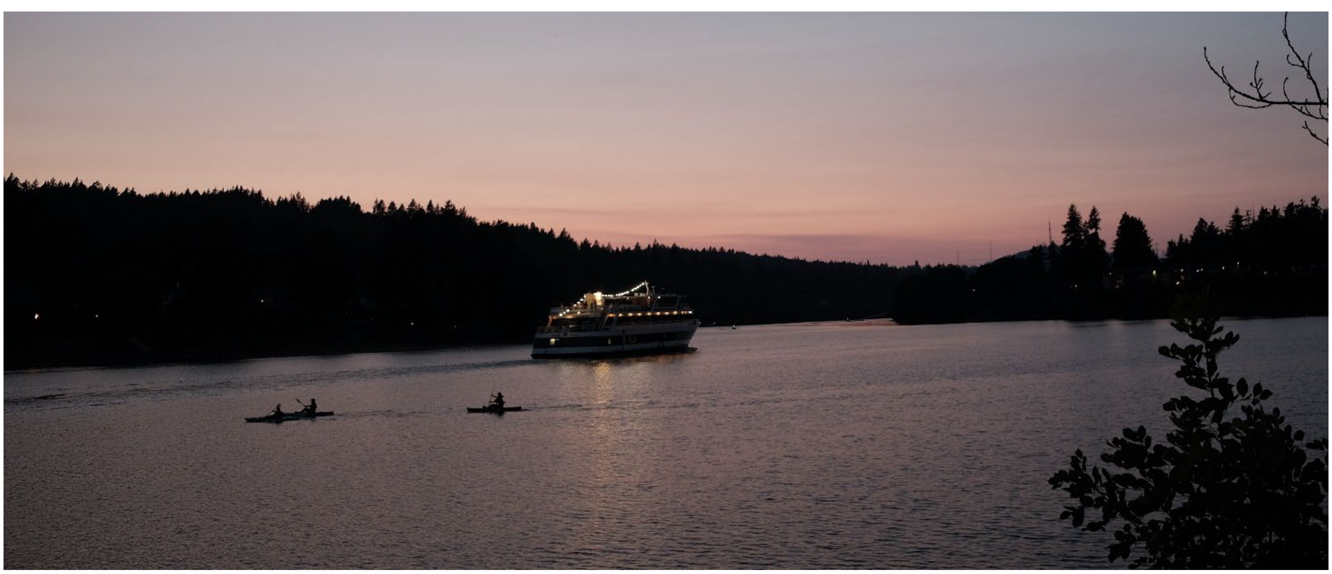
Five-Year Forecast

LONG TERM FINANCIAL PLANNING PROCESS

Planning for the future is critical to the effective management of the city. As such, the City of Milwaukie prepares a five-year financial forecast to assist with the strategic decision-making process and to identify and prepare for future challenges. A dynamic planning model is used to develop the baseline financial forecast which are then utilized to strategize and study various financial outcomes, modeling demographic trends, anticipating changes in revenue streams, and forecasting utility rates. The outcome of this forecasting exercise serves to guide decision-making in the interest of long-term financial stability.

Revenue forecasts are based on historical trends, current revenue policy, assumptions on future economic impacts, and known future occurrences. Similarly, expenditure forecasts are based on historical trends, current service levels, existing commitments, and other known future obligations. The major assumptions or percentages per revenue or expense is outlined in each fund table.

The city recently completed its Capital Improvement Plan (CIP), which is aligned with the financial forecast and this budget document. Corresponding to the CIP are master plan documents which provide long-range planning (20 years) for necessary capital improvements and investments in the city's infrastructure. This level of planning allows for thoughtful project management and financing. The biennial budget includes funds to prepare new or updated master plans and corresponding rate studies for transportation, wastewater and stormwater.



FIVE-YEAR FORECAST
SUMMARY DETAIL OF ALL CITY FUNDS*

(Amounts in Thousands: $100 = $100,000)

