



**North Liberty City Council
Work Session
January 19, 2021**



Agenda



City Council
January 19, 2021
Budget Work Session
5:30 p.m.

Due to the COVID-19 pandemic, public health and safety concerns require City of North Liberty public meetings to be held electronically, so as to limit the spread of the virus. The public is invited to submit questions and comments in advance of the meeting for consideration submitting them to the City Clerk Tracey Mulcahey via email at tmulcahey@northlibertyiowa.org.

This meeting may be accessed live by the public on the internet at northlibertyiowa.org/live, on Facebook at facebook.com/northliberty or on YouTube at www.youtube.com/channel/UCrCw6ipAPjJnd-olpRgPJcg. You can also attend by phone; call 1 (312) 626 6799 with a touch-tone phone and to enter the meeting ID 858 6674 6248 and nine-digit meeting password 366852872. Meetings are rebroadcast on cable and available on-demand on northlibertyiowa.org.

1. Call to order
2. Roll call
3. Approval of the Agenda
4. General Fund
 - A. Public Safety
 - B. Public Works
 - C. Culture and Recreation
 - D. Community and Economic Development
 - E. General Government
 - F. General Fund Revenues
5. Road Use Tax Budget
6. Water Budget
7. Wastewater Budget
8. Storm Water Budget

9. Final Questions and Wrap Up

10. Adjournment



To **North Liberty Mayor & City Council**
CC **North Liberty Department Heads**
From **Ryan Heiar, City Administrator**
Date **January 15, 2021**
Re **FY22 Budget – Budget Work Session #1**

At Tuesday's budget work session, I will present the proposed operating budget for FY22. The session will begin at 5:30P.M. and our management team will be in attendance to address questions or provide additional information respective to their department's proposed budget. A second work session is planned, in conjunction with the January 26 City Council meeting, where we will discuss capital projects for FY22 and review the proposed CIP for fiscal years 22–26.

North Liberty's taxable value grew by nearly 7% this year, a significant uptick from last year's 1.3% growth. As noted in last year's budget memo, a healthier increase was anticipated for FY22 as our TIF valuation shrunk (and shifted to the total tax valuation) by \$19 million.

The 6.93% increase in taxable valuation will result in approximately \$500K more in general fund property tax dollars (excludes special revenues) being collected in FY22. In total, this budget includes general fund revenues of \$15.058 million, approximately \$1.3 million more than in FY21. A big chunk of the additional revenues (\$500k) consists of garbage and recycling fees and have an offsetting expense. As the collection agent for Johnson County Refuse, this money is shown as a revenue and expense and is cost neutral for the City.

The following pages provide a detailed looked at the FY22 operating budget, a recap of the FY21 budget and the actual expenditures and revenues for FY20. We have not fine-tuned the FY23–26 estimates, so please disregard those columns at this time. In addition to the numbers, the following pages provide notes in areas where significant changes occur or further explanation is needed. These pages will be the basis of our conversation on Tuesday.

Below are a few highlights of the proposed FY22 budget for your reference:

Staffing

- There are two positions that were funded at 50% (mid-year start) in FY 21 that now need to be budgeted at 100%. Those include a patrol officer within the Police Department and the Fire Department training officer.
- The IT Coordinator position, which should be filled this month, will be funded with FY19 reserve funds for the remainder of FY21. The proposed FY22 budget includes funding for 100% of the position.

- In phase 2 of adding part time employees to the Fire Department rotation, Chief Platz is proposing to add two day shifts to the weekend (6a-6p). Current part time staffing is Sunday-Thursday from 6p to 6a.
- And finally, the only new full-time position being proposed in FY22, which was asked for last year but not included in the final proposal to Council, is a recommendation from the three Community Center Department Heads. The Community Center Engagement Coordinator (or similar), would be primarily responsible for:
 - Community Center programming for special and underserved populations in collaboration with the library, recreation and other staff. This includes, specifically, new and existing programs for seniors and teens.
 - Initiating and liaising with the council's proposed Youth Council.
 - Community Center-wide communication to help better promote the facility as a welcoming, inclusive community hub. This connection will be critical when Communications moves to the new civic campus.
 - Collaborating with social service agencies to entice, enhance and promote their work in North Liberty. We believe this is a way to increase our social service support outside of providing agencies funding and grants.
 - Initiate, model and facilitate equity policy at the Community Center.
 - Collaborate with other outside programming such as Summer Lunch & Fun.
- It should be noted that Chief Venenga and Parks Director Goldsmith both requested an additional staff person this year. While both positions are certainly justified, the general fund budget just cannot sustain the expenses in FY22. These positions will be requested again next year, and our hope is to be able to fund them.

Equity & Outreach

- The PD budget includes funding for the contract with Dr. Barnum to analyze public contact by our police department. Additionally, while not specifically identified in this packet, Chief Venenga will continue to make equity training and community engagement a priority in her department.
- An additional \$10k is proposed in the social services line item, bumping total contributions to \$135k.
- The proposed position in the community center will most certainly enhance our ability to be more inclusive and provide for better outreach.
- All-city equity training is identified as part of the city's training funds in the General Government category.

Utilities

- The Road Use Tax fund remains strong while funding significant construction projects. To allow the Street Repair Program Fund to save for the next project,

staff recommends delaying any future construction projects until a surplus is established. The RUT model conservatively uses the current census for revenue projections, but staff is hopeful that the new census data will be available and used for at least part of the fiscal year.

- For the second year in a row, a rate increase is not proposed for the wastewater fund. With the new plant debt coming online, we have and will be dipping into the fund balance, which was planned for, and still have a strong financial position.
- The Water Fund also shows a deficit, again planned for knowing that the new plant debt was coming online. It appears a need remains for a rate increase of 2% as shown in the model; however, staff will evaluate again in April/May before bringing a recommendation to Council.
- The Storm Water Fund remains status quo; however, staff continues to work on a proposal to overhaul the billing structure to be more in line with best practices used across the country.

Tax Rate & Reserve Funds

- Staff is proposing to use \$94K from the FY20 surplus to fund the proposed FY22 general fund deficit. Additionally, several one-time expenditures that would traditionally be funded with general fund money are being proposed to be funded with this surplus.
- The tax rate is proposed to increase by \$0.29, pushing the rate/\$1000 in valuation to \$11.32. This is a direct result of new debt coming on line for the police station. A breakdown of the tax rate and how it will impact property owners can be found on the very last page of this packet. Further discussion regarding the tax rate will take place at the January 28 work session when capital projects are considered.
- 100% of the state backfill credits are budgeted for in FY22. In the past couple of years, we've budgeted only partial payment; however, it appears the Governor remains committed to funding the backfill for at least another year.

Despite having an additional \$800k in available general fund revenue this year, this budget was not easy to balance. About \$450k of that \$800k is required just to keep staffing levels at status quo. As we continue to grow, and the public seeks additional services, the challenges will become greater. Once again, our team deserves a great deal of credit for their thoughtfulness and willingness to compromise and seek alternatives. I say this every year because it bears repeating; I am thankful to work with such a talented, public service minded and selfless group of people.

Please do not hesitate to contact me prior to our work session on Tuesday with questions or requests for additional information.



Financial Planning Model
For Year Ending June 30, 2022
(Updated January 15, 2021)



Public Safety

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated	
Police								ACCOUNT FOR utilities for new building (\$65K) & Dr. Barnum study (\$10K)
Budget Inflation Rate		13.52%	5.91%	5.00%	5.00%	5.00%	5.00%	
Personnel Services	\$ 2,427,036	\$ 2,623,113	\$ 2,790,177	\$ 2,929,686	\$ 3,076,170	\$ 3,229,979	\$ 3,391,478	
Services & Commodities	\$ 175,089	\$ 330,051	\$ 375,900	\$ 394,695	\$ 414,430	\$ 435,151	\$ 456,909	
Capital Outlay	\$ 4,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ 81,200	\$ 98,000	\$ 65,453	\$ 175,000	\$ 144,000	\$ 138,000	\$ 131,000	
Total	\$ 2,687,751	\$ 3,051,164	\$ 3,231,530	\$ 3,499,381	\$ 3,634,600	\$ 3,803,130	\$ 3,979,386	
Emergency Management								REPLACE two (2) patrol cars & related equipment
Budget Inflation Rate		21.99%	4.85%	4.00%	4.00%	4.00%	4.00%	
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Services & Commodities	\$ 18,608	\$ 22,700	\$ 23,800	\$ 24,752	\$ 25,742	\$ 26,772	\$ 27,843	
Capital Outlay	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ 18,608	\$ 22,700	\$ 23,800	\$ 74,752	\$ 25,742	\$ 26,772	\$ 27,843	
Fire								ACCOUNT FOR training officer
Budget Inflation Rate		-45.91%	15.01%	5.00%	5.00%	5.00%	5.00%	
Personnel Services	\$ 643,969	\$ 665,600	\$ 761,656	\$ 799,739	\$ 839,726	\$ 881,712	\$ 925,798	
SAFER Grant	\$ -	\$ -	\$ 35,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	
Services & Commodities	\$ 190,362	\$ 163,965	\$ 168,900	\$ 177,345	\$ 186,212	\$ 195,523	\$ 205,299	
Capital Outlay	\$ 29,020	\$ 22,000	\$ 41,400	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ 755,322	\$ 24,000	\$ -	\$ 125,000	\$ 150,000	\$ 150,000	\$ 175,000	
Total	\$ 1,618,673	\$ 875,565	\$ 1,006,956	\$ 1,182,084	\$ 1,255,938	\$ 1,307,235	\$ 1,386,097	ADD PT weekend day staff (\$35K)
Building Inspections								
Budget Inflation Rate		8.81%	4.00%	5.00%	5.00%	5.00%	5.00%	
Personnel Services	\$ 377,007	\$ 397,944	\$ 416,489	\$ 437,313	\$ 459,179	\$ 482,138	\$ 506,245	
Services & Commodities	\$ 48,866	\$ 65,465	\$ 65,465	\$ 68,738	\$ 72,175	\$ 75,784	\$ 79,573	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ 425,873	\$ 463,409	\$ 481,954	\$ 506,052	\$ 531,354	\$ 557,922	\$ 585,818	REFER TO FY20 General Fund Balance Policy Allocation page
Animal Control								
Budget Inflation Rate		201.42%	0.00%	4.00%	4.00%	4.00%	4.00%	
Personnel Services	\$ 2,338	\$ 5,100	\$ 5,100	\$ 5,304	\$ 5,516	\$ 5,737	\$ 5,966	
Services & Commodities	\$ 5,193	\$ 17,600	\$ 18,100	\$ 18,824	\$ 19,577	\$ 20,360	\$ 21,174	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ 7,531	\$ 22,700	\$ 23,200	\$ 24,128	\$ 25,093	\$ 26,097	\$ 27,141	
Traffic Safety								
Budget Inflation Rate		70.00%	2.99%	5.00%	5.00%	5.00%	5.00%	
Personnel Services	\$ 21,499	\$ 36,549	\$ 37,641	\$ 39,523	\$ 41,499	\$ 43,574	\$ 45,753	
Services & Commodities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ 21,499	\$ 36,549	\$ 37,641	\$ 39,523	\$ 41,499	\$ 43,574	\$ 45,753	
Total Expenditures	\$ 4,779,935	\$ 4,472,087	\$ 4,805,081	\$ 5,325,919	\$ 5,514,227	\$ 5,764,730	\$ 6,052,037	

