



# City of West Plains

## 2024 Budget

December 2023



City of West Plains, Missouri

2024 Adopted Budget

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**Note to the Reader:**  
Effective April 2022, the city transitioned from a March 31 year-end to a December 31 year-end. This change results in some difficulties when drawing comparisons between 2022 (a nine-month fiscal year), 2023 (the current and incomplete fiscal year of twelve months), and the 2024 budget (a twelve-month fiscal year). This document contains two fiscal year 2022’s.

Fiscal Year 2022A = April 1, 2021 to March 31, 2022 = 12 month fiscal year  
Fiscal Year 2022B = April 1, 2022 to December 31, 2022 = 9 month fiscal year  
Fiscal Year 2023 = January 1, 2023 to December 31, 2023 = 12 month fiscal year  
Fiscal Year 2024 = January 1, 2024 to December 31, 2024 = 12 month fiscal year



## City of West Plains, Missouri

### 2024 Budget Message

December 19, 2023

In accordance with the provisions of Article VII, Section 7.2 and Section 7.4 of the Charter of the City of West Plains, I am pleased to present the 2024 Adopted Budget and long-range capital program, also known as the Capital Improvement Plan (CIP). The 2024 Budget maintains current service levels and reaffirms our commitment to retain well-qualified employees in a tight and competitive labor market.

The 2024 Budget includes:

- Prioritized investment in employees through funding of the pay plan approved by council in September 2022, career progressions, wellness initiatives, and educational assistance.
- Investment in public infrastructure with an emphasis on leveraging local tax revenues to meet grant match requirements for federal and state funding. Significant grant-funded projects include the construction of an overpass on Independence Ave., replacement of the bridge at St. Louis Street, and construction of a senior housing complex at Garner Villas.
- Continued investment in capital equipment to minimize operational costs of vehicles and maximize services provided to citizens. This includes replacement of patrol vehicles, information technology equipment, and replacement of a fire truck.

This document includes a five-year projection for each fund. The development of a five-year projection allows stakeholders and decision-makers to see the financial impact on operations of current policies and economic trends. Not all funds' five-year projections reflect a healthy financial picture. The General Fund for the city shows the need for some combination of reductions in expenditures or increased revenues of at least \$2.5 million starting in 2025 and extending into the foreseeable future. In 2023, the city completed an update to its comprehensive plan which established these three core values: connected neighborhoods, livability & community, and economic vitality & strategic growth. During the next few years, the city will utilize the Comprehensive Plan and priority-based budgeting to align resources and programs to these community-affirmed priorities. Priority based budgeting has been recognized as a best practice for cities by both the International City/County Managers Association and the Government Finance Officers Association.

This year, the city completed its third annual CIP. Continued investment is anticipated for capital improvements for the next five years including replacement of existing assets and new assets such as the Independence/Hwy 160 overpass. Funding sources include local tax revenues, grant funding, local partnerships, and utility service revenues. As with many communities, the city's fiscal situation

constrains some investment in infrastructure, especially in the utility funds where the availability of grants is low. Through developing a CIP, the city establishes capital improvement planning as a priority and the capital budgeting process becomes a more strategic and collaborative effort. The community reaffirmed their commitment to investment in capital infrastructure by continuing the existing capital improvement sales tax in 2022 and through their input on the comprehensive planning process in 2023.

The council's support of the professional staff and its recommendations is greatly appreciated.

Respectfully,

A handwritten signature in black ink, reading "Samuel L. Anselm". The signature is written in a cursive, flowing style.

Samuel L. Anselm  
City Administrator

## Issues and Options

The annual budget can be a daunting document to decipher, especially when it is presented in a line-item format. Readers and decision-makers who have not been involved in the budget process from the very beginning often have a difficult time pulling meaningful discussion topics from the line-item budget.

Over the next two years we plan to transition our budget process from a line-item budget presentation to a more robust budget presentation including programs and services offered by each department as well as the cost for those programs, the current service levels, and a score to determine how well the program aligns to the priorities of the citizens of West Plains.

In the interim, the Issues and Options section will be utilized to help draw out the significant changes and requests which were deferred during this year's budget process. The below information covers issues that are funded in the Proposed Budget.

### Operations

Operational costs generally represent on-going commitment of resources.

1. Investment in employees through:
  - a. Market increases & career progressions – \$996,190 – Providing appropriate employee compensation rises to the top of most entities' priorities each year. In September 2022, council approved a new pay plan for city employees which provides tiers for compensation in three levels: Entry, Market, and Master. The 2024 Budget assumes all employees will achieve the next step of their career progression during 2024.
    - i. General Fund - \$576,320
    - ii. Transportation - \$53,840
    - iii. Library - \$22,530
    - iv. Tourism - \$20,120
    - v. Utility Admin - \$12,060
    - vi. Electric - \$94,290
    - vii. Water - \$58,610
    - viii. Sewer - \$59,490
    - ix. Sanitation - \$98,930
  - b. Medical & dental health insurance increases – \$144,710 – The city covers 100% of medical and dental insurance for the employees. The cost to insure employees' family members is borne by the employees. The city's renewal for medical insurance is estimated at 9% and the dental insurance increase is estimated at 9%.
  - c. Employee educational assistance – \$25,000 – Educational assistance benefits resonate with employees who love to learn and sharpen their skills. The city plans to continue this benefit to attract candidates with a passion for learning and retain employees who are interested in advancing in their career with the city.
  - d. Wellness initiative – \$20,000 – The city plans to implement some wellness initiatives to improve employee health and decrease health care costs for the city and employees alike.
2. Reclassify paid-on-call (POC) firefighters to part-time employees – The fire department requests adding 1,164 part-time hours to the existing budget of 1,500 part-time hours to accommodate the transition of existing contracted workers to part-time employees. The budgeted cost of this change is \$5,158. The current budget for POC hours of \$18,500 will be moved to the salary and benefit line items offsetting the remainder of the cost.

3. Economic Development – \$95,000 – The city’s economic development director retired in December 2021. The city continues to budget for this expense in hopes of partnering with a local organization for future economic development activities. Other economic development expenses include \$35,000 paid to Ozark Development Corporation, \$12,000 paid to Greater West Plains Area Chamber of Commerce, and \$12,000 paid to West Plains Downtown Revitalization, Inc.
4. Rate increase for utilities – The city recommends increases for utility rates for the 2024 Budget based on the five-year operating and capital projections for the electric, water, sewer, and sanitation funds. Below are the requested revenue percentage increases for each utility. Rate structure options will be presented at the budget work sessions.

**Proposed Revenue Increases for Utilities:**

	2024	2025	2026	2027	2028
Electric	5%	7%	7%	6%	6%
Water	5%	5%	5%	6%	6%
Sewer	20%	8%	7%	6%	5%
Sanitation	4%	4%	4%	3%	3%

5. Police Service Weapon Replacement - \$41,000 – The police department requests funding to replace thirty-five service weapons used by full-time personnel. Existing service weapons are seven years old. Ten of the current firearms will be kept for reserve officers and part-time officers while the remaining firearms will be traded or sold for an estimated \$8,750 in revenue bringing the net budget impact down to \$32,250.
6. Fire Standard Operating Policy/Guidelines – \$39,500 – The fire department requests funding to contract with an external agency to create updated policies for the department. Existing policies are outdated and do not conform to West Plains’ current operations. An external agency will help align the new policies to federal and state laws.

### **One-time Expenses**

1. Electric/Water Fund Interfund Loan – \$1,100,000 – Staff proposes an interfund loan of \$1.1 million from the Water Fund to the Electric Fund for a four-year term at 5% interest. This change is in lieu of increasing electric user fees to cover the nearly \$1 million in additional power purchase and generator fuel costs for 2024 while staff reviews other operations. Without this interfund loan, the user rates for electric would be 12% instead of the current proposal of 5%.
2. Capital Requests – Further details for each of the items below are included in the 2024 CIP:
  - a. City Hall HVAC Replacement – \$50,000 (capital tax)
  - b. Library HVAC Replacement – \$125,000 (capital tax)
  - c. Galloway Park Bathrooms – \$125,000 (capital tax)
  - d. Shading and Lighting at Hilburn – \$120,000 (capital tax)
  - e. Golf Course Irrigation Well – \$555,000 (\$455,000 capital tax; \$100,000 ARPA funding)
  - f. Butler Children’s Park Lighting– \$60,000 (capital tax)
  - g. Replacement of Police MDT’s (laptops) – \$64,750 (capital tax) – new annually recurring
  - h. Fire Apparatus Replacement – \$750,000 (capital tax; was previously planned for 2025)
  - i. Sanitation Lot Paving – \$250,000 (sanitation user fees)
  - j. Utility Billing Kiosk – \$33,480 (utility user fees)
  - k. Vehicle replacement plan – \$3,179,500 total – \$1,336,100 (capital tax), \$86,400 (grants), \$100,000 (transportation sales tax), and \$1,657,000 (various utility funds)

## Budget Highlights

Throughout the fiscal year and between budget cycles, staff or council may make some changes which impact anticipated expenses. These items are included in the Proposed Budget, but most are either decreases in funding level or items that council has already approved via the previous year's budget process or as part of a non-budget decision in a regular meeting (grant applications, emergency purchases, etc.)

### Operations

The city's staffing levels have been adjusted as follows:

- a. Added 0.5 FTE Custodian – MSU-WP adjusted their hours of operation for the fitness center at the Civic Center. To ensure adequate staffing on the weekends, the city opened a part-time custodian position in March 2023.
- b. Reduced 1.0 Administrative Assistant – One of the existing administrative assistant positions was eliminated in early 2023.
- c. Reclassify 2.0 FT Library Aides to four 0.5 FTE (part-time) positions – This change does not impact the FTE count for the library but does decrease benefit expenses since part-time employees do not receive the same benefits as full-time employees.

### Capital and Other Large Non-Recurring Expenses

This list includes projects which Council has already approved and grant-funded projects to which Council has already committed the city's support.

1. Independence Overpass – \$11,760,793 in 2023-2024 funded through grants, community partners, transportation sales tax funding, and electric utility funding
2. St. Louis Street Bridge Improvements – \$2,461,239 funded through CDBG MIT grant funds, transportation tax and utilities (relocation of mains)
3. City Hall Improvements – \$530,000 funded through capital projects tax
4. North Fork Stormwater Detention Basin – \$1,606,456 with the majority funded through a CDBG grant and \$19,105 estimated from General Fund (taxes)
5. Airport Fuel Farm – \$1,800,000 with grant reimbursement of \$1,620,000 for a net cost of \$180,000 paid from transportation sales tax
6. Lincoln Street Substation Rebuild – \$3,194,320 in 2023-2024 (total project cost estimated at \$3.4 million; \$450,000 is utility cost with the remainder funded by insurance claim reimbursement)
7. Southern Hills Substation – \$3,410,000 in 2023-2024 for the transmission line which the city has committed to have completed in 2024 (total project cost for the substation is estimated at \$5,910,000 with completion in 2026)
8. Lead and Copper Line Replacement – \$175,000 annual replacement costs beginning in 2024 (full project cost is unknown – pending results of service line inventory)
9. Wastewater Treatment Plant – Planning and design will begin in late 2023 and extend into 2024 at a cost of \$1,210,000 which will be funded by remaining ARPA federal funds. The rough estimate for construction of the plant is \$50 million.
10. Sanitary Sewer Evaluation and Survey – \$690,000 in 2024 (total project cost is \$3,445,000)
11. Sewer Collection System Upgrades and Extensions for South Valley Road and Garner Villas – \$1,562,817 in 2024 with \$1,062,817 funded through CDBG

## City Council Actions

BILL NO. 4750ORDINANCE NO. 4750

AN ORDINANCE OF THE CITY OF WEST PLAINS APPROVING THE ADOPTION OF THE BUDGET FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2024 AND ENDING DECEMBER 31, 2024.

WHEREAS, the City Council of the City of West Plains, Missouri heretofore adopts budgets for the fiscal year beginning January 1, 2024 and ending December 31, 2024; and

WHEREAS, the administration and City Council of the City of West Plains, Missouri publicly reviewed all accounts and summary accounts in the Proposed Budget on September 26, 2023; and

WHEREAS, detail reports are on file in the office of the Director of Finance; and

WHEREAS, the City Council finds the budget allowances for the departments listed in Exhibit A to be appropriate for the needs of the city.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF WEST PLAINS, MISSOURI AS FOLLOWS:

Section 1: That the budget for the City of West Plains for the year beginning January 1, 2024 and ending December 31, 2024 is hereby approved and adopted.

Section 2: That this Ordinance shall be in full force and effect from and after the date of its passage and approval.

PASSED AND APPROVED THIS 16<sup>th</sup> DAY OF NOVEMBER 2023.

CITY OF WEST PLAINS, MISSOURI

BY: Michael Topliff  
MAYOR MICHAEL TOPLIFF

ATTEST:

Allison Skinner  
CITY CLERK ALLISON SKINNER

BILL NO. 4751ORDINANCE NO. 4751

AN ORDINANCE APPROVING THE ADOPTION OF THE TAX INCREMENT FINANCING (TIF) #1, #2 AND #3 BUDGETS FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2024 AND ENDING DECEMBER 31, 2024.

WHEREAS, the City Council of the City of West Plains, Missouri heretofore adopts budgets for the fiscal year beginning January 1, 2024 and ending December 31, 2024; and

WHEREAS, detail reports are on file in the office of the Director of Finance; and

WHEREAS, the City Council finds the budget allowances listed in Exhibit A to be appropriate.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF WEST PLAINS, MISSOURI AS FOLLOWS:

Section 1: That the budgets for TIF #1, #2 and #3 for the year beginning January 1, 2024 and ending December 31, 2024 are hereby approved and adopted. (Exhibit A)

Section 2: That this Ordinance shall be in full force and effect from and after the date of its passage and approval.

PASSED AND APPROVED THIS 16th DAY OF NOVEMBER 2023.

CITY OF WEST PLAINS, MISSOURI

BY: Michael Topmff  
MAYOR MICHAEL TOPMFF

ATTEST:

Allison Skinner  
CITY CLERK ALLISON SKINNER

2023-2024 City Council



Mike Topliff  
Mayor  
Term expires April  
2027



John Niesen  
Councilmember  
Term expires April  
2026



Jessica Nease  
Mayor Pro-Tem  
Term expires April  
2026



Greg Collins  
Councilmember  
Term expires April  
2027



Johnny Murrell  
Councilmember  
Term expires April  
2024

City Officials

City Administrator	Sam Anselm
City Attorney	Charles Cantrell
City Clerk	Allison Skinner
Community Services	Todd Shanks
Finance	Earlene Rich
Fire	Kurt Wilbanks
Human Resources	Beccie Williams
Planning	Emily Gibson
Police	Stephen Monticelli
Transportation	Brian Mitchell
Utilities	Shayne Eades

## Budget Policies

### Overview

The budget is a complete financial plan of all city funds and activities for the ensuing fiscal year, consisting of the budget proper and the budget message. It is a plan of financial activity for a specified period indicating all planned revenues and expenditures for the budget period. The city charter provides timelines and essential content for the budget. Council goals, ordinances and resolutions provide additional direction and respond to the needs of the community.

### Fiscal/Budget Year

The fiscal/budget year begins January 1 and ends December 31 each year.

### Budget Recommendation

The city administrator is required by the city charter to submit a budget with an accompanying message before the beginning of the fiscal year. This budget is to be prepared by the Director of Finance.

### Balanced Budget

The term “balanced budget” refers to the balancing of revenues with expenditures. The city charter notes that total proposed expenditures may not exceed the estimated revenues to be received plus any unencumbered cash reserves estimated to be on hand at the beginning of the budget year.

### Capital Program

Prior to the final date for submission of the budget, the city administrator is to prepare and submit a long-range capital program (referred to as the CIP) to council. The CIP is to be made available for public review as part of the proposed budget. The CIP shall include a clear summary of its contents, a list of all capital improvements proposed during the period next ensuing along with information supporting the necessity for the improvements, cost estimates, method of financing, anticipated time schedules for each improvement and the estimated annual cost of operating and maintaining facilities to be constructed or acquired. The council is to adopt the CIP on or before the last day of the current fiscal year.

### Changes by Council

The proposed budget and long-range capital program are reviewed by council in a work session prior to the first reading of the budget ordinance. During this work session, council can make changes to the budget and can address any concerns with the long-range financial and capital plans.

### Public Hearing

The council shall communicate via the city website and multiple media services a general summary of the budget and a notice stating the location of the proposed and adopted budget for the two most recent fiscal years, the times and places where the budget (including the budget message) is available for public inspection, and the time and place for a public meeting on the budget. The notice of public hearing should be published not less than two weeks prior to the meeting.

### Adoption of Budget and Appropriation of Funds

The council shall adopt the budget via ordinance on or before the last day of the current fiscal year. If the budget is not adopted by this date, the amounts appropriated for the ending fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis with all items prorated accordingly. Adoption of the budget shall constitute appropriations of the amounts specified therein.

**Changes to Adopted Budget**

Changes to the adopted budget can occur at any point during the fiscal year. Changes to the adopted budget can include supplemental appropriations if excess revenues become available or reduction of appropriations if the revenues received are insufficient to meet the amount appropriated. Unspent encumbrances from the prior year are generally reviewed in January and brought to council for consideration as a budget amendment in the first quarter of the fiscal year.

**Budget Transfers**

At any time during the fiscal year, the city administrator may transfer part or all of any unencumbered appropriation balance among programs within a department. The city administrator shall regularly inform council of any such transfers. Upon written request by the city administrator, the council may by ordinance transfer part of all of any unencumbered appropriation balance from one department to another.

## 2024 Budget Calendar

Date	Description
May 1-June 2	Departments review PBB data - revise programs (including definitions) and reallocate costs
June 5	Department Directors begin review of prior and current year budget/project statuses; start strategic planning for FY24
June 5-9	PBB SuperUsers add scoring for new programs
June 12-16	Analytical review of final PBB data by SuperUsers
June 19-23	Finance develops revenue forecast – delivers to City Administrator
June 26 - June 30	Discussion/decisions on budget expectations for FY24 Finance begins to develop personnel/benefit estimates based on available market data, current staffing levels and benefit plans
July 10	Budget 101 Training – Finance to provide FY24 Budget reference materials and forms (includes capital improvement plan and fee/rate reviews)
July 11 - 27	Finance team available for one-on-one meetings with departments to discuss budget requests and provide additional information
July 28	FY24 Budget due (in BS&A, budget entry will be locked; all forms are due)
August 1-4	Finance compiles budget requests and develops five-year operating plan based on budget requests
August 15-16	Director Meetings – Budget (all funds); Capital Improvement Plan; Fee Review discussion
August 17-25	Finance prepares draft proposed budget based on Director Meetings Finance finalizes revenue projections

## 2024 Budget Calendar

Date	Description
August 28 - September 1	Final decisions for FY24 Proposed Budget (may require another Director meeting) Update on status of current projects (for CIP) Update on fee review - Final recommendation for fee/rate changes
September 5-15	Development of FY24 Proposed Budget documents including Capital Improvement Plan and Proposed Fee Changes
September 15	FY24 Proposed Budget packet provided to Council
September 18	FY24 Proposed Budget and related documents posted to City website
September 25-29	Council work session for FY24 Budget
October 16	First reading of FY24 Budget (agenda will include ordinances for budget and recommended rate increases)
November 16	Public hearing and second reading/adoption of FY24 Budget (agenda will include ordinances for budget, ordinances for recommended rate increases, and resolution for Capital Improvement Plan)
December 12	FY24 Adopted Budget and Capital Improvement Plan available to Council and departments
December 15	Adopted budget and CIP available to public (post to website)
January 1	Beginning of FY24
Feb - Mar 2024	Budget Amendment #1 - Encumbrances/PO's carryover from 2023
Sept - Oct 2024	Budget Amendment #2 - FY2024 changes

## Basis of Budgeting

Basis of budgeting refers to the basis of accounting used to estimate financing sources and uses in the budget. There are three main bases for budgeting: cash, modified accrual, and accrual.

**Cash Basis** is the basis of accounting under which expenditures and revenues are recorded at the time when cash is exchanged. There are no adjustments to record expenditures in the fiscal period when the related goods or services are received. Also, no adjustments are made to record revenues in the fiscal period in which they are earned and collectible.

**Modified Accrual Basis** is the basis of accounting under which expenditures other than the accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect properly the taxes levied and revenue earned.