				Current Fiscal Year Estimated	Current Budget +1	Current Budget +2	Forecast +3	Forecast +4	Forecast +5	Current Biennium Overall Totals as a % of Revenue	Current Biennium Overall Totals as a % of Expense	Current Biennium Overall Totals as a % of Fund Balances
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Revenue	Expense	Fund Balances
RESOURCES												
BEGINNING FUND BALANCE	$ 38,112	$ 55,087	$ 52,041	50,760	55,578	56,946	$ 33,189	$ 13,173	$ (3,991)			
REVENUES												
Taxes												
General Property	8,651	8,748	9,048	9,300	9,602	9,905	10,202	10,508	10,823	14%	12%	59%
Bonded Debt	837	844	862	856	860	860	854	858	858	1%	1%	5%
Total Taxes	**9,488**	**9,592**	**9,910**	**10,156**	**10,462**	**10,765**	**11,056**	**11,366**	**11,681**	**15%**	**13%**	**64%**
% of Total Revenue	*13%*	*16%*	*20%*	*18%*	*13%*	*19%*	*20%*	*20%*	*20%*			
Fees & Charges - Utilities												
Water	4,485	4,283	4,471	4,845	5,030	5,179	5,179	5,334	5,494	7%	6%	31%
Wastewater	7,907	8,008	8,070	8,585	8,839	9,020	9,020	9,291	9,569	13%	11%	54%
Stormwater	4,326	4,966	5,118	5,265	5,292	5,319	5,319	5,479	5,643	8%	7%	32%
Transportation	1,928	2,010	2,094	2,244	2,358	2,479	2,479	2,553	2,630	4%	3%	15%
Total Fees & Charges - Utilities	**18,646**	**19,267**	**19,753**	**20,939**	**21,519**	**21,997**	**21,997**	**22,657**	**23,337**	**32%**	**27%**	**131%**
% of Total Revenue	*26%*	*33%*	*39%*	*37%*	*26%*	*40%*	*39%*	*40%*	*39%*			
Fees & Charges - Other												
Franchise Taxes & Fees	3,624	3,749	3,681	3,699	3,888	3,924	3,886	1,516	3,995	6%	5%	24%
Permits	1,900	976	1,045	2,070	1,167	500	500	515	530	1%	1%	5%
Miscellaneous & Other Fees	1,061	753	754	1,068	1,413	818	587	-	608	2%	1%	7%
System Development Charges	508	208	172	1,101	904	492	492	507	522	1%	1%	4%
Total Fees & Charges - Other	**7,093**	**5,686**	**5,652**	**7,938**	**7,372**	**5,734**	**5,465**	**2,538**	**5,655**	**10%**	**8%**	**39%**
% of Total Revenue	*10%*	*10%*	*11%*	*14%*	*9%*	*10%*	*10%*	*4%*	*10%*			
Intergovernmental												
Federal Funds	-	797	-	4,566	2,331	-	-	-	-	2%	1%	7%
Library District Levy	1,782	1,794	1,874	1,935	2,032	2,132	2,196	2,262	2,330	3%	3%	13%
Transportation - State & Local Gas Tax	1,756	1,524	1,676	1,496	1,684	1,684	1,735	1,787	1,840	2%	2%	10%
State Revenue Sharing	737	886	1,197	1,170	1,180	1,200	1,236	1,273	1,311	2%	1%	7%
Other	1,134	2,228	1,473	556	3,854	3,957	4,075	4,197	4,323	6%	5%	24%
Total Intergovernmental	**5,409**	**7,229**	**6,220**	**9,723**	**11,081**	**8,973**	**9,242**	**9,519**	**9,804**	**15%**	**13%**	**60%**
% of Total Revenue	*8%*	*12%*	*12%*	*17%*	*14%*	*16%*	*16%*	*17%*	*16%*			
Other												
Debt Proceeds	20,979	6,700	-	-	21,000	-	-	1,681	-	15%	13%	63%
Fines & Forfeitures	844	806	417	405	407	409	421	434	447	1%	1%	2%
Interest Income	1,557	1,586	302	262	331	319	322	324	326	0%	0%	2%
Transfers From Other Funds	5,699	7,119	7,088	6,470	8,695	7,143	7,438	7,686	7,904	12%	10%	48%
Miscellaneous	839	838	726	770	577	258	266	274	282	1%	1%	3%
Total Other	**29,918**	**17,049**	**8,533**	**7,907**	**31,010**	**8,129**	**8,447**	**10,399**	**8,959**	**29%**	**25%**	**118%**
% of Total Revenue	*42%*	*29%*	*17%*	*14%*	*38%*	*15%*	*15%*	*18%*	*15%*			
TOTAL REVENUES	**70,554**	**58,823**	**50,068**	**56,663**	**81,444**	**55,597**	**56,206**	**56,478**	**59,436**			
TOTAL RESOURCES	**$ 108,666**	**$ 113,910**	**$ 102,109**	**$ 107,423**	**$ 137,022**	**$ 112,542**	**$ 89,395**	**$ 69,651**	**$ 55,445**			

*Exlcudes Milwaukie Redevelopment District/URA as this is a separate entity

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SUMMARY DETAIL OF ALL CITY FUNDS*, *Continued*

(Amounts in Thousands: $100 = $100,000)

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget +1 FY23	Current Budget +2 FY24	Forecast +3 FY25	Forecast +4 FY26	Forecast +5 FY27	Current Biennium Overall Totals as a % of Revenue	Expense	Fund Balances
REQUIREMENTS												
EXPENDITURES												
Personnel Services	17,160	18,017	18,314	18,917	21,399	22,526	24,101	25,065	26,066	32%	28%	132%
% of Total Expenditures	*32%*	*29%*	*36%*	*36%*	27%	28%	*32%*	*34%*	*34%*			
Materials & Services	12,608	12,391	12,206	13,005	17,280	15,206	15,517	15,993	16,483	24%	20%	98%
% of Total Expenditures	*24%*	*20%*	*24%*	*25%*	22%	19%	*20%*	*22%*	*22%*			
Debt Service	3,462	3,489	3,933	2,933	2,959	4,421	4,018	3,049	3,067	5%	5%	22%
% of Total Expenditures	*6%*	*6%*	*8%*	*6%*	4%	6%	*5%*	*4%*	*4%*			
Capital Outlay	14,650	20,853	9,808	10,520	29,742	23,555	21,166	17,874	18,616	39%	33%	161%
% of Total Expenditures	*13%*	*18%*	*10%*	*10%*	22%	21%	*24%*	*26%*	*34%*			
Transfers to Other Funds	5,699	7,119	7,088	6,470	8,695	7,142	7,123	7,336	7,557	12%	10%	48%
% of Total Expenditures	*11%*	*12%*	*14%*	*12%*	11%	9%	*9%*	*10%*	*10%*			
Contingency	-	-	-	-	-	6,503	4,297	4,325	4,518	5%	4%	20%
% of Total Expenditures	*0%*	*0%*	*0%*	*0%*	0%	8%	*6%*	*6%*	*6%*			
TOTAL EXPENDITURES	**53,579**	**61,869**	**51,349**	**51,845**	**80,076**	**79,353**	**76,223**	**73,642**	**76,306**			
TOTAL ENDING FUND BALANCE	**55,087**	**52,041**	**50,760**	**55,578**	**56,946**	**33,189**	**13,173**	**(3,991)**	**(20,861)**			
TOTAL REQUIREMENTS	**$ 108,666**	**$ 113,910**	**$ 102,109**	**$ 107,423**	**$ 137,022**	**$ 112,542**	**$ 89,395**	**$ 69,651**	**$ 55,445**			

