

Honorable Mayor Shaunna O'Connell



# City of Taunton

Five Year Financial Forecast

Presented by the Finance Department  
Office of the Mayor

## Message from the Mayor

The City's Finance Department has undertaken the task of forecasting to enable our City to better understand our Financial Outlook for the next five years. The Finance Department emphasized the need for our City to have a deeper understanding of its financial position in order to make impactful decisions.

We are pleased to provide the Council with a comprehensive report that outlines the needs of the City and identifies some of the challenges that lay ahead. We now have a clear path forward to make the decisions required to ensure financial stability in the coming years.

## Financial Forecast Statement of Intent and Purpose

- ▶ Forecasting is a Guide to Financial Success
  - ▶ Charts a course of where you want to go...and how to get there
- ▶ Forecasting's purpose is a tool to understand your available funds and obligations in the coming years
  - ▶ It can and should change frequently based on performance and needs
- ▶ Forecasting acts as a management tool in forming decisions
  - ▶ Learn from past trends and more accurately predict future challenges

## Preparation for Different Eventualities

- ▶ Some known eventualities:
  - ▶ Bristol-Plymouth School Construction Project
  - ▶ Solid Waste and Recycling Disposal
  - ▶ Public Safety Facility
  - ▶ State Aide / Net School Spending
  - ▶ Health Insurance Obligations

# Revenue Analysis

## Revenue Analysis - Factors for Consideration

- ▶ Historical Trends
  - ▶ Taxes
  - ▶ State Aid
  - ▶ Local Receipts
- ▶ Economic Outlook
  - ▶ Plan Conservative and Prepare for Downturns
  - ▶ Monitor Interest and Bond Markets
  - ▶ Understand how Socio-Economic Activity impacts our Municipal Budget
- ▶ New Revenue Streams
  - ▶ Solar PPA and Lease Agreement
  - ▶ Rate Studies
  - ▶ New Growth

## Forecast Revenues

Source of Funding	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Real Estate Property Taxes	\$ 119,325,309.51	\$ 122,599,473.24	\$ 125,955,491.07	\$ 129,395,409.35	\$ 132,921,325.58
New Growth	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00
Prop 2 1/2 additional for FY19 (+2.5% of FY18)	\$ 2,983,132.74	\$ 3,064,986.83	\$ 3,148,887.28	\$ 3,234,885.23	\$ 3,323,033.14
Estimated Receipts/ State Cherry Sheet	\$ 93,799,038.90	\$ 98,488,990.85	\$ 103,413,440.39	\$ 108,584,112.41	\$ 114,013,318.03
Debt Exclusion 09 (THS/ParkerSchool)	\$ 1,045,973.63	\$ 985,000.00	\$ 965,000.00	\$ 945,000.00	\$ 925,000.00
<b>Local Estimated Receipts (BCW-3)</b>	<b>\$ 16,942,737.50</b>	<b>\$ 17,366,305.94</b>	<b>\$ 17,800,463.59</b>	<b>\$ 18,245,475.18</b>	<b>\$ 18,701,612.05</b>
Transfers - Employee Benefits - Electric	\$ 10,207,402.58	\$ 10,547,402.58	\$ 10,847,402.58	\$ 11,147,402.58	\$ 11,447,402.58
Transfers - Employee Benefits - Water	\$ 2,865,309.11	\$ 3,165,309.11	\$ 3,415,309.11	\$ 3,765,309.11	\$ 4,315,309.11
Transfers - Employee Benefits - WWTP & Sewer	\$ 1,169,364.39	\$ 1,254,364.39	\$ 1,279,364.39	\$ 1,304,364.39	\$ 1,329,364.39
Transfers - Debt & Interest - Electric	\$ 1,230,000.00	\$ 1,265,000.00	\$ 1,235,000.00	\$ 1,235,000.00	\$ 1,235,000.00
From TMLP - In Lieu of Taxes	\$ 2,995,000.00	\$ 2,995,000.00	\$ 2,995,000.00	\$ 2,995,000.00	\$ 2,995,000.00
From Parking Commission	\$ 521,368.00	\$ 521,368.00	\$ 521,368.00	\$ 521,368.00	\$ 521,368.00
From Wetlands Protection Act	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
From Airport Revolving Fund	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
From Cable TV - Municipal Access	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00
From Cable TV-Educational Telecommun.	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00	\$ 14,000.00
From - State Elections Account					
From Premiums Bonds to GF (THS/Parker)					
Transfer from Stabilization					
<b>REVENUE &amp; OTH FIN SOURCES TOTAL *</b>	<b>\$ 253,482,667.35</b>	<b>\$ 262,651,231.93</b>	<b>\$ 273,683,726.40</b>	<b>\$ 281,771,357.24</b>	<b>\$ 292,125,763.88</b>
<b>Appropriations + Transfers (BCW-4)</b>	<b>\$ 248,914,603.50</b>	<b>\$ 257,946,126.17</b>	<b>\$ 268,837,467.46</b>	<b>\$ 276,779,710.54</b>	<b>\$ 286,984,367.77</b>
Teachers Pay Deferral					
State/County Assessments	\$ 4,568,063.85	\$ 4,705,105.77	\$ 4,846,258.94	\$ 4,991,646.71	\$ 5,141,396.11
Deficits to be Raised					
<b>APPROPRIATIONS/OTHER FIN USE TOTAL *</b>	<b>\$ 253,482,667.35</b>	<b>\$ 267,356,337.70</b>	<b>\$ 278,529,985.34</b>	<b>\$ 286,763,003.95</b>	<b>\$ 297,267,159.99</b>

