



## OXFORD CITY COUNCIL Work Session Minutes

Tuesday, September 6, 2022

### Roll Call

|                        |                          |
|------------------------|--------------------------|
| William Snavelly Mayor | Chantel Raghu Vice Mayor |
| Jason Bracken          | Amber Franklin           |
| Alex French            | Glenn Ellerbe            |
| David Prytherch        |                          |

A work session meeting of the Oxford City Council was called to order by Mayor William Snavelly on Tuesday, September 6, 2022 at 7:00 p.m. Members in attendance were Amber Franklin, Jason Bracken, Glenn Ellerbe, Alex French, David Prytherch, and Chantel Raghu arrived at 7:20 pm.

### Staff Members in Attendance

Mr. Doug Elliott, City Manager; Ms. Jessica Greene, Assistant City Manager; Mr. Joe Newlin, Finance Director; Mr. Mike Dreisbach, Service Director; Mr. Sam Perry, Community Development Director; Mr. John Jones, Police Chief; Mr. John Detherage, Fire Chief; Mr. Casey Wooddell, Parks and Recreation Director; and Ms. Heather Barbour, Clerk of Council.

## Approval of the Agenda

### Motion – To Adopt

(Voice Vote) 1<sup>st</sup> Mr. Prytherch 2<sup>nd</sup> Ms. French

**AYE #6**

**NAY #0**

**ABS #0**

### Presentation- General Fund Five-Year Forecast

Mr. Newlin shared the attached slides entitled Budgeting Made Simple. Mr. Newlin noted that a balanced budget is revenue – expenditures = 0. Mr. Newlin compared building the General Fund Budget to building a seven-layer salad. Mr. Newlin mentioned there's no magic formula. It's all going in the new budget format that has been in the works for the past year. Mr. Newlin mentioned the three possible types of expenditures for each department. Mr. Newlin noted personnel costs, operating expenditures, and transfers to other funds for operations, debt, or capital expenditures. Mr. Newlin described the next layer to include various fees within a specific division. Mr. Newlin gave the example of Security of Persons & Property Division and the fees set in the annual Fee Ordinance, which is adopted at the same time as the City's budget is passed by City Council. Mr. Newlin noted that the next layer includes accounts like auction sales, miscellaneous, and reimbursements that are not division-specific sources of revenue but rather multiple divisions throughout the year. Mr. Newlin added that the third layer includes investment revenue, hotel taxes, and local government receipts. These three sources of revenue are divided among the divisions by the simple formula (Divisions total operational cost divided by total general fund operational costs) times the revenue source. Mr. Newlin addressed the fourth layer, the income tax receipts, the largest source of income for general fund operation, is first assigned to security of persons & property, public health & welfare, leisure time activities, and Community Environment, so they break even for the reporting period. Leftover income tax revenue is applied to the general government division. Mr. Newlin shared slides forecasting the next five years for the general fund, street fund, parking fund, water fund, wastewater fund, solid was fund and fire/EMS fund. Mr. Newlin offered to answer any questions. Mayor Snavelly thanked Mr. Newlin for the presentation.

## Adjournment

Motion to Adjourn Meeting at 7:24 p.m.

(Voice Vote) 1<sup>st</sup> Ms. Raghu 2<sup>nd</sup> Ms. Franklin

**AYE #7**

**NAY #0**

**ABS # 0**

# **Budgeting Made Simple**

# **Think Botany 101**

**Balanced Budget: Revenue - Expenditures = 0**

**Building the General Fund Budget is like building a seven layer salad.**

**Each department within the Division has three possible type of expenditures or layers**

**Personnel cost are generally the largest**

**Followed by operating expenditures**

**Finally transfers to other Funds for operations, debt or capital expenditures.**

**Layer One – this includes various fees within a specific Division, for instance Parking Violations and Administrative Citations belong in the Security of Persons & Property Division. These fees are set in the annual Fee Ordinance which is adopted at the same time as the City's budget is passed by City Council.**