*Exlcudes Milwaukie Redevelopment District/URA as this is a separate entity

FIVE-YEAR FORECAST

GENERAL FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget +1 FY23	Current Budget +2 FY24	Forecast +3 FY25	Forecast +4 FY26	Forecast +5 FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	**$ 17,908**	**$ 14,270**	**$ 11,757**	**12,829**	**16,151**	**10,183**	**$ 5,141**	**$ 2,772**	**$ 565**	
REVENUES										
Property Taxes	8,651	8,748	9,048	9,300	9,602	9,905	10,202	10,508	10,823	3%
Franchise Taxes	2,346	2,387	2,452	2,414	2,433	2,452	2,526	2,601	2,679	3%
Intergovernmental	3,220	3,141	3,275	3,171	3,908	5,546	5,712	5,883	6,060	3%
Intergovernmental - ARPA	-	-	-	116	75	-	-	-	-	0%
Intergovernmental - ARPA Parks	-	-	-	2,250	-	-	-	-	-	0%
Intergovernmental - CARES Act	-	797	-	-	-	-	-	-	-	0%
Fines & Forfeitures	844	806	417	405	407	409	421	434	447	3%
Fees & Charges (Licenses & Permits)	658	559	569	587	608	623	642	661	681	3%
Interest Income	576	434	70	85	112	102	103	104	105	1%
Miscellaneous	163	136	55	138	130	130	130	130	130	0%
Sale of Assets	44	471	39	35	35	35	36	37	38	3%
Transfers from Other Funds	5,699	5,832	6,220	6,470	6,870	6,870	7,076	7,288	7,507	3%
TOTAL REVENUES	**22,201**	**23,311**	**22,145**	**24,971**	**24,179**	**26,071**	**26,847**	**27,646**	**28,470**	
TOTAL RESOURCES	**$ 40,109**	**$ 37,581**	**$ 33,902**	**$ 37,800**	**$ 40,330**	**$ 36,254**	**$ 31,988**	**$ 30,419**	**$ 29,035**	

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GENERAL FUND SUMMARY, *Continued*

(Amounts in Thousands: $100 = $100,000)

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget +1 FY23	Current Budget +2 FY24	Forecast +3 FY25	Forecast +4 FY26	Forecast +5 FY27	ASSUMPTIONS
REQUIREMENTS										
EXPENDITURES										
Personnel Services	14,354	15,041	15,325	15,685	17,951	18,895	20,216	21,024	21,864	Averaged of 3%-7%
Materials & Services	4,920	4,535	4,445	4,800	6,060	6,184	6,379	6,580	6,788	3%
Debt Service	422	448	461	484	504	526	546	569	594	Amortization Schedules
Capital Outlay	6,143	4,468	478	680	4,190	3,230	745	300	290	Capital Improvement Plan
Transfers to Other Funds	-	1,332	364	-	1,528	228	-	-	-	3%
Contingency	-	-	-	-	-	2,050	1,330	1,380	1,433	
TOTAL EXPENDITURES	**25,839**	**25,824**	**21,073**	**21,649**	**30,233**	**31,112**	**29,216**	**29,854**	**30,969**	
FUND BALANCE										
Policy Requirement (25%)	4,201	4,566	4,387	2,474	4,719	6,552	6,650	6,900	7,160	
RESERVES										
ARPA Parks	-	-	-	2,055	1,124	-	-	-	-	
Debt Service	422	448	461	461	504	526	546	569	594	
Forfeiture	17	36	17	17	17	17	17	17	17	
PEG	179	177	169	114	-	10	10	10	10	
Undesignated	13,652	11,096	12,182	13,504	8,538	4,673	2,199	(31)	(2,555)	
OVER (UNDER) POLICY	**9,451**	**6,530**	**7,795**	**11,030**	**3,819**	**171**	**(3,121)**	**(5,551)**	**(8,283)**	
TOTAL ENDING FUND BALANCE	**14,270**	**11,757**	**12,829**	**16,151**	**10,097**	**5,141**	**2,772**	**565**	**(1,934)**	
TOTAL REQUIREMENTS	**$ 40,109**	**$ 37,581**	**$ 33,902**	**$ 37,800**	**$ 40,330**	**$ 36,254**	**$ 31,988**	**$ 30,419**	**$ 29,035**	

FIVE-YEAR FORECAST

GENERAL FUND EXPENDITURES BY DEPARTMENT

(Amounts in Thousands: $100 = $100,000)

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget +1 FY23	Current Budget +2 FY24	Forecast +3 FY25	Forecast +4 FY26	Forecast +5 FY27	ASSUMPTIONS
PERSONNEL SERVICES										
City Council	17	17	18	19	20	20	20	20	20	0%
City Manager	828	802	987	1,014	1,386	1,460	1,562	1,625	1,690	5%
City Attorney	138	188	194	224	249	263	281	293	304	5%
Community Development	620	576	559	545	827	872	933	970	1,009	5%
Public Works Administration	706	772	906	1,026	1,163	1,223	1,309	1,361	1,415	5%
Engineering	1,022	1,277	1,311	1,138	1,586	1,672	1,789	1,861	1,935	5%
Facilities Management	327	361	387	415	429	451	483	502	522	5%
Finance	777	909	976	1,050	1,030	1,085	1,161	1,207	1,256	5%
Fleet Services	275	287	289	322	357	377	403	420	436	5%
Human Resources	274	292	299	316	346	364	389	405	421	5%
Information Technology	409	428	433	415	483	504	539	561	583	5%
Municipal Court	234	269	189	55	59	62	66	69	72	5%
Planning	650	690	618	616	742	783	838	871	906	5%
Code Enforcement	163	189	199	250	304	321	343	357	371	5%
City Recorder	290	318	305	294	452	477	510	531	552	5%
Library	1,648	1,650	1,668	1,847	1,943	2,041	2,184	2,271	2,362	5%
Police	5,976	6,016	5,987	6,139	6,575	6,920	7,404	7,701	8,009	5%
TOTAL PERSONNEL SERVICES	**14,354**	**15,041**	**15,325**	**15,685**	**17,951**	**18,895**	**20,216**	**21,024**	**21,864**	
MATERIALS & SERVICES										
City Council	83	85	103	86	123	128	132	136	140	3%
City Manager	238	268	152	420	303	275	283	292	300	3%
City Attorney	67	26	15	2	116	116	119	123	127	3%
Community Development	151	36	138	122	317	182	187	193	199	3%
Public Works Administration	112	43	36	145	196	196	202	208	214	3%
Engineering	66	75	19	109	69	71	73	75	78	3%
Facilities Management	694	697	745	737	837	1,069	1,101	1,134	1,168	3%
Finance	360	396	405	388	488	508	523	539	555	3%
Fleet Services	313	232	261	218	330	330	340	350	361	3%
Human Resources	62	66	76	38	96	94	97	100	103	3%
Information Technology	666	748	773	945	979	1,024	1,055	1,086	1,119	3%
Municipal Court	79	78	52	74	79	79	81	84	86	3%
Planning	158	103	203	75	263	117	121	124	128	3%
Code Enforcement	11	14	11	41	44	44	45	47	48	3%
PEG	30	30	5	20	15	20	21	21	22	3%
City Recorder	74	62	58	43	78	78	80	83	85	3%
Nondepartmental	411	411	465	463	552	651	670	690	711	3%
Library	481	348	229	209	252	238	245	252	260	3%
Police	864	817	699	665	923	964	1,003	1,043	1,084	4% (LOCOM contract)
TOTAL MATERIALS & SERVICES	**4,920**	**4,535**	**4,445**	**4,800**	**6,060**	**6,184**	**6,379**	**6,580**	**6,788**	

