadway reconstruction	365,286	360,786	2,405,239	2,405,239
3.4.12	Rolling Acres Roadway reconstruction	325,510	4,665,635		
3.4.13	Post Oak Tr Roadway reconstruction, TxDOT Grant				
3.4.14	Connect sidewalk between both Elkhorn Ridge subdivision				
3.4.15	Battle Intense Reconstructing sidewalk curb				
3.5.5	Develop plan for a civic center building and campus				
<b>PUBLIC HEALTH, SAFETY, AND WELFARE</b>					
4.2.1	Develop a standards of cover and utilization study				
<b>OPERATIONAL EXCELLENCE</b>					
5.3.3b	3rd Party Scanning of City Records				
5.3.12	Implement Fuel Station for City Fleet Vehicles				
5.5.31	IT Penetration Testing	40,000			
<b>Total Needed to Fund Projects</b>		2,265,999	6,961,719	2,681,153	2,681,153

Indicates Deferred Project

## FY 2024-28 Estimated Tax Rates PAYGO Scenario

	<u>Current FY 22-23</u>	<u>FY 23-24</u>	<u>FY 24-25</u>	<u>FY 25-26</u>	<u>FY 26-27</u>	<u>FY 27-28</u>
Tax Rate/\$100 Valuation						
General Fund (M&O)	0.3023	0.2844	0.2676	0.2638	0.2600	0.2563
Debt Service Fund (I&S)	0.0268	0.0238	0.0216	0.0206	0.0195	0.0186
Total Tax Rate	0.3291	0.3083	0.2893	0.2844	0.2795	0.2750
Total Taxable Valuation	2,109,584,004	2,320,542,404	2,552,596,645	2,680,226,477	2,814,237,801	2,954,949,691
M&O Tax Rate/\$100 Valuation	0.3023	0.2844	0.2676	0.2638	0.2600	0.2563
Total M&O Levy	6,377,272	6,600,477	6,831,494	7,070,596	7,318,067	7,574,199
% Increase in M&O Levy		3.50%	3.50%	3.50%	3.50%	3.50%
Total Taxable Valuation	2,109,584,004	2,320,542,404	2,552,596,645	2,680,226,477	2,814,237,801	2,954,949,691
I&S Tax rate/\$100 Valuation	0.0268	0.0238	0.0216	0.0206	0.0195	0.0186
Total I&S Levy	565,959	553,163	552,475	550,950	548,575	550,888
Total Levy (100%)	\$ 6,943,232	\$ 7,153,639	\$ 7,383,969	\$ 7,621,546	\$ 7,866,642	\$ 8,125,087
Yr. over Yr. increase (decrease)	\$ 210,408	\$ 230,329	\$ 237,577	\$ 245,096	\$ 258,445	
Ave Home Taxable Value	566,488	623,137	685,450	719,723	755,709	793,495
Average Tax Bill	\$ 1,864	\$ 1,921	\$ 1,983	\$ 2,047	\$ 2,112	\$ 2,182