**Accrual Basis** is the basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

Budgets for the General Fund, Special Revenue Funds, and Capital Projects Fund are adopted and presented on a basis consistent with generally accepted accounting principles (GAAP) which recommends using the modified accrual basis. Budgets for the Proprietary Funds (all utility funds) are adopted on a basis consistent with GAAP which recommends using the accrual basis, except that bond proceeds are treated as other financing sources, capital outlay and debt service are treated as expenditures and depreciation and capital contributions are not budgeted.

The annual financial reports which present the city's audited financial information, follows the generally accepted accounting principles (GAAP). Just like the budget, these financial reports use the modified accrual basis of accounting for reporting the governmental funds and accrual basis for the proprietary funds.

## Budget and Financial Impact of Accounting Changes

The 2024 Budget includes accounting changes which make comparison between fiscal years difficult.

- Starting in April 2022, the city changed its fiscal year from a March 31 year-end to a December 31 year-end. To accomplish this shift, the adopted budget for 2022B covered a nine-month period instead of the typical twelve-month period.
- Also beginning in April 2022, the city transitioned to a new fund accounting structure to display the allowable uses of restricted revenues. This presentation enables a more transparent overview of the city's financial condition. Fund accounting is commonly used by governments to ensure funds are spent appropriately and to facilitate long-term planning for each funding source.
- The city has included a five-year financial projection for each fund. Capital, Transportation and Grant funds easily lend themselves to adjusting upcoming project timelines based on available revenues for the particular year. However, the General Fund will require additional strategic planning to develop a financially sustainable long-term plan. Additionally, most of the utility funds require a rate increase in 2024 to meet the unfunded mandates and capital needs of the utilities in future years.
- Other changes with financial impacts:
  - The city implemented an administrative fee from the utilities to the general fund in 2022 in lieu of direct charging for administrative services.
    - Starting in fiscal year 2022B, the general fund reflects an additional revenue and expense of approximately \$1.5 million. The net impact to the fund is \$0 but the individual impact to both revenues and expenses is significant.
    - An administrative fund has been created within the utilities to account for employees who offer support services to the utility department but whose positions do not provide support to the governmental activities. Similarly, select expenses which can be 100% attributed to the utility funds are accounted for in this fund. The fund should result in no annual balance as the expenses are fully offset by a portion of the admin fee charged to the other utility funds.
  - The city reflected ending cash balances in the proprietary funds instead of using a net position balance for budgeting. Cash balances more accurately represent resources available for spending in the future. Net position includes the value of long-term assets and liabilities (capital assets, inventory, and debt obligations) which are non-spendable resources.
  - The city budgeted for capital assets in the proprietary funds and no longer budgets for annual depreciation expenses. Depreciation represents the use of a non-financial asset which is necessary for financial reporting of long-term assets but has no bearing on the future availability of financial resources. However, the purchase of capital assets represents a use of a financial asset to purchase a non-financial asset. These purchases are now budgeted in a regular expense line item. Prior to FY2022B, capital assets were accounted for in the budget process using asset line items which cannot carry a budget amount. Year-to-date available budget reports did not reflect some of the most significant purchases in the proprietary funds. The budget and monthly expenses for capital assets purchased for the utilities were tracked on a spreadsheet outside of the financial system.

## City Government Form and Structure

### Form of Government

The municipal government provided by the city charter is a “city administrator” form of government which enables the mayor and council to delegate specific duties and responsibilities to an appointed city administrator who is accountable to and serves at the pleasure of the mayor and council.

### Powers of the City

The city shall have all powers the General Assembly of the State of Missouri has authority to confer upon any city, provided such powers are consistent with the Missouri Constitution and are not limited or denied either by this Charter or by statute. In addition to its home rule powers, the city shall have all powers conferred by law.

### City Council

The authority of the city is vested in a council consisting of four members and one mayor, chosen from the city at large by qualified voters. Council members serve staggered four-year terms. Generally, council decisions are affirmed by a simple majority vote.

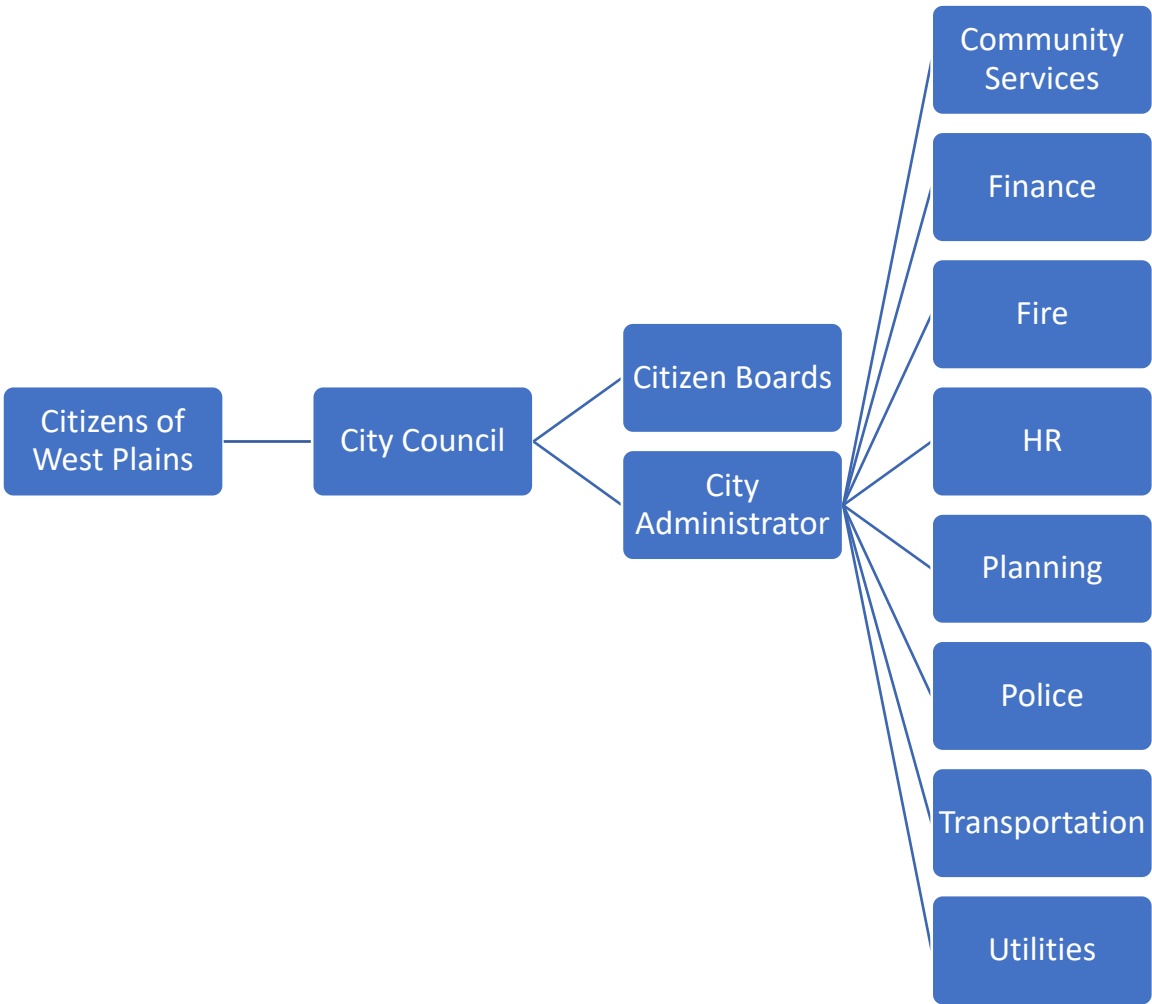
### City Administrator

The city administrator is the chief administrative officer of the city. The city administrator is appointed by the mayor with the advice and consent of a majority of the entire city council.

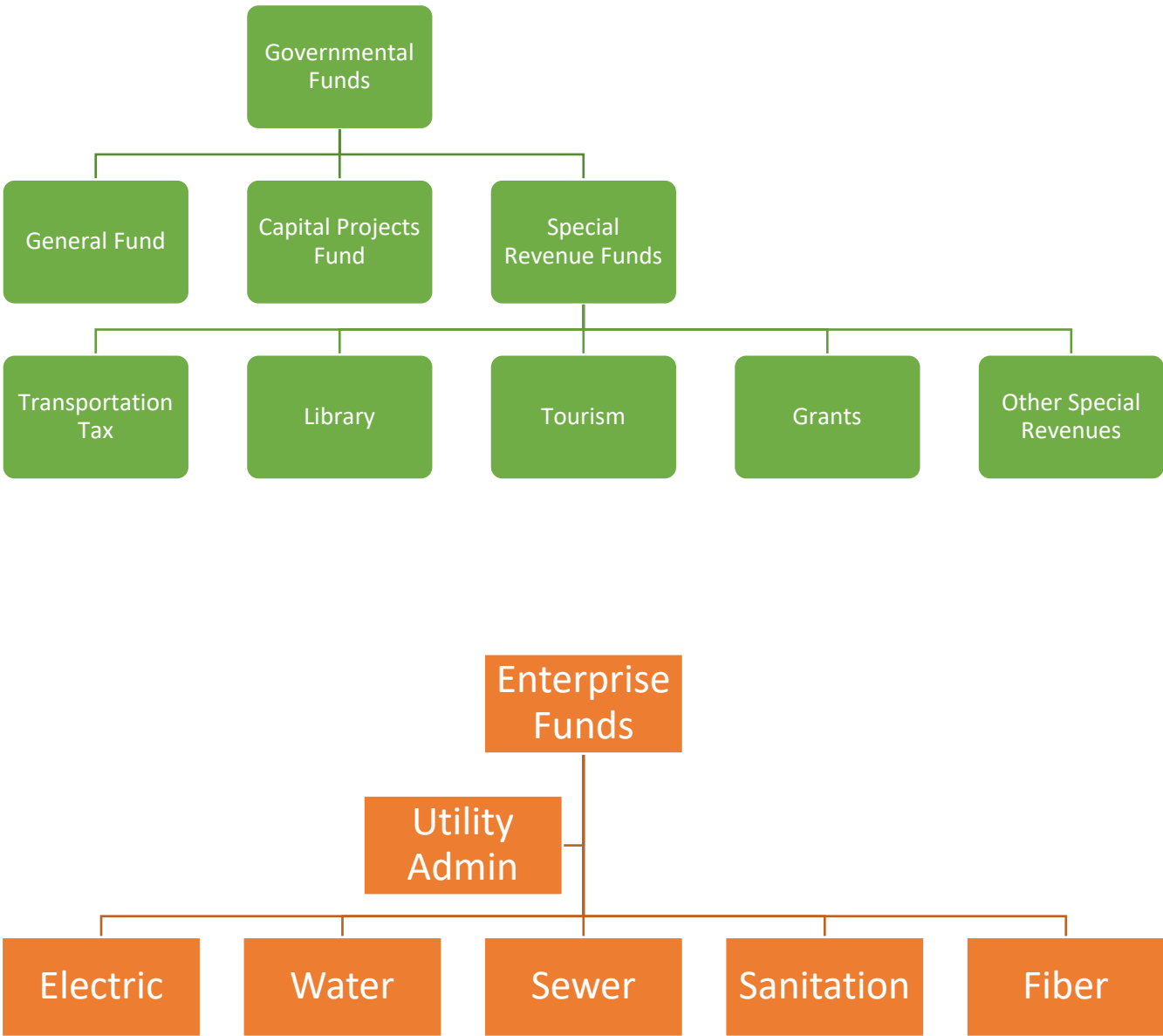
The city provides the following services to the community: municipal court, planning and zoning, economic development, public safety (police and fire), street maintenance, airport, utilities (electric, water, sewer, and sanitation), community transportation, culture and recreation (tourism, library, civic center, golf, parks, pool, and summer/ winter sports).

Organizational Chart

Below is the organizational chart for the City of West Plains which begins with the citizens who elect the city council. Council members appoint the citizen boards and the City Administrator. All departments report to the City Administrator.



Organizational Chart of Funds by Type



### City Department Funding Sources

The following matrix demonstrates the funding sources for each city department. Excluded from this chart are the Tax Increment Financing (TIF) funds which are special funding sources for economic development activities for specific geographic areas within the city.

Department	Budgetary Division	General Fund	Capital Improvement Fund	Transportation Fund	Non-Major Special Revenue Funds	Electric	Water	Sewer	Sanitation	Fiber
City Council	City Council	X								
City Administrator	City Administrator	X								
	City Clerk	X								
	Municipal Court	X								
	Health Department	X								
City Attorney	City Attorney	X								
Human Resources	Human Resources	X								
	Risk Management	X								
Finance	Finance	X	X							
	Utility Billing	X				X	X	X	X	X
	Purchasing/Warehouse	X				X	X	X		X
Planning	Planning	X								
	Building & Code Enforcement	X								
	Economic Development	X								
	Information Technology	X	X							
	City Hall	X	X							
Police	Police	X	X							
	Animal Control	X								
	Emergency Management	X								
	Drug Task Force				X					
	Misc Police Grants				X					
Fire	Fire	X	X							
	RHSOC				X					
Transportation	Streets (Maintenance)	X		X						
	Shops (Fleet)	X	X							
	Cemetery	X								
	Airport	X	X		X					
	Transit	X			X					
Community Services	Public Relations	X								
	Civic Center	X	X							
	Parks	X	X							
	Aquatic Center	X	X							
	Golf	X	X							
	Library		X		X					
	Tourism				X					
Utilities	Administration					X	X	X	X	X
	Electric					X				
	Water						X			
	Sewer							X		
	Sanitation								X	
	Fiber									X

## Fund Descriptions

### General Fund

The general fund is the city's primary operating fund and is used to account for services typically associated with local governments such as fire, police, planning, code enforcement, municipal court, parks, civic center, and golf. The general fund is primarily supported by a 1% local sales and use tax, property taxes, and charges for services.

### Capital Sales Tax Fund

The capital sales tax fund accounts for financing, acquisition and construction of capital improvements throughout the city. These projects can include vehicles, equipment, infrastructure, buildings, parks and other public facilities. These projects are funded through a ½ cent sales and use tax.

### Transportation Sales Tax Fund

The transportation sales tax fund accounts for financing, acquisition and construction of transportation infrastructure. The primary funding sources include a ½ cent sales and use tax, state motor vehicle fuel tax, and motor vehicle sales taxes.

### Grants Fund

The grants fund accounts for federal, state and local grant funding and includes transfers in from other city funding sources for required local matching funds.

### Tourism Fund

The tourism fund accounts for the operation of the Welcome Center, a community grant program for area businesses, and events to bring tourism to the area. The fund's primary revenue source is the local hotel/motel tax. In 2024, this fund will provide significant support to the Solar Eclipse events.

### Library Fund

The library fund accounts for the operation of the Public Library and is primarily funded through property taxes and transfers from the capital sales tax fund.

### Consolidated Special Revenue Fund

The consolidated special revenue fund accounts for revenues that have restricted uses including donations to various programs and task forces that are not funded through federal or state grant funds.

### Utility Administration Fund

The utility administration fund accounts for personnel and operations that support all five utilities. These expenses are funded through a monthly transfer from the other utility funds in proportion to its user fees.

### Electric Fund

The electric fund accounts for personnel, operations, and infrastructure improvements for the provision of electric services. The fund's primary revenue source is user fees. Rates are set annually by the city council.

### Water Fund

The water fund accounts for personnel, operations, and infrastructure improvements for the provision of water services. The fund's primary revenue source is user fees. Rates are set annually by the city council.

**Sewer Fund**

The sewer fund accounts for personnel, operations, and infrastructure improvements for the provision of sewer (wastewater) services. The fund’s primary revenue source is user fees. Rates are set annually by the city council.

**Sanitation Fund**

The sanitation fund accounts for personnel, operations, and infrastructure improvements for the provision of sanitation services (trash, recycle, transfer station). The fund’s primary revenue source is user fees. Rates are set annually by the city council.

**Fiber Fund**

The fiber fund accounts for personnel, operations, and infrastructure improvements for the provision of limited fiber services to select area businesses and city buildings. The fund’s primary revenue source is user fees. Rates have not changed in years but are set by city council when changes are needed.

## Priority-Based Budgeting

The annual budget serves as a guiding document and allows the city's governing board to direct the future of the city by applying community priorities to the financial plan for the upcoming fiscal year. Unfortunately, staff's need for a budget implementation and monitoring document often results in a line-item budget which impedes communication of current priorities and changes in those priorities for future years. The line-item budget also clouds the communication of programs offered and the cost of those programs.

Priority based budgeting is a tool that is used to bridge this communication gap and provides a mechanism to use community priorities to develop a financial plan for operations.

The city began its priority-based budgeting journey in March 2022 and completed the first year of the process in August 2022. During this time, a team of forty-one employees developed a list of programs provided by their departments, allocated the current line-item budget to those programs based on time and resources used, scored their programs against community priorities and basic program attributes, and finally completed a peer review of other departments' scored programs.

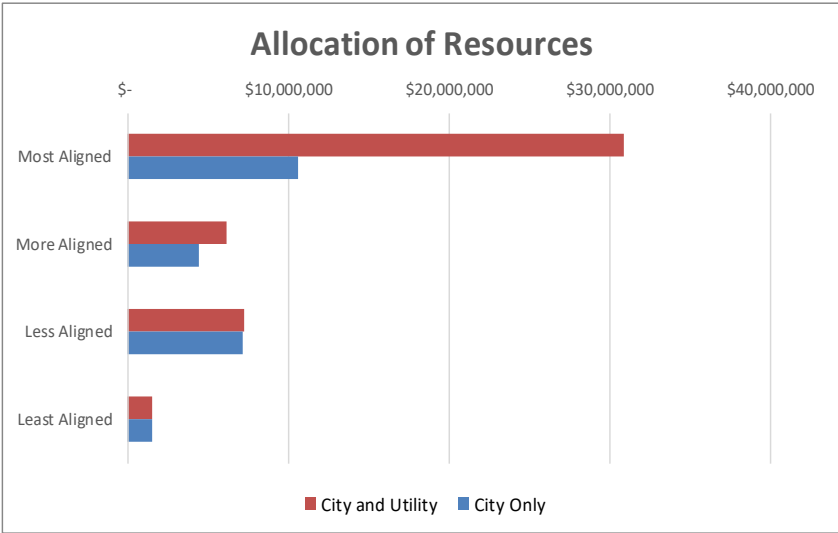
In 2024, the priority-based budgeting journey will continue by re-scoring programs based on priorities established in the comprehensive plan, Connect West Plains, which was completed in Summer 2023.



The city's 2023 priority-based budgeting efforts included allocation of current budgeted resources, editing program listings, and rescoring a select few programs. For this year's budget, the city's program inventory includes 204 community programs (services offered to external customers) and 72 governance programs (services offered to internal customers). Community programs are scored against the community results including Economic Opportunity, Safety, Quality of Life, and Infrastructure.

Governance programs are scored against internal goals including Quality Workforce, Financial Sustainability, Intergovernmental Relationships, and Community Engagement and Education. All programs were scored against basic program attributes (BPAs) for Reliance, Cost Recovery, Mandate, Demand, and Population Served.