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GENERAL FUND EXPENDITURES BY DEPARTMENT, *continued*

(Amounts in Thousands: $100 = $100,000)

				Current Fiscal Year Estimated	Current Budget		Forecast			
					+1	+2	+3	+4	+5	
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	ASSUMPTIONS
DEBT SERVICE										
Nondepartmental	422	448	461	484	504	526	546	569	594	Amortization Schedules
TOTAL DEBT SERVICE	**422**	**448**	**461**	**484**	**504**	**526**	**546**	**569**	**594**	
CAPITAL OUTLAY										
City Manager	-	-	-	-	80	-	-	-	-	
Community Development	43	-	16	-	50	50	50	50	50	
Public Works Administration	-	-	-	100	2,877	830	-	-	25	
Engineering	9	30	-	-	425	275	-	40	-	
Facilities Management	66	43	194	325	265	1,850	375	45	-	
Fleet Services	5	13	-	-	-	60	-	-	-	Capital Improvement Plan
Information Technology	152	34	83	50	157	-	125	-	30	
Code Enforcement	-	-	-	-	-	-	30	-	20	
PEG	-	-	-	55	171	-	-	-	-	
Library	5,728	4,262	-	-	-	-	-	-	-	
Police	140	86	185	150	165	165	165	165	165	
TOTAL CAPITAL OUTLAY	**6,143**	**4,468**	**478**	**680**	**4,190**	**3,230**	**745**	**300**	**290**	
TRANSFERS OUT - NONDEPARTMENTAL										
City Hall	-	1,287	-	-	500	-	-	-	-	0%
Debt Service	-	-	-	-	228	228	-	-	-	0%
Other Funds	-	45	364	-	800	-	-	-	-	0%
TOTAL TRANSFERS OUT	**-**	**1,332**	**364**	**-**	**1,528**	**228**	**-**	**-**	**-**	
TOTAL BY DEPARTMENT										
City Council	100	102	121	105	143	148	152	156	160	
City Manager	1,066	1,070	1,139	1,434	1,769	1,735	1,845	1,916	1,990	
City Attorney	205	214	209	226	365	379	401	416	431	
Community Development	814	612	713	667	1,194	1,104	1,171	1,213	1,258	
Public Works Administration	818	815	942	1,271	4,236	2,249	1,510	1,569	1,655	
Engineering	1,097	1,382	1,330	1,247	2,080	2,018	1,862	1,976	2,013	
Facilities Management	1,087	1,101	1,326	1,477	1,531	3,370	1,959	1,681	1,690	
Finance	1,137	1,305	1,381	1,438	1,518	1,593	1,684	1,746	1,811	
Fleet Services	593	532	550	540	687	767	743	770	797	
Human Resources	336	358	375	354	442	458	486	505	524	
Information Technology	1,227	1,210	1,289	1,410	1,619	1,528	1,719	1,647	1,732	
Municipal Court	313	347	241	129	138	141	148	153	158	
Planning	808	793	821	691	1,005	900	958	995	1,034	
Code Enforcement	174	203	210	291	348	365	419	404	440	
PEG	30	30	5	75	186	20	21	21	22	
City Recorder	364	380	363	337	530	555	591	614	637	
Nondepartmental	833	2,191	1,290	947	2,584	1,405	1,216	1,259	1,305	
Contingency	-	-	-	-	-	2,050	1,330	1,380	1,433	5% Contingency of PS & M&S
Library	7,857	6,260	1,897	2,056	2,195	2,279	2,429	2,524	2,622	
Police	6,980	6,919	6,871	6,954	7,663	8,049	8,572	8,908	9,258	
TOTAL EXPENDITURES	**$ 25,839**	**$ 25,824**	**$ 21,073**	**$ 21,649**	**$ 30,233**	**$ 31,112**	**$ 29,216**	**$ 29,854**	**$ 30,969**	

FIVE-YEAR FORECAST

CITY HALL FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget +1 FY23	Current Budget +2 FY24	FY25	FY26	FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	$ -	$ -	$ 1,217	1,249	1,708	38	$ -	$ -	$ -	
REVENUES										
Lease Proceeds	-	12	504	504	252	-				Completes 12/31/2024
Interest Income	-	-	15	11	5	-				0%
Miscellaneous	-	-	17	-	-	-		FUND CLOSES		0%
Transfers from Other Funds	-	1,287	-	-	500	-				0%
Proceeds in Debt	-	6,700	-	-	-	-				0%
TOTAL REVENUES	**-**	**7,999**	**536**	**515**	**757**	**-**				
TOTAL RESOURCES	**$ -**	**$ 7,999**	**$ 1,753**	**$ 1,764**	**$ 2,465**	**$ 38**				
REQUIREMENTS										
EXPENDITURES										
Materials & Services	-	131	-	56	200	-				0%
Capital Outlay	-	6,651	-	-	1,975	38				Capital Improvement Plan
Transfers to Other Funds	-	-	504	-	252	-			-	Remainder to General Fund
TOTAL EXPENDITURES	**-**	**6,782**	**504**	**56**	**2,427**	**38**				
TOTAL ENDING FUND BALANCE	**-**	**1,217**	**1,249**	**1,708**	**38**	**-**				
TOTAL REQUIREMENTS	**$ -**	**$ 7,999**	**$ 1,753**	**$ 1,764**	**$ 2,465**	**$ 38**				