A Breakdown of Public Safety							
% of General Fund Budget	30.94%	32.04%	31.71%	32.42%	31.93%	32.30%	32.35%
Cost/Capita	\$ 251.59	\$ 227.02	\$ 235.55	\$ 252.43	\$ 252.96	\$ 256.22	\$ 260.87
Total Personnel Costs	\$ 3,471,849	\$ 3,728,306	\$ 4,011,063	\$ 4,211,565	\$ 4,422,090	\$ 4,643,140	\$ 4,875,239
% of Public Safety Expenditures	72.63%	83.37%	83.48%	79.08%	80.19%	80.54%	80.56%

Fire Capital Fund

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Revenues							
Transfer from General Fund	\$ -	\$ 46,000	\$ -	\$ 125,000	\$ 150,000	\$ 150,000	\$ 175,000
Transfer from Reserves	\$ 755,322	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 198,785	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Obligation Bond Proceeds	\$ -	\$ 793,793	\$ 300,000	\$ -	\$ 6,000,000	\$ 2,126,000	\$ -
Total Revenues	\$ 954,107	\$ 839,793	\$ 300,000	\$ 125,000	\$ 6,150,000	\$ 2,276,000	\$ 175,000
Equipment*							
Pierce Pumper Truck	\$ 213,322	\$ 464,793					
Danko Tanker Truck	\$ 292,000						
Fire Station #2 Land	\$ 250,000						
Personal Protective Gear & Equip	\$ 27,416	\$ 24,000					
Training Tower Infrastructure		\$ 329,000					
Off-Road Brush Fire Truck			\$ 300,000				
SCBA Compressor & Fill Station				\$ 76,000			
Fire Station #2					\$ 6,000,000		
Staff Vehicle					\$ 60,000		
Fire Station #2 Pumper Truck						\$ 826,000	
Platform Ladder Truck						\$ 1,300,000	
Total Expenditures	\$ 782,738	\$ 817,793	\$ 300,000	\$ 76,000	\$ 6,060,000	\$ 2,126,000	\$ -
Net Change in Fund Balance	\$ 171,369	\$ 22,000	\$ -	\$ 49,000	\$ 90,000	\$ 150,000	\$ 175,000
Beginning Fund Balance	\$ 277,785	\$ 235,448	\$ 257,448	\$ 257,448	\$ 306,448	\$ 396,448	\$ 546,448
Ending Fund Balance	\$ 235,448	\$ 257,448	\$ 257,448	\$ 306,448	\$ 396,448	\$ 546,448	\$ 721,448

REFER TO
FY20
General
Fund
Balance
Policy
Allocation
page

Equipment* See Capital Improvements Plan (CIP) for equipment details.

Public Works

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Solid Waste Collection							
Budget Inflation Rate		-26.23%	50.88%	4.00%	4.00%	4.00%	4.00%
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Commodities	\$ 1,382,728	\$ 1,020,000	\$ 1,539,000	\$ 1,600,560	\$ 1,664,582	\$ 1,731,166	\$ 1,800,412
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 1,382,728	\$ 1,020,000	\$ 1,539,000	\$ 1,600,560	\$ 1,664,582	\$ 1,731,166	\$ 1,800,412
Transit							
Budget Inflation Rate		41.32%	0.00%	4.00%	4.00%	4.00%	4.00%
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Commodities	\$ 123,834	\$ 175,000	\$ 175,000	\$ 182,000	\$ 189,280	\$ 196,851	\$ 204,725
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 123,834	\$ 175,000	\$ 175,000	\$ 182,000	\$ 189,280	\$ 196,851	\$ 204,725
Streets							
Budget Inflation Rate		-100.00%	0.00%	4.00%	4.00%	4.00%	4.00%
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Commodities	\$ 18,679	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 18,679	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,525,241	\$ 1,195,000	\$ 1,714,000	\$ 1,782,560	\$ 1,853,862	\$ 1,928,017	\$ 2,005,138

FYI Expenses has an offsetting revenue.

A Breakdown of Public Works

% of General Fund Budget	9.87%	8.56%	11.31%	10.85%	10.74%	10.80%	10.72%
Cost/Capita	\$ 80.28	\$ 60.66	\$ 84.02	\$ 84.49	\$ 85.04	\$ 85.69	\$ 86.43
Total Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Public Works Expenditures	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Health & Social Services

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Social Services							
Budget Inflation Rate		6.19%	8.00%	3.00%	3.00%	3.00%	3.00%
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Commodities	\$ 117,716	\$ 125,000	\$ 135,000	\$ 139,050	\$ 143,222	\$ 147,518	\$ 151,944
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 117,716	\$ 125,000	\$ 135,000	\$ 139,050	\$ 143,222	\$ 147,518	\$ 151,944
Total Expenditures	\$ 117,716	\$ 125,000	\$ 135,000	\$ 139,050	\$ 143,222	\$ 147,518	\$ 151,944

A Breakdown of Social Services

% of General Fund Budget	0.76%	0.90%	0.89%	0.85%	0.83%	0.83%	0.81%
Cost/Capita	\$ 6.20	\$ 6.35	\$ 6.62	\$ 6.59	\$ 6.57	\$ 6.56	\$ 6.55
Total Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Health & Social Services Expenditures	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Discretionary Fund Applicants	FY20 Award	FY21 Award	FY22 Request	FY22 Actual
Any Given Child	\$ 2,176	\$ 3,500	\$ -	\$ -
Big Brothers/Big Sisters	\$ 3,000	\$ 4,000	\$ -	\$ -
CommUnity Crisis Services & Food Bank	\$ 5,000	\$ 7,500	\$ -	\$ -
Domestic Violence Intervention Program	\$ 6,500	\$ 6,600	\$ -	\$ -
Elder Services, Inc & Horizons	\$ 8,500	\$ 10,000	\$ -	\$ -
Friends of the Center	\$ -	\$ 5,000	\$ -	\$ -
Girls on the Run of Eastern Iowa	\$ -	\$ 1,000	\$ -	\$ -
Houses into Homes	\$ -	\$ 3,500	\$ -	\$ -
Housing Trust Fund of Johnson Co	\$ 10,000	\$ 15,000	\$ -	\$ -
Iowa City Free Medical & Dental Clinic	\$ 1,500	\$ 2,500	\$ -	\$ -
Journey Above Poverty	\$ 1,000	\$ -	\$ -	\$ -
NL Family Resource Center	\$ 55,000	\$ 35,000	\$ -	\$ -
NL Food & Clothing Pantry	\$ 17,000	\$ 18,000	\$ -	\$ -
Rape Victim Advocacy Program	\$ 2,500	\$ 3,000	\$ -	\$ -
Shelter House Community Shelter	\$ 5,000	\$ 5,000	\$ -	\$ -
United Action for Youth	\$ -	\$ 4,000	\$ -	\$ -
Total	\$ 117,176	\$ 123,600	\$ -	\$ 135,000

ACCOUNT FOR increase from FY21, based on City Council consensus at budget planning session.

Culture & Recreation

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Library							
Budget Inflation Rate		11.08%	-0.68%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 881,518	\$ 961,115	\$ 944,209	\$ 991,419	\$ 1,040,990	\$ 1,093,040	\$ 1,147,692
Services & Commodities	\$ 222,966	\$ 265,720	\$ 274,340	\$ 288,057	\$ 302,460	\$ 317,583	\$ 333,462
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 1,104,484	\$ 1,226,835	\$ 1,218,549	\$ 1,279,476	\$ 1,343,450	\$ 1,410,623	\$ 1,481,154
Parks, Buildings & Grounds							
Budget Inflation Rate		-22.71%	4.79%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 606,555	\$ 698,948	\$ 737,140	\$ 773,997	\$ 812,697	\$ 853,332	\$ 895,998
Services & Commodities	\$ 164,995	\$ 195,350	\$ 199,850	\$ 209,843	\$ 220,335	\$ 231,351	\$ 242,919
Capital Outlay	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 89,000	\$ 80,000	\$ 84,000	\$ 150,000	\$ 85,000	\$ 100,000	\$ 100,000
Total	\$ 1,260,550	\$ 974,298	\$ 1,020,990	\$ 1,133,840	\$ 1,118,031	\$ 1,184,683	\$ 1,238,917
Recreation							
Budget Inflation Rate		16.66%	1.93%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 1,054,026	\$ 1,216,532	\$ 1,268,825	\$ 1,332,266	\$ 1,398,880	\$ 1,468,824	\$ 1,542,265
Services & Commodities	\$ 367,458	\$ 443,500	\$ 424,100	\$ 445,305	\$ 467,570	\$ 490,949	\$ 515,496
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 170,000	\$ 100,000	\$ 100,000
Total	\$ 1,461,484	\$ 1,705,032	\$ 1,737,925	\$ 1,822,571	\$ 2,036,450	\$ 2,059,772	\$ 2,157,761
Community Center							
Budget Inflation Rate		-48.11%	-20.00%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Commodities	\$ 142,886	\$ 221,000	\$ 232,000	\$ 243,600	\$ 255,780	\$ 268,569	\$ 281,997
Capital Outlay	\$ -	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 416,000	\$ 37,000	\$ -	\$ 150,000	\$ 250,000	\$ 100,000	\$ 100,000
Total	\$ 558,886	\$ 290,000	\$ 232,000	\$ 393,600	\$ 505,780	\$ 368,569	\$ 381,997
Cemetery							
Budget Inflation Rate		60.15%	0.00%	6.00%	6.00%	6.00%	6.00%
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Commodities	\$ 24,977	\$ 40,000	\$ 40,000	\$ 42,400	\$ 44,944	\$ 47,641	\$ 50,499
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 24,977	\$ 40,000	\$ 40,000	\$ 42,400	\$ 44,944	\$ 47,641	\$ 50,499
Aquatic Center							
Budget Inflation Rate		-4.02%	3.00%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 469,083	\$ 613,640	\$ 630,477	\$ 662,001	\$ 695,101	\$ 729,856	\$ 766,349
Services & Commodities	\$ 172,530	\$ 328,500	\$ 339,900	\$ 356,895	\$ 374,740	\$ 393,477	\$ 413,151
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 981,613	\$ 942,140	\$ 970,377	\$ 1,018,896	\$ 1,069,841	\$ 1,123,333	\$ 1,179,499
Total Expenditures	\$ 5,391,994	\$ 5,178,305	\$ 5,219,841	\$ 5,690,783	\$ 6,118,496	\$ 6,194,620	\$ 6,489,828