Five year Revenue average to be 3.43% increase year over year or 17% over a Five year Period

## Forecast Expense

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
General Government	\$ 8,050,724.33	\$ 8,292,246.06	\$ 8,541,013.44	\$ 8,797,243.84	\$ 9,061,161.16
Public Safety	\$ 40,669,944.87	\$ 42,029,994.04	\$ 42,660,443.96	\$ 43,300,350.61	\$ 43,949,855.87
Education	\$ 113,735,123.90	\$ 123,417,493.10	\$ 130,030,389.24	\$ 137,023,515.48	\$ 143,556,411.92
Public Works/Facilities	\$ 13,519,405.10	\$ 13,789,793.21	\$ 15,265,589.07	\$ 15,570,900.85	\$ 15,882,318.87
Health/Citizen Services / Culture and Recreation	\$ 6,873,230.75	\$ 7,079,427.67	\$ 7,291,810.50	\$ 7,510,564.81	\$ 7,735,881.76
Debt & Interest	\$ 6,368,592.25	\$ 6,368,592.25	\$ 6,623,335.94	\$ 6,623,335.94	\$ 8,123,335.94
Miscellaneous	\$ 11,983.00	\$ 11,983.00	\$ 11,983.00	\$ 11,983.00	\$ 11,983.00
Employee Benefits	\$ 63,832,518.42	\$ 67,024,144.34	\$ 70,375,351.56	\$ 73,190,365.62	\$ 76,117,980.25
Other Financing Uses	\$ 1,005,000.00	\$ 1,005,000.00	\$ 1,005,000.00	\$ 1,005,000.00	\$ 1,005,000.00
Enterprise Accounts	\$ 21,843,005.18	\$ 22,061,435.24	\$ 22,952,663.94	\$ 25,247,930.34	\$ 25,752,888.94
Total Budget	\$ 275,909,527.80	\$ 291,080,108.90	\$ 304,757,580.64	\$ 318,281,190.50	\$ 331,196,817.71
Inc Over Prior year	\$ 12,026,808.75	\$ 15,170,581.10	\$ 13,677,471.74	\$ 13,523,609.86	\$ 12,915,627.21
Inc Percent over Prior Yr	4.56%	5.50%	4.70%	4.44%	4.06%

This Chart will be further discussed in the proceeding slides; the major items increasing are the highlighted blue cells. The Chart illustrates a 4.65% avg. annual increase.

# Five Year Financial Forecast Analysis

- ▶ Public Safety FY 2025
  - ▶ SAFER Grant Funding is ending
- ▶ Education FY 2024 and FY 2025
  - ▶ B-P Project cost if the City does not pass a Debt Exclusion
  - ▶ Finance Department is assuming a 5% increase year over year for TPS
- ▶ Public Works FY 2026
  - ▶ Trash contract increases
  - ▶ Increase in man-power
- ▶ Debt Service Cost FY 2027-FY 2028
  - ▶ Debt Service will increase if the City does not pass a Debt Exclusion for a Public Safety Building
- ▶ Employee Benefits FY 2024 through FY 2028
  - ▶ Employee Benefits consist of Health/Life/Dental Insurance as well as Pension Cost
  - ▶ City is considering a formal RFP for our Health Insurance Plans