	Most Aligned	More Aligned	Less Aligned	Least Aligned
Community	39	55	74	36
Governance	5	16	27	24
Total	44	71	101	60



Resource allocation percentages are:

City & Utility

Most	67%
More	13%
Less	16%
Least	7%

City Only

Most	45%
More	19%
Less	30%
Least	6%

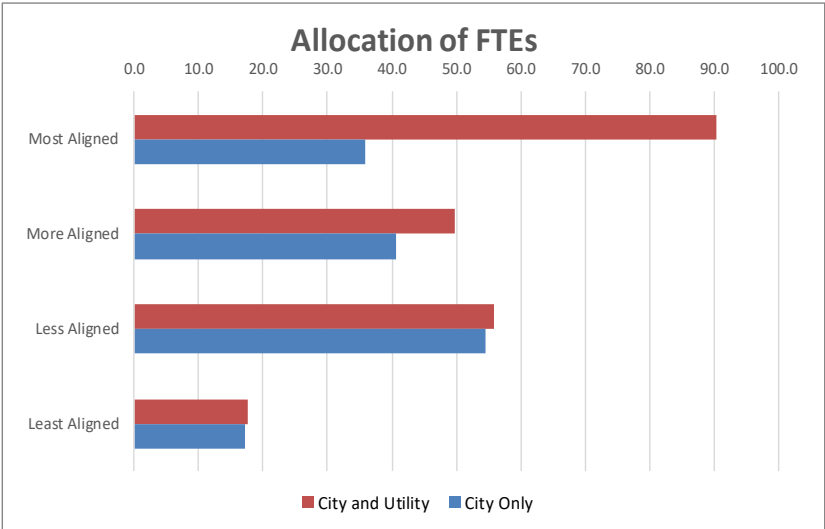
FTE Allocation percentages are:

City & Utility

Most	42%
More	23%
Less	26%
Least	9%

City Only

Most	24%
More	27%
Less	37%
Least	12%



**All Funds**  
**2021-2024 Summary of Estimated Financial Sources and Uses**

	2021	2022A	*9 mo* 2022B Actual	2023 Adopted Budget	2023 Year-End Estimate	2024 Adopted Budget
<b>Revenues</b>						
Taxes:						
Sales Tax	\$ 3,409,813	\$ 3,794,608	\$ 3,058,860	\$ 4,108,053	\$ 4,149,000	\$ 4,273,000
Capital Improvement Sales Tax	1,727,097	1,921,347	1,554,061	2,025,768	2,050,000	2,100,000
Transportation Sales Tax	1,660,389	1,861,788	1,520,642	1,981,877	1,955,000	2,013,650
Franchise Tax	2,511,658	2,513,405	1,659,392	2,095,800	2,100,000	1,890,000
Ad Valorem Tax (Property)	849,040	894,037	944,932	916,902	927,020	939,700
Use Tax	552,468	647,664	511,558	823,176	725,500	745,400
State Motor Fuel Tax	300,947	337,854	297,599	358,429	400,000	425,000
Hotel/Motel Tax	247,706	324,272	279,655	396,000	330,000	330,000
Motor Vehicle Sales Tax	171,622	185,657	142,534	196,963	189,000	191,800
Surtax	95,251	90,992	93,609	92,499	96,950	96,900
Other Taxes	10,678	16,165	6,468	2,000	10,300	10,300
Total Taxes	11,536,668	12,587,790	10,069,311	12,997,467	12,932,770	13,015,750
Licenses and Permits	90,069	83,131	78,148	76,701	93,030	87,320
Intergovernmental	1,294,736	1,635,281	2,462,427	10,676,000	7,400,588	13,528,170
Charges for Services	24,194,628	24,327,217	24,446,504	31,643,291	30,710,387	31,681,088
Investment Earnings	127,563	101,301	425,602	181,077	1,353,150	1,277,500
Miscellaneous	313,220	308,452	162,392	3,209,846	1,407,920	2,696,570
Total Revenues	37,556,884	39,043,172	37,644,384	58,784,382	53,897,845	62,286,398
<b>Expenditures</b>						
Personnel	11,384,697	10,893,486	9,386,701	14,738,853	13,905,441	15,267,033
Non-Personnel						
Supplies & Small Tools	684,176	943,695	1,042,598	1,600,663	1,585,961	1,596,475
Asset Maintenance	508,225	680,599	1,546,936	2,166,882	2,220,442	2,353,285
Franchise Fees	2,111,620	2,097,816	1,327,894	1,675,800	1,675,800	1,440,300
Professional Services	1,386,404	1,827,345	1,892,344	2,058,514	2,324,970	2,736,847
Purchased Power	9,323,250	10,483,669	8,670,676	11,650,000	12,035,500	12,340,000
Landfill Services	852,372	957,037	756,589	1,054,177	1,054,170	1,100,000
Insurance & Claims	733,129	766,669	704,544	992,184	1,118,740	1,269,990
Utilities	704,095	815,864	699,892	907,570	1,080,220	1,100,640
Administrative Fee	-	-	1,744,441	2,899,947	2,750,250	2,575,140
Other Operating Expenses	3,052,034	3,642,505	1,552,473	1,584,506	3,787,032	1,894,140
Capital Outlay	2,078,442	3,747,756	7,659,554	22,762,950	14,771,938	26,891,199
Depreciation	2,209,513	2,249,966	-	-	-	-
Debt Service						
Leases	71,569	122,198	84,211	137,330	134,060	133,345
Debt	1,293,011	961,122	1,664,779	1,717,100	1,716,100	1,457,810
Total Expenditures	36,392,537	40,189,726	38,733,632	65,946,476	60,160,624	72,156,204
<b>Other Financing Sources (Uses)</b>						
Lease Proceeds	72,962	-	-	-	-	-
Transfers In	-	162,393	1,291,053	1,635,500	2,970,048	2,633,655
Transfers Out	-	(162,393)	(1,291,053)	(1,635,500)	(2,970,048)	(2,633,655)
Total Other Financing Sources (Uses)	72,962	-	(0)	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	1,237,309	(1,146,554)	(1,089,248)	(7,162,094)	(6,262,779)	(9,869,806)
Adjustment to Budget Basis	(2,106,652)	(905,792)	(78,716)	-	-	-
<b>Fund/Cash Balance, Beginning of Year</b>	<b>\$ 30,871,547</b>	<b>\$ 30,002,204</b>	<b>\$ 27,949,858</b>	<b>\$ 17,647,525</b>	<b>\$ 26,781,894</b>	<b>\$ 20,519,115</b>
<b>Fund/Cash Balance, End of Year</b>	<b>\$ 30,002,204</b>	<b>\$ 27,949,858</b>	<b>\$ 26,781,894</b>	<b>\$ 10,485,431</b>	<b>\$ 20,519,115</b>	<b>\$ 10,649,310</b>

Fund	2023 Year-End Estimate	2024 Adopted Budget	Difference		% of Total Change
<b>General Fund</b> This fund has been budgeted at a deficit for the last two years and each year the actual change is an increase in fund balance. Staff will use priority based budgeting to make long-term adjustments to 2025 budget.	\$ 3,622,089	\$ 1,406,932	\$ (2,215,157)	-61.2%	22.4%
<b>Capital Projects Fund</b> City has planned to replace a fire engine at a cost of \$750,00. The final payment of 2012 & 2015 COPS will release debt reserve requirements allowing the city to spend balances down lower than previously allowed.	2,526,438	944,363	(1,582,075)	-62.6%	16.0%
<b>Transportation Fund</b> Significant projects will be completed including Independence Overpass and St. Louis Bridge and Roadway improvements. Reserves had been in place to cover the city's share of these mostly grant-funded projects.	465,396	275,470	(189,926)	-40.8%	1.9%
<b>Tourism Fund</b> Strategic drawdown of reserves to fund events for the 2024 Solar Eclipse.	55,340	1,500	(53,840)	-97.3%	0.5%
<b>Consolidated Special Revenue Fund</b> Planned spending of some special revenue funds including property abatement, golf course donations, and police forfeiture funds.	210,282	187,782	(22,500)	-10.7%	0.2%
<b>Electric Fund</b> Strategic drawdown of cash balance to complete significant infrastructure improvements including rebuild of Lincoln Substation and completion of the link from Show-Me Power to the planned substation build at Southern Hills.	2,982,763	20,651	(2,962,112)	-99.3%	30.0%
<b>Water Fund</b> Interfund loan of \$1.1 million to Electric Fund constitutes majority of cash balance decrease. Rate increases kept to minimum for customers since cash balance is sufficient.	4,513,786	3,095,206	(1,418,580)	-31.4%	14.4%
<b>Sewer Fund</b> Final payment on debt outstanding allows city to draw down cash balances. Rate increases will hit last year of significant increases and cash balance is expected to recover by 2026.	1,151,185	291,239	(859,946)	-74.7%	8.7%
<b>Sanitation Fund</b> City will be investing funds in new trucks and a plan for replacement or remodeling of the transfer station.	1,005,844	440,284	(565,560)	-56.2%	5.7%
<b>Fiber Fund</b> City covers any shortfall in cash balances with a transfer from the General Fund. As such, cash balances are maintained at a minimum and will often increase or decrease by significant percentages even though the total dollar amount is small.	14,124	11,644	(2,480)	-17.6%	0.0%
<b>Other Funds (&lt;10% Change)</b>					
Library Fund	639,752	642,122	2,370	0.4%	0.0%
Grant Fund	-	-	-	0.0%	0.0%
Utility Admin Fund	-	-	-	0.0%	0.0%
<b>Total All Fund Balances</b>	<b>\$ 17,186,999</b>	<b>\$ 7,317,193</b>	<b>\$ (9,869,806)</b>	<b>-57.4%</b>	<b>100.0%</b>

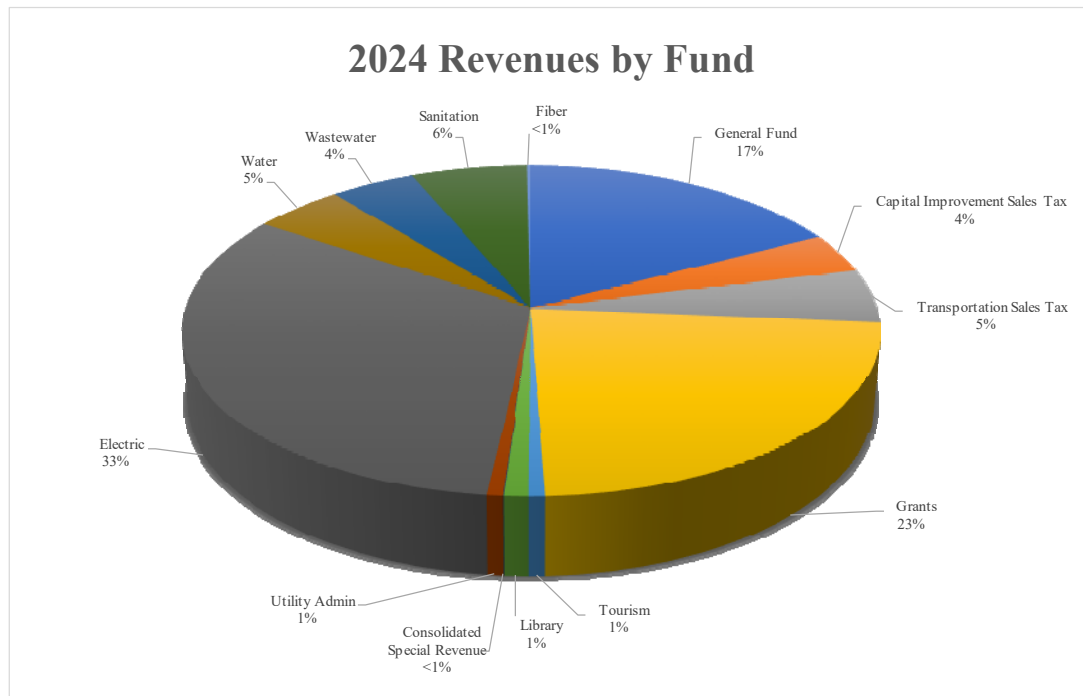
## Comparison of Revenues and Expenditures

Budgeted 2024 revenues for all funds total \$64,920,053. Electric utility revenues make up the greatest portion at 33%. The second largest revenue source comes from grant revenues at 23% which reflects the city's strong commitment to leveraging local dollars to maximize its ability to serve the community. The third largest fund by revenue is the general fund at 17%.

Comparison of Revenues						
	2021 Actual	2022A Actual	2022B Actual	2023 Adopted Budget	2023 Year-End Estimate	2024 Adopted Budget
City	\$ 14,279,962	\$ 16,489,451	\$ 16,826,039	\$ 29,149,206	\$ 26,603,263	
General Fund		8,804,857	8,456,710	10,956,662	11,345,467	\$ 11,215,488
Capital Improvement Sales Tax		1,911,954	1,739,785	2,285,326	2,591,500	2,520,000
Transportation Sales Tax		3,015,112	2,394,262	3,102,477	3,236,500	3,280,850
Grants		1,676,315	3,288,634	11,647,500	8,346,476	15,017,515
Tourism		476,852	372,599	563,300	411,980	418,300
Library		604,361	574,048	593,941	652,450	655,230
Consolidated Special Revenue				18,890		20,000
Utility	23,349,884	22,716,113	22,109,398	31,270,676	30,264,630	
Utility Admin		-	494,407	889,700	570,840	413,290
Admin Fee (discontinued)		1,277	-	-	-	-
Electric		15,280,285	13,941,825	19,231,857	18,471,200	21,265,430
Water		2,224,086	3,398,461	3,734,124	2,976,910	3,103,200
Wastewater		1,685,724	1,527,953	3,175,551	4,158,350	2,925,620
Sanitation		3,455,740	2,673,041	4,129,444	3,979,830	3,977,630
Fiber		69,000	73,712	110,000	107,500	107,500
<b>Total</b>	<b>\$ 37,629,846</b>	<b>\$ 39,205,564</b>	<b>\$ 38,935,436</b>	<b>\$ 60,419,882</b>	<b>\$ 56,867,893</b>	<b>\$ 64,920,053</b>

In April 2022, the city created a new fund structure. Figures in white cells are audited/published amounts. Figures in grey cells are provided for comparative data.

In April 2022, the city realigned its fiscal year to the calendar year resulting in a nine-month fiscal year referred to as 2022B.



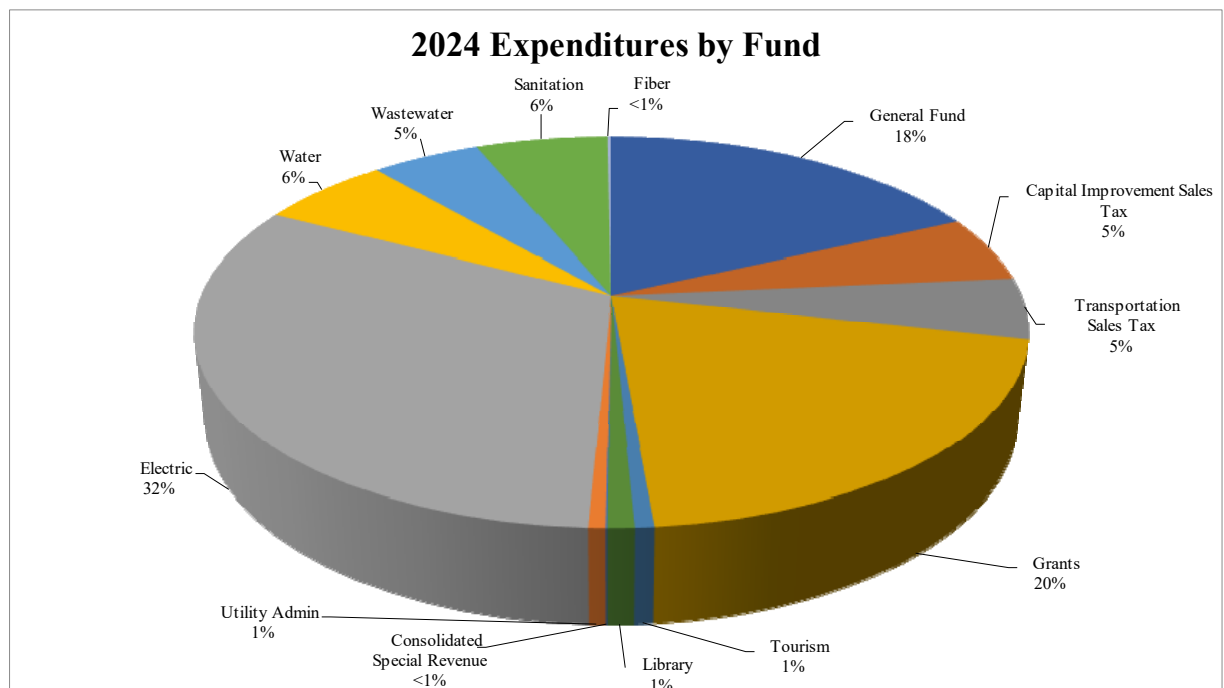
### Comparison of Revenues and Expenditures (continued)

Budgeted 2024 expenses for all funds total \$74,789,859. Electric utility expenses make up the greatest portion at 32% which includes approximately \$2 million in investment in infrastructure for rebuilding the Lincoln Street Substation and another \$2 million for a transmission line. The second largest use of resources is in the grant fund at 20% followed by the general fund at 18%.

Comparison of Expenditures						
	2021 Actual	2022A Actual	2022B Actual	2023 Adopted Budget	2023 Year-End Estimate	2024 Adopted Budget
City	\$ 13,071,740	\$ 16,668,474	\$ 17,988,940	\$ 31,895,305	\$ 29,521,248	
General Fund		8,725,260	8,277,778	12,637,242	12,215,778	\$ 13,430,645
Capital Improvement Sales Tax		2,231,771	2,150,420	3,141,267	3,587,743	4,102,075
Transportation Sales Tax		3,111,642	3,328,955	3,248,840	4,229,771	3,470,776
Grants		1,553,475	3,288,634	11,647,500	8,346,476	15,017,515
Tourism		443,640	448,270	564,152	452,910	472,140
Library		602,685	494,882	656,304	641,480	652,860
Consolidated Special Revenue					47,090	42,500
Utility	23,320,797	23,683,645	22,035,745	35,686,671	33,609,424	
Utility Admin		-	494,407	889,700	570,840	413,290
Admin Fee (discontinued)		1,991,787	-	-	-	-
Electric		15,769,418	14,327,913	21,807,340	20,655,585	24,227,542
Water		1,598,443	1,775,595	4,567,523	2,927,438	4,521,780
Wastewater		1,152,894	2,310,369	4,114,398	5,211,651	3,785,566
Sanitation		3,082,622	3,034,360	4,208,610	4,134,370	4,543,190
Fiber		88,482	93,100	99,100	109,540	109,980
<b>Total</b>	<b>\$ 36,392,537</b>	<b>\$ 40,352,119</b>	<b>\$ 40,024,685</b>	<b>\$ 67,581,976</b>	<b>\$ 63,130,672</b>	<b>\$ 74,789,859</b>

In April 2022, the city created a new fund structure. Figures in white cells are audited/published amounts. Figures in grey cells are provided for comparative data.

In April 2022, the city realigned its fiscal year to the calendar year resulting in a nine-month fiscal year referred to as 2022B.



Budget Summary

Overview

The City of West Plains has governmental funds which account for most of the city’s basic services such as public safety, transportation, culture, and recreation. Taxes are the primary source of funding for governmental activities. Proprietary funds include business-type activities for which the city charges customers for the services provided.

Beginning in April 2022, the city fund was split into seven different funds based on the restrictions of revenue sources. Those funds are the General Fund, Capital Sales Tax Fund, Transportation Sales Tax Fund, Grants Fund, Tourism Fund, Library Fund and Consolidated Special Revenue Fund. Prior to that time, the “City” fund was the only governmental fund.

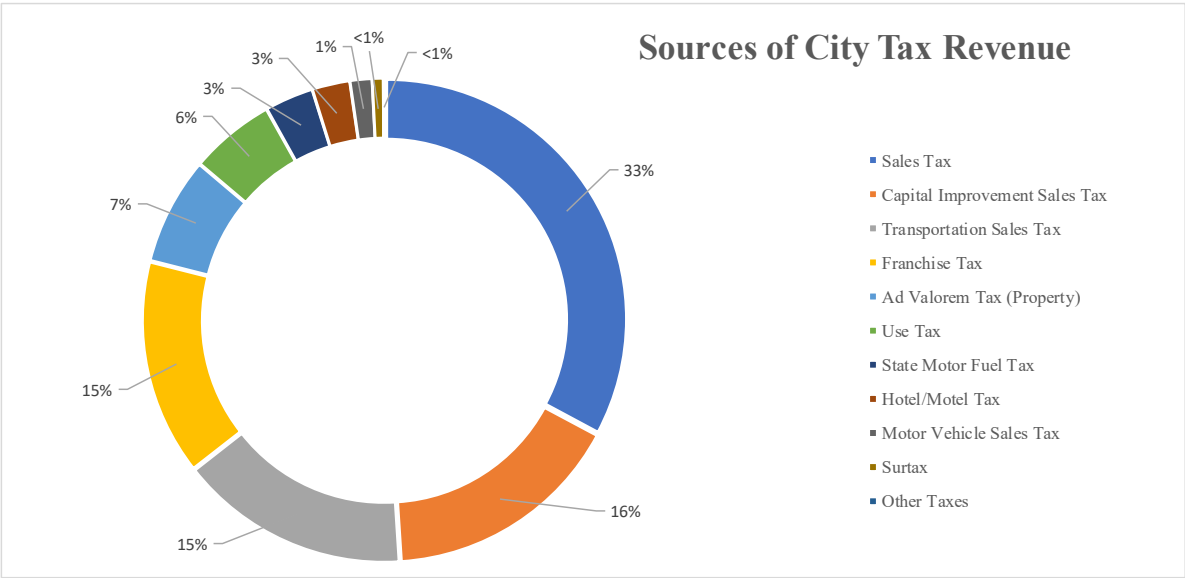
Similarly, the “Utility” fund was the only proprietary fund in past years. That fund was split into six funds: Utility Admin, Electric, Water, Wastewater, Sanitation, and Fiber.