REPLACE two (2) Avant 528 snow removal tractors (\$84K)

REPLACE exercise equipment (\$45K)

REFER TO FY20 General Fund Balance Policy Allocation page

A Breakdown of Culture & Recreation

% of General Fund Budget	34.90%	37.10%	34.45%	34.64%	35.43%	34.71%	34.69%
Cost/Capita	\$ 283.80	\$ 262.87	\$ 255.89	\$ 269.72	\$ 280.68	\$ 275.33	\$ 279.75
Total Personnel Costs	\$ 3,011,182	\$ 3,490,235	\$ 3,580,651	\$ 3,759,684	\$ 3,947,668	\$ 4,145,051	\$ 4,352,304
% of C & R Expenditures	55.85%	67.40%	68.60%	66.07%	64.52%	66.91%	67.06%

Community & Economic Development

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated	
Community Beautification								
Budget Inflation Rate		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	SUPPORT ICAD (\$75K), Blues & BBQ (\$15K), UNESCO (\$10K), Entrepren'l Dev't Center (\$10K)
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Services & Commodities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Economic Development								
Budget Inflation Rate		4.51%	4.35%	3.00%	3.00%	3.00%	3.00%	REFER TO FY20 General Fund Balance Policy Allocation page
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Services & Commodities	\$ 110,035	\$ 115,000	\$ 120,000	\$ 123,600	\$ 127,308	\$ 131,127	\$ 135,061	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ 110,035	\$ 115,000	\$ 120,000	\$ 123,600	\$ 127,308	\$ 131,127	\$ 135,061	
Planning & Zoning								
Budget Inflation Rate		-14.68%	2.40%	5.00%	5.00%	5.00%	5.00%	ADD new Community Center Engagement Coordinator
Personnel Services	\$ 215,395	\$ 205,831	\$ 227,535	\$ 238,912	\$ 250,857	\$ 263,400	\$ 276,570	
Services & Commodities	\$ 380,540	\$ 303,000	\$ 293,500	\$ 308,175	\$ 323,584	\$ 339,763	\$ 356,751	
Capital Outlay	\$ 445	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ 596,380	\$ 508,831	\$ 521,035	\$ 547,087	\$ 574,441	\$ 603,163	\$ 633,321	
Communications								
Budget Inflation Rate		18.65%	14.44%	5.00%	5.00%	5.00%	5.00%	ADD wireless audio (\$3.2K) REPLACE collateral with new branding (\$5K), laptop (\$2K)
Personnel Services	\$ 293,968	\$ 323,469	\$ 376,674	\$ 395,508	\$ 415,283	\$ 436,047	\$ 457,850	
Services & Commodities	\$ 31,500	\$ 52,702	\$ 65,272	\$ 68,536	\$ 71,962	\$ 75,560	\$ 79,339	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ 10,000	\$ -	\$ 29,000	\$ 15,000	\$ 7,000	\$ 20,000	
Total	\$ 325,468	\$ 386,171	\$ 441,946	\$ 493,043	\$ 502,245	\$ 518,608	\$ 557,188	
Total Expenditures	\$ 1,031,883	\$ 1,010,002	\$ 1,082,981	\$ 1,163,730	\$ 1,203,995	\$ 1,252,898	\$ 1,325,570	
A Breakdown of Community & Economic Development								
% of General Fund Budget	6.68%	7.24%	7.15%	7.08%	6.97%	7.02%	7.09%	
Cost/Capita	\$ 54.31	\$ 51.27	\$ 53.09	\$ 55.16	\$ 55.23	\$ 55.69	\$ 57.14	
Total Personnel Costs	\$ 509,363	\$ 529,300	\$ 604,209	\$ 634,419	\$ 666,140	\$ 699,447	\$ 734,420	
% of C & ED Expenditures	49.36%	52.41%	55.79%	54.52%	55.33%	55.83%	55.40%	

General Government

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Mayor & Council							
Budget Inflation Rate		42.70%	0.00%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 17,073	\$ 24,636	\$ 24,636	\$ 25,868	\$ 27,161	\$ 28,519	\$ 29,945
Services & Commodities	\$ 541	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Capital Outlay	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 17,614	\$ 25,136	\$ 25,136	\$ 32,368	\$ 33,661	\$ 35,019	\$ 36,445
Administration							
Budget Inflation Rate		-28.41%	11.45%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 945,897	\$ 992,384	\$ 1,169,868	\$ 1,228,361	\$ 1,289,779	\$ 1,354,268	\$ 1,421,982
Services & Commodities	\$ 697,481	\$ 657,130	\$ 668,518	\$ 701,944	\$ 737,041	\$ 773,893	\$ 812,588
Capital Outlay	\$ 759	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Transfers	\$ 660,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,304,137	\$ 1,649,514	\$ 1,838,386	\$ 1,940,305	\$ 2,036,821	\$ 2,138,162	\$ 2,244,570
Elections							
Budget Inflation Rate		-100.00%		100.00%	-100.00%		-100.00%
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Commodities	\$ 2,495	\$ -	\$ 3,000	\$ 6,000	\$ -	\$ 6,000	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,495	\$ -	\$ 3,000	\$ 6,000	\$ -	\$ 6,000	\$ -
Legal & Tort Liability							
Budget Inflation Rate		1.43%	9.49%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 199,913	\$ 221,997	\$ 234,662	\$ 246,395	\$ 258,715	\$ 271,651	\$ 285,233
Services & Commodities	\$ 30,297	\$ 11,500	\$ 21,000	\$ 22,050	\$ 23,153	\$ 24,310	\$ 25,526
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 230,210	\$ 233,497	\$ 255,662	\$ 268,445	\$ 281,867	\$ 295,961	\$ 310,759
Personnel							
Budget Inflation Rate		45.95%	5.76%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 27,946	\$ 48,500	\$ 49,500	\$ 51,975	\$ 54,574	\$ 57,302	\$ 60,168
Services & Commodities	\$ 19,673	\$ 21,000	\$ 24,000	\$ 25,200	\$ 26,460	\$ 27,783	\$ 29,172
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 47,619	\$ 69,500	\$ 73,500	\$ 77,175	\$ 81,034	\$ 85,085	\$ 89,340
Total Expenditures	\$ 2,602,075	\$ 1,977,647	\$ 2,195,684	\$ 2,324,293	\$ 2,433,383	\$ 2,560,227	\$ 2,681,113

ACCOUNT FOR new IT Coordinator salary

REPLACE computer equipment
ACCOUNT FOR add'l outside consultant fees

INCLUDES additional equity training

A Breakdown of General Government

% of General Fund Budget	16.84%	14.17%	14.49%	14.15%	14.09%	14.34%	14.33%
Cost/Capita	\$ 136.96	\$ 100.39	\$ 107.64	\$ 110.16	\$ 111.63	\$ 113.79	\$ 115.57
Total Personnel Costs	\$ 1,190,829	\$ 1,287,517	\$ 1,478,666	\$ 1,552,599	\$ 1,630,229	\$ 1,711,741	\$ 1,797,328
% of General Gov't Expenditures	45.76%	65.10%	67.34%	66.80%	66.99%	66.86%	67.04%

General Fund Revenues

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Taxable Value							
Inflationary Rate		1.34%	6.93%	2.00%	2.00%	2.00%	2.00%
Regular	\$ 911,313,796	\$ 923,395,112	\$ 987,468,370	\$ 1,007,217,737	\$ 1,027,362,092	\$ 1,047,909,334	\$ 1,068,867,521
Agriculture	\$ 1,859,112	\$ 2,012,343	\$ 2,038,647	\$ 2,079,420	\$ 2,121,008	\$ 2,163,429	\$ 2,206,697
Tax Rates							
General	\$8.10000	\$8.10000	\$8.10000	\$8.10000	\$8.10000	\$8.10000	\$8.10000
Insurance	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000
Transit	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000
Emergency	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000
Other	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000	\$0.00000
Total	\$8.10000	\$8.10000	\$8.10000	\$8.10000	\$8.10000	\$8.10000	\$8.10000
Trust & Agency							
Agriculture	\$1,72309	\$2,00238	\$2,00238	\$2,00238	\$2,00238	\$2,00238	\$2,00238
Agriculture	\$3,00375	\$3,00375	\$3,00375	\$3,00375	\$3,00375	\$3,00375	\$3,00375
Tax Rate Revenues							
General	\$ 7,421,655	\$ 7,479,500	\$ 7,998,494	\$ 8,158,464	\$ 8,321,633	\$ 8,488,066	\$ 8,657,827
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emergency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 302,630	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Trust & Agency	\$ 1,591,264	\$ 1,887,791	\$ 1,977,287	\$ 2,016,833	\$ 2,057,169	\$ 2,098,313	\$ 2,140,279
Agriculture	\$ 5,520	\$ 6,045	\$ 6,124	\$ 6,246	\$ 6,371	\$ 6,498	\$ 6,628
Utility Excise Tax	\$ 24,923	\$ 33,119	\$ 33,583	\$ 34,255	\$ 34,940	\$ 35,639	\$ 36,351
Mobile Home Taxes	\$ 24,803	\$ 25,000	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530	\$ 27,061
Total	\$ 9,370,795	\$ 9,631,455	\$ 10,340,487	\$ 10,541,297	\$ 10,746,123	\$ 10,955,045	\$ 11,168,146
Inflationary Rate							
Licenses & Permits	\$ 515,917	\$ 705,800	\$ 656,950	\$ 663,520	\$ 670,155	\$ 676,856	\$ 683,625
Inflationary Rate							
Use of Money	\$ 135,671	\$ 151,500	\$ 94,000	\$ 94,940	\$ 95,889	\$ 96,848	\$ 97,817
Inflationary Rate							
Intergovernmental	\$ 318,015	\$ 225,316	\$ 261,123	\$ 263,734	\$ 266,372	\$ 269,035	\$ 271,726
Inflationary Rate							
Charges for Services	\$ 2,340,018	\$ 2,284,650	\$ 2,846,400	\$ 2,931,792	\$ 3,019,746	\$ 3,110,338	\$ 3,203,648
Inflationary Rate							
Miscellaneous	\$ 144,956	\$ 50,000	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122
Inflationary Rate							
Utility Accounting & Collection	\$ 637,998	\$ 577,379	\$ 507,017	\$ 443,137	\$ 465,294	\$ 465,294	\$ 465,294
Inflationary Rate							
State Property Tax Backfill	\$ -	\$ 123,842	\$ 302,489	\$ 226,867	\$ 151,245	\$ 75,622	\$ -
Total	\$ 13,463,370	\$ 13,749,942	\$ 15,058,466	\$ 15,216,287	\$ 15,466,843	\$ 15,702,100	\$ 15,944,377

Permitting fees are slightly down in FY21; conservatively projecting that trend to continue in FY22.