# General Government

<u>GENERAL GOVERNMENT</u>		FY24	FY25	FY26	FY27	FY28
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Municipal Council	111	\$ 163,565.00	\$ 166,836.30	\$ 171,007.21	\$ 174,427.35	\$ 177,915.90
Mayor	121	\$ 783,846.01	\$ 807,361.39	\$ 839,655.85	\$ 856,448.96	\$ 873,577.94
Reserve Account	132	\$ 500,000.00	\$ 500,000.00	\$ 524,056.55	\$ 621,547.82	\$ 723,551.21
Auditor	135	\$ 669,434.30	\$ 684,422.97	\$ 703,533.56	\$ 717,604.23	\$ 731,956.31
Procurement Office	138	\$ 175,000.00	\$ 178,500.00	\$ 182,962.50	\$ 186,621.75	\$ 190,354.19
Assessor	141	\$ 614,844.65	\$ 627,137.42	\$ 642,813.72	\$ 655,665.62	\$ 668,774.43
Treasurers Foreclosures	144	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00
Treasurer/Collector	145	\$ 860,504.73	\$ 877,714.83	\$ 899,668.20	\$ 917,661.56	\$ 936,014.80
Tax Title Cost	147	\$ 35,000.00	\$ 35,700.00	\$ 36,592.50	\$ 37,324.35	\$ 38,070.84
Law	151	\$ 715,066.49	\$ 729,367.82	\$ 747,602.02	\$ 762,554.06	\$ 777,805.14
Automation	155	\$ 707,879.53	\$ 804,705.91	\$ 844,941.20	\$ 861,840.03	\$ 879,076.83
Office Services	159	\$ 62,832.00	\$ 64,088.64	\$ 65,690.86	\$ 67,004.67	\$ 68,344.77
City Clerk	161	\$ 417,543.45	\$ 425,894.32	\$ 436,541.67	\$ 445,272.51	\$ 454,177.96
Elections & Registration	162	\$ 571,703.56	\$ 583,137.63	\$ 597,716.07	\$ 609,670.39	\$ 621,863.80
License Commission	165	\$ 15,550.00	\$ 15,861.00	\$ 16,257.53	\$ 16,582.68	\$ 16,914.33
Planning, Conservation & Zoning	175	\$ 368,131.10	\$ 375,493.72	\$ 384,881.06	\$ 392,578.68	\$ 400,430.26
Executive Office of Economic and Community Dev	182	\$ 386,541.75	\$ 394,272.59	\$ 404,129.40	\$ 412,211.99	\$ 420,456.23
City Hall Maintenance	192	\$ 457,626.47	\$ 466,779.00	\$ 476,114.58	\$ 485,636.87	\$ 495,349.61
Maintenance of Tax Possessions	193	\$ 33,000.00	\$ 33,660.00	\$ 34,501.50	\$ 35,191.53	\$ 35,895.36
Environmental Coordination	196	\$ 25,500.00	\$ 26,010.00	\$ 26,660.25	\$ 27,193.46	\$ 27,737.32
Parking Commission	197	\$ 406,743.30	\$ 414,878.17	\$ 425,250.12	\$ 433,755.12	\$ 442,430.23
<b>GENERAL GOVERNMENT TOTAL</b>	*	<b>\$ 8,050,312.32</b>	<b>\$ 8,291,821.69</b>	<b>\$ 8,540,576.34</b>	<b>\$ 8,796,793.62</b>	<b>\$ 9,060,697.43</b>

- ▶ General Government is costed out to receive a 2.5% Avg. Annual Increase for Five years
- ▶ Increases in later years to the Reserve Fund to have flexibility inside Division

# Public Safety

<b>PUBLIC SAFETY</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Police	22,722,292.78	23,154,372.43	23,521,573.13	23,897,288.86	24,295,770.50
Fire	17,314,763.16	18,237,910.79	18,470,289.90	18,713,802.02	18,950,940.04
Sealer of Weights & Measures	66,453.00	67,117.53	73,788.71	78,026.59	78,806.86
Emergency Management	195,770.12	197,727.82	209,705.10	216,302.15	223,465.17
Animal Control	219,965.82	222,165.47	234,387.13	244,231.00	250,173.31
Police & Traffic Signals	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00
Fish Warden	700.00	700.00	700.00	700.00	700.00
<b>Total Public Safety</b>	<b>40,669,944.87</b>	<b>42,029,994.05</b>	<b>42,660,443.96</b>	<b>43,300,350.62</b>	<b>43,949,855.88</b>