Unfortunately, comparative data will be difficult to provide for a full three-year historical trend. This proposed budget includes five-year projection schedules with thirteen funds displayed separately for 2022-2028.

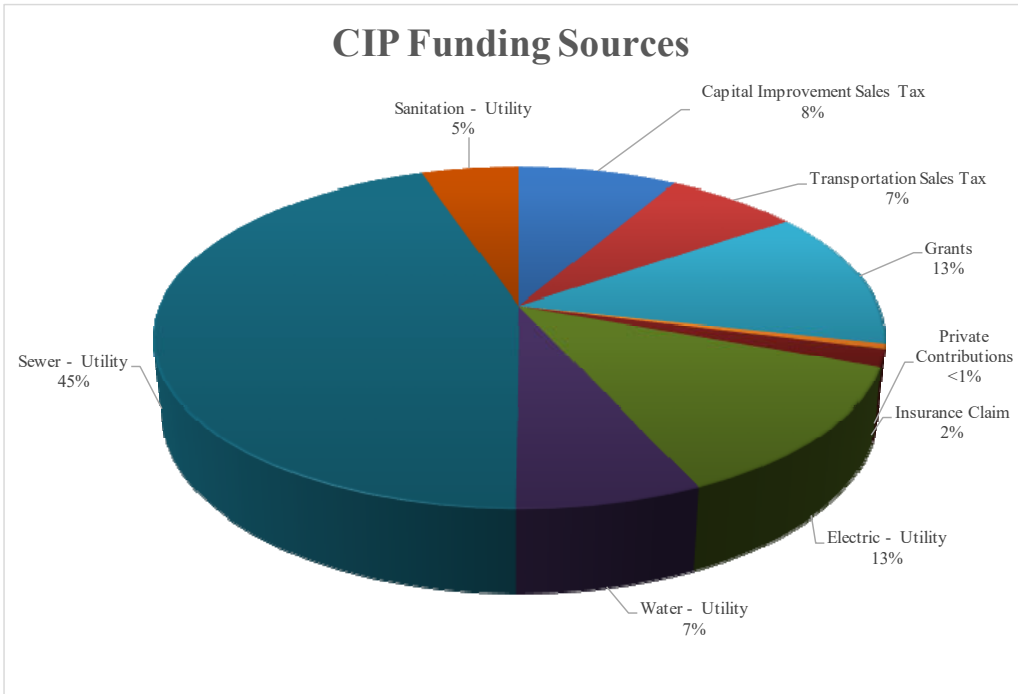
Governmental Funds

The General Fund is the city’s primary operating fund and is used to account for services typically associated with local governments such as police, fire, planning, municipal court, and community services. The city also funds support services for all departments such as city council, city administrator, public relations, human resources, information technology, finance, and shop (fleet).

Governmental activities’ primary revenues come from various taxes budgeted at \$13,015,750 in 2024. Tax revenues consist of 33% sales tax, 16% capital sales tax, 15% transportation sales tax, 15% franchise tax, and 21% other tax revenues.



To fund significant capital improvements and infrastructure, the city continues to seek out federal and state grant opportunities as well as private funding. This prudent leveraging of available funds increases the impact of local tax revenues within the community. In the 2024 Budget, over \$13 million in grant funds are estimated for capital projects. Over the next five years, the city’s capital improvement plan will be funded through a mix of various funding sources: 70% utility ratepayer funding, 15% local tax revenue funding, 13% grants and private contributions and 2% reimbursement from an insurance claim.



Other significant revenue sources for the governmental activities in 2024 include charges for services of \$3,680,818. Charges for services are generally imposed on amenities which are intended to, at least partially, provide a return on investment. Services which have user charges at the city include golf, civic center, parks and recreation, transit, library material loans, and school resource officers provided to the local school district.

For the fiscal year as of December 2023 (not including audit adjustments), sales taxes reflected a 4% increase and use taxes reflected a 19% increase over the same period in 2022. December deposits of sales and use taxes reflect tax payments processed by the State in November for transactions made primarily in October. The local retail marijuana sales tax approved by voters in April 2023 is set to begin on January 1, so trend data for that new revenue source is not currently available.

Through November 2023, the city’s expenditures were up 2.9% over the previous year, excluding grants and capital (generally one-time expenditures).

A department-based comparison of prior year expenditures to estimated year-end and proposed budget expenditures is provided on the next page. This schedule reflects all governmental expenditures including grants and capital improvements. The schedule clearly reflects that the 2022B expenses were higher than the prior years’ trends, although it only covers a nine-month year. This is the result of significant grant funding for projects such as the medical district roadway improvements, CDBG flood buy-outs, and the all-inclusive park.

Department Expenditure Summary						
	2021 Actual	2022 Actual	2022B Actual	2023 Adopted Budget	2023 Year-End Estimate	2024 Adopted Budget
City Council	\$ -	\$ -	\$ 54,544	\$ 69,730	\$ 64,430	\$ 70,450
City Administrator	1,611,973	1,725,839	1,476,062	2,275,988	1,832,438	1,774,439
Attorney	53,472	65,542	62,843	78,620	125,210	127,416
Municipal Court	130,219	155,045	123,311	176,360	172,470	180,035
HR/Risk Management	465,077	637,098	636,978	1,094,486	927,619	1,102,902
Finance	-	-	729,065	979,585	970,630	977,427
Economic Development	133,447	120,998	34,711	146,668	61,500	155,500
Planning						
Engineering	165,647	167,088	301,679	590,675	663,428	528,754
Building	116,130	149,583	114,338	191,861	206,111	211,037
Information Technology	120,881	138,535	257,363	389,030	420,559	438,089
City Hall Complex	121,570	130,474	124,288	226,930	168,030	216,330
Police	2,185,501	3,151,111	2,435,201	4,132,462	4,196,005	4,619,389
Fire	975,018	1,259,985	1,346,077	1,736,090	2,594,919	2,417,194
Transportation						
Airport	224,681	399,826	429,703	1,632,745	2,205,490	415,044
Streets	2,078,380	3,111,642	3,328,955	3,248,840	4,229,771	3,470,776
Cemetery	112,359	154,322	100,098	154,640	156,980	149,865
Transit	189,584	374,802	260,660	467,590	358,040	529,613
Shops (Fleet)	78,614	85,288	178,556	214,170	202,609	241,273
Community Services						
Public Relations	17,875	10,911	72,914	112,810	114,470	110,025
Tourism	144,779	443,640	448,270	564,152	452,910	472,140
Library	604,088	602,685	494,882	656,304	641,480	784,860
Civic Center	583,435	729,533	703,462	974,450	1,101,591	1,162,029
Parks & Recreation	678,301	928,214	962,039	1,223,613	1,290,856	1,454,086
Golf Course	456,423	504,970	425,896	903,406	595,425	1,704,385
Misc Capital	705,502	715,385	243,367	175,000	175,000	175,000
Misc Grants	1,075,283	873,521	2,625,127	9,441,500	5,556,277	13,662,653
Misc Other Departments	43,501	32,437	18,552	37,600	37,000	37,800
<b>Total</b>	<b>\$ 13,071,740</b>	<b>\$ 16,668,474</b>	<b>\$ 17,988,940</b>	<b>\$ 31,895,305</b>	<b>\$ 29,521,248</b>	<b>\$ 37,188,511</b>

A common measure of a government's financial health is the ability to maintain an ending fund balance equal to or greater than two months of operating expenses, or 17%. The city anticipates spending the general fund balance down below 17% by December 31, 2024.

General Fund Ending Fund Balance					
	2021 Actual	2022 Actual	2022B Actual	2023 Year-End Estimate	2024 Adopted Budget
<b>Nonspendable</b>	\$ 178,385	\$ 314,132	\$ 390,819	\$ 390,819	\$ 390,819
<b>Restricted</b>	210,040	337,517	1,124,213	838,526	330,397
<b>Unassigned</b>	3,744,148	3,661,819	2,977,368	2,392,744	685,716
<b>Total</b>	<b>\$ 4,132,573</b>	<b>\$ 4,313,468</b>	<b>\$ 4,492,400</b>	<b>\$ 3,622,088</b>	<b>\$ 1,406,932</b>

For the 2025 budget year, the city anticipates \$2.5 million in expenditure reductions or revenue enhancements will be necessary to support and maintain a 17% ending fund balance. It is imperative that the city align program spending with community values to create sustainable, long-term solutions to resolve the \$2.5 million funding shortfall.

The minimum fund balances for the other governmental funds are primarily set at an amount to cover the upcoming year's debt payments or 17% of the year's operational expenses. Since the capital and transportation funds handle large amounts of capital expenditures, many times these expenditures can be deferred for a year to ensure that the fund balances are maintained at appropriate levels. The Capital Fund is currently the only governmental fund from which debt is paid and the debt agreements stipulate that \$495,000 must be maintained in this fund until those debts are paid in full in 2024. The Transportation Fund has been planning for the financial impacts of the current Independence Overpass project for years and will begin building back fund balance after completion of this project. Costs have come in higher than anticipated on many recent construction projects, so staff will continue to monitor the balance of this fund and defer other capital expenditures if needed to ensure the overpass project has adequate funds. The Grants Fund will have a \$0 ending fund balance since all revenues and expenditures in this fund net out annually. The Tourism Fund has an adequate balance to support funding requests for the 2024 Solar Eclipse event. After the impacts of that event are realized in 2024, long-term planning will begin to determine whether other adjustments are needed to future expenditures. The Library Fund balance is currently in a healthy state and is anticipated to remain that way throughout the five-year plan. The Consolidated Special Revenue Fund was created in 2023 to account for donations and other restricted cash balances. The balance of this fund must be maintained at the perpetual account for the cemetery (approximately \$126,780). Other restricted funding sources include golf tournament funds, K-9 program donations, and parks donations.

### **Proprietary Funds**

Proprietary funds include business-type activities for which the city charges customers for the services provided. The city's six proprietary funds are Utility Admin, Electric, Water, Wastewater (Sewer), Sanitation, and Fiber.

Revenues for the 2024 Budget for these funds consist of charges for services of \$27.6 million, \$2 million in insurance claim reimbursements, interest earnings of approximately \$696,000, and about \$47,000 from other revenue sources.

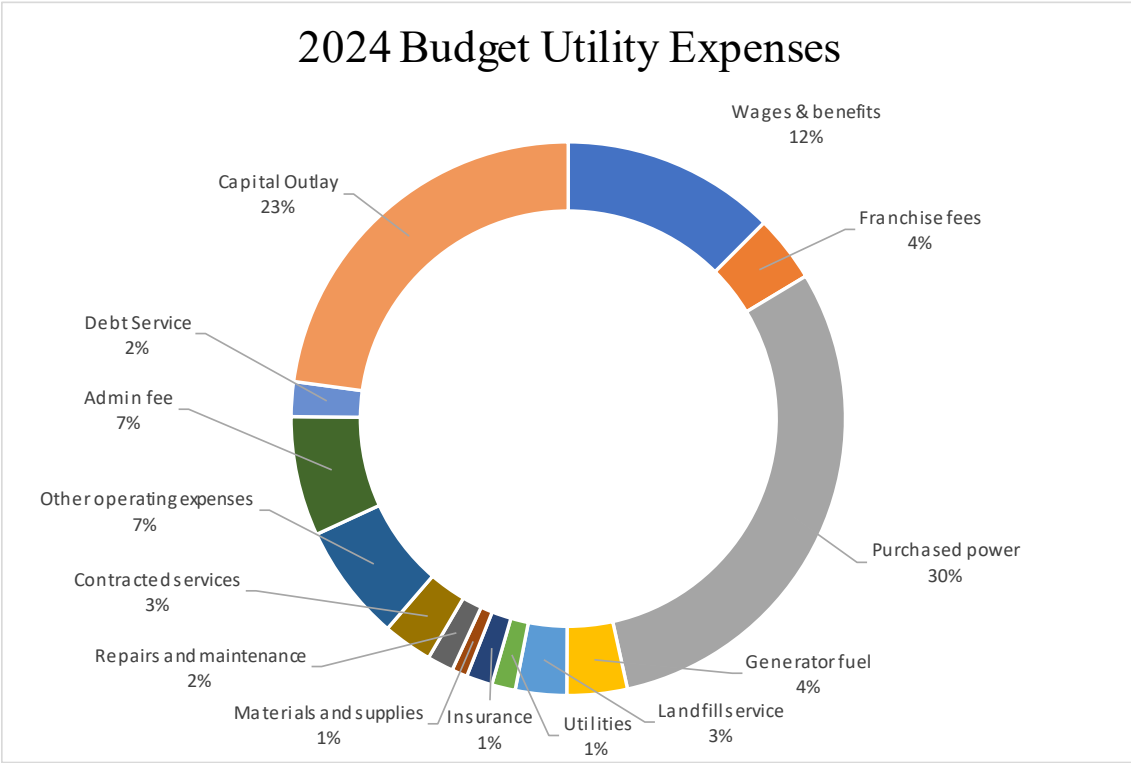
The 2024 Budget includes rate increases for all utilities except fiber. During 2021, the utility staff teamed up with HDR to create an Integrated Management Plan (IMP) for the Water and Wastewater utilities which created a financial plan for funding operations and necessary capital improvements through 2050. The city continues to use a five-year projection to forecast operational costs and infrastructure investments necessary for each utility. The five-year projection helps to smooth rate increases and anticipate financing requirements for significant projects.

Unfunded mandates for the city continue to impact operating, maintenance and capital expenses. Some examples include the Lead and Copper Rule Revision and the Missouri Water Safety and Security Act. The Lead and Copper Rule requires an inventory of all drinking water delivery infrastructure as well as replacement of much of this infrastructure. The financial impact of the Lead and Copper Rule is unknown but will include the initial inventory, replacement of existing lead service lines, water sampling and communication efforts. The Missouri Water Safety and Security Act requires annual testing of all water hydrants and inspection of all valves once every ten years. The estimated annual operating cost of this program is \$95,000.

The electric utility also continues to face significant increases in power generation and power purchases.

Significant utility infrastructure projects are anticipated in the next five years including completion of a transmission line in 2024 (\$3.4 million), addition of a substation at Southern Hills (\$2.5 million), replacement of one power generator (\$8 million), water storage improvements (\$6.8 million) and a new or expanded wastewater treatment plant (estimated at \$50 million). Additionally, construction of a new or expanded water treatment plant (estimated at \$33.3 million) is planned to begin within the next 20 years with planning and design beginning within the next ten years.

The utility department will pursue grant and debt funding for most of these upcoming projects to offset the overall cost of the projects where possible and to smooth out the impact of the significant asset investments that are necessary to bring these services to the next generation of customers.



**Tax Increment Financing (TIF) Funds**

The city also adopts the legal budget for the tax increment financing funds. The summary of recommended appropriations follows:

	<b>TIF #1</b>	<b>TIF #2</b>	<b>TIF #3</b>	<b>Total TIFs</b>
	<b>Fund 081</b>	<b>Fund 082</b>	<b>Fund 083</b>	
<b>Revenues</b>				
Sales Tax	\$ -	\$ 400,000	\$ 88,000	\$ 488,000
Capital Improvement Sales Tax	-	-	16,000	16,000
Transportation Sales Tax	-	-	16,000	16,000
Ad Valorem Tax (Property)	-	86,150	17,500	103,650
Investment Earnings	100	-	-	100
Total Revenues	100	486,150	137,500	623,750
<b>Expenditures</b>				
Professional Services	\$ -	\$ 3,650	\$ 1,000	\$ 4,650
Payout to TIF/CID for Projects	-	482,500	-	482,500
Total Expenditures	-	486,150	1,000	487,150
<b>Net Change in Fund Balance</b>	\$ 100	\$ -	\$ 136,500	\$ 136,600

General Fund - Five-Year Projection		*9 mos*	Adopted	Year-End
	Actual	Actual	Budget	Estimate
	2022A	2022B	2023	2023
<b>Revenue</b>				
Taxes				
Sales Tax	\$ 3,444,608	\$ 3,058,860	\$ 4,108,053	\$ 4,149,000
Franchise Tax	2,513,405	1,659,392	2,095,800	2,100,000
Ad Valorem taxes	545,933	581,509	565,261	567,230
Use Tax	323,832	255,779	411,588	365,000
Surtax	72,737	71,843	74,199	75,000
Other Taxes	8,190	-	-	-
Total Taxes	6,908,705	5,627,383	7,254,901	7,256,230
Licenses & Permits				
Building Permits	18,639	16,705	16,898	27,000
Business Licenses	15,725	29,100	16,041	31,480
Liquor Licenses	16,553	14,868	16,885	17,500
Other Licenses and Permits	32,215	17,475	26,877	17,050
Total Licenses & Permits	83,131	78,148	76,701	93,030
Charges for Services				
Utility Admin Fee	-	1,254,967	2,039,370	2,115,000
Golf	290,416	202,570	278,134	273,000
Rental Income	233,132	190,827	261,729	238,222
Fuel Sales	185,310	213,300	183,216	185,000
Fines and Forfeitures	122,392	96,142	98,820	191,390
Civic Center	141,387	161,023	139,000	144,300
Concessions	112,817	91,708	97,250	56,470
Parks and Recreation	177,477	162,296	181,024	194,615
Transit	22,823	16,868	20,913	20,910
Cemetery	20,470	11,464	15,944	15,950
Other Charges for Services	142,011	86,066	100,072	142,120
Total Charges for Services	1,448,236	2,487,231	3,415,472	3,576,977
Miscellaneous				
Interest Income	35,500	83,543	36,167	209,700
Sale of Surplus Property	61,002	217	-	903
Reimbursements	97,772	100,918	49,170	92,933
Donations and Contributions	10,290	1,530	9,101	150
Other Miscellaneous	16,531	14,110	5,150	5,544
Total Miscellaneous	221,094	200,318	99,588	309,230
Interfund Transfers				
Transfer from Grants	143,690	63,630	110,000	110,000
Total Interfund Transfers	143,690	63,630	110,000	110,000
<b>Total Revenues</b>	<b>8,804,857</b>	<b>8,456,710</b>	<b>10,956,662</b>	<b>11,345,467</b>

					General Fund - Five-Year Projection	
	Adopted Budget 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	
						<b>Revenue</b>
						Taxes
\$ 4,273,000	\$ 4,401,190	\$ 4,533,226	\$ 4,669,222	\$ 4,809,299		Sales Tax
1,890,000	1,927,800	1,966,356	2,005,683	2,045,797		Franchise Tax
566,480	574,977	583,602	592,356	601,241		Ad Valorem taxes
375,000	386,250	397,838	409,773	422,066		Use Tax
75,000	77,250	79,568	81,955	84,413		Surtax
-	-	-	-	-		Other Taxes
7,179,480	7,367,467	7,560,589	7,758,989	7,962,816		Total Taxes
						Licenses & Permits
20,000	20,200	20,402	20,606	20,812		Building Permits
32,000	32,320	32,643	32,970	33,299		Business Licenses
17,500	17,675	17,852	18,030	18,211		Liquor Licenses
17,820	17,998	18,178	18,360	18,544		Other Licenses and Permits
87,320	88,193	89,075	89,966	90,866		Total Licenses & Permits
						Charges for Services
2,150,000	2,214,500	2,280,935	2,349,363	2,419,844		Utility Admin Fee
286,500	289,365	292,259	295,181	298,133		Golf
206,228	208,290	210,373	212,477	214,602		Rental Income
200,000	202,000	204,020	206,060	208,121		Fuel Sales
189,640	191,536	193,452	195,386	197,340		Fines and Forfeitures
154,300	155,843	157,401	158,975	160,565		Civic Center
74,000	74,740	75,487	76,242	77,005		Concessions
178,600	180,386	182,190	184,012	185,852		Parks and Recreation
22,400	22,624	22,850	23,079	23,310		Transit
16,550	16,716	16,883	17,051	17,222		Cemetery
92,600	93,526	94,461	95,406	96,360		Other Charges for Services
3,570,818	3,649,526	3,730,311	3,813,233	3,898,353		Total Charges for Services
						Miscellaneous
209,700	211,797	213,915	216,054	218,215		Interest Income
-	-	-	-	-		Sale of Surplus Property
53,000	53,530	54,065	54,606	55,152		Reimbursements
70	71	71	72	73		Donations and Contributions
5,100	5,151	5,203	5,255	5,307		Other Miscellaneous
267,870	270,549	273,254	275,987	278,747		Total Miscellaneous
						Interfund Transfers
110,000	110,000	110,000	110,000	110,000		Transfer from Grants
110,000	110,000	110,000	110,000	110,000		Total Interfund Transfers
11,215,488	11,485,735	11,763,229	12,048,174	12,340,781		Total Revenues