Much of this increase is explained by the new garbage and recycle fees, which have an offsetting expense (pass-through funds).

Planning for 100% of the backfill to be funded in FY22.

General Fund Summary

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Revenues							
Property Taxes	\$ 9,370,795	\$ 9,631,455	\$ 10,340,487	\$ 10,541,297	\$ 10,746,123	\$ 10,955,045	\$ 11,168,146
Licenses & Permits	\$ 515,917	\$ 705,800	\$ 656,950	\$ 663,520	\$ 670,155	\$ 676,856	\$ 683,625
Use of Money	\$ 135,671	\$ 151,500	\$ 94,000	\$ 94,940	\$ 95,889	\$ 96,848	\$ 97,817
Intergovernmental	\$ 318,015	\$ 225,316	\$ 261,123	\$ 263,734	\$ 266,372	\$ 269,035	\$ 271,726
Charges for Services	\$ 2,340,018	\$ 2,284,650	\$ 2,846,400	\$ 2,931,792	\$ 3,019,746	\$ 3,110,338	\$ 3,203,648
Miscellaneous	\$ 144,956	\$ 50,000	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122
Utility Accounting & Collection	\$ 637,998	\$ 577,379	\$ 507,017	\$ 443,137	\$ 465,294	\$ 465,294	\$ 465,294
State Funded Property Tax Backfill	\$ -	\$ 123,842	\$ 302,489	\$ 226,867	\$ 151,245	\$ 75,622	\$ -
Total General Fund Revenues	\$ 13,463,370	\$ 13,749,942	\$ 15,058,466	\$ 15,216,287	\$ 15,466,843	\$ 15,702,100	\$ 15,944,377
Expenditures							
Public Safety	\$ 4,779,935	\$ 4,472,087	\$ 4,805,081	\$ 5,325,919	\$ 5,514,227	\$ 5,764,730	\$ 6,052,037
Public Works	\$ 1,525,241	\$ 1,195,000	\$ 1,714,000	\$ 1,782,560	\$ 1,853,862	\$ 1,928,017	\$ 2,005,138
Health & Social Services	\$ 117,716	\$ 125,000	\$ 135,000	\$ 139,050	\$ 143,222	\$ 147,518	\$ 151,944
Culture & Recreation	\$ 5,391,994	\$ 5,178,305	\$ 5,219,841	\$ 5,690,783	\$ 6,118,496	\$ 6,194,620	\$ 6,489,828
Community & Economic Dev't	\$ 1,031,883	\$ 1,010,002	\$ 1,082,981	\$ 1,163,730	\$ 1,203,995	\$ 1,252,898	\$ 1,325,570
General Government	\$ 2,602,075	\$ 1,977,647	\$ 2,195,684	\$ 2,324,293	\$ 2,433,383	\$ 2,560,227	\$ 2,681,113
Total General Fund Expenditures	\$ 15,448,844	\$ 13,958,041	\$ 15,152,587	\$ 16,426,336	\$ 17,267,184	\$ 17,848,010	\$ 18,705,630
Net Change in Fund Balance	\$ (1,985,474)	\$ (208,099)	\$ (94,121)	\$ (1,210,049)	\$ (1,800,341)	\$ (2,145,910)	\$ (2,761,253)
Beginning Fund Balance	\$ 7,521,725	\$ 4,302,115	\$ 4,094,016	\$ 3,999,895	\$ 2,789,846	\$ 989,505	\$ (1,156,406)
Fund Balance Allocation Policy	\$ (1,234,136)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 4,302,115	\$ 4,094,016	\$ 3,999,895	\$ 2,789,846	\$ 989,505	\$ (1,156,406)	\$ (3,917,658)
% Reserved	31.95%	29.77%	26.56%	18.33%	6.40%	-7.36%	-24.57%
Total Revenues/Capita	\$ 709	\$ 698	\$ 738	\$ 721	\$ 710	\$ 698	\$ 687
Expenditures/Capita							
Public Safety	\$ 252	\$ 227	\$ 236	\$ 252	\$ 253	\$ 256	\$ 261
Public Works	\$ 80	\$ 61	\$ 84	\$ 84	\$ 85	\$ 86	\$ 86
Health & Social Services	\$ 6	\$ 6	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7
Culture & Recreation	\$ 284	\$ 263	\$ 256	\$ 270	\$ 281	\$ 275	\$ 280
Community & Economic Dev't	\$ 54	\$ 51	\$ 53	\$ 55	\$ 55	\$ 56	\$ 57
General Government	\$ 137	\$ 100	\$ 108	\$ 110	\$ 112	\$ 114	\$ 116
Total GF Expenditures/Capita	\$ 813	\$ 709	\$ 743	\$ 779	\$ 792	\$ 793	\$ 806
Personnel Expenditures							
Public Safety	\$ 3,471,849	\$ 3,728,306	\$ 4,011,063	\$ 4,211,565	\$ 4,422,090	\$ 4,643,140	\$ 4,875,239
Public Works	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Health & Social Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Culture & Recreation	\$ 3,011,182	\$ 3,490,235	\$ 3,580,651	\$ 3,759,684	\$ 3,947,668	\$ 4,145,051	\$ 4,352,304
Community & Economic Dev't	\$ 509,363	\$ 529,300	\$ 604,209	\$ 634,419	\$ 666,140	\$ 699,447	\$ 734,420
General Government	\$ 1,190,829	\$ 1,287,517	\$ 1,478,666	\$ 1,552,599	\$ 1,630,229	\$ 1,711,741	\$ 1,797,328
Total Personnel Expenditures	\$ 8,183,223	\$ 9,035,358	\$ 9,674,589	\$ 10,158,267	\$ 10,666,128	\$ 11,199,379	\$ 11,759,291
% of General Fund Expenditures	52.97%	64.73%	63.85%	61.84%	61.77%	62.75%	62.86%

REFER TO
FY20
General
Fund
Balance
Policy
Allocation
page

FY20 General Fund Balance Policy Allocation

Unassigned General Fund Balance	\$	5,097,238
General Fund Revenues	\$	13,463,370
Fund Balance as a Percentage of Revenues		37.86%

Fund Balance Policy (30% of Revenues)	\$	4,039,011
Balance Required to be Assigned	\$	1,058,227

Potential Projects

Included in the FY22 Budget

1. FY22 General Fund Deficit	\$	94,121
2. Civic Campus Design	\$	300,000
3. Comprehensive Plan Update	\$	100,000
4. Fire Station Alert System	\$	62,000
5. Community Center Maintenance Fund	\$	47,000
6. Pool Capital Fund	\$	65,000
7. Technology Updates	\$	75,000
	\$	743,121

FY20 Remaining	\$	315,106
FY19 Remaining	\$	81,036
	\$	396,142

Other Potential Projects

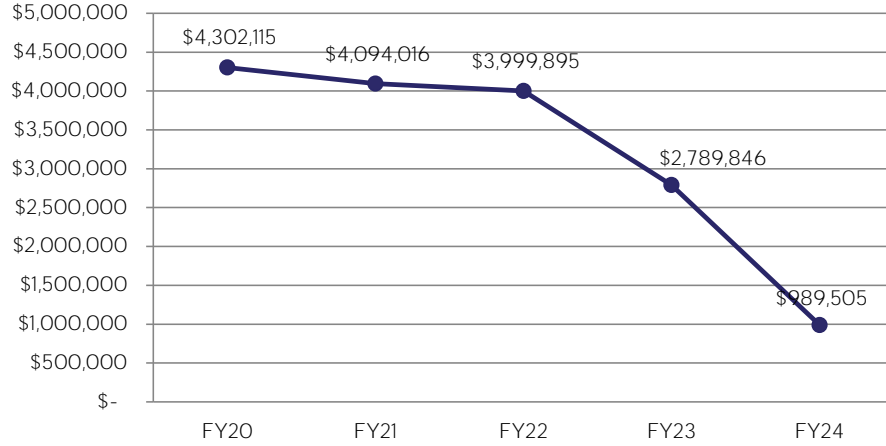
1. Community Center Maintenance Fund	\$	50,000
2. Fire Department Brush Truck	\$	300,000
3. Tennis Court Overlay	\$	100,000
4. Road & Shelters at Centennial Park	\$	700,000
5. Ballfield Lights at Penn Meadows	\$	500,000
6. Parking lot Improvements at Penn Meadows	\$	400,000
	\$	2,050,000

Will provide for an alarm system throughout the facility that will notify the entire building when a call is dispatched. The system includes speakers, integration into the building's lighting system, message board, and other alerting features.

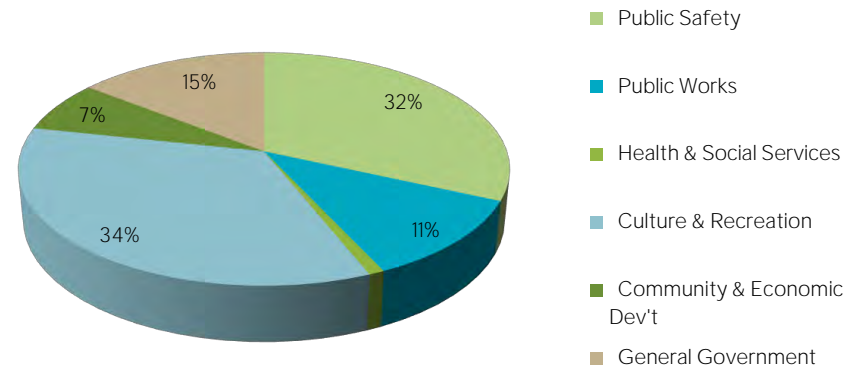
REPLACE building control system (\$33K)
REFURBISH paint (\$14K)

REPLACE indoor/outdoor pool lights (\$14K); ceiling tiles in pool area (\$11K); pool heaters (\$70K); remaining funds to be allocated from pool capital reserve funds.