- ▶ Public Safety is going to receive an 8% Increase over 5 years
- ▶ Factoring in the loss of the SAFER Grants and Contracts to be covered
- ▶ Retirement Payouts will be moved to Compensated Absence Fund

# Education

	FY24 BUDGET	FY25 BUDGET	FY26 BUDGET	FY27 BUDGET	FY28 BUDGET
Agricultural School	340,959.48	347,778.67	354,734.24	361,828.93	347,778.67
Regional School	4,955,290.00	8,950,903.00	9,350,903.00	9,537,921.06	9,728,679.48
TPS	108,438,874.42	114,375,297.50	120,594,062.38	127,123,765.49	133,479,953.77
<b>Total Schools</b>	<b>113,735,123.90</b>	<b>123,673,979.17</b>	<b>130,299,699.62</b>	<b>137,023,515.48</b>	<b>143,556,411.92</b>
<b>TPS Break Out 5 years</b>	<b>Est. Based on NSS</b>				
City Cost	14,639,835.52	15,886,306.66	17,180,621.99	18,539,653.09	19,466,635.74
State Cost	93,799,038.90	98,488,990.85	103,413,440.39	108,584,112.41	114,013,318.03
City Inc	1,379,699.52	1,246,471.14	1,294,315.33	1,359,031.10	926,982.65
City Inc %	10%	9%	8%	8%	5%
Percent of Total Budget	14%	14%	14%	15%	15%
State Inc	4,466,620.90	4,689,951.95	4,924,449.54	5,170,672.02	5,429,205.62
State Inc %	5%	5%	5%	5%	5%
State % total Budget	86%	86%	86%	85%	85%

- ▶ TPS: Education increase is based on an assumption of 5% increase from state funds with typical City match
- ▶ TPS has been broken out for City side funds and CH. 70 Funds
- ▶ Net School Spending Agreement has not been changed since 2004
- ▶ B-P: Increase due to the B-P project in Year 2025

# Department of Public Works

<u>PUBLIC WORKS/FACILITIES</u>	FY24 BUDGET	FY25 BUDGET	FY26 BUDGET	FY27 BUDGET	FY28 BUDGET
D P W Commissioner	617,980.26	\$ 624,160.06	\$ 636,643.26	\$ 649,376.13	\$ 662,363.65
Engineering	206,856.00	\$ 208,924.56	\$ 213,103.05	\$ 217,365.11	\$ 221,712.41
Oil & Road Construction	561,000.00	\$ 550,000.00	\$ 561,000.00	\$ 572,220.00	\$ 583,664.40
Streets & Ways	1,392,883.95	\$ 1,420,741.63	\$ 1,449,156.46	\$ 1,478,139.59	\$ 1,507,702.38
Snow Removal	500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00
Street Lighting	627,300.00	\$ 639,846.00	\$ 652,642.92	\$ 665,695.78	\$ 679,009.69
Trash Pickup	4,955,632.18	\$ 5,095,213.18	\$ 6,407,117.45	\$ 6,514,655.80	\$ 6,644,948.92
VMD	747,744.66	\$ 762,699.55	\$ 777,953.54	\$ 793,512.62	\$ 809,382.87
Superintendent of Public Buildings	1,143,879.88	\$ 1,166,757.47	\$ 1,190,092.62	\$ 1,213,894.48	\$ 1,238,172.37
Repairs of Public Buildings	2,460,128.18	\$ 2,509,330.74	\$ 2,559,517.36	\$ 2,610,707.70	\$ 2,662,921.86
Public Buildings/ADA	306,000.00	\$ 312,120.00	\$ 318,362.40	\$ 324,729.65	\$ 331,224.24
<b>Total Department of Public Works</b>	<b>13,519,405.10</b>	<b>\$ 13,789,793.20</b>	<b>\$ 15,265,589.07</b>	<b>\$ 15,570,900.85</b>	<b>\$ 15,882,318.87</b>

- ▶ Public Works is scheduled to receive an average increase or 3.50%
- ▶ Trash and Recycle contracts are expected to rise significantly now that the landfill is closed
- ▶ Streets and Ways consistently funded
- ▶ CIP created stability inside DPW funding request