## **Scenario 2: Bond Program**

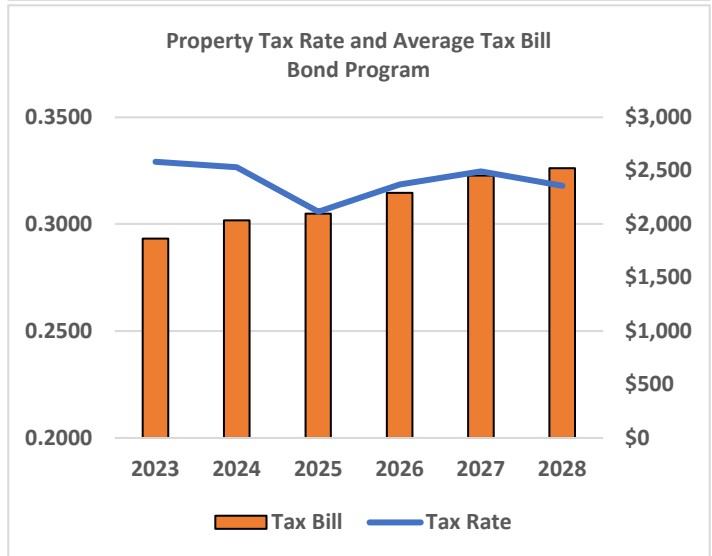
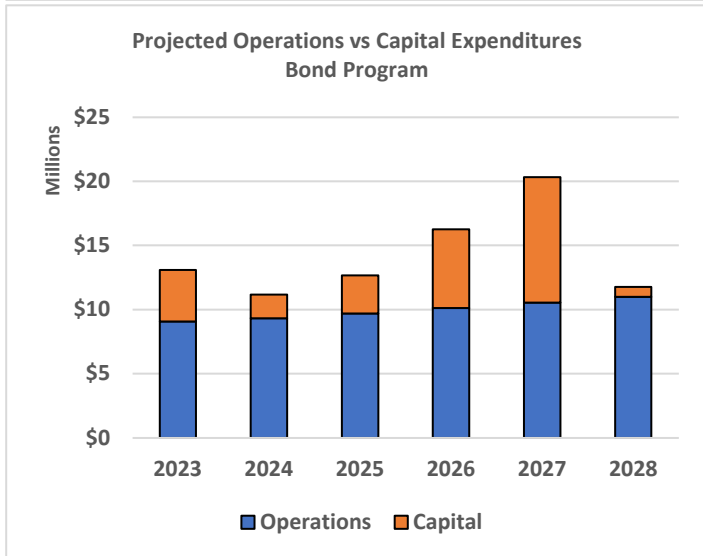
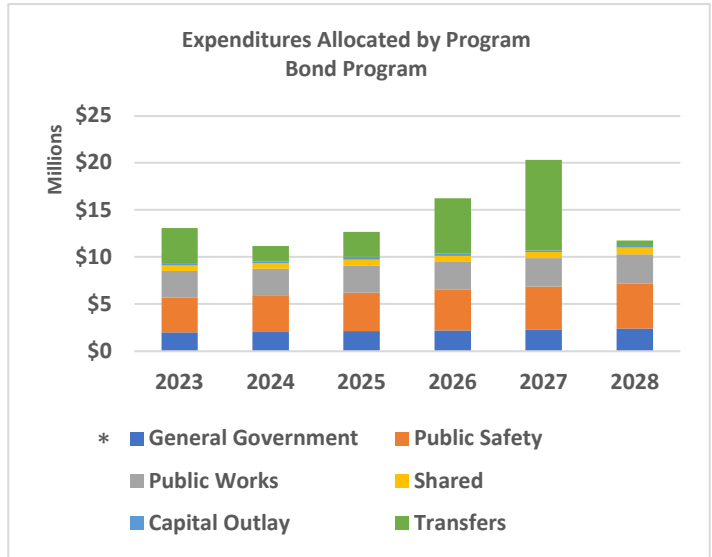