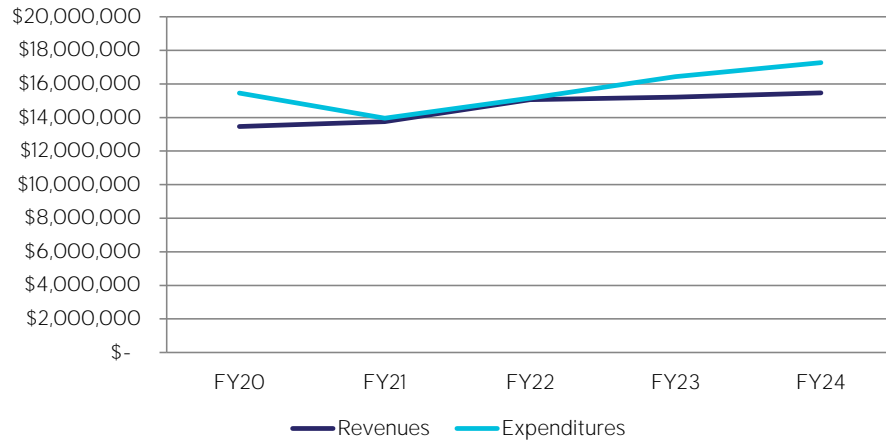
General Fund Balance Projection



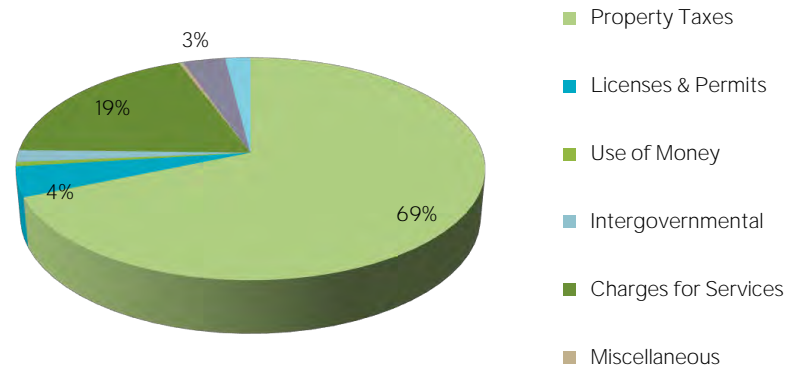
General Fund FY21 Expenditure Breakdown



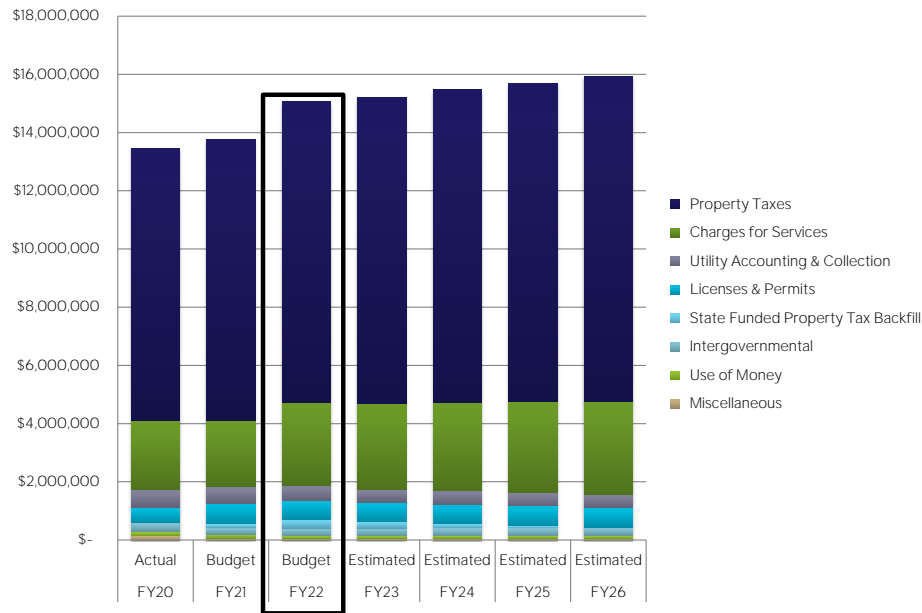
General Fund Revenue/Expense Projections



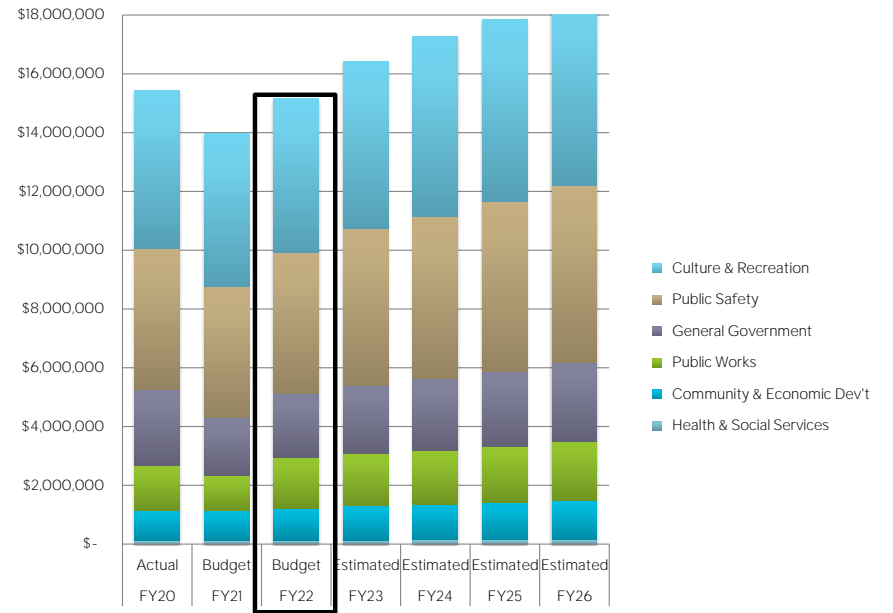
General Fund FY21 Revenue Breakdown



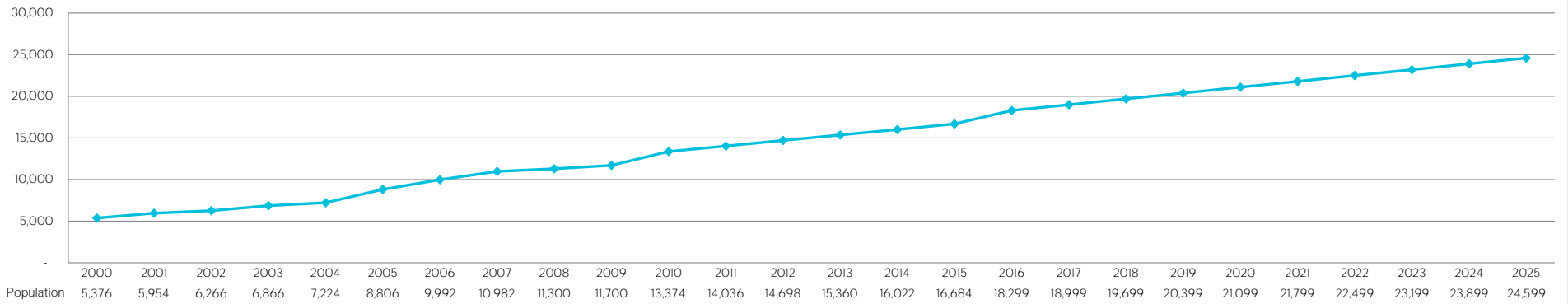
History & Forecast of General Fund Revenues



History & Forecast of General Fund Expenditures



North Liberty Census History and Forecast



Hotel/Motel Tax

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated	
Revenues								
Budget Inflation Rate		1.21%	-13.33%	2.00%	2.00%	2.00%	2.00%	ACCOUNT FOR lower revenues due to COVID-19 travel restrictions
Taxes Collected	\$ 74,105	\$ 75,000	\$ 65,000	\$ 71,000	\$ 72,420	\$ 73,868	\$ 75,346	
Expenditures								
CVB Contribution	\$ 18,526	\$ 18,750	\$ 16,250	\$ 17,750	\$ 18,105	\$ 18,467	\$ 18,836	ADD concrete border & ADA ramp around Penn Meadows Playground (\$15K)
Services & Commodities	\$ 6,544	\$ 6,623	\$ 6,755	\$ 6,890	\$ 7,028	\$ 7,168	\$ 7,312	
Projects	\$ 41,000	\$ 60,000	\$ 25,000	\$ 46,000	\$ 29,500	\$ -	\$ -	
Total	\$ 66,070	\$ 85,373	\$ 48,005	\$ 70,640	\$ 54,633	\$ 25,636	\$ 26,148	REPLACE holiday decorations (\$10K)
Net Change in Fund Balance	\$ 8,035	\$ (10,373)	\$ 16,995	\$ 360	\$ 17,787	\$ 48,233	\$ 49,197	
Beginning Fund Balance	\$ 70,818	\$ 78,853	\$ 68,480	\$ 85,475	\$ 85,835	\$ 103,622	\$ 151,855	
Ending Fund Balance	\$ 78,853	\$ 68,480	\$ 85,475	\$ 85,835	\$ 103,622	\$ 151,855	\$ 201,052	
% Reserved	119.35%	80.21%	178.05%	121.51%	189.67%	592.36%	768.89%	