**2024 Adopted Budget**
**Governmental Funds**
**General Fund - Five-Year Projection**

	Actual 2022	*9 mos* Actual 2022B	Adopted Budget 2023	Year-End Estimate 2023
<b>Expenditures</b>				
Personnel				
Salaries	\$ 4,073,546	\$ 3,646,114	\$ 5,803,720	\$ 5,358,591
Overtime	143,175	116,244	133,550	166,050
Retirement	584,320	580,827	949,050	864,740
Employment Taxes	309,562	285,250	457,253	427,220
Health Insurance	597,853	544,130	894,190	843,660
Dental Insurance	23,283	21,006	33,730	33,730
Other Insurances	30,839	24,718	46,850	39,150
Training/Professional Developmen	101,749	82,864	271,650	204,638
Uniforms	46,459	30,859	75,240	87,332
Other Benefits	9,363	4,474	20,520	26,000
Total Personnel	5,920,149	5,336,486	8,685,753	8,051,111
Operating				
Supplies & Materials	267,093	298,064	509,382	484,576
Supplies for Resale	250,703	220,726	200,475	226,000
Small Equipment /Tools	124,892	29,092	92,200	97,396
Advertising & Legal Notices	71,119	29,844	76,600	69,230
Postage/Freight	8,231	10,379	13,050	16,097
Building/Grounds Maintenance	129,509	154,723	202,500	232,830
Hardware/Software Maintenance	103,112	132,793	185,122	173,633
Vehicle Maintenance	211,206	229,382	316,360	324,149
Professional Services	720,735	725,893	830,694	933,550
Insurance and Claims	487,756	437,560	617,700	592,130
Utilities	383,583	353,155	424,100	524,970
Miscellaneous	9,433	45,968	101,356	112,001
Total Operating	2,767,371	2,667,581	3,569,539	3,786,562
Capital & Debt				
Leased Equipment	37,740	11,211	31,950	28,105
Debt	-	-	-	-
Total Capital & Debt	37,740	11,211	31,950	28,105
Interfund Transfers				
Transfer to Transportation	-	262,500	350,000	350,000
Total Interfund Transfers	-	262,500	350,000	350,000
Reductions in Expenses/Increases in Revenues				
Total Expenditures	8,725,260	8,277,778	12,637,242	12,215,778
Revenues Over/(Under) Expenditures	79,598	178,932	(1,680,580)	(870,311)
Beginning Fund Balance	\$ 4,132,574	\$ 4,313,468	\$ 3,484,573	\$ 4,492,400
Misc Adjustment	101,296	-	-	-
Ending Fund Balance	4,313,468	4,492,400	1,803,993	3,622,089
Ending Fund Balance as a % of Total Expen	50%	54%	14%	30%

**2024 Adopted Budget**
**Governmental Funds**

					General Fund - Five-Year Projection	
	Adopted Budget 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	
						<b>Expenditures</b>
						Personnel
\$	5,927,910	\$ 6,224,306	\$ 6,535,521	\$ 6,862,297	\$ 7,205,412	Salaries
	138,080	144,984	152,233	159,845	167,837	Overtime
	968,020	1,016,421	1,067,242	1,120,604	1,176,634	Retirement
	455,536	478,313	502,228	527,340	553,707	Employment Taxes
	942,887	1,037,176	1,140,893	1,254,983	1,380,481	Health Insurance
	33,683	34,693	35,734	36,806	37,911	Dental Insurance
	42,464	43,738	45,050	46,402	47,794	Other Insurances
	267,205	272,549	278,000	283,560	289,231	Training/Professional Development
	77,345	78,892	80,470	82,079	83,721	Uniforms
	26,000	26,520	27,050	27,591	28,143	Other Benefits
	8,879,130	9,357,591	9,864,422	10,401,507	10,970,870	Total Personnel
						Operating
	557,016	568,156	579,519	591,110	602,932	Supplies & Materials
	235,000	239,700	244,494	249,384	254,372	Supplies for Resale
	69,087	70,469	71,878	73,316	74,782	Small Equipment/Tools
	70,800	72,216	73,660	75,134	76,636	Advertising & Legal Notices
	16,650	16,983	17,323	17,669	18,022	Postage/Freight
	364,760	372,055	379,496	387,086	394,828	Building/Grounds Maintenance
	218,830	229,772	241,260	253,323	265,989	Hardware/Software Maintenance
	302,495	308,545	314,716	321,010	327,430	Vehicle Maintenance
	1,041,497	1,072,742	1,104,924	1,138,072	1,172,214	Professional Services
	644,280	676,494	710,319	745,835	783,126	Insurance and Claims
	543,760	570,948	599,495	629,470	660,944	Utilities
	110,050	111,151	112,262	113,385	114,518	Miscellaneous
	4,174,225	4,309,230	4,449,347	4,594,793	4,745,794	Total Operating
						Capital & Debt
	27,290	27,836	27,000	27,000	27,000	Leased Equipment
	-	-	-	-	-	Debt
	27,290	27,836	27,000	27,000	27,000	Total Capital & Debt
						Interfund Transfers
	350,000	350,000	350,000	350,000	350,000	Transfer to Transportation
	350,000	350,000	350,000	350,000	350,000	Total Interfund Transfers
		(2,500,000)	(3,200,000)	(3,600,000)	(3,900,000)	Reductions in Exp/Increases in Rev
	13,430,645	11,544,657	11,490,769	11,773,300	12,193,665	Total Expenditures
	(2,215,157)	(58,922)	272,460	274,875	147,117	Revenues Over/(Under) Expenditures
\$	3,622,089	\$ 1,406,932	\$ 1,348,010	\$ 1,620,470	\$ 1,895,345	Beginning Fund Balance
	-	-	-	-	-	Misc Adjustment
	1,406,932	1,348,010	1,620,470	1,895,345	2,042,462	Ending Fund Balance
	10%	12%	14%	16%	17%	Ending Fund Balance as a % of Total Exp.

## Capital Sales Tax Fund - Five-Year Projection

	Actual 2022	*9 mos* Actual 2022B	Adopted Budget 2023	Year-End Estimate 2023
<b>Revenue</b>				
Taxes				
Capital Sales Tax	\$ 1,746,348	\$ 1,554,061	\$ 2,025,768	\$ 2,050,000
Use Tax	161,916	127,890	205,794	180,500
Total Taxes	1,908,264	1,681,951	2,231,562	2,230,500
Miscellaneous				
Interest Income	3,690	41,328	3,764	221,000
Sale of Surplus Property	-	16,506	50,000	20,000
Total Miscellaneous	3,690	57,834	53,764	241,000
Transfers In				
Transfer from Grants	-	-	-	120,000
Total Transfers In	-	-	-	120,000
<b>Total Revenues</b>	<b>1,911,954</b>	<b>1,739,785</b>	<b>2,285,326</b>	<b>2,591,500</b>
<b>Expenditures</b>				
Capital & Debt				
Capital Outlay	1,204,693	962,654	1,776,500	2,359,970
Leased Equipment	78,279	70,432	101,079	101,085
Debt	930,098	909,084	951,688	951,688
Total Capital & Debt	2,213,069	1,942,170	2,829,267	3,412,743
Interfund Transfers				
Transfer to Library	-	131,250	175,000	175,000
Transfer to Grants	18,702	77,000	137,000	-
Total Interfund Transfers	18,702	208,250	312,000	175,000
<b>Total Expenditures</b>	<b>2,231,771</b>	<b>2,150,420</b>	<b>3,141,267</b>	<b>3,587,743</b>
<b>Revenues Over/(Under) Expenditures</b>	<b>(319,818)</b>	<b>(410,635)</b>	<b>(855,941)</b>	<b>(996,243)</b>
<b>Beginning Fund Balance</b>	<b>4,253,134</b>	<b>3,933,316</b>	<b>2,250,628</b>	<b>3,522,681</b>
<b>Ending Fund Balance</b>	<b>3,933,316</b>	<b>3,522,681</b>	<b>1,394,687</b>	<b>2,526,438</b>
<b>Ending Fund Bal as a % of Total Expend.</b>	<b>176%</b>	<b>176%</b>	<b>44%</b>	<b>70%</b>

					Capital Sales Tax Fund - Five-Year Projection
Adopted Budget 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	
					Revenue
					Taxes
\$ 2,100,000	\$ 2,163,000	\$ 2,227,890	\$ 2,294,727	\$ 2,363,569	Capital Sales Tax
185,000	190,550	196,267	202,154	208,219	Use Tax
2,285,000	2,353,550	2,424,157	2,496,881	2,571,788	Total Taxes
					Miscellaneous
215,000	217,150	219,322	221,515	223,730	Interest Income
20,000	20,200	20,402	20,606	20,812	Sale of Surplus Property
235,000	237,350	239,724	242,121	244,542	Total Miscellaneous
					Transfers In
-	-	-	-	-	From Grants Fund
-	-	-	-	-	Total Transfers In
2,520,000	2,590,900	2,663,880	2,739,002	2,816,330	Total Revenues
					Expenditures
					Capital & Debt
2,642,450	1,006,990	3,451,890	2,500,000	2,500,000	Capital
101,085	101,085	101,085	101,085	101,085	Leased Equipment
706,940	-	-	-	-	Debt
3,450,475	1,108,075	3,552,975	2,601,085	2,601,085	Total Capital & Debt
					Interfund Transfers
175,000	175,000	175,000	175,000	175,000	Transfer to Library
476,600	150,000	-	82,200	45,000	Transfer to Grants
651,600	325,000	175,000	257,200	220,000	Total Interfund Transfers
4,102,075	1,433,075	3,727,975	2,858,285	2,821,085	Total Expenditures
(1,582,075)	1,157,825	(1,064,095)	(119,283)	(4,755)	Revenues Over/(Under) Expenditures
2,526,438	944,363	2,102,188	1,038,093	918,810	Beginning Fund Balance
944,363	2,102,188	1,038,093	918,810	914,055	Ending Fund Balance
23%	147%	28%	32%	32%	Ending Fund Bal as a % of Total Expend.

**2024 Adopted Budget****Governmental Funds****Transportation Fund - Five-Year Projection****\*9 mos\***

	<b>Actual 2022</b>	<b>Actual 2022B</b>	<b>Adopted Budget 2023</b>	<b>Year-End Estimate 2023</b>
<b>Revenue</b>				
Taxes				
Transportation Sales Tax	\$ 1,861,788	\$ 1,520,642	\$ 1,981,877	\$ 1,955,000
Sales Tax	350,000	-	-	-
State Motor Fuel Tax	337,854	297,599	358,429	400,000
Motor Vehicle Sales Tax	185,657	142,534	196,963	189,000
Use Tax	161,916	127,890	205,794	180,000
Total Taxes	2,897,215	2,088,664	2,743,063	2,724,000
Charges for Services				
Other Charges for Services	4,955	7,375	1,000	-
Total Charges for Services	4,955	7,375	1,000	-
Miscellaneous				
Interest Income	-	23,487	3,414	110,000
Sale of Surplus Property	112,942	2,185	5,000	52,500
Other Miscellaneous	-	10,050	-	-
Total Miscellaneous	112,942	35,722	8,414	162,500
Transfers In				
Transfer From General Fund	-	262,500	350,000	350,000
Total Transfers In	-	262,500	350,000	350,000
<b>Total Revenues</b>	<b>3,015,112</b>	<b>2,394,262</b>	<b>3,102,477</b>	<b>3,236,500</b>

**2024 Adopted Budget**
**Governmental Funds**

						<b>Transportation Fund - Five-Year Projection</b>
	<b>Adopted Budget 2024</b>	<b>Projected 2025</b>	<b>Projected 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>	
						<b>Revenue</b>
						Taxes
\$	2,013,650	2,074,060	2,136,281	2,200,370	2,266,381	Transportation Sales Tax
	-	-	-	-	-	Sales Tax
	425,000	437,750	450,883	464,409	478,341	State Motor Fuel Tax
	191,800	193,718	195,655	197,612	199,588	Motor Vehicle Sales Tax
	185,400	190,962	196,691	202,592	208,669	Use Tax
	2,815,850	2,896,490	2,979,510	3,064,982	3,152,979	Total Taxes
						Charges for Services
	-	-	-	-	-	Other Charges for Services
	-	-	-	-	-	Total Charges for Services
						Miscellaneous
	110,000	111,100	112,211	113,333	114,466	Interest Income
	5,000	5,050	5,101	5,152	5,203	Sale of Surplus Property
	-	-	-	-	-	Other Miscellaneous
	115,000	116,150	117,312	118,485	119,669	Total Miscellaneous
						Transfers In
	350,000	350,000	350,000	350,000	350,000	From General Fund
	350,000	350,000	350,000	350,000	350,000	Total Transfers In
	3,280,850	3,362,640	3,446,821	3,533,467	3,622,649	Total Revenues

**2024 Adopted Budget**
**Governmental Funds**

Transportation Fund - Five-Year Projection		*9 mos*	Adopted Budget	Year-End Estimate
	Actual 2022	Actual 2022B	2023	2023
<b>Expenditures</b>				
Personnel				
Salaries	\$ 581,035	\$ 500,475	\$ 716,120	\$ 695,000
Overtime	5,483	3,194	2,750	4,000
Retirement	111,376	98,487	148,810	148,810
Employment Taxes	43,631	38,546	55,330	55,330
Health Insurance	105,829	87,675	129,380	129,380
Dental Insurance	4,017	3,389	4,990	4,990
Other Insurances	752	606	820	820
Training/Professional Development	675	984	8,500	8,500
Uniforms	325	1,031	3,310	3,310
Total Personnel	853,124	734,387	1,070,010	1,050,140
Operating				
Supplies & Materials	96,751	66,417	109,750	111,150
Small Equipment /Tools	5,535	2,295	7,000	7,000
Advertising & Legal Notices	3,049	782	-	1,000
Building/Grounds Maintenance	11,605	20	100	100
Hardware/Software Maintenance	12	12	2,000	500
Vehicle Maintenance	179,825	121,358	190,000	176,220
Professional Services	205,651	72,309	100,000	50,100
Insurance and Claims	-	-	-	7,500
Utilities	3,401	3,160	6,480	6,480
Total Operating	506,472	266,370	415,330	360,050
Capital & Debt				
Capital	1,752,046	1,571,525	1,370,000	1,204,532
Total Capital & Debt	1,752,046	1,571,525	1,370,000	1,204,532
Transfers Out				
Transfer to Grants	-	756,673	393,500	1,615,049
Total Transfers Out	-	756,673	393,500	1,615,049
Total Expenditures	3,111,642	3,328,955	3,248,840	4,229,771
Revenues Over/(Under) Expenditures	(96,530)	(934,693)	(146,363)	(993,271)
Beginning Fund Balance	2,489,890	2,393,359	586,783	1,458,667
Ending Fund Balance	2,393,359	1,458,667	440,420	465,396
Ending Fund Balance as a % of Total Expend.	77%	44%	14%	11%

**2024 Adopted Budget**

**Governmental Funds**

						<b>Transportation Fund - Five-Year Projection</b>
	<b>Adopted Budget 2024</b>	<b>Projected 2025</b>	<b>Projected 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>	
						<b>Expenditures</b>
						Personnel
\$	737,138	773,995	812,695	853,329	895,996	Salaries
	14,000	14,700	15,435	16,207	17,017	Overtime
	150,770	158,309	166,224	174,535	183,262	Retirement
	56,807	59,647	62,630	65,761	69,049	Employment Taxes
	141,014	155,115	170,627	187,690	206,459	Health Insurance
	5,036	5,187	5,343	5,503	5,668	Dental Insurance
	816	840	866	892	918	Other Insurances
	8,500	8,670	8,843	9,020	9,201	Training/Professional Dev
	3,310	3,376	3,444	3,513	3,583	Uniforms
	1,117,391	1,179,840	1,246,106	1,316,450	1,391,153	Total Personnel
						Operating
	95,950	97,869	99,826	101,823	103,859	Supplies & Materials
	7,000	7,140	7,283	7,428	7,577	Small Equipment/Tools
	1,000	1,020	1,040	1,061	1,082	Advertising & Legal Notices
	50,200	51,204	52,228	53,273	54,338	Building/Grounds Maint
	2,000	2,100	2,205	2,315	2,431	Hardware/Software Maint
	150,000	153,000	156,060	159,181	162,365	Vehicle Maint
	50,200	51,706	53,257	54,855	56,501	Professional Services
	18,000	18,900	19,845	20,837	21,879	Insurance and Claims
	8,980	9,429	9,900	10,395	10,915	Utilities
	383,330	392,368	401,645	411,169	420,948	Total Operating
						Capital & Debt
	1,548,000	1,717,034	1,502,875	1,679,232	1,656,117	Capital
	1,548,000	1,717,034	1,502,875	1,679,232	1,656,117	Total Capital & Debt
						Interfund Transfers
	422,055	35,000	-	-	-	Transfer to Grants
	422,055	35,000	-	-	-	Total Interfund Transfers
	3,470,776	3,324,242	3,150,626	3,406,851	3,468,217	Total Expenditures
	(189,926)	38,398	296,195	126,616	154,431	Revenues Over/(Under) Expenditures
	465,396	275,470	313,867	610,063	736,678	Beginning Fund Balance
	275,470	313,867	610,063	736,678	891,110	Ending Fund Balance
	8%	9%	19%	22%	26%	Ending Fund Balance as a % of Total Expend

**2024 Adopted Budget**
**Governmental Funds**
**Grants Fund - Five-Year Projection**

	<b>*9 mos*</b>		<b>Adopted</b>	<b>Year-End</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>
	<b>2022</b>	<b>2022B</b>	<b>2023</b>	<b>2023</b>
<b>Revenue</b>				
Intergovernmental				
Federal	\$ 1,625,326	\$ 2,454,045	\$ 10,647,000	\$ 5,991,428
State	-	-	-	120,000
Other Intergovernmental	-	916	-	-
Total Intergovernmental	1,625,326	2,454,962	10,647,000	6,111,428
Charges for Services				
Other Charges for Services	32,287	-	-	20,000
Total Charges for Services	32,287	-	-	20,000
Miscellaneous				
Donations and Contributions	-	-	-	-
Other Miscellaneous	-	-	-	-
Total Miscellaneous	-	-	-	-
Transfers In				
From Utility Fund	-	-	470,000	599,999
From Capital Fund	18,702	77,000	137,000	-
From Transportation Fund	-	756,673	393,500	1,615,049
Total Transfers In	18,702	833,673	1,000,500	2,215,048
Total Revenues	1,676,315	3,288,634	11,647,500	8,346,476
<b>Expenditures</b>				
Operating				
Training/Professional Development	\$ -	\$ 530	\$ -	\$ -
Supplies & Materials	40,281	6,656	6,000	28,187
Small Equipment /Tools	21,054	34,253	30,000	30,000
Professional Services	591,264	351,987	490,000	665,500
Utilities	91	2,000	-	-
Total Operating	656,513	439,544	526,000	723,687
Capital & Debt				
Capital	753,272	2,785,460	11,011,500	7,392,789
Total Capital & Debt	753,272	2,785,460	11,011,500	7,392,789
Interfund Transfers				
Transfer to General	143,690	63,630	110,000	110,000
Transfer to Capital	-	-	-	120,000
Total Interfund Transfers	143,690	63,630	110,000	230,000
Total Expenditures	1,553,475	3,288,634	11,647,500	8,346,476
Revenues Over/(Under) Expenditures	122,840	-	-	-
Beginning Fund Balance	-	-	-	-
Misc Adjustment	(122,840)	-	-	-
Ending Fund Balance	-	-	-	-
Ending Fund Balance as a % of Total Expend.	0%	0%	0%	0%

**2024 Adopted Budget****Governmental Funds**

<b>Adopted Budget 2024</b>	<b>Projected 2025</b>	<b>Projected 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>
\$13,498,860	\$2,201,000	\$ 536,000	\$1,275,800	\$ 941,000
-	-	-	-	-
-	-	-	-	-
13,498,860	2,201,000	536,000	1,275,800	941,000
20,000	-	-	-	-
20,000	-	-	-	-
600,000	-	-	-	-
-	-	-	-	-
600,000	-	-	-	-
-	-	-	-	-
476,600	150,000	-	82,200	45,000
422,055	35,000	-	-	-
898,655	185,000	-	82,200	45,000
15,017,515	2,386,000	536,000	1,358,000	986,000

\$ -	\$ -	\$ -	\$ -	\$ -
11,862	6,000	6,000	6,000	6,000
-	30,000	30,000	30,000	30,000
550,000	390,000	390,000	390,000	390,000
-	-	-	-	-
561,862	426,000	426,000	426,000	426,000
14,345,653	1,850,000	-	822,000	450,000
14,345,653	1,850,000	-	822,000	450,000
110,000	110,000	110,000	110,000	110,000
-	-	-	-	-
110,000	110,000	110,000	110,000	110,000
15,017,515	2,386,000	536,000	1,358,000	986,000
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
0%	0%	0%	0%	0%

**Grants Fund - Five-Year Projection****Revenue**

Intergovernmental
Federal
State
Other
Total Intergovernmental
Charges for Services
Other Charges for Services
Total Charges for Services
Miscellaneous
Donations & Contributions
Other Miscellaneous
Total Miscellaneous
Transfers In
From Utility Fund
From Capital Fund
From Transportation Fund
Total Transfers In

Total Revenues

**Expenditures**

Operating
Training/Professional Development
Supplies & Materials
Small Equipment /Tools
Professional Services
Utilities
Total Operating
Capital & Debt
Capital
Total Capital & Debt
Interfund Transfers
Transfer to General
Transfer to Capital
Total Interfund Transfers

Total Expenditures

Revenues Over/(Under) Expenditures

Beginning Fund Balance

Misc Adjustment

Ending Fund Balance

Ending Fund Balance as a % of Total Expend.