# Enterprise Funds

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>Enterprise Accounts Expense</b>	\$ 21,843,005.18	\$ 22,061,435.24	\$ 22,952,663.94	\$ 25,247,930.34	\$ 25,752,888.94
<b>Enterprise Accounts Revenue</b>	\$ 21,843,005.18	\$ 22,061,435.24	\$ 22,952,663.94	\$ 25,247,930.34	\$ 25,752,888.94
<b>Total Increase</b>		\$ 218,430.05	\$ 891,228.70	\$ 2,295,266.39	\$ 504,958.61

- ▶ Enterprise Funds are Self Supporting Funds offset by Rates
- ▶ Enterprise Funds have substantial increases coming down the line for Solid Waste and Water Improvement Projects
- ▶ Our Forecast Model Shows a ten percent increase in year 2027 which we hope to offset with State and Federal grants and loans
- ▶ New Rates will be expected soon
- ▶ There will be a study conducted by our Budget Director on Indirect Charges

## Health and Human Services & Culture and Recreation

<u>HEALTH &amp; CITIZEN SERVICES</u>	FY24	FY25	FY26	FY27	FY28
<u>CULTURE &amp; RECREATION</u>	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Human Services	501,771.71	576,824.86	594,129.61	611,953.50	630,312.10
Health	894,327.70	921,157.53	1,013,792.26	1,044,206.02	1,075,532.20
Head Start	52,202.46	53,768.53	55,381.59	57,043.04	58,754.33
Veterans Services	1,197,922.50	1,233,860.17	1,270,875.98	1,309,002.26	1,348,272.32
ADA Commission	721.00	742.63	764.91	787.86	811.49
Personnel/Training	496,067.65	510,949.68	526,278.17	542,066.52	558,328.51
Library	1,695,538.62	1,746,404.78	1,798,796.92	1,852,760.83	1,908,343.65
Parks, Cemeteries & Public Grounds	1,952,588.11	2,011,165.75	2,071,500.72	2,133,645.75	2,197,655.12
Airport	41,200.00	42,436.00	43,709.08	45,020.35	46,370.96
Historical District Commission	4,017.00	4,137.51	4,261.64	4,389.48	4,521.17
Cable Commission	8,034.00	8,275.02	8,523.27	8,778.97	9,042.34
Municipal Access	28,840.00	29,705.20	30,596.36	31,514.25	32,459.67
<b>Total</b>	<b>6,873,230.75</b>	<b>7,139,427.67</b>	<b>7,418,610.50</b>	<b>7,641,168.81</b>	<b>7,870,403.88</b>

- ▶ Mayor O'Connell is committed to adding positions in HHS and Nurses
- ▶ Our Library will remain funded in line with State Requirements
- ▶ We will continue our commitment to the Head Start Program
- ▶ PCPG will see an increase in funding to maintain the highest level of standards for our public spaces

# Fixed Cost

	FY24 BUDGET	FY25 BUDGET	FY26 BUDGET	FY27 BUDGET	FY28 BUDGET
Debt & Interest	\$ 6,368,592.25	\$ 6,368,592.25	\$ 6,623,335.94	\$ 6,623,335.94	\$ 8,123,335.94
Employee Benefits	\$ 63,832,518.42	\$ 67,024,144.34	\$ 70,375,351.56	\$ 73,190,365.62	\$ 76,117,980.25
<b>Total Fixed Cost</b>	<b>\$ 70,201,110.67</b>	<b>\$ 73,392,736.59</b>	<b>\$ 76,998,687.50</b>	<b>\$ 79,813,701.56</b>	<b>\$ 84,241,316.19</b>

- ▶ Debt Service
  - ▶ Increase in FY 2026 and 2028 should the City move forward with Public Safety Facility and Debt Exclusion is not passed
  - ▶ All other debt cost will remain neutral and tied to CIP
  - ▶ FY 2028 - Debt Exclusion for the High School will be paid off
- ▶ Health Insurance and Pension Assessments
  - ▶ HI and PA cost are a huge cost driver
  - ▶ School Department expansion will increase cost drastically
  - ▶ Pension assessment will increase as more employees reach retirement age