DEBT SERVICE FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

				Current Fiscal Year Estimated	Current Budget		Forecast			
					+1	+2	+3	+4	+5	
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	**$ 369**	**$ 360**	**$ 360**	**442**	**9**	**135**	**$ 11**	**$ 10**	**$ 6**	
REVENUES										
Property Taxes	837	844	862	856	860	860	854	858	858	Amortization Schedule
Intergovernmental	84	88	85	84	85	83	85	85	85	Amortization Schedule
Miscellaneous	12	11	6	-	-	-	-	-	-	0%
Transfers from Other Funds	-	-	504	-	560	308	432	433	432	0%
TOTAL REVENUES	**933**	**943**	**1,457**	**940**	**1,505**	**1,251**	**1,371**	**1,376**	**1,375**	
TOTAL RESOURCES	**$ 1,302**	**$ 1,303**	**$ 1,817**	**$ 1,382**	**$ 1,514**	**$ 1,386**	**$ 1,382**	**$ 1,386**	**$ 1,381**	
REQUIREMENTS										
EXPENDITURES										
Debt Service	942	943	1,375	1,373	1,379	1,375	1,372	1,380	1,373	Amortization Schedule
TOTAL EXPENDITURES	**942**	**943**	**1,375**	**1,373**	**1,379**	**1,375**	**1,372**	**1,380**	**1,373**	
TOTAL ENDING FUND BALANCE	**360**	**360**	**442**	**9**	**135**	**11**	**10**	**6**	**8**	
TOTAL REQUIREMENTS	**$ 1,302**	**$ 1,303**	**$ 1,817**	**$ 1,382**	**$ 1,514**	**$ 1,386**	**$ 1,382**	**$ 1,386**	**$ 1,381**	

FIVE-YEAR FORECAST

BUILDING FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

				Current	Current Budget		Forecast			
				Fiscal Year	+1	+2	+3	+4	+5	
	FY19	FY20	FY21	Estimated FY22	FY23	FY24	FY25	FY26	FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	**$ 841**	**$ 2,011**	**$ 2,295**	**2,565**	**3,586**	**3,848**	**$ 3,171**	**$ 2,426**	**$ 1,706**	
REVENUES										
Fees & Charges	1,900	976	1,045	2,070	1,167	500	515	530	546	3%
Intergovernmental	-	-	-	-	-	-	-	-	-	3%
Interest Income	33	46	18	8	14	16	16	16	16	1%
Miscellaneous	4	3	1	-	-	-	-	-	-	3%
TOTAL REVENUES	**1,937**	**1,025**	**1,064**	**2,078**	**1,181**	**516**	**531**	**547**	**563**	
TOTAL RESOURCES	**$ 2,778**	**$ 3,036**	**$ 3,359**	**$ 4,643**	**$ 4,767**	**$ 4,364**	**$ 3,702**	**$ 2,972**	**$ 2,268**	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	336	391	404	430	462	486	520	541	562	Averaged of 3%-7%
Materials & Services	212	131	120	337	247	97	100	103	106	3%
Capital Outlay	-	-	-	-	-	-	40	-	-	Capital Improvement Plan
Transfers to Other Funds	219	219	270	290	210	210	216	223	230	3%
Contingency	-	-	-	-	-	400	400	400	460	3%
TOTAL EXPENDITURES	**767**	**741**	**794**	**1,057**	**919**	**1,193**	**1,276**	**1,267**	**1,358**	
FUND BALANCE										
Policy Requirement (50%)	380	370	400	530	460	400	400	400	460	
Over (Under) Policy	**1,631**	**1,925**	**2,165**	**3,056**	**3,388**	**3,171**	**2,026**	**1,306**	**450**	
TOTAL ENDING FUND BALANCE	**2,011**	**2,295**	**2,565**	**3,586**	**3,848**	**3,171**	**2,426**	**1,706**	**910**	
TOTAL REQUIREMENTS	**$ 2,778**	**$ 3,036**	**$ 3,359**	**$ 4,643**	**$ 4,767**	**$ 4,364**	**$ 3,702**	**$ 2,972**	**$ 2,268**	

FIVE-YEAR FORECAST

CONSTRUCTION EXCISE TAX FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

				Current Fiscal Year Estimated	Current Budget		Forecast			
					+1	+2	+3	+4	+5	
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	$ -	$ 306	$ 400	$ 665	$ 950	$ 1,163	$ 1,057	$ 1,073	$ 1,089	
REVENUES										
Excise Tax	291	165	122	270	620	24	25	25	26	3%
Intergovernmental	-	-	132	-	-	-	-	-	-	0%
Interest Income	3	7	5	3	5	6	6	6	7	1%
Miscellaneous	12	54	6	12	26	2	2	2	2	0%
Transfers from other funds	-	-	132	-	800	-	-	-	-	
TOTAL REVENUES	**306**	**226**	**397**	**285**	**1,451**	**32**	**33**	**34**	**35**	
TOTAL RESOURCES	**$ 306**	**$ 532**	**$ 797**	**$ 950**	**$ 2,401**	**$ 1,195**	**$ 1,090**	**$ 1,107**	**$ 1,124**	
REQUIREMENTS										
EXPENDITURES										
Materials & Services	-	132	132	-	1,223	-	-	-	-	3%
Transfers to Other Funds	-	-	-	-	15	15	16	16	17	3%
Contingency	-	-	-	-	-	122	2	2	2	10% of M&S
TOTAL EXPENDITURES	**-**	**132**	**132**	**-**	**1,238**	**137**	**17**	**18**	**18**	
FUND BALANCE										
Policy Requirement (17%)	-	22	22	-	208	-	-	-	-	17% of M&S
Over (Under) Policy	**306**	**378**	**643**	**950**	**955**	**1,057**	**1,073**	**1,089**	**1,106**	
TOTAL ENDING FUND BALANCE	**306**	**400**	**665**	**950**	**1,163**	**1,057**	**1,073**	**1,089**	**1,106**	
TOTAL REQUIREMENTS	**$ 306**	**$ 532**	**$ 797**	**$ 950**	**$ 2,401**	**$ 1,195**	**$ 1,090**	**$ 1,107**	**$ 1,124**	