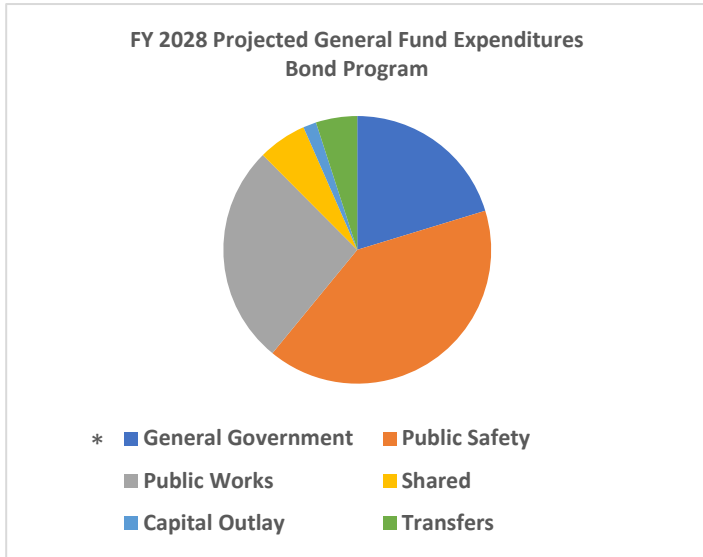
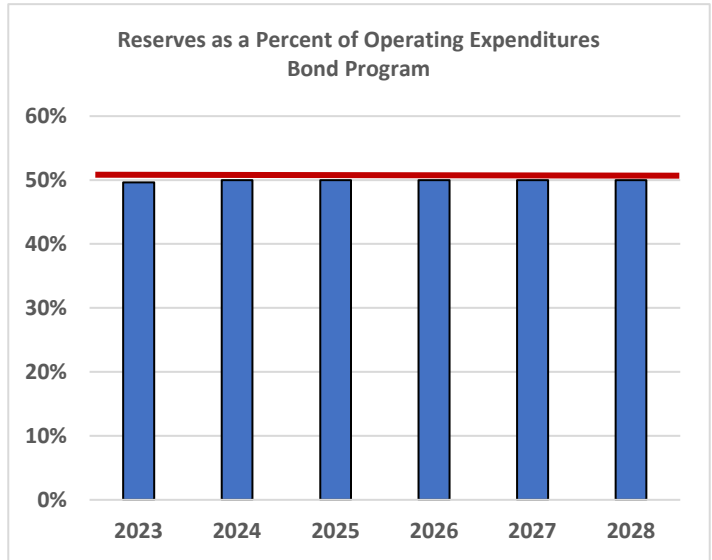
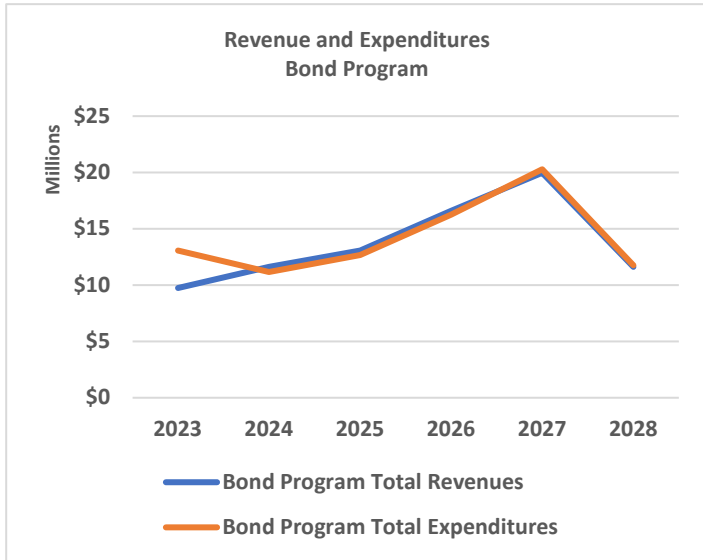
### **Assumptions**