## Considerations

Description	2018 Actual Expense	2019 Actual Expense	2020 Actual Expense	2021 Actual Expense	2022 Actual Expense	Total over Five years	Avg Over Five Year's
Total Overtime	\$ 4,955,698.32	\$ 5,611,738.63	\$ 4,951,569.62	\$ 6,112,052.98	\$ 7,846,395.22	\$ 29,477,454.77	\$ 5,895,490.95
Total Unused Sick Leave Buyback	\$ 1,215,333.57	\$ 476,234.81	\$ 439,729.20	\$ 1,496,243.66	\$ 773,750.41	\$ 4,401,291.65	\$ 880,258.33
Total Unused Personal Buyback	\$ 22,824.11	\$ 32,288.99	\$ 41,738.05	\$ 34,395.80	\$ 33,744.80	\$ 164,991.75	\$ 32,998.35
Total Unused Vacation Buyback	\$ 438,781.83	\$ 260,965.30	\$ 340,556.15	\$ 628,290.89	\$ 520,342.03	\$ 2,188,936.20	\$ 437,787.24
<b>Total Non- Salary Based Pay</b>	<b>\$ 6,632,637.83</b>	<b>\$ 6,381,227.73</b>	<b>\$ 5,773,593.02</b>	<b>\$ 8,270,983.33</b>	<b>\$ 9,174,232.46</b>	<b>\$ 36,232,674.37</b>	<b>\$ 7,246,534.87</b>

➤ **Planning:**

- The City Needs to Establish A Compensated Absence Account to prevent major budgetary change
- Overtime needs to be managed more effectively
- **Contracts have to have language to reduce Sick/Personal/Vacation build up**
  - **The City Cannot Sustain these types of increases**



## Considerations Continued

Description	2018 Over / Turnback	2019 Over / Turnback	2020 Over / Turnback	2021 Over / Turnback	2022 Over / Turnback	Total Over / Under Budget	Five Year Average
Total Overtime	(\$1,000,860.69)	(\$645,163.08)	\$105,774.26	(\$1,114,681.43)	(\$2,429,727.22)	(\$5,084,658.16)	(\$1,016,931.63)
Total Unused Sick Leave Buyback	\$94,970.23	\$838,517.54	\$1,676,743.89	\$565,957.86	\$1,545,956.59	\$4,722,146.11	\$944,429.22
Total Unused Personal Buyback	\$463.99	\$9,606.13	\$13,442.00	\$22,208.98	\$70,329.21	\$116,050.31	\$23,210.06
Total Unused Vacation Buyback	(\$29,568.77)	\$502,689.70	\$ 409,027.58	\$15,904.75	\$402,707.83	\$1,300,761.09	\$260,152.22
<b>Total Over/Turnback Per Year</b>	<b>(\$934,995.24)</b>	<b>\$705,650.29</b>	<b>\$2,204,987.73</b>	<b>(\$510,609.84)</b>	<b>(\$410,733.59)</b>	<b>\$1,054,299.35</b>	<b>\$210,859.87</b>

- Overtime needs to be managed more accurately from a Budget Standpoint
- Inconsistent Sick and Vacation Pay allows overtime to be used in place of Sick / Personal / Vacation buyback
  - Five Year Average highlights this
- City Cannot sustain overtime use at these levels

## Final Revenue vs. Expense

Fiscal Year	Revenue	Expense	Def / Sur	% of Bud
2024	\$ 275,325,672.53	\$ 275,909,527.80	\$ (583,855.27)	-0.21%
2025	\$ 289,417,772.93	\$ 291,080,108.90	\$ (1,662,335.96)	-0.57%
2026	\$ 301,482,649.28	\$ 304,757,580.64	\$ (3,274,931.36)	-1.07%
2027	\$ 312,010,934.29	\$ 318,281,190.50	\$ (6,270,256.22)	-1.97%
2028	\$ 323,020,048.93	\$ 331,196,817.71	\$ (8,176,768.77)	-2.47%

➤ Remember:

- This is a guide to identify what we have to do to balance the budget based on historical trends.
- We have identified pressure points in each Fiscal year.
- **Contracts have to be controlled** - Mayor with Council Approval has made adjustments in PY
  - Amounts will be determined by CFO and cannot exceed
- **No Debt Exclusions** have been taken into consideration with these figures

## Questions and Comments

Thank you, Mayor O'Connell, for your support and guidance. This project will allow us to better serve our City and its residents by identifying the costs and needs of the Departments.

Thank you, Members of the Municipal Council, for your time and consideration as we move forward in addressing the challenges of tomorrow.