Road Use Tax (RUT) Fund

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Population	18,299	18,299	18,299	21,099	21,099	21,099	21,099
RUT Formula Funding/Capita	\$ 106.69	\$ 103.75	\$ 103.75	\$ 103.75	\$ 103.75	\$ 103.75	\$ 103.75
2015 Gas Tax Funding/Capita	\$ 21.85	\$ 21.25	\$ 21.25	\$ 21.25	\$ 21.25	\$ 21.25	\$ 21.25
Revenues							
RUT Formula Funding/Capita	\$ 1,952,263	\$ 1,898,521	\$ 1,898,521	\$ 2,189,021	\$ 2,189,021	\$ 2,189,021	\$ 2,189,021
2015 Gas Tax Funding/Capita	\$ 399,861	\$ 388,854	\$ 388,854	\$ 448,354	\$ 448,354	\$ 448,354	\$ 448,354
Total	\$ 2,352,124	\$ 2,287,375	\$ 2,287,375	\$ 2,637,375	\$ 2,637,375	\$ 2,637,375	\$ 2,637,375
Expenditures							
Budget Inflation Rate		1.14%	3.75%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 716,197	\$ 720,228	\$ 766,800	\$ 805,140	\$ 845,397	\$ 887,667	\$ 932,050
Services & Commodities	\$ 357,803	\$ 371,660	\$ 383,660	\$ 402,843	\$ 422,985	\$ 444,134	\$ 466,341
Snow & Ice Removal	\$ 120,578	\$ 135,000	\$ 145,000	\$ 152,250	\$ 159,863	\$ 167,856	\$ 176,248
Traffic Safety	\$ 92,741	\$ 128,000	\$ 130,000	\$ 136,500	\$ 143,325	\$ 150,491	\$ 158,016
Street Lighting	\$ 71,984	\$ 70,000	\$ 74,000	\$ 77,700	\$ 81,585	\$ 85,664	\$ 89,947
Transfers							
Equipment Revolving	\$ 329,000	\$ 280,000	\$ 286,667	\$ 280,000	\$ 325,000	\$ 350,000	\$ 300,000
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt	\$ 146,740	\$ 144,440	\$ 147,040	\$ 146,940	\$ 149,190	\$ 146,070	\$ 147,690
Street Repair Program	\$ 377,966	\$ 388,854	\$ 388,854	\$ 448,354	\$ 448,354	\$ 448,354	\$ 448,354
Billing & Accounting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,213,009	\$ 2,238,182	\$ 2,322,021	\$ 2,449,727	\$ 2,575,698	\$ 2,680,236	\$ 2,718,647
Net Change in Fund Balance	\$ 139,115	\$ 49,193	\$ (34,646)	\$ 187,648	\$ 61,677	\$ (42,861)	\$ (81,272)
Beginning Fund Balance	\$ 1,700,814	\$ 1,839,929	\$ 1,889,122	\$ 1,854,477	\$ 2,042,125	\$ 2,103,801	\$ 2,060,940
Ending Fund Balance	\$ 1,839,929	\$ 1,889,122	\$ 1,854,477	\$ 2,042,125	\$ 2,103,801	\$ 2,060,940	\$ 1,979,669
% Reserved	83.14%	84.40%	79.86%	83.36%	81.68%	76.89%	72.82%
A Breakdown of Road Use Tax (RUT) Fund							
Total Personnel Costs	\$ 716,197	\$ 720,228	\$ 766,800	\$ 805,140	\$ 845,397	\$ 887,667	\$ 932,050
% of RUT Fund Expenditures	32.36%	32.18%	33.02%	32.87%	32.82%	33.12%	34.28%

Revenues projected on 2010 census count; hopeful 2020 count will take effect prior to year end

ADD dump truck (\$220K), skid steer attachments (\$40K) & soil conditioner (\$10K)

REPLACE locator truck (\$12.5K) w/ water, sewer & storm water

Street Repair Program

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Revenues							
Transfer from RUT Fund	\$ 377,966	\$ 388,854	\$ 388,854	\$ 448,354	\$ 448,354	\$ 448,354	\$ 448,354
Other Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 377,966	\$ 388,854	\$ 388,854	\$ 448,354	\$ 448,354	\$ 448,354	\$ 448,354
Projects*							
North Main Street	\$ 437,528						
Stewart Street					\$ 1,450,000		
North Front Street (Dubuque to Penn)							\$ 963,000
Total Expenditures	\$ 437,528	\$ -	\$ -	\$ -	\$ 1,450,000	\$ -	\$ 963,000
Net Change in Fund Balance	\$ (59,562)	\$ 388,854	\$ 388,854	\$ 448,354	\$ (1,001,646)	\$ 448,354	\$ (514,646)
Beginning Fund Balance	\$ (671,317)	\$ (730,879)	\$ (342,025)	\$ 46,829	\$ 495,182	\$ (506,464)	\$ (58,110)
Ending Fund Balance	\$ (730,879)	\$ (342,025)	\$ 46,829	\$ 495,182	\$ (506,464)	\$ (58,110)	\$ (572,757)

Projects* See Capital Improvements Plan (CIP) for project details.

Utility Rate Analysis

Waste Water Rate Increase Analysis					
		FY21	FY22	Difference	
Base Rate	\$	31.24	\$ 31.24	\$ -	
Rate/1000 gallons	\$	5.63	\$ 5.63	\$ -	
		Cost per Month		FY22 Increase	
Consumption (in gallons)		FY21	FY22	%	\$
3,000	\$	42.50	\$ 42.50	0%	\$ -
5,000	\$	53.76	\$ 53.76	0%	\$ -
8,000	\$	70.65	\$ 70.65	0%	\$ -
11,000	\$	87.54	\$ 87.54	0%	\$ -

Water Rate Increase Analysis					
		FY21	FY22	Difference	
Base Rate	\$	17.10	\$ 17.44	\$ 0.34	
Rate/1000 gallons	\$	6.87	\$ 7.01	\$ 0.14	
		Cost per Month		FY22 Increase	
Consumption (in gallons)		FY21	FY22	%	\$
3,000	\$	30.84	\$ 31.45	2%	\$ 0.62
5,000	\$	44.58	\$ 45.47	2%	\$ 0.89
8,000	\$	65.19	\$ 66.49	2%	\$ 1.30
11,000	\$	85.80	\$ 87.51	2%	\$ 1.72

Storm Water Rate Increase Analysis					
		FY21	FY22	Difference	
Base Rate	\$	2.00	\$ 2.00	\$ -	
Rate/1000 gallons	\$	-	\$ -	\$ -	
		Cost per Month		FY22 Increase	
Consumption (in gallons)		FY21	FY22	%	\$
3,000	\$	2.00	\$ 2.00	0%	\$ -
5,000	\$	2.00	\$ 2.00	0%	\$ -
8,000	\$	2.00	\$ 2.00	0%	\$ -
11,000	\$	2.00	\$ 2.00	0%	\$ -

Utility Rates Increase Analysis					
		FY21	FY22	FY22 Increase	
Consumption (in gallons)		FY21	FY22	%	\$
3,000	\$	75.34	\$ 75.95	1%	\$ 0.62
5,000	\$	100.34	\$ 101.23	1%	\$ 0.89
8,000	\$	137.84	\$ 139.14	1%	\$ 1.30
11,000	\$	175.34	\$ 177.05	1%	\$ 1.72

Storm Water Utility

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated
Budget Inflation Rate		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Number of Accounts	8,932	9,066	9,202	9,340	9,480	9,622	9,767
Base Rate	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00
Revenues							
Storm Water Fees	\$ 214,368	\$ 214,616	\$ 225,347	\$ 224,160	\$ 227,523	\$ 230,936	\$ 234,400
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection Fees/Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money	\$ 1,391	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Miscellaneous	\$ 10,370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Receivable/Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 226,129	\$ 215,616	\$ 226,347	\$ 225,160	\$ 228,523	\$ 231,936	\$ 235,400
Expenditures							
Budget Inflation Rate		42.02%	5.00%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 95,979	\$ 103,395	\$ 109,554	\$ 115,032	\$ 120,783	\$ 126,822	\$ 133,164
Services & Commodities	\$ 51,814	\$ 85,600	\$ 90,100	\$ 94,605	\$ 99,335	\$ 104,302	\$ 109,517
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers							
Equipment Revolving	\$ 23,000	\$ 70,000	\$ 12,500	\$ 48,750	\$ 37,500	\$ 37,500	\$ 82,500
Capital Reserve	\$ -	\$ -	\$ -	\$ 240,000	\$ 78,000	\$ 90,000	\$ 125,000
Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Billing & Accounting	\$ 31,900	\$ 28,869	\$ 31,537	\$ 25,791	\$ 22,157	\$ 23,265	\$ 24,428
Total	\$ 202,693	\$ 287,864	\$ 243,691	\$ 524,178	\$ 357,776	\$ 381,889	\$ 474,609
Net Change in Fund Balance	\$ 23,436	\$ (72,248)	\$ (17,344)	\$ (299,017)	\$ (129,253)	\$ (149,954)	\$ (239,209)
Beginning Fund Balance	\$ 154,139	\$ 177,575	\$ 105,327	\$ 87,983	\$ (211,034)	\$ (340,287)	\$ (490,241)
Ending Fund Balance	\$ 177,575	\$ 105,327	\$ 87,983	\$ (211,034)	\$ (340,287)	\$ (490,241)	\$ (729,450)
% Reserved	87.61%	36.59%	36.10%	-40.26%	-95.11%	-128.37%	-153.69%
A Breakdown of Storm Water Utility							
Total Personnel Costs	\$ 95,979	\$ 103,395	\$ 109,554	\$ 115,032	\$ 120,783	\$ 126,822	\$ 133,164
% of Storm Water Utility Expenditures	47.35%	35.92%	44.96%	21.95%	33.76%	33.21%	28.06%

REPLACE locator truck (\$12.5K) w/ water, sewer & streets

Projects on hold until new billing structure is launched.