All Baseline Assumptions

Plus:

Incorporating an \$18 million bond program disbursed in three tranches,  
with 20 year terms at 3.5% interest.

## Bond Program 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  
Transfers include General Fund transfers to the Strategic Projects and ERF Fund:



## FY 2024-28 Financial Plan Bond Program Scenario by Program

	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - BOND PROGRAM</b>							
<b>Beginning Fund Balance</b>	8,780,175	8,780,175	5,907,078	6,353,337	6,767,951	7,099,836	6,763,928
<b>Revenue</b>							
PROPERTY TAX	6,204,433	6,204,433	6,656,302	6,888,156	7,128,108	7,376,442	7,633,450
MIXED BEVERAGE	25,000	25,000	25,250	25,503	25,758	26,015	26,275
SALES TAX	1,733,683	1,733,683	1,785,693	1,839,264	1,894,442	1,951,275	2,009,814
BANK/INVESTMENT INTEREST	72,000	372,000	73,080	74,176	75,289	76,418	77,564
FRANCHISE FEES	692,050	731,050	702,431	712,967	723,662	734,517	745,534
PERMITS	309,075	309,075	313,711	318,417	323,193	328,041	332,962
ANIMAL CONTROL	1,135	1,135	1,152	1,169	1,187	1,205	1,223
FINES & FORFEITURES	176,300	176,465	178,945	181,629	184,353	187,118	189,925
FEES & SERVICES	277,903	277,903	282,072	286,303	290,597	294,956	299,380
MISCELLANEOUS	110,505	176,655	108,509	110,136	111,788	113,465	115,167
SCHOOL CROSSING GUARD	10,665	10,665	10,825	10,987	11,152	11,319	11,489
LEOSE PROCEEDS	1,850	1,850	1,850	1,850	1,850	1,850	1,850
POLICE SEIZED PROCEEDS	-	235	-	-	-	-	-
<b>Transfer In</b>							
CAPITAL REPLACEMENT	125,000	286,549	108,925	295,975	244,145	105,475	165,138
GO BOND			1,359,003	2,322,825	5,556,871	8,761,301	-
<b>Total Revenue</b>	<b>9,739,599</b>	<b>10,306,698</b>	<b>11,607,747</b>	<b>13,069,357</b>	<b>16,572,395</b>	<b>19,969,398</b>	<b>11,609,772</b>
<b>Expenditures by Program</b>							
<b>General Government</b>							
PERSONNEL	1,476,669	1,467,452	1,543,295	1,613,010	1,685,897	1,762,101	1,841,772
SUPPLIES & OPERATIONS	74,429	74,429	32,520	33,044	33,577	34,119	34,671
PROFESSIONAL SERVICES	437,221	446,901	444,704	459,822	475,606	492,086	509,296
<b>Public Safety</b>							
PERSONNEL	2,816,482	2,880,389	2,942,014	3,073,187	3,210,259	3,353,497	3,503,183
SUPPLIES & OPERATIONS	113,100	114,673	111,942	116,099	120,435	124,958	129,677
PROFESSIONAL SERVICES	772,944	772,294	862,647	916,137	986,415	1,062,261	1,144,118
<b>Public Works</b>							
PERSONNEL	1,296,015	1,260,474	1,354,354	1,415,347	1,479,116	1,545,787	1,615,493
SUPPLIES & OPERATIONS	1,196,095	1,244,866	1,190,042	1,193,205	1,196,449	1,199,778	1,203,193
PROFESSIONAL SERVICES	321,427	321,462	256,836	268,252	280,212	292,742	305,870
<b>Shared Services</b>							
PERSONNEL	145,194	-	151,728	158,555	165,690	173,147	180,938
SUPPLIES & OPERATIONS	4,150	4,150	4,222	4,295	4,370	4,447	4,525
PROFESSIONAL SERVICES	423,667	424,310	432,673	450,046	468,202	487,179	507,017
<b>Total Operating Expenditures</b>	<b>9,077,393</b>	<b>9,011,400</b>	<b>9,326,977</b>	<b>9,701,002</b>	<b>10,106,230</b>	<b>10,532,102</b>	<b>10,979,753</b>