**2024 Adopted Budget****Governmental Funds****Tourism Fund - Five-Year Projection**

	<b>Actual 2022</b>	<b>*9 mos* Actual 2022B</b>	<b>Adopted Budget 2023</b>	<b>Year-End Estimate 2023</b>
<b>Revenue</b>				
Taxes				
Hotel/Motel Tax	\$ 324,272	\$ 279,655	\$ 396,000	\$ 330,000
Total Taxes	324,272	279,655	396,000	330,000
Intergovernmental				
Other Intergovernmental	-	-	24,000	24,000
Total Intergovernmental	-	-	24,000	24,000
Charges for Services				
Retail Sales	12,541	18,085	15,000	20,000
Event Revenue	-	72,681	110,000	15,030
Other Charges for Services	139,476	-	18,000	18,000
Total Charges for Services	152,017	90,766	143,000	53,030
Miscellaneous				
Interest Income	-	1,726	-	4,650
Donations and Contributions	563	452	300	300
Total Miscellaneous	563	2,178	300	4,950
<b>Total Revenues</b>	<b>476,852</b>	<b>372,599</b>	<b>563,300</b>	<b>411,980</b>

Adopted Budget 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
\$ 330,000	\$ 339,900	\$ 350,097	\$ 360,600	\$ 371,418
330,000	339,900	350,097	360,600	371,418
25,000	-	-	-	-
25,000	-	-	-	-
25,000	25,250	25,503	25,758	26,015
15,000	15,000	15,000	15,000	15,000
18,000	18,180	18,362	18,545	18,731
58,000	58,430	58,864	59,303	59,746
5,000	5,000	5,000	5,000	5,000
300	300	300	300	300
5,300	5,300	5,300	5,300	5,300
418,300	403,630	414,261	425,203	436,464

Tourism Fund - Five-Year Projection

Revenue

Taxes

Hotel/Motel Tax

Total Taxes

Intergovernmental

Other

Total Intergovernmental

Charges for Services

Retail Sales

Event Revenue

Other Charges for Services

Total Charges for Services

Miscellaneous

Total Miscellaneous

Total Revenues

**2024 Adopted Budget**
**Governmental Funds**
**Tourism Fund - Five-Year Projection**

	Actual 2022	*9 mos* Actual 2022B	Adopted Budget 2023	Year-End Estimate 2023
<b>Expenditures</b>				
Personnel				
Salaries	\$ 98,939	\$ 78,563	\$ 158,880	\$ 145,000
Retirement	14,420	11,629	27,120	21,500
Employment Taxes	6,999	5,602	12,200	11,090
Health Insurance	9,213	6,742	17,740	17,740
Dental Insurance	341	262	690	690
Other Insurances	64	46	120	120
Training/Professional Developme	5,473	2,493	4,500	6,500
Uniforms	-	-	540	500
Total Personnel	135,449	105,337	221,790	203,140
Operating				
Supplies & Materials	45,027	54,329	105,050	113,920
Supplies for Resale	19,105	24,326	10,000	15,000
Small Equipment /Tools	397	2,157	1,500	1,200
Advertising & Legal Notices	59,574	60,204	51,191	51,190
Postage/Freight	4,279	227	1,200	2,000
Building/Grounds Maintenance	6,194	6,283	3,000	10,000
Vehicle Maintenance	55	1,310	-	-
Professional Services	75,719	12,581	4,860	6,950
Events	53,131	177,950	160,000	40,210
Insurance and Claims	-	-	-	1,360
Utilities	3,943	2,496	4,560	5,600
Miscellaneous	233	-	-	-
Total Operating	267,656	341,862	341,361	247,430
Capital & Debt				
Capital	37,745	310	-	770
Leased Equipment	2,790	760	1,001	1,570
Total Capital & Debt	40,535	1,070	1,001	2,340
Total Expenditures	443,640	448,270	564,152	452,910
Revenues Over/(Under) Expenditures	33,212	(75,671)	(852)	(40,930)
Beginning Fund Balance	138,729	171,941	109,398	96,270
Ending Fund Balance	171,941	96,270	108,546	55,340
Ending Fund Bal as a % of Total Expend.	39%	21%	19%	12%

**2024 Adopted Budget**

**Governmental Funds**

					<b>Tourism Fund - Five-Year Projection</b>
<b>Adopted Budget 2024</b>	<b>Projected 2025</b>	<b>Projected 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>	
					<b>Expenditures</b>
					Personnel
\$ 156,520	\$ 164,346	\$ 172,563	\$ 181,191	\$ 190,251	Salaries
26,910	28,256	29,668	31,152	32,709	Retirement
11,980	12,579	13,208	13,868	14,562	Employment Taxes
19,330	21,263	23,389	25,728	28,301	Health Insurance
690	725	761	799	839	Dental Insurance
120	124	127	131	135	Other Insurances
6,500	6,565	6,631	6,697	6,764	Training/Professional Dev
440	444	449	453	458	Uniforms
222,490	234,301	246,796	260,020	274,019	Total Personnel
					Operating
81,100	76,722	78,256	79,822	81,418	Supplies & Materials
15,000	15,300	15,606	15,918	16,236	Supplies for Resale
1,200	1,224	1,248	1,273	1,299	Small Equipment/Tools
46,000	6,120	6,242	6,367	6,495	Advertising & Legal Notices
2,000	2,040	2,081	2,122	2,165	Postage/Freight
7,500	7,650	7,803	7,959	8,118	Building/Grounds Maint
-	-	-	-	-	Vehicle Maint
6,500	6,695	6,896	7,103	7,316	Professional Services
80,000	35,000	35,000	35,000	35,000	Events
2,780	2,863	2,949	3,038	3,129	Insurance and Claims
6,000	6,300	6,615	6,946	7,293	Utilities
-	-	-	-	-	Miscellaneous
248,080	159,914	162,697	165,548	168,469	Total Operating
-	-	-	-	-	Capital & Debt
1,570	1,601	1,633	1,666	1,699	Capital
1,570	1,601	1,633	1,666	1,699	Leased Equipment
					Total Capital & Debt
472,140	395,817	411,127	427,234	444,187	Total Expenditures
(53,840)	7,813	3,134	(2,031)	(7,723)	Revenues Over/(Under) Expenditures
55,340	1,500	9,313	12,447	10,416	Beginning Fund Balance
1,500	9,313	12,447	10,416	2,693	Ending Fund Balance
0%	2%	3%	2%	1%	Ending Fund Bal as a % of Total Expend.

**2024 Adopted Budget**
**Governmental Funds**
**Library Fund - Five-Year Projection**

	Actual 2022	*9 mos* Actual 2022B	Adopted Budget 2023	Year-End Estimate 2023
<b>Revenue</b>				
Taxes				
Ad Valorem Tax	\$ 348,104	\$ 363,423	\$ 351,641	\$ 359,790
Surtax	18,255	21,765	18,300	21,950
Other Taxes	7,975	6,468	2,000	10,300
Total Taxes	549,334	391,657	371,941	392,040
Intergovernmental				
State	9,956	7,465	5,000	4,310
Total Intergovernmental	9,956	7,465	5,000	4,310
Charges for Services				
Rental Income	2,150	1,925	2,000	2,000
Fines and Forfeitures	9,373	6,767	6,500	6,500
Other Charges for Services	21,578	21,859	23,500	24,020
Total Charges for Services	33,100	30,551	32,000	32,520
Miscellaneous				
Interest Income	3,895	7,290	4,000	37,000
Donations and Contributions	5,871	4,492	4,500	10,080
Other Miscellaneous	2,204	1,342	1,500	1,500
Total Miscellaneous	11,971	13,125	10,000	48,580
Transfers In				
From Capital Fund	-	131,250	175,000	175,000
Total Transfers In	-	131,250	175,000	175,000
<b>Total Revenues</b>	<b>604,361</b>	<b>574,048</b>	<b>593,941</b>	<b>652,450</b>

**2024 Adopted Budget****Governmental Funds**

Library Fund - Five-Year Projection					
Adopted Budget 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	
					Revenue
					Taxes
\$ 373,220	\$ 378,818	\$ 384,501	\$ 390,268	\$ 396,122	Ad Valorem Tax
21,900	22,557	23,234	23,931	24,649	Surtax
10,300	10,403	10,507	10,612	10,718	Other Taxes
405,420	411,778	418,241	424,811	431,489	Total Taxes
					Intergovernmental
4,310	4,310	4,310	4,310	4,310	State
4,310	4,310	4,310	4,310	4,310	Total Intergovernmental
					Charges for Services
2,000	2,020	2,040	2,061	2,081	Rental Income
6,500	6,565	6,631	6,697	6,764	Fines & Forfeitures
23,500	23,735	23,972	24,212	24,454	Other Charges for Services
32,000	32,320	32,643	32,970	33,299	Total Charges for Services
					Miscellaneous
37,000	37,370	37,744	38,121	38,502	Interest Income
-	-	-	-	-	Donations & Contributions
1,500	1,515	1,530	1,545	1,561	Other Miscellaneous
38,500	38,885	39,274	39,667	40,063	Total Miscellaneous
					Transfers In
175,000	175,000	175,000	175,000	175,000	From Capital Fund
175,000	175,000	175,000	175,000	175,000	Total Transfers In
655,230	662,293	669,468	676,757	684,162	Total Revenues

**2024 Adopted Budget**
**Governmental Funds**
**Library Fund - Five-Year Projection**

	Actual 2022	*9 mos* Actual 2022B	Adopted Budget 2023	Year-End Estimate 2023
<b>Expenditures</b>				
Personnel				
Salaries	\$ 289,032	\$ 215,989	\$ 301,660	\$ 270,490
Overtime	227	853	500	500
Retirement	40,561	40,440	62,550	62,550
Employment Taxes	21,577	16,145	23,180	23,180
Health Insurance	45,826	41,295	60,890	60,890
Dental Insurance	1,747	1,586	2,350	2,350
Other Insurances	326	280	390	390
Training/Professional Development	2,823	5,285	6,000	6,000
Uniforms	-	-	800	800
Total Personnel	402,119	321,873	458,320	427,150
Operating				
Supplies & Materials	68,772	50,785	63,800	59,560
Small Equipment /Tools	4,086	655	600	600
Advertising & Legal Notices	963	-	1,000	500
Postage/Freight	2,778	2,678	2,700	2,700
Building/Grounds Maintenance	9,077	10,262	5,000	6,900
Hardware/Software Maintenance	27,449	33,620	40,000	40,000
Professional Services	24,167	17,376	26,260	25,160
Insurance and Claims	39,537	35,563	34,484	44,770
Utilities	20,205	20,053	20,840	30,840
Miscellaneous	145	-	-	-
Total Operating	197,178	171,117	194,684	211,030
Capital & Debt				
Capital	-	85	-	-
Leased Equipment	3,388	1,807	3,300	3,300
Total Capital & Debt	3,388	1,892	3,300	3,300
Total Expenditures	602,685	494,882	656,304	641,480
Revenues Over/(Under) Expenditures	1,675	79,166	(62,363)	10,970
Beginning Fund Balance	603,496	549,616	321,873	628,782
Ending Fund Balance	549,616	628,782	259,510	639,752
Ending Fund Bal as a % of Total Expend.	91%	127%	40%	100%

**2024 Adopted Budget**
**Governmental Funds**

					<b>Library Fund - Five-Year Projection</b>
<b>Adopted Budget 2024</b>	<b>Projected 2025</b>	<b>Projected 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>	
					<b>Expenditures</b>
					Personnel
\$ 303,650	\$ 312,760	\$ 322,142	\$ 331,807	\$ 341,761	Salaries
500	515	530	546	563	Overtime
51,880	53,436	55,039	56,691	58,391	Retirement
23,270	23,968	24,687	25,428	26,191	Employment Taxes
49,770	54,747	60,222	66,244	72,868	Health Insurance
1,780	1,922	2,076	2,242	2,422	Dental Insurance
290	299	308	317	326	Other Insurances
3,500	3,570	3,641	3,714	3,789	Training/Professional Dev
1,000	1,020	1,040	1,061	1,082	Uniforms
435,640	452,237	469,687	488,050	507,393	Total Personnel
					Operating
61,750	62,985	64,245	65,530	66,840	Supplies & Materials
600	612	624	637	649	Small Equipment/Tools
1,000	1,020	1,040	1,061	1,082	Advertising & Legal Notices
3,000	3,060	3,121	3,184	3,247	Postage/Freight
6,000	6,120	6,242	6,367	6,495	Building/Grounds Maint
20,000	21,400	22,898	24,501	26,216	Hardware/Software Maint
44,500	45,835	47,210	48,626	50,085	Professional Services
46,130	48,437	50,858	53,401	56,071	Insurance and Claims
30,840	32,382	34,001	35,701	37,486	Utilities
-	-	-	-	-	Miscellaneous
213,820	221,851	230,240	239,008	248,173	Total Operating
					Capital & Debt
-	-	-	-	-	Capital
3,400	3,468	3,537	3,608	3,680	Leased Equipment
3,400	3,468	3,537	3,608	3,680	Total Capital & Debt
652,860	677,556	703,464	730,666	759,246	Total Expenditures
2,370	(15,262)	(33,996)	(53,909)	(75,084)	Revenues Over/(Under) Expenditures
639,752	642,122	626,859	592,863	538,954	Beginning Fund Balance
642,122	626,859	592,863	538,954	463,870	Ending Fund Balance
98%	93%	84%	74%	61%	Ending Fund Bal as a % of Total Expend.

## Consolidated Special Revenue Fund - Five-Year Projection

**\*9 mos\***

	Adopted Budget 2023	Year-End Estimate 2023
<b>Revenue</b>		
Miscellaneous		
Interest Income	\$ -	\$ 5,000
Reimbursements	-	4,590
Donations and Contributions	-	9,300
Total Miscellaneous	-	18,890
Total Revenues	-	18,890
<b>Expenditures</b>		
Personnel		
Professional Development	\$ -	\$ 2,000
Total Personnel	-	2,000
Operating		
Supplies & Materials	-	8,250
Building/Grounds Maintenance	-	7,300
Professional Services	-	15,000
Miscellaneous	-	750
Total Operating	-	31,300
Capital & Debt		
Capital	-	13,790
Total Capital & Debt	-	13,790
Total Expenditures	-	47,090
Revenues Over/(Under) Expenditures	-	(28,200)
Beginning Fund Balance	\$ -	\$ 238,482
Ending Fund Balance	-	210,282
Ending Fund Balance as a % of Total Expend.	0%	447%

**2024 Adopted Budget**
**Governmental Funds**

					<b>Consolidated Special Revenue Fund - Five-Year Projection</b>
<b>Adopted Budget 2024</b>	<b>Projected 2025</b>	<b>Projected 2026</b>	<b>Projected 2027</b>	<b>Projected 2028</b>	
					<b>Revenue</b>
					Miscellaneous
\$ 5,000	\$ 5,050	\$ 5,101	\$ 5,152	\$ 5,203	Interest Income
10,000	10,100	10,201	10,303	10,406	Reimbursements
5,000	5,050	5,101	5,152	5,203	Donations and Contributions
20,000	20,200	20,402	20,606	20,812	Total Miscellaneous
20,000	20,200	20,402	20,606	20,812	Total Revenues
					<b>Expenditures</b>
					Personnel
\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706	Professional Development
2,500	2,550	2,601	2,653	2,706	Total Personnel
					Operating
7,500	7,650	7,803	7,959	8,118	Supplies & Materials
7,500	7,650	7,803	7,959	8,118	Building/Grounds Maintenance
10,000	10,300	10,609	10,927	11,255	Professional Services
-	-	-	-	-	Miscellaneous
25,000	25,600	26,215	26,845	27,492	Total Operating
15,000	-	-	-	-	Capital & Debt
15,000	-	-	-	-	Capital
42,500	28,150	28,816	29,498	30,198	Total Capital & Debt
42,500	28,150	28,816	29,498	30,198	Total Expenditures
(22,500)	(7,950)	(8,414)	(8,892)	(9,386)	Revenues Over/(Under) Expenditures
\$ 210,282	\$ 187,782	\$ 179,832	\$ 171,418	\$ 162,526	Beginning Fund Balance
187,782	179,832	171,418	162,526	153,140	Ending Fund Balance
442%	639%	595%	551%	507%	Ending Fund Balance as a % of Total Expend.