**Layer Two – this includes accounts like Auctions Sales, Miscellaneous and Reimbursements which are not Division specific sources of revenue, rather multiple Divisions may receive them throughout the year.**

**Layer Three – this includes Investment Revenue, Hotel Taxes and Local Government Receipts. These three sources of revenue are divided among the Divisions by the simple formula (Divisions total operational cost divided by total General Fund operational costs) times the revenue source. Next Property Tax Revenue is divided by first subtracting any General Obligation Debt, in the City's case the transfer to the Aquatic Center Debt Service Fund, then the remainder is divided by the simple formula (Divisions total operational cost divided by total General Fund operational costs) times the remaining Property Tax Revenue. The portion of the Property Tax for the transfer to the Aquatic Center Debt Service Fund is then assigned to the General Government Division.**

**Fourth - finally the Income Tax Receipts, the largest source of income for General Fund operations, is first assigned to Security of Persons & Property, Public Health & Welfare, Leisure Time Activities and Community Environment so they break even for the reporting period. Last but not least, the left over Income Tax Revenue is applied to the General Government Division. This is the source of funding for transfers to other Funds for operations, debt or capital expenditures.**

City of Oxford General Fund Five Year Forecast

|                                                                                                                          | 2008<br>Actual | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual                                       | 2021<br>Actual | 2022<br>Forecast | 2023<br>Budget | 2024<br>Budget | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | Total       |
|--------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------------------------------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|-------------|
| Property Tax                                                                                                             | 1,001,412      | 1,146,967      | 1,049,273      | 1,096,095      | 1,065,999      | 1,074,342      | 1,085,084      | 1,070,489      | 1,085,208      | 1,099,059      | 1,171,892      | 1,203,549      | 1,194,207                                            | 1,443,100      | 1,400,000        | 1,400,000      | 1,414,000      | 1,428,140      | 1,442,421      | 1,456,845      | 24,328,082  |
| Income Tax                                                                                                               | 7,100,077      | 7,063,680      | 6,717,935      | 6,712,608      | 6,813,679      | 7,284,301      | 7,788,102      | 8,213,624      | 8,420,652      | 8,783,372      | 9,058,621      | 9,351,198      | 8,612,160                                            | 8,939,028      | 8,800,000        | 8,900,000      | 9,078,000      | 9,259,560      | 9,444,751      | 9,633,646      | 165,974,994 |
|                                                                                                                          | 8.57%          | -0.51%         | -4.89%         | -0.08%         | 1.51%          | 6.91%          | 6.92%          | 5.46%          | 2.52%          | 4.31%          | 3.13%          | 3.23%          | -7.90%                                               | 3.80%          | -1.56%           | 1.14%          | 2.00%          | 2.00%          | 2.00%          | 2.00%          |             |
| Hotel Tax                                                                                                                | 174,303        | 170,727        | 163,648        | 178,385        | 178,476        | 213,770        | 220,484        | 226,117        | 241,855        | 261,642        | 271,952        | 268,954        | 121,811                                              | 219,722        | 240,000          | 255,000        | 255,000        | 255,000        | 255,000        | 255,000        | 4,426,846   |
| State Levied Shared Taxes                                                                                                | 1,550,272      | 1,026,825      | 943,588        | 1,069,073      | 851,150        | 643,862        | 440,303        | 395,689        | 380,996        | 366,300        | 376,233        | 428,201        | 445,343                                              | 531,307        | 590,102          | 535,800        | 535,800        | 535,800        | 535,800        | 535,800        | 12,718,244  |
| Intergovernmental Receipts                                                                                               | 137,051        | 104,389        | 218,277        | 75,559         | 83,420         | 68,562         | 87,417         | 75,295         | 64,749         | 110,768        | 128,686        | 117,957        | 104,857                                              | 135,533        | 175,638          | 198,684        | 198,684        | 198,684        | 198,684        | 198,684        | 2,681,578   |