	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - BOND PROGRAM</b>							
<b>Capital Outlay</b>							
GENERAL GOVERNMENT	15,000	15,000	20,000	21,000	36,105	23,153	24,310
PUBLIC SAFETY	149,950	268,090	120,000	120,000	120,000	120,000	125,000
PUBLIC WORKS	32,000	87,814	25,000	179,408	110,796	-	39,970
SHARED SERVICES	-	-	-	-	-	-	-
<b>Transfers Out</b>							
TRANSFER TO CAP IMP FUND 02	3,442,995	3,442,995	1,359,003	2,322,825	5,556,871	9,319,543	275,914
TRANSFER TO VEH/EQUIP FUND 31	354,495	354,495	310,508	310,508	310,508	310,508	310,508
<b>Total Expenditures</b>	<b>13,071,833</b>	<b>13,179,795</b>	<b>11,161,488</b>	<b>12,654,743</b>	<b>16,240,510</b>	<b>20,305,305</b>	<b>11,755,455</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(3,332,234)</b>	<b>(2,873,097)</b>	<b>446,259</b>	<b>414,614</b>	<b>331,885</b>	<b>(335,908)</b>	<b>(145,683)</b>
<b>Ending Fund Balance</b>	<b>5,447,941</b>	<b>5,907,078</b>	<b>6,353,337</b>	<b>6,767,951</b>	<b>7,099,836</b>	<b>6,763,928</b>	<b>6,618,245</b>
<b>Restricted Reserves</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>	<b>97,606</b>
<b>Legal Reserve</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Unallocated Reserve Balance</b>	<b>795,014</b>	<b>795,014</b>	<b>1,083,105</b>	<b>1,310,707</b>	<b>1,439,978</b>	<b>891,134</b>	<b>521,626</b>
<b>Operating Reserve Balance</b>	<b>4,505,321</b>	<b>4,505,321</b>	<b>4,663,489</b>	<b>4,850,501</b>	<b>5,053,115</b>	<b>5,266,051</b>	<b>5,489,876</b>
<b>Percent of Operating Expenditures</b>	<b>49.6%</b>	<b>50.0%</b>	<b>50.0%</b>	<b>50.0%</b>	<b>50.0%</b>	<b>50.0%</b>	<b>50.0%</b>

## FY 2024-28 Financial Plan Bond Program Scenario by Category

	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - BOND PROGRAM</b>							
<b>Beginning Fund Balance</b>	8,780,175	8,780,175	5,907,078	6,353,337	6,767,951	7,099,836	6,763,928
<b>Revenue</b>							
PROPERTY TAX	6,204,433	6,204,433	6,656,302	6,888,156	7,128,108	7,376,442	7,633,450
MIXED BEVERAGE	25,000	25,000	25,250	25,503	25,758	26,015	26,275
SALES TAX	1,733,683	1,733,683	1,785,693	1,839,264	1,894,442	1,951,275	2,009,814
BANK/INVESTMENT INTEREST	72,000	372,000	73,080	74,176	75,289	76,418	77,564
FRANCHISE FEES	692,050	731,050	702,431	712,967	723,662	734,517	745,534
PERMITS	309,075	309,075	313,711	318,417	323,193	328,041	332,962
ANIMAL CONTROL	1,135	1,135	1,152	1,169	1,187	1,205	1,223
FINES & FORFEITURES	176,300	176,465	178,945	181,629	184,353	187,118	189,925
FEES & SERVICES	277,903	277,903	282,072	286,303	290,597	294,956	299,380
MISCELLANEOUS	110,505	176,655	108,509	110,136	111,788	113,465	115,167
SCHOOL CROSSING GUARD	10,665	10,665	10,825	10,987	11,152	11,319	11,489
LEOSE PROCEEDS	1,850	1,850	1,850	1,850	1,850	1,850	1,850
POLICE SEIZED PROCEEDS	-	235	-	-	-	-	-
<b>Transfer In</b>							
CAPITAL REPLACEMENT	125,000	286,549	108,925	295,975	244,145	105,475	165,138
GO BOND			1,359,003	2,322,825	5,556,871	8,761,301	-
<b>Total Revenue</b>	<b>9,739,599</b>	<b>10,306,698</b>	<b>11,607,747</b>	<b>13,069,357</b>	<b>16,572,395</b>	<b>19,969,398</b>	<b>11,609,772</b>
<b>Expenditures by Category</b>							
<b>Personnel</b>							
SALARIES	4,160,870	4,064,264	4,348,109	4,543,774	4,748,244	4,961,915	5,185,201
OVERTIME	41,296	59,659	43,084	45,010	47,023	49,126	51,324
PAYROLL TAXES	311,818	314,738	325,689	340,182	355,324	371,145	387,676
WORKERS' COMP INSURANCE	108,212	79,469	109,835	111,483	113,155	114,852	116,575
RETIREMENT	477,609	487,303	499,101	521,561	545,031	569,558	595,188
HEALTH INSURANCE	600,355	568,681	630,373	661,891	694,986	729,735	766,222
UNIFORM ALLOWANCE	27,000	27,000	28,000	29,000	30,000	31,000	32,000
CAR ALLOWANCE	7,200	7,200	7,200	7,200	7,200	7,200	7,200
<b>Supplies, Maintenance and Operations</b>							
SUPPLIES & CONSUMABLES	30,340	30,340	30,947	31,566	32,197	32,841	33,498
MINOR EQUIPMENT & FURNITURE	49,770	51,343	44,225	45,110	46,012	46,932	47,871
FUEL	56,600	56,600	59,273	62,077	65,018	68,102	71,338
UNIFORMS	33,160	33,160	28,300	28,839	29,389	29,950	30,522
MISCELLANEOUS	550	550	550	550	550	550	550
COMMITTEES	2,500	2,500	2,538	2,576	2,614	2,653	2,693
COURT SECURITY BUILDING	58,724	58,724	6,090	6,181	6,274	6,368	6,464
VEHICLE MAINTENANCE/REPAIRS	30,880	30,880	32,124	33,424	34,783	36,204	37,690