FIVE-YEAR FORECAST

SYSTEM DEVELOPMENT CHARGES FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

				Current Fiscal Year Estimated	Current Budget		Forecast			
					+1	+2	+3	+4	+5	
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	**$ 1,529**	**$ 1,840**	**$ 1,775**	**$ 1,700**	**$ 2,152**	**$ 1,961**	**$ 1,568**	**$ 1,930**	**$ 2,457**	
REVENUES										
FEES & CHARGES										
Transportation	357	94	89	187	609	296	305	314	323	3%
Water	25	20	17	155	89	77	79	82	84	3%
Wastewater	87	53	30	490	39	23	24	24	25	3%
Stormwater	39	41	36	269	167	96	99	102	105	3%
TOTAL FEES & CHARGES	**508**	**208**	**172**	**1,101**	**904**	**492**	**507**	**522**	**538**	
Intergovernmental - Transportation	-	-	-	-	250	-	-	-	-	0%
Interest Income	34	36	10	2	5	5	5	5	5	1%
Transfers In	-	-	23	-	-	-	-	-	-	0%
TOTAL REVENUES	**542**	**244**	**205**	**1,103**	**1,159**	**497**	**512**	**527**	**543**	
TOTAL RESOURCES	**$ 2,071**	**$ 2,084**	**$ 1,980**	**$ 2,803**	**$ 3,311**	**$ 2,458**	**$ 2,080**	**$ 2,457**	**$ 3,000**	
REQUIREMENTS										
EXPENDITURES										
MATERIALS & SERVICES										
Transportation	-	-	-	-	150	-	-	-	-	
Water	-	-	-	-	50	-	-	-	-	
Wastewater	-	-	-	-	-	-	-	-	-	
Stormwater	-	-	-	-	200	150	-	-	-	
TOTAL MATERIALS & SERVICES	**-**	**-**	**-**	**-**	**400**	**150**	**-**	**-**	**-**	
CAPITAL OUTLAY										
Transportation	70	-	62	431	750	290	-	-	-	
Water	16	90	108	-	-	-	-	-	-	
Wastewater	28	219	110	220	-	170	150	-	-	Capital Improvement Plan
Stormwater	117	-	-	-	200	150	-	-	-	
TOTAL CAPITAL OUTLAY	**231**	**309**	**280**	**651**	**950**	**610**	**150**	**-**	**-**	
Contingency	-	-	-	-	-	130	-			10% of PS, M&S and DS
TOTAL EXPENDITURES	**231**	**309**	**280**	**651**	**1,350**	**890**	**150**	**-**	**-**	
FUND BALANCE										
Policy Requirement (25%)	-	-	-	-	170	170	-	-	-	
Over (Under) Policy	**1,840**	**1,775**	**1,700**	**2,152**	**2,131**	**1,868**	**1,930**	**2,457**	**3,000**	
TOTAL ENDING FUND BALANCE	**1,840**	**1,775**	**1,700**	**2,152**	**1,961**	**1,568**	**1,930**	**2,457**	**3,000**	
TOTAL REQUIREMENTS	**$ 2,071**	**$ 2,084**	**$ 1,980**	**$ 2,803**	**$ 3,311**	**$ 2,458**	**$ 2,080**	**$ 2,457**	**$ 3,000**	

FIVE-YEAR FORECAST

TRANSORTATION FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget +1 FY23	Current Budget +2 FY24	Forecast +3 FY25	Forecast +4 FY26	Forecast +5 FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	$ 4,447	$ 21,705	$ 18,950	$ 15,220	$ 10,191	$ 23,484	$ 13,752	$ 3,158	$ (4,262)	
REVENUES										
STREET SURFACE MAINTENANCE PROGRAM (SSMP)										
Street Maintenance Fee	876	919	958	1,053	1,106	1,163	1,198	1,234	1,271	3%
Intergovernmental - Local Gas Tax	155	130	116	120	120	120	124	127	131	3%
Franchise Fees (1.5% Privilege Tax)	312	329	337	353	360	370	381	393	404	3%
Interest Income	170	217	65	50	50	50	51	51	52	1%
Miscellaneous	-	28	-	-	-	-	-	-	-	0%
Proceeds from Issuance of Debt	6,606	-	-	-	6,000	-	-	-	-	0%
TOTAL SSMP	**8,119**	**1,623**	**1,476**	**1,576**	**7,636**	**1,703**	**1,753**	**1,805**	**1,858**	
SAFE STREETS FOR EVERYONE PROGRAM (SAFE)										
SAFE Fee	1,052	1,091	1,136	1,191	1,252	1,316	1,355	1,396	1,438	3%
Intergovernmental - Other	327	748	230	47	150	-	-	-	-	0%
Interest Income	232	288	49	36	40	40	40	40	40	0%
Miscellaneous	-	-	-	-	-	-	-	-	-	0%
Proceeds from Issuance of Debt	10,346	-	-	-	10,000	-	-	-	-	0%
TOTAL SAFE	**11,957**	**2,127**	**1,415**	**1,274**	**11,442**	**1,356**	**1,395**	**1,436**	**1,478**	
STATE GAS TAX PROGRAM (STREETS)										
Intergovernmental										
State Gas Tax	1,601	1,394	1,560	1,376	1,564	1,564	1,611	1,659	1,709	3%
County Vehicle Registration Fee	-	93	411	352	400	400	412	424	437	3%
Other	22	755	103	7	1,800	-	-	-	-	0%
Franchise Fees (from Utility Funds)	966	1,033	892	932	1,095	1,102	1,135	1,169	1,204	3%
Interest Income	133	241	28	30	40	40	40	40	40	0%
Reimbursement Fee - SDC	17	5	4	-	-	-	-	-	-	0%
FILOC Revenue	340	15	14	-	41	-	-	-	-	0%
Miscellaneous	177	37	8	12	12	12	12	12	12	0%
Transfers In	-	-	49	-	-	-	-	-	-	0%
Proceeds from Issuance of Debt	4,027	-	-	-	5,000	-	-	-	-	0%
TOTAL STREETS	**7,283**	**3,573**	**3,069**	**2,709**	**9,952**	**3,118**	**3,210**	**3,305**	**3,402**	
TOTAL REVENUES	**27,359**	**7,323**	**5,960**	**5,559**	**29,030**	**6,177**	**6,358**	**6,545**	**6,738**	
TOTAL RESOURCES	**$ 31,806**	**$ 29,028**	**$ 24,910**	**$ 20,779**	**$ 39,221**	**$ 29,661**	**$ 20,111**	**$ 9,704**	**$ 2,476**	