## Utility Admin - Five-Year Projection

	FY22 Apr '21 - Mar '22	FY22B Apr '22 - Dec '22	Adopted Bdgt 2023	Estimated 2023
<b>Operating Revenues</b>				
Admin Fee	\$ -	\$ 489,473	\$ 804,700	\$ 566,980
Charges for Services	-	-	85,000	2,460
<b>Total Operating Revenues</b>	<u>\$ -</u>	<u>\$ 489,473</u>	<u>\$ 889,700</u>	<u>\$ 569,440</u>
<b>Operating Expenses</b>				
Wages & Benefits	\$ -	\$ 106,902	\$ 174,360	\$ 159,430
Utilities	-	62,781	63,840	103,840
Insurance	-	231,420	340,000	161,860
Other Operating Expenses	-	93,105	306,000	142,210
Vehicle Operating Expenses	-	197	5,500	3,500
Capital Outlay	-	-	-	-
<b>Total Operating Expenses</b>	<u>\$ -</u>	<u>\$ 494,407</u>	<u>\$ 889,700</u>	<u>\$ 570,840</u>
<b>Operating Income (Loss)</b>	\$ -	\$ (4,933)	\$ -	\$ (1,400)
<b>Nonoperating Revenues</b>				
Other Revenue	\$ -	\$ 4,933	\$ -	\$ 1,400
<b>Total Nonoperating Revenues</b>	<u>\$ -</u>	<u>\$ 4,933</u>	<u>\$ -</u>	<u>\$ 1,400</u>
<b>Net Income (Loss)</b>	\$ -	\$ -	\$ -	\$ -
<b>Beginning Cash</b>	\$ -	\$ -	\$ -	\$ -
<b>Ending Cash</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## Utility Admin - Five-Year Projection

Adopted Bdg 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	
\$ 410,690	\$ 396,085	\$ 413,742	\$ 432,219	\$ 451,556	<b>Operating Revenues</b>
2,500	2,575	2,652	2,732	2,814	Admin Fee
\$ 413,190	\$ 398,660	\$ 416,394	\$ 434,951	\$ 454,370	Charges for Services
					<b>Total Operating Revenues</b>
					<b>Operating Expenses</b>
\$ 164,520	\$ 172,746	\$ 181,383	\$ 190,452	\$ 199,975	Wages & Benefits
107,640	113,022	118,673	124,607	130,837	Utilities
1,100	1,188	1,283	1,386	1,497	Insurance
103,050	106,142	109,326	112,606	115,984	Other Operating Expenses
3,500	5,665	5,835	6,010	6,190	Other Vehicle Operating Expenses
33,480	-	-	-	-	Capital Outlay
\$ 413,290	\$ 398,763	\$ 416,500	\$ 435,060	\$ 454,483	<b>Total Operating Expenses</b>
\$ (100)	\$ (103)	\$ (106)	\$ (109)	\$ (113)	<b>Operating Income (Loss)</b>
					<b>Nonoperating Revenues</b>
\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	Other Revenue
\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	<b>Total Nonoperating Revenues</b>
\$ -	\$ -	\$ (0)	\$ 0	\$ (0)	<b>Net Income (Loss)</b>
\$ -	\$ -	\$ -	\$ (0)	\$ 0	<b>Beginning Cash</b>
\$ -	\$ -	\$ (0)	\$ 0	\$ (0)	<b>Ending Cash</b>

## Electric - Five-Year Projection

	FY22 Apr '21 - Mar '22	FY22B Apr '22 - Dec '22	Adopted Bdgt 2023	Estimated 2023
<b>Operating Revenues</b>				
Charges for Services	\$ 15,263,639	\$ 13,848,711	\$ 17,168,125	\$ 17,179,720
Miscellaneous	-	-	10,000	11,480
<b>Total Operating Revenues</b>	<b>\$ 15,263,639</b>	<b>\$ 13,848,712</b>	<b>\$ 17,178,125</b>	<b>\$ 17,191,200</b>
<b>Operating Expenses</b>				
Wages and benefits	\$ 1,595,247	\$ 773,646	\$ 1,099,010	\$ 965,590
Franchise fees	2,097,816	1,327,894	1,675,800	1,675,800
Engineering	2,541	-	-	-
Purchased power	10,483,669	7,858,224	11,350,000	10,835,500
Generator fuel	223,524	812,452	300,000	1,200,000
Materials and supplies	-	73,330	230,050	178,690
Repairs and maintenance	-	122,659	212,000	213,000
Utilities	76,222	16,325	28,000	42,000
Contracted services	-	475,953	321,700	378,500
Other operating expenses	1,193,885	325,550	222,400	309,000
Admin fee	-	1,110,006	1,843,380	1,782,300
Insurance	177,907	-	-	135,340
Operating transfers	-	(28,247)	470,000	599,999
Capital Outlay	-	1,460,120	4,055,000	2,339,866
Depreciation	1,067,139	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 16,917,950</b>	<b>\$ 14,327,913</b>	<b>\$ 21,807,340</b>	<b>\$ 20,655,585</b>
<b>Operating Income (Loss)</b>	<b>\$ (1,654,311)</b>	<b>\$ (479,201)</b>	<b>\$ (4,629,215)</b>	<b>\$ (3,464,385)</b>
<b>Nonoperating Revenues (Expenses)</b>				
Interest Income	\$ 16,646	\$ 93,113	\$ 53,732	\$ 280,000
Other Revenue	949	-	2,000,000	1,000,000
Interfund Loan	-	-	-	-
Proceeds from Debt Issuance	-	-	-	-
Gain (Loss) on Inventory	(13,476)	-	-	-
<b>Total Nonoperating Revenues (Exp)</b>	<b>\$ 4,119</b>	<b>\$ 93,113</b>	<b>\$ 2,053,732</b>	<b>\$ 1,280,000</b>
<b>Net Income (Loss)</b>	<b>\$ (1,650,192)</b>	<b>\$ (386,088)</b>	<b>\$ (2,575,483)</b>	<b>\$ (2,184,385)</b>
<b>Beginning Net Position/Cash</b>	<b>\$ 28,856,869</b>	<b>\$ 5,553,236</b>	<b>\$ 2,997,838</b>	<b>\$ 5,167,148</b>
	(306,409)			
<b>Ending Net Position/Cash</b>	<b>\$ 26,900,268</b>	<b>\$ 5,167,148</b>	<b>\$ 422,355</b>	<b>\$ 2,982,763</b>

14%

## 2024 Adopted Budget

## Proprietary Funds

					Electric - Five-Year Projection
5% Adopted Bdgt 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	
					<b>Operating Revenues</b>
\$ 18,004,430	\$ 19,264,740	\$ 20,613,272	\$ 21,850,068	\$ 23,161,072	Charges for Services
11,000	11,000	11,000	11,000	11,000	Miscellaneous
<u>\$ 18,015,430</u>	<u>\$ 19,275,740</u>	<u>\$ 20,624,272</u>	<u>\$ 21,861,068</u>	<u>\$ 23,172,072</u>	<b>Total Operating Revenues</b>
					<b>Operating Expenses</b>
\$ 1,211,172	\$ 1,271,731	\$ 1,335,317	\$ 1,402,083	\$ 1,472,187	Wages and benefits
1,440,300	1,500,379	1,609,062	1,708,005	1,812,886	Franchise fees
-	-	-	-	-	Engineering
11,140,000	11,697,000	12,281,850	12,895,943	13,540,740	Purchased power
1,200,000	1,236,000	1,273,080	1,311,272	1,350,611	Generator fuel
206,860	213,066	219,458	226,042	232,823	Materials and supplies
231,000	237,930	245,068	252,420	259,993	Repairs and maintenance
33,000	33,990	35,010	36,060	37,142	Utilities
375,400	386,662	398,262	410,210	422,516	Contracted services
389,000	392,890	396,819	400,787	404,795	Other operating expenses
1,674,600	1,724,838	1,776,583	1,829,881	1,884,777	Admin fee
284,210	298,421	313,342	329,009	345,459	Insurance
-	-	-	-	-	Operating transfers
6,042,000	175,000	2,675,000	905,000	8,045,000	Capital Outlay
-	-	-	-	-	Depreciation
<u>\$ 24,227,542</u>	<u>\$ 19,167,906</u>	<u>\$ 22,558,850</u>	<u>\$ 21,706,711</u>	<u>\$ 29,808,927</u>	<b>Total Operating Expenses</b>
\$ (6,212,112)	\$ 107,834	\$ (1,934,578)	\$ 154,357	\$ (6,636,855)	<b>Operating Income (Loss)</b>
					<b>Nonoperating Rev (Exp)</b>
\$ 200,000	\$ 206,000	\$ 212,180	\$ 218,545	\$ 225,102	Interest Income
1,950,000	-	-	-	-	Other Revenue
1,100,000	(303,987)	(303,987)	(303,987)	(303,987)	Interfund Loan
-	-	-	-	8,000,000	Proceeds from Debt Issuance
-	-	-	-	-	Gain (Loss) on Inventory
<u>\$ 3,250,000</u>	<u>\$ (97,987)</u>	<u>\$ (91,807)</u>	<u>\$ (85,442)</u>	<u>\$ 7,921,115</u>	<b>Total Nonoperating Rev (Exp)</b>
\$ (2,962,112)	\$ 9,847	\$ (2,026,385)	\$ 68,916	\$ 1,284,260	<b>Net Income (Loss)</b>
\$ 2,982,763	\$ 20,651	\$ 30,498	\$ (1,995,887)	\$ (1,926,971)	<b>Beginning Net Position/Cash</b>
<u>\$ 20,651</u>	<u>\$ 30,498</u>	<u>\$ (1,995,887)</u>	<u>\$ (1,926,971)</u>	<u>\$ (642,711)</u>	<b>Ending Net Position/Cash</b>
0%	0%	-9%	-9%	-2%	

## Water - Five-Year Projection

	FY22A Apr '21 - Mar '22	FY22B Apr '22 - Dec '22	Adopted Bdgt 2023	Estimated 2023
<b>Operating Revenues</b>				
Charges for Services	\$ 2,213,035	\$ 3,332,755	\$ 2,788,999	\$ 2,683,700
<b>Total Operating Revenues</b>	<b>\$ 2,213,035</b>	<b>\$ 3,332,755</b>	<b>\$ 2,788,999</b>	<b>\$ 2,683,700</b>
<b>Operating Expenses</b>				
Wages and benefits	\$ 336,586	\$ 495,448	\$ 819,970	\$ 824,970
Contracted services	2,824	58,294	125,000	210,000
Materials and supplies	-	75,398	89,115	81,715
Repairs and maintenance	-	130,239	348,800	356,300
Utilities	148,870	109,969	156,500	156,500
Insurance	14,734	-	-	52,470
Admin Fee	-	197,211	308,603	285,980
Other Operating Expenses	421,421	120,109	161,400	365,200
Debt Service:				
Principal	-	230,000	235,000	235,000
Interest	-	11,817	16,185	16,185
Debt administration	-	-	2,000	2,000
Capital Outlay	-	347,111	2,304,950	341,118
Depreciation	464,806	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 1,389,241</b>	<b>\$ 1,775,595</b>	<b>\$ 4,567,523</b>	<b>\$ 2,927,438</b>
<b>Operating Income (Loss)</b>	<b>\$ 823,794</b>	<b>\$ 1,557,160</b>	<b>\$ (1,778,524)</b>	<b>\$ (243,738)</b>
<b>Nonoperating Revenues (Expenses)</b>				
Interest Income	\$ 11,051	\$ 65,151	\$ 20,000	\$ 270,800
Sale of Surplus Property	-	-	5,000	21,910
Interfund Loan	-	-	-	-
Other Revenue	79	555	920,125	500
<b>Total Nonoperating Revenues (Expenses)</b>	<b>\$ (9,218)</b>	<b>\$ 65,706</b>	<b>\$ 945,125</b>	<b>\$ 293,210</b>
<b>Net Income (Loss)</b>	<b>\$ 814,576</b>	<b>\$ 1,622,866</b>	<b>\$ (833,399)</b>	<b>\$ 49,472</b>
<b>Beginning Net Position/Cash</b>	<b>\$ 13,783,487</b>	<b>\$ 2,841,448</b>	<b>\$ 4,736,457</b>	<b>\$ 4,464,314</b>
<b>Ending Net Position/Cash</b>	<b>\$ 14,598,063</b>	<b>\$ 4,464,314</b>	<b>\$ 3,903,058</b>	<b>\$ 4,513,786</b>

175%

# 2024 Adopted Budget

# Proprietary Funds

						Water - Five-Year Projection
5%						
Adopted Bgt 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028		
						<b>Operating Revenues</b>
\$ 2,816,900	\$ 2,957,745	\$ 3,105,632	\$ 3,291,970	\$ 3,489,488		Charges for Services
\$ 2,816,900	\$ 2,957,745	\$ 3,105,632	\$ 3,291,970	\$ 3,489,488		<b>Total Operating Revenues</b>
						<b>Operating Expenses</b>
\$ 864,564	\$ 907,792	\$ 953,182	\$ 1,000,841	\$ 1,050,883		Wages and benefits
578,750	153,213	157,809	162,543	167,419		Contracted services
106,100	109,283	112,561	115,938	119,416		Materials and supplies
310,000	319,300	328,879	338,745	348,908		Repairs and maintenance
155,500	160,165	164,970	169,919	175,017		Utilities
110,190	119,005	128,526	138,808	149,912		Insurance
262,410	275,531	289,307	306,665	325,065		Admin Fee
28,240	28,522	28,808	29,096	29,387		Other Operating Expenses
						Debt Service:
235,000	240,000	240,000	245,000	245,000		Principal
14,910	11,063	8,448	5,832	4,497		Interest
1,500	1,500	1,500	1,500	1,500		Debt administration
754,616	787,538	2,925,000	3,045,000	1,625,000		Capital Outlay
-	-	-	-	-		Depreciation
\$ 3,421,780	\$ 3,112,912	\$ 5,338,989	\$ 5,559,888	\$ 4,242,005		<b>Total Operating Expenses</b>
\$ (604,880)	\$ (155,167)	\$ (2,233,357)	\$ (2,267,917)	\$ (752,516)		<b>Operating Income (Loss)</b>
						<b>Nonoperating Rev (Exp)</b>
\$ 275,800	\$ 284,074	\$ 292,596	\$ 301,374	\$ 310,415		Interest Income
10,000	10,000	10,000	10,000	10,000		Sale of Surplus Property
(1,100,000)	303,987	303,987	303,987	303,987		Interfund Loan
500	-	-	-	-		Other Revenue
\$ (813,700)	\$ 598,061	\$ 606,583	\$ 615,361	\$ 624,402		<b>Total Nonoperating Rev (Exp)</b>
\$ (1,418,580)	\$ 442,894	\$ (1,626,774)	\$ (1,652,556)	\$ (128,114)		<b>Net Income (Loss)</b>
\$ 4,513,786	\$ 3,095,206	\$ 3,538,100	\$ 1,911,326	\$ 258,770		<b>Beginning Net Position/Cash</b>
\$ 3,095,206	\$ 3,538,100	\$ 1,911,326	\$ 258,770	\$ 130,656		<b>Ending Net Position/Cash</b>
116%	152%	79%	10%	5%		

## Sewer - Five-Year Projection

	FY22A	FY22B	Adopted Bdgt	Estimated
Fund 43	Apr '21 - Mar '22	Apr '22 - Dec '22	2023	2023
<b>Operating Revenues</b>				
Charges for Services	\$ 1,672,408	\$ 1,473,574	\$ 3,145,551	\$ 2,757,500
<b>Total Operating Revenues</b>	<u>\$ 1,672,408</u>	<u>\$ 1,473,574</u>	<u>\$ 3,145,551</u>	<u>\$ 2,757,500</u>
<b>Operating Expenses</b>				
Wages & Benefits	\$ 345,450	\$ 444,168	\$ 690,650	\$ 696,650
Utilities	127,027	93,429	156,600	157,000
Insurance	12,301	-	-	110,480
Admin Fee	-	170,646	346,121	279,250
Other Operating Expenses	290,908	870,689	585,800	2,636,371
Vehicle Operating Expenses		45,403	63,000	78,010
Debt Service:				
Principal	-	505,000	505,000	505,000
Interest	-	8,878	5,727	5,727
Debt administration	-	-	1,500	500
Capital Outlay	-	172,156	1,760,000	742,663
Depreciation	397,869	-	-	-
<b>Total Operating Expenses</b>	<u>\$ 1,173,555</u>	<u>\$ 2,310,369</u>	<u>\$ 4,114,398</u>	<u>\$ 5,211,651</u>
<b>Operating Income (Loss)</b>	\$ 498,853	\$ (836,795)	\$ (968,847)	\$ (2,454,151)
<b>Nonoperating Revenues (Expenses)</b>				
Interest Income	\$ 13,317	\$ 49,279	\$ 30,000	\$ 140,000
Other Revenue	66	5,100	-	1,260,850
Proceeds from Debt Issue	-	-	-	-
<b>Total Nonoperating Revenues (Expenses)</b>	<u>\$ 10</u>	<u>\$ 54,379</u>	<u>\$ 30,000</u>	<u>\$ 1,400,850</u>
<b>Net Income (Loss)</b>	\$ 498,863	\$ (782,416)	\$ (938,847)	\$ (1,053,301)
<b>Beginning Net Position/Cash</b>	\$ 15,482,556	\$ 2,986,902	\$ 1,214,605	\$ 2,204,486
<b>Ending Net Position/Cash</b>	<u>\$ 15,981,419</u>	<u>\$ 2,204,486</u>	<u>\$ 275,758</u>	<u>\$ 1,151,185</u>

22%

<sup>20%</sup> Adopted Budget FY24	Projected FY25	Projected FY26	Projected FY27	Projected FY28	Sewer - Five-Year Projection
\$ 2,778,620	\$ 3,000,910	\$ 5,810,973	\$ 6,003,632	\$ 6,173,813	<b>Operating Revenues</b>
\$ 2,778,620	\$ 3,000,910	\$ 5,810,973	\$ 6,003,632	\$ 6,173,813	Charges for Services
					<b>Total Operating Revenues</b>
					<b>Operating Expenses</b>
\$ 746,346	\$ 666,063	\$ 699,366	\$ 734,335	\$ 771,052	Wages & Benefits
161,200	166,036	171,017	176,148	181,432	Utilities
136,350	147,258	159,039	171,762	185,503	Insurance
267,260	288,641	308,846	327,376	343,745	Admin Fee
1,124,950	870,299	561,657	578,507	595,862	Other Operating Expenses
80,000	82,400	84,872	87,418	90,041	Other Vehicle Operating Expense:
					Debt Service:
495,000	-	2,200,000	2,200,000	2,200,000	Principal
3,960	-	400,000	400,000	400,000	Interest
500	-	1,500	1,500	1,500	Debt administration
770,000	50,420,000	600,000	1,287,000	1,200,000	Capital Outlay
-	-	-	-	-	Depreciation
\$ 3,785,566	\$ 52,640,697	\$ 5,186,297	\$ 5,964,046	\$ 5,969,135	<b>Total Operating Expenses</b>
\$ (1,006,946)	\$ (49,639,787)	\$ 624,676	\$ 39,586	\$ 204,679	<b>Operating Income (Loss)</b>
					<b>Nonoperating Rev (Exp)</b>
\$ 142,000	\$ 146,260	\$ 150,648	\$ 155,167	\$ 159,822	Interest Income
5,000	-	-	-	-	Other Revenue
-	50,000,000	-	-	-	Proceeds from Debt Issue
\$ 147,000	\$ 50,146,260	\$ 150,648	\$ 155,167	\$ 159,822	<b>Total Nonoperating Rev (Exp)</b>
\$ (859,946)	\$ 506,473	\$ 775,324	\$ 194,753	\$ 364,501	<b>Net Income (Loss)</b>
\$ 1,151,185	\$ 291,239	\$ 797,712	\$ 1,573,036	\$ 1,767,789	<b>Beginning Net Position/Cash</b>
\$ 291,239	\$ 797,712	\$ 1,573,036	\$ 1,767,789	\$ 2,132,290	<b>Ending Net Position/Cash</b>
10%	36%	34%	38%	45%	

## Sanitation - Five-Year Projection

	FY22A	FY22B	Adopted Bdgt	Estimated
Fund 44	Apr '21 - Mar '22	Apr '22 - Dec '22	2023	2023
<b>Operating Revenues</b>				
Charges for Services	\$ 3,438,540	\$ 2,625,829	\$ 3,949,444	\$ 3,731,000
<b>Total Operating Revenues</b>	<b>\$ 3,438,540</b>	<b>\$ 2,625,829</b>	<b>\$ 3,949,444</b>	<b>\$ 3,731,000</b>
<b>Operating Expenses</b>				
Wages & Benefits	\$ 1,299,769	\$ 1,068,454	\$ 1,518,990	\$ 1,525,260
Landfill Service	957,037	756,589	1,054,177	1,054,170
Utilities	21,250	8,065	14,650	16,370
Insurance	33,414	-	-	12,830
Admin Fee	-	260,883	389,743	391,800
Other Operating Expenses	592,547	21,560	177,550	184,500
Vehicle Operating Expenses	-	558,676	593,500	598,000
Capital Outlay	-	360,133	460,000	351,440
Depreciation	271,542	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 3,175,559</b>	<b>\$ 3,034,360</b>	<b>\$ 4,208,610</b>	<b>\$ 4,134,370</b>
<b>Operating Income (Loss)</b>	<b>\$ 262,981</b>	<b>\$ (408,531)</b>	<b>\$ (259,166)</b>	<b>\$ (403,370)</b>
<b>Nonoperating Revenues (Expenses)</b>				
Interest Income	\$ 17,201	\$ 47,211	\$ 30,000	\$ 74,000
Sale of Surplus Property	-	-	90,000	174,830
Grant Revenue	178	-	60,000	-
<b>Total Nonoperating Revenues (Expenses)</b>	<b>\$ 17,379</b>	<b>\$ 47,211</b>	<b>\$ 180,000</b>	<b>\$ 248,830</b>
<b>Net Income (Loss)</b>	<b>\$ 280,360</b>	<b>\$ (361,320)</b>	<b>\$ (79,166)</b>	<b>\$ (154,540)</b>
<b>Beginning Net Position/Cash</b>	<b>\$ 2,505,152</b>	<b>\$ 1,521,704</b>	<b>\$ 1,029,291</b>	<b>\$ 1,160,384</b>
<b>Ending Net Position/Cash</b>	<b>\$ 2,785,512</b>	<b>\$ 1,160,384</b>	<b>\$ 950,125</b>	<b>\$ 1,005,844</b>