| Charges for Public Services                                                                                              | 664,880        | 769,441        | 775,485        | 396,177        | 422,552        | 473,209        | 439,469        | 530,789        | 481,301        | 486,265        | 458,705        | 677,965        | 385,228                                              | 825,838        | 728,726          | 735,055        | 735,055        | 735,055        | 735,055        | 735,055        | 12,191,305  |
| Permits & Fees                                                                                                           | 375,620        | 385,870        | 417,812        | 401,991        | 397,943        | 424,152        | 445,731        | 445,071        | 572,643        | 640,360        | 557,884        | 493,266        | 438,726                                              | 434,480        | 429,800          | 438,800        | 438,800        | 438,800        | 438,800        | 438,800        | 9,055,349   |
| Fines, Cost & Forfeitures                                                                                                | 264,224        | 232,653        | 323,168        | 241,358        | 195,627        | 202,153        | 210,524        | 176,996        | 145,879        | 189,079        | 181,858        | 200,666        | 162,546                                              | 226,140        | 176,008          | 186,400        | 186,400        | 186,400        | 186,400        | 186,400        | 4,060,879   |
| Interest Income                                                                                                          | 620,492        | 308,204        | 111,817        | 67,059         | 88,542         | 60,087         | 3,843          | 90,009         | 127,653        | 151,227        | 170,001        | 264,731        | 173,793                                              | 102,219        | 60,273           | 150,110        | 151,611        | 153,127        | 154,658        | 156,205        | 3,165,662   |
|                                                                                                                          |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  | 149.05%        | 1.00%          | 1.00%          | 1.00%          | 1.00%          |             |
| Miscellaneous                                                                                                            | 306,042        | 173,667        | 129,788        | 111,484        | 179,770        | 196,755        | 269,697        | 176,699        | 204,119        | 217,160        | 247,250        | 245,656        | 528,319                                              | 271,902        | 193,500          | 193,500        | 193,500        | 193,500        | 193,500        | 193,500        | 4,419,308   |
| Total Operating Revenue                                                                                                  | 12,194,373     | 11,382,423     | 10,850,791     | 10,349,789     | 10,277,158     | 10,641,193     | 10,990,654     | 11,400,778     | 11,725,055     | 12,305,232     | 12,623,082     | 13,252,143     | 12,166,990                                           | 13,129,269     | 12,794,047       | 12,993,349     | 13,186,850     | 13,384,066     | 13,585,069     | 13,789,935     | 243,022,247 |
| Security of Persons & Property                                                                                           | 4,807,100      | 5,135,359      | 5,274,442      | 4,175,411      | 4,184,461      | 4,276,918      | 4,493,510      | 4,549,053      | 4,466,057      | 4,824,197      | 4,888,443      | 5,246,990      | 5,042,806                                            | 5,406,177      | 5,847,749        | 6,208,154      | 6,301,276      | 6,395,795      | 6,491,732      | 6,589,108      | 104,604,738 |
| Public Health & Welfare                                                                                                  | 292,817        | 191,009        | 125,408        | 124,204        | 127,693        | 133,080        | 122,530        | 122,331        | 123,304        | 127,344        | 127,993        | 128,356        | 216,233                                              | 133,417        | 178,474          | 183,474        | 183,474        | 183,474        | 183,474        | 183,474        | 3,191,563   |
| Leisure Time Activities                                                                                                  | 1,243,275      | 1,311,532      | 1,284,084      | 1,254,244      | 1,328,629      | 1,318,378      | 1,367,609      | 1,369,685      | 1,340,489      | 1,404,758      | 1,408,327      | 1,569,270      | 1,449,993                                            | 1,664,949      | 1,754,134        | 1,958,375      | 2,056,294      | 2,159,109      | 2,267,064      | 2,380,417      | 31,890,615  |
| Community Environment                                                                                                    | 727,000        | 804,151        | 806,600        | 811,878        | 774,335        | 785,042        | 855,751        | 852,309        | 942,940        | 1,118,617      | 1,051,868      | 955,841        | 901,252                                              | 1,006,982      | 1,058,388        | 939,538        | 953,631        | 967,935        | 982,454        | 997,191        | 18,293,703  |