	2023 <i>Budgeted</i>	2023 <i>Projected</i>	2024	2025	2026	2027	2028
<b>GENERAL FUND - BOND PROGRAM</b>							
EQUIPMENT MAINTENANCE/REPAIRS	14,500	14,500	13,260	13,525	13,796	14,072	14,353
BUILDING MAINTENANCE/REPAIRS	17,250	17,250	16,595	16,927	17,265	17,611	17,963
LANDSCAPING & GREENSPACE MAINT	5,500	5,500	5,610	5,722	5,837	5,953	6,072
STREET MAINTENANCE	1,038,000	1,086,771	1,038,760	1,039,535	1,040,326	1,041,132	1,041,955
DRAINAGE WORK	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Professional Services</b>							
PROFESSIONAL SERVICES	1,277,449	1,277,449	1,299,604	1,375,457	1,469,224	1,569,740	1,677,508
DUES/SUBSCRIPTIONS	16,850	16,885	17,131	17,418	17,710	18,008	18,312
TRAINING/SEMINARS & TRAVEL	112,551	112,551	114,662	116,815	119,012	121,252	123,537
MEETINGS & RELATED TRAVEL	22,823	22,923	23,043	23,268	23,498	23,732	23,970
PUBLIC RELATIONS & EVENTS	55,234	55,234	56,234	57,253	58,293	59,354	60,436
EMPLOYEE APPRECIATION	14,710	14,710	14,938	15,171	15,408	15,651	15,898
ELECTIONS	7,000	16,580	14,000	14,000	14,000	14,000	14,000
RECORDING / REPORTING	10,000	10,000	10,000	10,000	10,000	10,000	10,000
EMPLOYMENT COSTS	2,975	2,975	3,035	3,095	3,157.09	3,220.24	3,284.64
INVESTIGATIONS	9,500	9,500	9,690	9,884	10,081	10,283	10,489
LEOSE TRAINING	2,500	1,850	1,850	1,850	1,850	1,850	1,850
<b>Shared Services</b>							
FACILITY CONTRACTS & SERVICES	86,985	86,985	83,334	87,501	91,876	96,470	101,293
TECH/INTERNET/SOFTWARE MAINT	197,440	197,440	207,312	217,678	228,561	239,990	251,989
POSTAGE	5,625	5,625	5,738	5,852	5,969	6,089	6,210
GENERAL LIABILITY INSURANCE	56,560	57,203	57,691	58,845	60,022	61,222	62,447
ELECTRICITY	40,000	40,000	40,800	41,616	42,448	43,297	44,163
PHONE/CABLE/ALARMS	37,057	37,057	37,798	38,554	39,325	40,112	40,914
<b>Total Operating Expenditures</b>	9,077,393	9,011,400	9,326,977	9,701,002	10,106,230	10,532,102	10,979,753
<b>Capital Outlay</b>							
FURNITURE, FIXTURES & EQUIP	196,950	370,904	165,000	320,408	266,901	143,153	189,280
<b>Transfers Out</b>							
TRANSFER TO CAP IMP FUND 02	3,442,995	3,442,995	1,359,003	2,322,825	5,556,871	9,319,543	275,914
TRANSFER TO VEH/EQUIP FUND 31	354,495	354,495	310,508	310,508	310,508	310,508	310,508
<b>Total Expenditures</b>	13,071,833	13,179,795	11,161,488	12,654,743	16,240,510	20,305,305	11,755,455
<b>Excess (deficiency) of revenues over (under) expenditures</b>	(3,332,234)	(2,873,097)	446,259	414,614	331,885	(335,908)	(145,683)
<b>Ending Fund Balance</b>	5,447,941	5,907,078	6,353,337	6,767,951	7,099,836	6,763,928	6,618,245
<b>Restricted Reserves</b>	97,606	97,606	97,606	97,606	97,606	97,606	97,606
<b>Legal Reserve</b>	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Unallocated Reserve Balance</b>	795,014	795,014	1,083,105	1,310,707	1,439,978	891,134	521,626
<b>Operating Reserve Balance</b>	4,505,321	4,505,321	4,663,489	4,850,501	5,053,115	5,266,051	5,489,876
<b>Percent of Operating Expenditures</b>	49.6%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%