Continued on next page.

(Amounts in Thousands: $100 = $100,000)

				Current Fiscal Year Estimated	Current Budget +1	Current Budget +2	Forecast +3	Forecast +4	Forecast +5	
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	ASSUMPTIONS
REQUIREMENTS										
EXPENDITURES										
Personnel Services	521	545	563	642	664	700	749	779	810	Averaged of 3%-7%
Materials & Services	808	465	386	476	1,010	540	556	573	590	3%
Capital Outlay	4,841	5,158	4,715	6,406	10,843	8,795	10,773	8,759	6,996	Capital Improvement Plan
Debt Service	1,996	1,996	1,996	974	975	2,419	2,000	1,000	1,000	Scheduled
Transfers to Other Funds	1,935	1,914	2,030	2,090	2,245	2,245	2,312	2,382	2,453	3%
Contingency	-	-	-	-	-	1,210	562	473	485	10% of PS, M&S and DS
TOTAL EXPENDITURES	**10,101**	**10,078**	**9,690**	**10,588**	**15,737**	**15,909**	**16,952**	**13,966**	**12,335**	
FUND BALANCE										
Policy Requirement (17%)	555	497	508	547	668	594	615	635	655	
Over (Under) Policy	**21,150**	**18,453**	**14,712**	**9,644**	**22,816**	**13,158**	**2,543**	**(4,897)**	**(10,514)**	
TOTAL ENDING FUND BALANCE	**21,705**	**18,950**	**15,220**	**10,191**	**23,484**	**13,752**	**3,158**	**(4,262)**	**(9,859)**	
TOTAL REQUIREMENTS	**$ 31,806**	**$ 29,028**	**$ 24,910**	**$ 20,779**	**$ 39,221**	**$ 29,661**	**$ 20,111**	**$ 9,704**	**$ 2,476**	

FIVE-YEAR FORECAST

WATER FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget +1 FY23	Current Budget +2 FY24	Forecast +3 FY25	Forecast +4 FY26	Forecast +5 FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	**$ 3,884**	**$ 4,918**	**$ 4,630**	**4,546**	**7,359**	**6,404**	**$ 4,552**	**$ 2,247**	**$ (1,066)**	
REVENUES										
Fees & Charges	4,485	4,283	4,471	4,845	5,030	5,179	5,334	5,494	5,659	3%
Reimbursement Fees	30	24	20	186	107	93	96	99	102	3%
Intergovernmental - ARPA	-	-	-	1,450	2,256	-	-	-	-	3%
Interest Income	128	102	2	7	20	20	20	20	21	1%
Miscellaneous	37	33	35	28	37	37	38	39	40	3%
Transfers In (CARES Act)	-	-	55	-	-	-	-	-	-	0%
TOTAL REVENUES	**4,680**	**4,442**	**4,583**	**6,516**	**7,450**	**5,329**	**5,488**	**5,653**	**5,822**	
TOTAL RESOURCES	**$ 8,564**	**$ 9,360**	**$ 9,213**	**$ 11,062**	**$ 14,809**	**$ 11,733**	**$ 10,041**	**$ 7,900**	**$ 4,756**	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	770	791	873	901	961	1,011	1,082	1,125	1,170	Averaged of 3%-7%
Materials & Services	883	872	926	928	1,284	1,148	1,183	1,218	1,255	3%
Capital Outlay	792	1,818	1,588	534	4,580	2,791	3,222	4,244	7,037	Capital Improvement Plan
Transfers to Other Funds	1,201	1,249	1,280	1,340	1,580	1,580	1,627	1,676	1,727	3%
Contingency	-	-	-	-	-	650	679	703	727	30% of PS & M&S
TOTAL EXPENDITURES	**3,646**	**4,730**	**4,667**	**3,703**	**8,405**	**7,180**	**7,793**	**8,967**	**11,916**	
FUND BALANCE										
Policy Requirement (50%)	1,427	1,456	1,540	1,585	1,913	1,870	1,946	2,010	2,076	
Over (Under) Policy	**3,491**	**3,174**	**3,006**	**5,774**	**4,491**	**2,682**	**301**	**(3,076)**	**(9,236)**	
TOTAL ENDING FUND BALANCE	**4,918**	**4,630**	**4,546**	**7,359**	**6,404**	**4,552**	**2,247**	**(1,066)**	**(7,160)**	
TOTAL REQUIREMENTS	**$ 8,564**	**$ 9,360**	**$ 9,213**	**$ 11,062**	**$ 14,809**	**$ 11,733**	**$ 10,041**	**$ 7,900**	**$ 4,756**	