Waste Water Utility Budget & Forecast

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated	FY27 Estimated	FY28 Estimated	FY29 Estimated	FY30 Estimated	FY31 Estimated	FY32 Estimated
Budget Inflation Rate		2.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Number of Accounts	8,849	9,026	9,161	9,299	9,438	9,580	9,724	9,869	10,017	10,168	10,320	10,475	10,632
Gallons Sold	378,708,000	387,000,000	392,805,000	398,697,075	404,677,531	410,747,694	416,908,910	423,162,543	429,509,981	435,952,631	442,491,920	449,129,299	455,866,239
Proposed Rate Increase	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	2%
Base Rate	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.86	\$ 32.50
Rate/1000 Gallons	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.63	\$ 5.74	\$ 5.86
Revenues													
Waste Water Sales	\$ 4,827,711	\$ 4,901,919	\$ 4,975,448	\$ 5,050,080	\$ 5,125,831	\$ 5,202,718	\$ 5,280,759	\$ 5,359,971	\$ 5,440,370	\$ 5,521,976	\$ 5,604,805	\$ 5,802,655	\$ 6,007,489
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection Fees/Permits	\$ 23,500	\$ 35,000	\$ 35,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Use of Money	\$ 47,947	\$ 20,000	\$ -	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Miscellaneous	\$ 16,129	\$ 6,000	\$ 20,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Receivable/Payable	\$ (36,754)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 4,878,533	\$ 4,962,919	\$ 5,030,448	\$ 5,081,380	\$ 5,157,131	\$ 5,234,018	\$ 5,312,059	\$ 5,391,271	\$ 5,471,670	\$ 5,553,276	\$ 5,636,105	\$ 5,833,955	\$ 6,038,789
Expenditures													
Budget Inflation Rate		9.30%	2.53%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 633,728	\$ 754,543	\$ 777,103	\$ 815,958	\$ 856,756	\$ 899,594	\$ 944,574	\$ 991,802	\$ 1,041,392	\$ 1,093,462	\$ 1,148,135	\$ 1,205,542	\$ 1,265,819
Services & Commodities	\$ 882,265	\$ 1,055,975	\$ 1,074,975	\$ 1,128,724	\$ 1,185,160	\$ 1,244,418	\$ 1,306,639	\$ 1,371,971	\$ 1,440,569	\$ 1,512,598	\$ 1,588,228	\$ 1,667,639	\$ 1,751,021
Capital	\$ -	\$ 9,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers													
Equipment Revolving	\$ 65,000	\$ 125,000	\$ 12,500	\$ 90,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Capital Reserve	\$ 530,388	\$ 570,083	\$ 475,000	\$ 370,000	\$ 370,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Revenue Debt	\$ 1,725,139	\$ 1,778,283	\$ 1,741,808	\$ 1,752,322	\$ 1,765,229	\$ 1,778,560	\$ 1,781,351	\$ 1,459,729	\$ 1,391,175	\$ 1,183,624	\$ 1,315,120	\$ 1,643,470	\$ 1,639,908
GO Debt	\$ 472,350	\$ 473,200	\$ 565,290	\$ 559,840	\$ 554,265	\$ 548,565	\$ 547,765	\$ 551,715	\$ 550,315	\$ 548,715	\$ 411,665	\$ 83,515	\$ 81,915
Billing & Accounting	\$ 303,049	\$ 274,255	\$ 240,166	\$ 252,174	\$ 264,783	\$ 278,022	\$ 291,923	\$ 306,519	\$ 321,845	\$ 337,938	\$ 354,835	\$ 372,576	\$ 391,205
Upcoming Projects													
SW Growth Utilities	\$ -	\$ -	\$ 281,879	\$ 280,851	\$ 283,131	\$ 281,670	\$ 283,449	\$ 281,415	\$ 282,567	\$ 283,308	\$ 283,670	\$ 285,000	\$ 285,000
Mid/Long Term Projects	\$ -	\$ -	\$ -	\$ 206,638	\$ 206,438	\$ 206,438	\$ 206,438	\$ 206,438	\$ 206,438	\$ 206,438	\$ 206,438	\$ 206,550	\$ 206,550
Total Expenditures	\$ 4,611,919	\$ 5,040,939	\$ 5,168,721	\$ 5,456,507	\$ 5,560,762	\$ 5,712,267	\$ 5,837,139	\$ 5,644,589	\$ 5,709,302	\$ 5,641,082	\$ 5,783,090	\$ 5,939,292	\$ 6,096,418
Net Change in Fund Balance	\$ 266,614	\$ (78,020)	\$ (138,273)	\$ (375,127)	\$ (403,631)	\$ (478,249)	\$ (525,079)	\$ (253,319)	\$ (237,632)	\$ (87,807)	\$ (146,985)	\$ (105,337)	\$ (57,629)
Beginning Fund Balance	\$ 4,407,331	\$ 4,673,945	\$ 4,595,925	\$ 4,457,652	\$ 4,082,525	\$ 3,678,894	\$ 3,200,645	\$ 2,675,566	\$ 2,422,247	\$ 2,184,615	\$ 2,096,809	\$ 1,949,824	\$ 1,844,487
Ending Fund Balance	\$ 4,673,945	\$ 4,595,925	\$ 4,457,652	\$ 4,082,525	\$ 3,678,894	\$ 3,200,645	\$ 2,675,566	\$ 2,422,247	\$ 2,184,615	\$ 2,096,809	\$ 1,949,824	\$ 1,844,487	\$ 1,786,857
% Reserved	101.34%	91.17%	86.24%	74.82%	66.16%	56.03%	45.84%	42.91%	38.26%	37.17%	33.72%	31.06%	29.31%
Total Personnel Costs	\$ 633,728	\$ 754,543	\$ 777,103	\$ 815,958	\$ 856,756	\$ 899,594	\$ 944,574	\$ 991,802	\$ 1,041,392	\$ 1,093,462	\$ 1,148,135	\$ 1,205,542	\$ 1,265,819
% of Waste Water Utility Expenditures	13.74%	14.97%	15.03%	14.95%	15.41%	15.75%	16.18%	17.57%	18.24%	19.38%	19.85%	20.30%	20.76%
Debt Service Coverage													
Net Revenue/All Revenue Debt	1.95	1.77	1.82	1.79	1.76	1.74	1.72	2.07	2.15	2.49	2.20	1.80	1.84
Required Coverage	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20
Desired Coverage	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Difference (Actual vs. Required)	0.75	0.57	0.62	0.59	0.56	0.54	0.52	0.87	0.95	1.29	1.00	0.60	0.64

REPLACE locator truck (\$12.5K) w/ water, storm water & streets

Anticipate new debt for SW Growth Utilities to come on line.

REFURBISH manholes (\$70K); west trunk sewer (\$185K)
REPLACE membranes (\$220K)

Waste Water Utility Budget & Forecast

Waste Water Rate Increase Analysis																				
		Monthly Waste Water Costs Based on Usage																		
		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32						
Consumption in Gallons	3,000	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 42.50	\$ 43.35	\$ 44.22	
	5,000	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 53.76	\$ 54.84	\$ 55.93	
	8,000	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 70.65	\$ 72.06	\$ 73.50	
	11,000	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 87.54	\$ 89.29	\$ 91.08	
	15,000	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 110.06	\$ 112.26	\$ 114.51	
	3,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.85	\$ 0.87
	5,000	Additional Waste Water Cost/Month	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.08	\$ 1.10
	8,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.41	\$ 1.44
	11,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.75	\$ 1.79
	15,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2.20	\$ 2.25
	3,000	Additional Waste Water Cost/Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10.20	\$ 10.40
	5,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12.90	\$ 13.16
	8,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16.96	\$ 17.30
	11,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21.01	\$ 21.43
	15,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26.41	\$ 26.94

Water Utility Budget & Forecast

	FY20 Actual	FY21 Budget	FY22 Budget	FY23 Estimated	FY24 Estimated	FY25 Estimated	FY26 Estimated	FY27 Estimated	FY28 Estimated	FY29 Estimated	FY30 Estimated	FY31 Estimated	FY32 Estimated
Budget Inflation Rate	2.00%	2.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Number of Accounts	9,090	9,090	9,226	9,365	9,505	9,648	9,793	9,939	10,088	10,240	10,393	10,549	10,708
Gallons Sold	376,000,000	402,084,000	408,115,260	414,236,989	420,450,544	426,757,302	433,158,661	439,656,041	446,250,882	452,944,645	459,738,815	466,634,897	473,634,421
Proposed Rate Increase	3.0%	3.0%	2.0%	2.0%	2.0%	0.0%	0.0%	0.0%	2.0%	3.0%	3.0%	3.0%	3.0%
Base Rate	\$ 16.60	\$ 17.10	\$ 17.44	\$ 17.79	\$ 18.14	\$ 18.14	\$ 18.14	\$ 18.14	\$ 18.51	\$ 19.06	\$ 19.63	\$ 20.22	\$ 20.83
Rate/1000 Gallons	\$ 6.67	\$ 6.87	\$ 7.01	\$ 7.15	\$ 7.29	\$ 7.29	\$ 7.29	\$ 7.29	\$ 7.44	\$ 7.66	\$ 7.89	\$ 8.13	\$ 8.37
Revenues													
Water Sales	\$ 3,708,103	\$ 3,878,017	\$ 4,014,911	\$ 4,156,637	\$ 4,303,366	\$ 4,367,917	\$ 4,433,435	\$ 4,499,937	\$ 4,658,785	\$ 4,870,527	\$ 5,091,892	\$ 5,323,318	\$ 5,565,263
Sales Tax	\$ 237,342	\$ 232,681	\$ 240,895	\$ 249,398	\$ 258,202	\$ 262,075	\$ 266,006	\$ 269,996	\$ 279,527	\$ 292,232	\$ 305,514	\$ 319,399	\$ 333,916
Connection Fees/Permits	\$ 92,330	\$ 108,000	\$ 103,000	\$ 103,000	\$ 103,000	\$ 103,000	\$ 103,000	\$ 103,000	\$ 103,000	\$ 103,000	\$ 103,000	\$ 103,000	\$ 103,000
Use of Money	\$ 33,749	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Miscellaneous	\$ 10,831	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Receivable/Payable	\$ (34,443)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 4,047,912	\$ 4,239,198	\$ 4,379,305	\$ 4,529,535	\$ 4,685,068	\$ 4,753,492	\$ 4,822,942	\$ 4,893,433	\$ 5,061,812	\$ 5,286,258	\$ 5,520,906	\$ 5,766,218	\$ 6,022,679
Expenditures													
Budget Inflation Rate		18.29%	-0.54%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Personnel Services	\$ 635,644	\$ 688,958	\$ 739,051	\$ 776,004	\$ 814,804	\$ 855,544	\$ 898,321	\$ 943,237	\$ 990,399	\$ 1,039,919	\$ 1,091,915	\$ 1,146,511	\$ 1,203,836
Services & Commodities	\$ 1,099,176	\$ 1,134,295	\$ 1,179,695	\$ 1,238,680	\$ 1,300,614	\$ 1,365,644	\$ 1,433,927	\$ 1,505,623	\$ 1,580,904	\$ 1,659,949	\$ 1,742,947	\$ 1,830,094	\$ 1,921,599
Capital	\$ 12,181	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Transfers													
Equipment Revolving	\$ 124,000	\$ 35,000	\$ 62,500	\$ -	\$ 125,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Capital Reserve	\$ 165,000	\$ 200,000	\$ 145,000	\$ 120,000	\$ 150,000	\$ 225,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Revenue Debt	\$ 1,034,275	\$ 1,727,505	\$ 1,526,878	\$ 1,503,791	\$ 1,274,841	\$ 1,271,871	\$ 1,625,168	\$ 1,503,240	\$ 1,500,000	\$ 1,497,340	\$ 1,494,240	\$ 1,490,700	\$ 1,487,720
GO Debt	\$ 393,350	\$ 320,750	\$ 319,950	\$ 244,050	\$ 249,550	\$ 249,850	\$ 250,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Billing & Accounting	\$ 303,049	\$ 274,255	\$ 240,166	\$ 252,174	\$ 264,783	\$ 278,022	\$ 291,923	\$ 306,519	\$ 321,845	\$ 337,938	\$ 354,835	\$ 372,576	\$ 391,205
Upcoming Projects													
SW Growth Utilities	\$ -	\$ -	\$ 143,603	\$ 143,103	\$ 144,542	\$ 143,792	\$ 144,943	\$ 143,863	\$ 144,653	\$ 143,165	\$ 143,561	\$ 144,000	\$ 144,000
Maintenance Facility Addition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 136,683	\$ 137,341	\$ 137,864	\$ 138,262	\$ 138,485	\$ 135,304	\$ 135,304
Control Bldgs & Generators (4&5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 159,671	\$ 159,114	\$ 160,715	\$ 159,880	\$ 159,880
Plant Expansion & Well(s)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 308,296	\$ 307,221	\$ 310,311	\$ 310,311
Total Expenditures	\$ 3,766,675	\$ 4,455,763	\$ 4,431,843	\$ 4,352,802	\$ 4,399,133	\$ 4,539,724	\$ 5,131,015	\$ 4,889,824	\$ 5,185,337	\$ 5,608,983	\$ 5,758,918	\$ 5,914,376	\$ 6,078,855
Net Change in Fund Balance	\$ 281,237	\$ (216,565)	\$ (52,538)	\$ 176,734	\$ 285,935	\$ 213,768	\$ (308,073)	\$ 3,610	\$ (123,525)	\$ (322,725)	\$ (238,013)	\$ (148,159)	\$ (56,176)
Beginning Fund Balance	\$ 1,375,814	\$ 1,657,051	\$ 1,440,486	\$ 1,387,948	\$ 1,564,681	\$ 1,850,616	\$ 2,064,384	\$ 1,756,311	\$ 1,759,921	\$ 1,636,396	\$ 1,313,671	\$ 1,075,658	\$ 927,500
Ending Fund Balance	\$ 1,657,051	\$ 1,440,486	\$ 1,387,948	\$ 1,564,681	\$ 1,850,616	\$ 2,064,384	\$ 1,756,311	\$ 1,759,921	\$ 1,636,396	\$ 1,313,671	\$ 1,075,658	\$ 927,500	\$ 871,324
% Reserved	43.99%	32.33%	31.32%	35.95%	42.07%	45.47%	34.23%	35.99%	31.56%	23.42%	18.68%	15.68%	14.33%
Total Personnel Costs	\$ 635,644	\$ 688,958	\$ 739,051	\$ 776,004	\$ 814,804	\$ 855,544	\$ 898,321	\$ 943,237	\$ 990,399	\$ 1,039,919	\$ 1,091,915	\$ 1,146,511	\$ 1,203,836
% of Water Utility Expenditures	16.88%	15.46%	16.68%	17.83%	18.52%	18.85%	17.51%	19.29%	19.10%	18.54%	18.96%	19.39%	19.80%
Debt Service Coverage													
Net Revenue/All Revenue Debt	2.22	1.36	1.56	1.62	1.96	1.93	1.49	1.58	1.61	1.69	1.76	1.84	1.91
Required Coverage	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20
Desired Coverage	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Difference (Actual vs. Required)	1.02	0.16	0.36	0.42	0.76	0.73	0.29	0.38	0.41	0.49	0.56	0.64	0.71