27%

					Sanitation - Five-Year Projection
<sup>4%</sup> Adopted Budget FY24	Projected FY25	Projected FY26	Projected FY27	Projected FY28	
\$ 3,880,630	\$ 4,035,855	\$ 4,197,289	\$ 4,323,208	\$ 4,452,904	<b>Operating Revenues</b>
\$ 3,880,630	\$ 4,035,855	\$ 4,197,289	\$ 4,323,208	\$ 4,452,904	Charges for Services
					<b>Total Operating Revenues</b>
					<b>Operating Expenses</b>
\$ 1,623,280	\$ 1,704,444	\$ 1,789,666	\$ 1,879,150	\$ 1,973,107	Wages & Benefits
1,100,000	1,116,500	1,133,248	1,150,246	1,167,500	Landfill Service
16,520	17,346	18,213	19,124	20,080	Utilities
26,950	29,106	31,434	33,949	36,665	Insurance
361,090	375,534	390,555	402,272	414,340	Admin Fee
100,850	102,867	104,924	107,023	109,163	Other Operating Expenses
599,500	617,485	636,010	655,090	674,743	Vehicle Operating Expenses
715,000	750,000	950,000	3,825,000	500,000	Capital Outlay
-	-	-	-	-	Depreciation
\$ 4,543,190	\$ 4,713,282	\$ 5,054,050	\$ 8,071,853	\$ 4,895,598	<b>Total Operating Expenses</b>
\$ (662,560)	\$ (677,426)	\$ (856,761)	\$ (3,748,645)	\$ (442,693)	<b>Operating Income (Loss)</b>
					<b>Nonoperating Rev (Exp)</b>
\$ 77,000	\$ 79,310	\$ 81,689	\$ 84,140	\$ 86,664	Interest Income
20,000	20,000	20,000	20,000	20,000	Sale of Surplus Property
-	-	-	-	-	Other Revenue
\$ 97,000	\$ 99,310	\$ 101,689	\$ 104,140	\$ 106,664	<b>Total Nonoperating Rev (Exp)</b>
\$ (565,560)	\$ (578,116)	\$ (755,072)	\$ (3,644,505)	\$ (336,029)	<b>Net Income (Loss)</b>
\$ 1,005,844	\$ 440,284	\$ (137,832)	\$ (892,904)	\$ (4,537,409)	<b>Beginning Net Position/Cash</b>
\$ 440,284	\$ (137,832)	\$ (892,904)	\$ (4,537,409)	\$ (4,873,438)	<b>Ending Net Position/Cash</b>
12%	-3%	-22%	-107%	-111%	

## Fiber - Five-Year Projection

	FY22A	FY22B	Adopted Bdgt	Estimated
	Apr '21 - Mar '22	Apr '22 - Dec '22	2023	2023
<b>Fund 45</b>				
<b>Operating Revenues</b>				
Charges for Services	\$ 69,000	\$ 60,238	\$ 110,000	\$ 106,500
<b>Total Operating Revenues</b>	<u>\$ 69,000</u>	<u>\$ 60,238</u>	<u>\$ 110,000</u>	<u>\$ 106,500</u>
<b>Operating Expenses</b>				
Utilities	\$ 31,272	\$ 28,459	\$ 32,000	\$ 36,620
Insurance	1,020	-	-	-
Admin Fee	-	5,694	12,100	10,920
Other Operating Expenses	10,419	58,948	30,000	37,000
Capital Outlay	-	-	25,000	25,000
Depreciation	48,610	-	-	-
<b>Total Operating Expenses</b>	<u>\$ 96,915</u>	<u>\$ 93,100</u>	<u>\$ 99,100</u>	<u>\$ 109,540</u>
<b>Operating Income (Loss)</b>	\$ (27,915)	\$ (32,862)	\$ 10,900	\$ (3,040)
<b>Nonoperating Revenues (Expenses)</b>				
Interest Income	\$ -	\$ 13,474	\$ -	\$ 1,000
Other Revenue	5	-	-	-
<b>Total Nonoperating Revenues (Expenses)</b>	<u>\$ 5</u>	<u>\$ 13,474</u>	<u>\$ -</u>	<u>\$ 1,000</u>
<b>Net Income (Loss)</b>	\$ (27,910)	\$ (19,389)	\$ 10,900	\$ (2,040)
<b>Beginning Net Position/Cash</b>	\$ 1,539,410	\$ 35,553	\$ 8,103	\$ 16,164
	306,409			
<b>Ending Net Position/Cash</b>	<u>\$ 1,817,909</u>	<u>\$ 16,164</u>	<u>\$ 19,003</u>	<u>\$ 14,124</u>
				17%

						Fiber - Five-Year Projection
Adopted Budget FY24	Projected FY25	Projected FY26	Projected FY27	Projected FY28		
\$ 106,500	\$ 106,500	\$ 106,500	\$ 106,500	\$ 106,500		<b>Operating Revenues</b>
\$ 106,500	\$ 106,500	\$ 106,500	\$ 106,500	\$ 106,500		Charges for Services
						<b>Total Operating Revenues</b>
						<b>Operating Expenses</b>
\$ 37,200	\$ 38,316	\$ 39,465	\$ 40,649	\$ 41,869		Utilities
-	-	-	-	-		Insurance
9,780	10,073	10,376	10,687	11,007		Admin Fee
38,000	39,140	40,314	41,524	42,769		Other Operating Expenses
25,000	20,000	20,000	20,000	15,000		Capital Outlay
-	-	-	-	-		Depreciation
\$ 109,980	\$ 107,529	\$ 110,155	\$ 112,860	\$ 110,646		<b>Total Operating Expenses</b>
\$ (3,480)	\$ (1,029)	\$ (3,655)	\$ (6,360)	\$ (4,146)		<b>Operating Income (Loss)</b>
						<b>Nonoperating Rev (Exp)</b>
\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126		Interest Income
-	-	-	-	-		Other Revenue
\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126		<b>Total Nonoperating Rev (Exp)</b>
\$ (2,480)	\$ 1	\$ (2,594)	\$ (5,267)	\$ (3,020)		<b>Net Income (Loss)</b>
\$ 14,124	\$ 11,644	\$ 11,645	\$ 9,050	\$ 3,783		<b>Beginning Net Position/Cash</b>
\$ 11,644	\$ 11,645	\$ 9,050	\$ 3,783	\$ 763		<b>Ending Net Position/Cash</b>
14%	13%	10%	4%	1%		

# City of West Plains

Utility Rates - 2023 (Current) and 2024 (Adopted)

Electric Rates		
	2023	2024
<u>Residential</u>		
Facility Charge	\$ 17.85	\$ 18.74
Energy (per KWHR)	\$0.0908	\$0.0953
<u>Commercial I (No Demand)</u>		
Facility Charge	\$ 27.30	\$ 28.67
Energy	\$0.1187	\$0.1246
<u>Commercial II (Demand)</u>		
Facility Charge	\$ 63.00	\$ 66.15
Demand	\$ 6.83	\$ 7.17
Energy	\$0.0704	\$0.0739
<u>Industrial (Demand)</u>		
Facility Charge	\$ 84.00	\$ 88.20
Demand	\$ 6.83	\$ 7.17
Energy	\$0.0655	\$0.0688

Water Rates		
	2023	2024
<u>Facility Charge (Treatment and Delivery)</u>		
<1"	\$ 14.94	\$ 15.69
1"-< 2"	\$ 31.12	\$ 32.68
>2"-4"≤	\$ 77.77	\$ 81.66
4">	\$226.17	\$ 237.48
<u>Usage Per 1,000 Gallon</u>		
>1,001	\$ 3.34	\$ 3.51
<u>Primacy Fee (MoDNR Mandate)</u>		
2023 Rates can be updated by MoDNR		
<1"	\$ 0.44	\$ 0.44
1"-< 2"	\$ 1.75	\$ 1.75
>2"-4"≤	\$ 8.50	\$ 8.50
4">	\$ 16.50	\$ 16.50

Sewer Rates		
	2023	2024
<u>Facility Charge (Minimum/Base Rate)</u>		
Residential	\$ 14.30	\$ 17.16
Commercial	\$ 29.90	\$ 35.88
<u>Usage Per 1,000 Gallon</u>		
>1,001	\$ 2.64	\$ 3.17
<u>Surcharge (Debt Exp Mar 2024)</u>		
Base Monthly Charge	\$ 6.70	\$ 6.70
Usage Per 1,000 Gallon	\$ 0.10	\$ 0.10

Sanitation Rates		
*Selected rates shown for example - all rates proposed to increase 4%		
	2023	2024
<u>Residential Trash Pick-Up</u>		
Once Weekly	\$ 13.91	\$ 14.47
Twice Weekly	\$ 27.81	\$ 28.92
<u>Commercial Trash Pick-Up (not dumpsters)</u>		
Once Weekly	\$ 20.60	\$ 21.42
Twice Weekly	\$ 41.20	\$ 42.85
<u>Commercial Dumpster Rates</u>		
1 Yard; 1x per week	\$ 39.58	\$ 41.16
4 Yard; 4x per week	\$ 324.02	\$ 336.98
6 Yard; 4x per week	\$ 397.69	\$ 413.60
10 Yard; 6x per week	\$ 966.31	\$1,004.96
<u>Transfer Station</u>		
Disposal per ton	\$ 60.00	\$ 62.40
Minimum fee		
for 1st 1/2 ton (1,000 lbs)	\$ 30.00	\$ 31.20
Brush disposal per ton	\$ 41.20	\$ 42.85
Minimum fee (1st 500 lbs)	\$ 25.75	\$ 26.78

## Personnel Schedule

The changes in personnel for the proposed budget are presented here by department and position title.

Title	Contract, Seasonal, Sub			Contract, Seasonal, Sub			Contract, Seasonal, Sub		
	FT	PT	Sub	FT	PT	Sub	FT	PT	Sub
	2023 Budget			2024 Budget			Variance		
<b>GENERAL FUND</b>									
City Administrator	1.0			1.0					
City Clerk	1.0			1.0					
Administrative Assistant	1.0			-			(1.0)		
<b>Total City Administrator</b>	<b>3.0</b>	<b>-</b>	<b>-</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>(1.0)</b>	<b>-</b>	<b>-</b>
Human Resources Director	1.0			1.0					
Payroll/Benefits Specialist	1.0			1.0					
<b>Total Human Resources</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
System Administrator	1.0			1.0					
IT Technician	1.0			1.0					
<b>Total Information Technology</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Public Relations Specialist	1.0			1.0					
<b>Total Public Relations</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Finance Director	1.0			1.0					
Financial Analyst	1.0			1.0					
Accountant	1.0			1.0					
Accounts Payable	1.0			1.0					
Utility Billing Supervisor	1.0			1.0					
Meter Reader	1.0			-			(1.0)		
Customer Service Representative	3.0			4.0			1.0		
Purchasing Agent	1.0			1.0					
Purchasing & Inventory Specialist	2.0			2.0					
<b>Total Finance</b>	<b>12.0</b>	<b>-</b>	<b>-</b>	<b>12.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Planning Director	1.0			1.0					
Project Coordinator	1.0			1.0					
Senior Planning Technician	1.0			1.0					
Planning Technician	2.0			2.0					
<b>Total Planning</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Building Official	1.0			1.0					
Code Enforcement Officer	1.0			1.0					
<b>Total Building/Code Enforcement</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
City Attorney			0.2			0.2			
Prosecuting Attorney			0.2			0.2			
Administrative Assistant		0.7			0.7				
<b>Total City Attorney</b>	<b>-</b>	<b>0.7</b>	<b>0.4</b>	<b>-</b>	<b>0.7</b>	<b>0.4</b>	<b>-</b>	<b>-</b>	<b>-</b>
Circuit Court Judge			0.2			0.2			
Certified Court Administrator	1.0			1.0					
Certified Court Clerk	1.0			1.0					
<b>Total Municipal Court</b>	<b>2.0</b>	<b>-</b>	<b>0.2</b>	<b>2.0</b>	<b>-</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	<b>-</b>

Title	Contract, Seasonal, Sub			Contract, Seasonal, Sub			Contract, Seasonal, Sub		
	FT	PT	Sub	FT	PT	Sub	FT	PT	Sub
	2023 Budget			2024 Budget			Variance		
GENERAL FUND (continued)									
Police Chief	1.0			1.0					
Lieutenant	2.0			2.0					
Detective Sergeant	1.0			1.0					
Sergeant	3.0			3.0					
Detective	3.0			3.0					
Corporal	4.0			4.0					
Police Officer	18.0		0.25	18.0		0.75			0.5
Dispatcher	4.0	1.0		4.0	0.5			(0.5)	
Evidence Custodian	1.0			1.0					
Detention Officer	1.0	1.0		1.0	1.0				
Court Bailiff		0.5			0.5				
Police Clerk	1.0			1.0					
Total Police	39.0	2.5	0.25	39.0	2.0	0.75	-	(0.5)	0.5
Animal Control Officer	1.0			1.0					
Total Animal Control	1.0	-	-	1.0	-	-	-	-	-
Fire Chief	1.0			1.0					
Assistant Fire Chief	1.0			1.0					
Fire Lieutenant	4.0			4.0					
Firefighter Engineer	5.0			7.0	0.66		2.0	0.66	
Firefighter	4.0	0.66		2.0	0.5		(2.0)	-0.16	
Total Fire	15.0	0.66	-	15.0	1.16	-	-	0.50	-
Airport Crew Leader	1.0			1.0					
Airport Attendant	1.0			1.0					
Total Airport	2.0	-	-	2.0	-	-	-	-	-
Cemetery Crew Leader	1.0			1.0					
Equipment Operator	1.0			1.0					
Total Cemetery	2.0	-	-	2.0	-	-	-	-	-
Fleet Maintenance Supervisor	1.0			1.0					
Fleet Maintenance Mechanic	2.0			2.0					
Total Shop (Fleet)	3.0	-	-	3.0	-	-	-	-	-
Custodian	2.0			2.0					
Total Building Maintenance (City Hall)	2.0	-	-	2.0	-	-	-	-	-
Community Services Director	1.0			1.0					
Civic Center Manager	1.0			1.0					
Civic Center Supervisor	1.0			1.0					
Business Office Coordinator	1.0			1.0					
Maintenance Technician	1.0			1.0					
Custodian	3.0			3.0	0.5			0.5	
Event Manager		0.5			0.5				
Administrative Assistant		0.7			0.7				
Total Civic Center	8.0	1.2	-	8.0	1.7	-	-	0.5	-

Title	Contract, Seasonal, Sub			Contract, Seasonal, Sub			Contract, Seasonal, Sub		
	FT	PT	Sub	FT	PT	Sub	FT	PT	Sub
	2023 Budget			2024 Budget			Variance		
<b>GENERAL FUND (continued)</b>									
Parks and Recreation Manager	1.0			1.0					
Parks Crew Leader	1.0			2.0			1.0		
Sports and Recreation Coordinator	2.0			1.0			(1.0)		
Recreation Assistant				2.0			2.0		
Equipment Operator	2.0			1.0			(1.0)		
Park Board Secretary	1.0						(1.0)		
<b>Total Parks</b>	<b>7.0</b>	<b>-</b>	<b>-</b>	<b>7.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Pool Manager			0.25			0.25			
Lifeguard			6.0			6.0			
<b>Total Pool</b>	<b>-</b>	<b>-</b>	<b>6.25</b>	<b>-</b>	<b>-</b>	<b>6.25</b>	<b>-</b>	<b>-</b>	<b>-</b>
Golf Course Manager									
Golf Course Facilitator									
Greenskeeper									
<b>Total Golf Course</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transit Supervisor	1.0			1.0					
Transit Driver	2.0		0.3	2.0		0.3			
<b>Total Transit</b>	<b>3.0</b>	<b>-</b>	<b>0.3</b>	<b>3.0</b>	<b>-</b>	<b>0.3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TRANSPORTATION FUND</b>									
Transportation Director	1.0			1.0					
Transportation Manager	1.0			1.0					
Street Crew Leader	2.0			3.0			1.0		
Equipment Operator	13.0			12.0			(1.0)		
<b>Total Transportation Fund</b>	<b>17.0</b>	<b>-</b>	<b>-</b>	<b>17.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOURISM FUND</b>									
Tourism Coordinator	1.0			1.0					
Tourism Assistant	1.0			1.0					
Welcome Center Greeter		1.0			1.0				
<b>Total Tourism</b>	<b>2.0</b>	<b>1.0</b>	<b>-</b>	<b>2.0</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>LIBRARY FUND</b>									
Library Director	1.0			1.0					
Librarian	2.0			2.0					
Library Aide	4.0			3.0	2.0		(1.0)	2.0	
Circulation Aide/Custodian	1.0			-			(1.0)		
<b>Total Library</b>	<b>8.0</b>	<b>-</b>	<b>-</b>	<b>6.0</b>	<b>2.0</b>	<b>-</b>	<b>(2.0)</b>	<b>2.0</b>	<b>-</b>
<b>Total Governmental FTEs</b>	<b>138.0</b>	<b>6.1</b>	<b>7.4</b>	<b>135.0</b>	<b>8.6</b>	<b>7.9</b>	<b>(3.0)</b>	<b>2.5</b>	<b>0.5</b>
<b>UTILITIES ADMINISTRATION FUND</b>									
Utilities Director	1.0			1.0					
Administrative Assistant	1.0			1.0					
<b>Total Utilities Administration</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Title	Contract, Seasonal, Sub			Contract, Seasonal, Sub			Contract, Seasonal, Sub		
	FT	PT	Sub	FT	PT	Sub	FT	PT	Sub
	2023 Budget			2024 Budget			Variance		
<b>ELECTRIC FUND</b>									
Utilities Operations Manager	0.3						(0.3)		
Asst. Utilities Operations Supervisor	0.3						(0.3)		
Electric Superintendent				1.0			1.0		
Generator Site Crew Leader	1.0			1.0					
Electric Crew Leader	2.0			2.0					
Electric Lineman	4.0			4.0					
Electric Lineman Apprentice	7.0			7.0					
<b>Total Electric</b>	<b>14.7</b>	<b>-</b>	<b>-</b>	<b>15.0</b>	<b>-</b>	<b>-</b>	<b>0.3</b>	<b>-</b>	<b>-</b>
<b>WATER FUND</b>									
Plant Superintendent	0.5			0.5					
Asst. Plant Supervisor	0.5			0.5					
Chief Plant Operator	1.0			1.0					
Asst. Chief Plant Operator	1.0			1.0					
Apprentice Plant Operator	1.0			1.0					
<b>Total Water Treatment</b>	<b>4.0</b>	<b>-</b>	<b>-</b>	<b>4.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Utilities Operations Manager	0.3						(0.3)		
Asst. Utilities Operations Supervisor	0.3						(0.3)		
Water/Sewer Superintendent				0.5			0.5		
Water Crew Leader	2.0			2.0					
Equipment Operator	6.0			6.0					
<b>Total Water Distribution</b>	<b>8.7</b>	<b>-</b>	<b>-</b>	<b>8.5</b>	<b>-</b>	<b>-</b>	<b>(0.2)</b>	<b>-</b>	<b>-</b>
<b>SEWER FUND</b>									
Plant Superintendent	0.5			0.5					
Asst. Plant Supervisor	0.5			0.5					
Chief Plant Operator	1.0			1.0					
Asst. Chief Plant Operator	1.0			1.0					
Lab Technician				1.0			1.0		
Plant Operator	2.0			1.0			(1.0)		
<b>Total Wastewater Treatment</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Utilities Operations Manager	0.3						(0.3)		
Asst. Utilities Operations Supervisor	0.3						(0.3)		
Water/Sewer Superintendent				0.5			0.5		
Sewer Crew Leader	1.0			1.0					
Equipment Operator	2.0			2.0					
Equipment Operator-SSS (term)	2.0			2.0					
<b>Total Sewer Collection</b>	<b>5.7</b>	<b>-</b>	<b>-</b>	<b>5.5</b>	<b>-</b>	<b>-</b>	<b>(0.2)</b>	<b>-</b>	<b>-</b>
<b>SANITATION FUND</b>									
Sanitation Superintendent	0.3			0.3					
Crew Leader	0.3			0.3					
Solid Waste Driver	4.0			4.0					
Solid Waste Collector	6.0			6.0					
<b>Total Refuse Collection</b>	<b>10.7</b>	<b>-</b>	<b>-</b>	<b>10.7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Title	Contract, Seasonal, Sub			Contract, Seasonal, Sub			Contract, Seasonal, Sub		
	FT	PT	Sub	FT	PT	Sub	FT	PT	Sub
	2023 Budget			2024 Budget			Variance		
SANITATION FUND (continued)									
Sanitation Superintendent	0.3			0.3					
Crew Leader	0.3			0.3					
Equipment Operator	8.0			8.0					
Total Refuse Disposal	8.7	-	-	8.7	-	-	-	-	-
Sanitation Superintendent	0.3			0.3					
Crew Leader	0.3			0.3					
Solid Waste Driver	3.0			3.0					
Solid Waste Collector	1.0			1.0					
Laborer	1.0			1.0					
Total Sanitation - Recycle	5.7	-	-	5.7	-	-	-	-	-
Total Utility FTEs	65.0	-	-	65.0	-	-	(0.0)	-	-
Total City of West Plains FTEs	203.00	6.06	7.39	200.00	8.56	7.89	(3.00)	2.50	0.50