FIVE-YEAR FORECAST

WASTEWATER FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget +1 FY23	Current Budget +2 FY24	Forecast +3 FY25	Forecast +4 FY26	Forecast +5 FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	**$ 4,811**	**$ 4,775**	**$ 5,525**	**5,454**	**6,194**	**4,254**	**$ 3,020**	**$ 502**	**$ (1,928)**	
REVENUES										
Fees & Charges	7,907	8,008	8,070	8,585	8,839	9,020	9,291	9,569	9,856	3%
Proceeds from Reimbursement District	82	50	43	25	43	43	44	46	47	3%
Intergovernmental	-	-	-	-	-	1,125	-	-	-	0%
Intergovernmental - ARPA	-	-	-	750	-	-	-	-	-	0%
Intergovernmental - Good Neighbor	-	-	-	-	473	135	135	135	135	0%
Interest Income	137	107	15	15	25	25	25	26	26	1%
Miscellaneous	4	5	4	6	14	12	12	13	13	3%
Transfers In (CARES Act)	-	-	49	-	-	-	-	-	-	0%
TOTAL REVENUES	**8,130**	**8,170**	**8,181**	**9,381**	**9,394**	**10,360**	**9,508**	**9,788**	**10,077**	
TOTAL RESOURCES	**$ 12,941**	**$ 12,945**	**$ 13,706**	**$ 14,835**	**$ 15,588**	**$ 14,614**	**$ 12,528**	**$ 10,290**	**$ 8,150**	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	473	528	448	492	532	560	599	623	648	Averaged of 3%-7%
Materials & Services	5,300	5,541	5,537	5,567	6,065	6,304	6,493	6,688	6,889	3%
Capital Outlay	1,243	147	886	1,150	3,176	2,138	2,266	2,161	881	Capital Improvement Plan
Debt Service	102	102	101	102	101	101	100	100	100	Amortization Schedule
Transfers to Other Funds	1,048	1,102	1,280	1,330	1,460	1,460	1,504	1,549	1,595	3%
Contingency	-	-	-	-	-	1,030	1,064	1,097	1,131	Contingency of PS & M&S
TOTAL EXPENDITURES	**8,166**	**7,420**	**8,252**	**8,641**	**11,334**	**11,593**	**12,026**	**12,218**	**11,244**	
FUND BALANCE										
Policy Requirement (25%)	1,731	1,818	1,842	1,873	2,040	2,106	2,174	2,240	2,308	
Over (Under) Policy	**3,044**	**3,707**	**3,612**	**4,321**	**2,214**	**1,944**	**(1,672)**	**(4,168)**	**(5,402)**	
TOTAL ENDING FUND BALANCE	**4,775**	**5,525**	**5,454**	**6,194**	**4,254**	**3,020**	**502**	**(1,928)**	**(3,094)**	
TOTAL REQUIREMENTS	**$ 12,941**	**$ 12,945**	**$ 13,706**	**$ 14,835**	**$ 15,588**	**$ 14,614**	**$ 12,528**	**$ 10,290**	**$ 8,150**	

FIVE-YEAR FORECAST

STORMWATER FUND SUMMARY

(Amounts in Thousands: $100 = $100,000)

				Current Fiscal Year Estimated	Current Budget		Forecast			
					+1	+2	+3	+4	+5	
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	ASSUMPTIONS
RESOURCES										
BEGINNING FUND BALANCE	**$ 4,323**	**$ 4,902**	**$ 5,132**	**6,090**	**7,278**	**6,148**	**$ 1,587**	**$ (308)**	**$ (591)**	
REVENUES										
Fees & Charges	4,326	4,966	5,118	5,265	5,292	5,319	5,479	5,643	5,812	3%
Intergovernmental	-	83	308	-	585	-	-	-	-	3%
Interest Income	111	108	25	15	15	15	15	15	15	1%
Miscellaneous	29	28	33	35	30	30	31	32	33	3%
Transfers In (CARES Act)	-	-	56	-	-	-	-	-	-	0%
TOTAL REVENUES	**4,466**	**5,185**	**5,540**	**5,315**	**5,922**	**5,364**	**5,525**	**5,690**	**5,860**	
TOTAL RESOURCES	**$ 8,789**	**$ 10,087**	**$ 10,672**	**$ 11,405**	**$ 13,200**	**$ 11,512**	**$ 7,112**	**$ 5,382**	**$ 5,269**	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	706	721	701	767	829	874	935	973	1,011	Averaged of 3%-7%
Materials & Services	485	584	660	841	790	783	806	830	855	3%
Capital Outlay	1,400	2,302	1,861	1,099	4,028	5,953	3,970	2,410	3,412	Capital Improvement Plan
Debt Service	-	-	-	-	-	-				Amortization Schedule
Transfers to Other Funds	1,296	1,348	1,360	1,420	1,405	1,405	1,447	1,491	1,535	3%
Contingency	-	-	-	-	-	910	261	270	280	Contingency of PS & M&S
TOTAL EXPENDITURES	**3,887**	**4,955**	**4,582**	**4,127**	**7,052**	**9,925**	**7,420**	**5,974**	**7,094**	
FUND BALANCE										
Policy Requirement (25%)	622	663	680	757	756	765	797	823	850	
Over (Under) Policy	**4,280**	**4,469**	**5,410**	**6,521**	**5,392**	**822**	**(1,105)**	**(1,415)**	**(2,675)**	
TOTAL ENDING FUND BALANCE	**4,902**	**5,132**	**6,090**	**7,278**	**6,148**	**1,587**	**(308)**	**(591)**	**(1,825)**	
TOTAL REQUIREMENTS	**$ 8,789**	**$ 10,087**	**$ 10,672**	**$ 11,405**	**$ 13,200**	**$ 11,512**	**$ 7,112**	**$ 5,382**	**$ 5,269**	