## FY 2024-28 Strategic Plan - Bond Program Scenario

		2023	2024	2025	2026	2027	2028
<b>RELIABLE AND SUSTAINABLE INFRASTRUCTURE</b>							
3.3.2	Drainage 7840 Silver Spur Trail (Drainage CIP # 17)	601,000	-	-	-	-	-
3.3.3	Drainage 29010 Tivoli Way (Drainage CIP #34)	456,000	-	-	-	-	-
3.3.5	Drainage 8410 Noble Lark Dr. (CIP# 36)	-	-	-	-	223,066	-
3.3.6	Drainage 29314 Sumpter Drive (CIP# 32)	-	-	-	61,829	159,333	-
3.3.7	Drainage 7967 Turf Paradise Lane (Drainage CIP #37)	85,031	232,757	-	-	-	-
3.3.8	Drainage 7900 Fair Oaks Parkway (Drainage CIP #30)	-	-	-	-	-	-
3.3.9	Drainage 7820 Rolling Acres Trail (Drainage CIP #5)	606,000	-	-	-	-	-
3.3.11	Drainage Ammann Road Low Water Cross (CIP# 1)		55,275	55,275	506,892	506,892	-
3.3.12	Drainage 8426 Triple Crown (CIP# 41)		56,450	145,473	-	-	-
3.3.13	Drainage 7420 Rolling Acres Trail (CIP#6)	-	-	103,869	103,869	275,914	275,914
3.3.14	Drainage 8472 Rolling Acres Trail (CIP# 2)	-	-	-	61,829	159,333	-
3.3.15	Drainage 31988 Scarteen (CIP# 44)	-	-	23,993	61,829	-	-
3.3.16	Drainage 7644 Pimlico Lane (CIP# 46)	-	-	23,993	61,829	-	-
3.3.17	Drainage 8040 Rolling Acres Trail (CIP# 4)	-	-	-	61,829	159,333	-
3.3.18	Drainage 7740 Pimlico Lane (CIP# 42)	-	-	-	24,732	63,733	-
3.3.19	Drainage 32030 Scarteen (CIP# 53)	-	-	-	61,829	159,333	-
3.3.20	Drainage 8312 Triple Crown (CIP #43)	-	-	-	61,829	159,333	-
3.3.22	Drainage 28907 Chartwell Lane (CIP #35)	-	-	-	61,829	159,333	-
3.3.23	Drainage 8622 Delta Dawn (CIP# 15)	-	-	-	61,829	159,333	-
3.3.24	Drainage 8037 Rock Oak Circle (CIP# 58)	-	-	-	24,732	63,733	-
3.4.10	Dietz Elkhorn Roadway reconstruction	245,915	241,416	1,609,436	1,609,436	-	
3.4.11	Ammann Rd Roadway reconstruction	-	365,286	360,786	2,405,239	2,405,239	
3.4.12	Rolling Acres Roadway reconstruction	-	-	-	325,510	4,665,635	
3.4.13	Post Oak Tr Roadway reconstruction, TxDoT Grant	875,000	-	-	-	-	
3.4.14	Connect sidewalk between Elkhorn Ridge subdivision	41,282	367,819	-	-	-	
3.4.15	Battle Intense Reconstructing sidewalk curb.	54,500	-	-	-	-	
3.5.5	Develop plan for a civic center building and campus	412,815					
<b>PUBLIC HEALTH, SAFETY, AND WELFARE</b>							
4.2.1	Develop a standards of cover and utilization study	18,000					
<b>OPERATIONAL EXCELLENCE</b>							
5.3.3b	3rd Party Scanning of City Records	40,000					
5.3.12	Implement Fuel Station for City Fleet Vehicles	50,000					
5.5.31	IT Penetration Testing		40,000				
<b>Total Needed to Fund Projects</b>		3,485,543	1,359,003	2,322,825	5,556,871	9,319,543	275,914