NEW used semi-truck (\$50K)
REPLACE locator truck (\$12.5K) w/ sewer, storm water & streets

Anticipate new debt for SW Growth Utilities to come on line.

ADD GIS Mapping Database: 2 of 2 (\$45K)
REFURBISH ground storage tank (\$20K)
REPLACE membranes (\$80K)

Water Utility Budget & Forecast

Water Rate Increase Analysis																		
		Monthly Water Costs Based on Usage																
		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32				
Consumption in Gallons		3,000	\$ 29.94	\$ 30.84	\$ 31.45	\$ 32.08	\$ 32.73	\$ 32.73	\$ 32.73	\$ 32.73	\$ 33.38	\$ 34.38	\$ 35.41	\$ 36.48	\$ 37.57			
		5,000	\$ 43.28	\$ 44.58	\$ 45.47	\$ 46.38	\$ 47.31	\$ 47.31	\$ 47.31	\$ 47.31	\$ 48.25	\$ 49.70	\$ 51.19	\$ 52.73	\$ 54.31			
		8,000	\$ 63.29	\$ 65.19	\$ 66.49	\$ 67.82	\$ 69.18	\$ 69.18	\$ 69.18	\$ 69.18	\$ 70.56	\$ 72.68	\$ 74.86	\$ 77.11	\$ 79.42			
		11,000	\$ 83.30	\$ 85.80	\$ 87.51	\$ 89.27	\$ 91.05	\$ 91.05	\$ 91.05	\$ 91.05	\$ 92.87	\$ 95.66	\$ 98.53	\$ 101.48	\$ 104.53			
		15,000	\$ 109.98	\$ 113.28	\$ 115.54	\$ 117.86	\$ 120.21	\$ 120.21	\$ 120.21	\$ 120.21	\$ 122.62	\$ 126.30	\$ 130.08	\$ 133.99	\$ 138.01			
		3,000		\$ 0.90	\$ 0.62	\$ 0.63	\$ 0.64	\$ -	\$ -	\$ -	\$ 0.65	\$ 1.00	\$ 1.03	\$ 1.06	\$ 1.09			
		5,000		\$ 1.30	\$ 0.89	\$ 0.91	\$ 0.93	\$ -	\$ -	\$ -	\$ 0.95	\$ 1.45	\$ 1.49	\$ 1.54	\$ 1.58			
		8,000		\$ 1.90	\$ 1.30	\$ 1.33	\$ 1.36	\$ -	\$ -	\$ -	\$ 1.38	\$ 2.12	\$ 2.18	\$ 2.25	\$ 2.31			
		11,000		\$ 2.50	\$ 1.72	\$ 1.75	\$ 1.79	\$ -	\$ -	\$ -	\$ 1.82	\$ 2.79	\$ 2.87	\$ 2.96	\$ 3.04			
		15,000		\$ 3.30	\$ 2.27	\$ 2.31	\$ 2.36	\$ -	\$ -	\$ -	\$ 2.40	\$ 3.68	\$ 3.79	\$ 3.90	\$ 4.02			
		3,000		\$ 10.78	\$ 7.40	\$ 7.55	\$ 7.70	\$ -	\$ -	\$ -	\$ 7.85	\$ 12.02	\$ 12.38	\$ 12.75	\$ 13.13			
		5,000		\$ 15.58	\$ 10.70	\$ 10.91	\$ 11.13	\$ -	\$ -	\$ -	\$ 11.35	\$ 17.37	\$ 17.89	\$ 18.43	\$ 18.98			
		8,000		\$ 22.78	\$ 15.65	\$ 15.96	\$ 16.28	\$ -	\$ -	\$ -	\$ 16.60	\$ 25.40	\$ 26.16	\$ 26.95	\$ 27.76			
		11,000		\$ 29.99	\$ 20.59	\$ 21.00	\$ 21.42	\$ -	\$ -	\$ -	\$ 21.85	\$ 33.43	\$ 34.44	\$ 35.47	\$ 36.53			
		15,000		\$ 39.59	\$ 27.19	\$ 27.73	\$ 28.29	\$ -	\$ -	\$ -	\$ 28.85	\$ 44.14	\$ 45.47	\$ 46.83	\$ 48.24			

Property Tax Rate Analysis

Annual Property Tax Rate Projections & Comparisons								
	FY20	FY21	FY22	FY23	FY24	FY25	FY26	
General Fund	\$ 8.10	\$ 8.10	\$ 8.10	\$ 8.10	\$ 8.10	\$ 8.10	\$ 8.10	\$ 8.10
Special Reserves	\$ 1.72	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00
Debt Service	\$ 1.21	\$ 0.93	\$ 1.22	\$ 1.43	\$ 1.66	\$ 1.69	\$ 1.89	
Total	\$ 11.03	\$ 11.03	\$ 11.32	\$ 11.53	\$ 11.76	\$ 11.79	\$ 11.99	
\$ Adjustment		\$ -	\$ 0.29	\$ 0.22	\$ 0.23	\$ 0.03	\$ 0.20	
% Adjustment		0.00%	2.60%	1.90%	1.96%	0.23%	1.70%	

Residential Property Tax Projections & Comparisons								
	FY20	FY21	FY22	FY23	FY24	FY25	FY26	Annual Average Increase
Home Value								
\$100,000	\$ 627.94	\$ 607.60	\$ 638.50	\$ 650.66	\$ 663.41	\$ 664.96	\$ 676.27	
Annual Adjustment		\$ (20.34)	\$ 30.90	\$ 12.16	\$ 12.75	\$ 1.55	\$ 11.30	\$ 3.18
\$200,000	\$ 1,255.89	\$ 1,215.20	\$ 1,276.99	\$ 1,301.31	\$ 1,326.82	\$ 1,329.92	\$ 1,352.53	
Annual Adjustment		\$ (40.68)	\$ 61.79	\$ 24.32	\$ 25.51	\$ 3.11	\$ 22.61	\$ 6.36
\$300,000	\$ 1,883.83	\$ 1,822.80	\$ 1,915.49	\$ 1,951.97	\$ 1,990.23	\$ 1,994.89	\$ 2,028.80	
Annual Adjustment		\$ (61.03)	\$ 92.69	\$ 36.48	\$ 38.26	\$ 4.66	\$ 33.91	\$ 9.53
Rollback	56.92%	55.07%	56.41%	56.41%	56.41%	56.41%	56.41%	

Commercial Property Tax Projections & Comparisons								
	FY20	FY21	FY22	FY23	FY24	FY25	FY26	Annual Average Increase
Building Value								
\$100,000	\$ 992.92	\$ 992.91	\$ 1,018.71	\$ 1,038.11	\$ 1,058.45	\$ 1,060.93	\$ 1,078.97	
Annual Adjustment		\$ (0.00)	\$ 25.79	\$ 19.40	\$ 20.35	\$ 2.48	\$ 18.03	\$ 5.07
\$300,000	\$ 2,978.75	\$ 2,978.74	\$ 3,056.13	\$ 3,114.32	\$ 3,175.36	\$ 3,182.80	\$ 3,236.90	
Annual Adjustment		\$ (0.01)	\$ 77.38	\$ 58.20	\$ 61.04	\$ 7.43	\$ 54.10	\$ 15.21
\$500,000	\$ 4,964.58	\$ 4,964.57	\$ 5,093.55	\$ 5,190.54	\$ 5,292.27	\$ 5,304.67	\$ 5,394.84	
Annual Adjustment		\$ (0.01)	\$ 128.97	\$ 96.99	\$ 101.74	\$ 12.39	\$ 90.17	\$ 25.35
Rollback	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	