## FY 2024-28 Estimated Tax Rates Bond Program Scenario

	<u>Current FY 22-23</u>	<u>FY 23-24</u>	<u>FY 24-25</u>	<u>FY 25-26</u>	<u>FY 26-27</u>	<u>FY 27-28</u>
Tax Rate/\$100 Valuation						
General Fund (M&O)	0.3023	0.2844	0.2676	0.2638	0.2600	0.2563
Debt Service Fund (I&S)	0.0268	0.0420	0.0382	0.0547	0.0645	0.0615
Total Tax Rate	0.3291	0.3265	0.3058	0.3185	0.3245	0.3178
Total Taxable Valuation	2,109,584,004	2,320,542,404	2,552,596,645	2,680,226,477	2,814,237,801	2,954,949,691
M&O Tax Rate/\$100 Valuation	0.3023	0.2844	0.2676	0.2638	0.2600	0.2563
Total M&O Levy	6,377,272	6,600,477	6,831,494	7,070,596	7,318,067	7,574,199
% Increase in M&O Levy		3.50%	3.50%	3.50%	3.50%	3.50%
Total Taxable Valuation	2,109,584,004	2,320,542,404	2,552,596,645	2,680,226,477	2,814,237,801	2,954,949,691
I&S Tax rate/\$100 Valuation	0.0268	0.0420	0.0382	0.0547	0.0645	0.0615
Total I&S Levy	565,959	975,329	974,641	1,465,644	1,815,074	1,817,387
Total Levy (100%)	\$ 6,943,232	\$ 7,575,806	\$ 7,806,135	\$ 8,536,240	\$ 9,133,141	\$ 9,391,586
Yr. over Yr. increase (decrease)	\$ 632,574	\$ 230,329	\$ 730,105	\$ 596,901	\$ 258,445	
Ave Home Taxable Value	\$ 566,488	\$ 623,137	\$ 685,450	\$ 719,723	\$ 755,709	\$ 793,495
Average Tax Bill	\$ 1,864	\$ 2,034	\$ 2,096	\$ 2,292	\$ 2,453	\$ 2,522