| General Government                                                                                                       | 3,467,094      | 2,265,065      | 2,325,082      | 1,726,323      | 1,632,311      | 1,768,180      | 1,648,073      | 1,720,337      | 1,791,330      | 1,925,644      | 2,041,832      | 1,889,302      | 1,919,479                                            | 2,362,965      | 2,070,124        | 2,295,965      | 2,330,404      | 2,365,360      | 2,400,840      | 2,436,853      | 42,382,563  |
| Total Operating Expenses                                                                                                 | 10,537,286     | 9,707,116      | 9,815,616      | 8,092,060      | 8,047,429      | 8,281,598      | 8,487,473      | 8,613,715      | 8,664,120      | 9,400,560      | 9,518,463      | 9,789,759      | 9,529,763                                            | 10,574,490     | 10,908,869       | 11,585,506     | 11,825,079     | 12,071,673     | 12,325,564     | 12,587,043     | 200,363,182 |
| Revenue - Operating Expenses                                                                                             | 1,657,087      | 1,675,307      | 1,035,175      | 2,257,729      | 2,229,729      | 2,359,595      | 2,503,181      | 2,787,063      | 3,060,935      | 2,904,672      | 3,104,619      | 3,462,384      | 2,637,227                                            | 2,554,779      | 1,885,178        | 1,407,843      | 1,361,771      | 1,312,393      | 1,259,505      | 1,202,892      | 42,659,065  |
| Park Debt Transfer                                                                                                       | 328,060        | 286,004        | 311,252        | 312,150        | 307,450        | 313,050        | 306,800        | 306,800        | 310,850        | 307,075        | 311,763        | 311,250        |                                                      |                |                  |                |                |                |                |                | 3,712,504   |
| Aquatic Center Debt                                                                                                      |                |                |                |                |                |                |                |                |                |                |                |                | -                                                    | 269,791        | 305,250          | 311,050        | 306,550        | 307,050        | 307,400        | 308,400        | 2,115,491   |
| Streets Transfer                                                                                                         | 441,900        | 400,000        | 448,523        | 413,000        | 433,000        | 433,000        | 492,038        | 521,664        | 530,604        | 544,613        | 582,045        | 578,085        | 452,425                                              | 447,665        | 511,960          | 552,621        | 560,910        | 569,324        | 577,864        | 586,532        | 10,077,773  |
|                                                                                                                          |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                | 1.50%          | 1.50%          | 1.50%          | 1.50%          |             |
| Discretionary Spending                                                                                                   | 887,127        | 989,303        | 275,400        | 1,532,579      | 1,489,279      | 1,613,545      | 1,704,343      | 1,958,599      | 2,219,481      | 2,052,984      | 2,210,811      | 2,573,049      | 2,184,802                                            | 1,837,323      | 1,067,968        | 544,172        | 494,311        | 436,019        | 374,241        | 307,960        | 26,753,297  |
| Transfer from Capital Improvement                                                                                        | 1,500,000      | 567,097        | 590,000        | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                                                    | -              | -                | -              | -              | -              | -              | -              | 2,657,097   |
| Adjusted Discretionary Spending                                                                                          | 2,387,127      | 1,556,400      | 865,400        | 1,532,579      | 1,489,279      | 1,613,545      | 1,704,343      | 1,958,599      | 2,219,481      | 2,052,984      | 2,210,811      | 2,573,049      | 2,184,802                                            | 1,837,323      | 1,067,968        | 544,172        | 494,311        | 436,019        | 374,241        | 307,960        | 29,410,394  |
| *** Property taxes increase 1% in 2024 - 2027 based on 2023 Budget                                                       |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |
| *** Income taxes increase 2.6% 2023 Budget, 2.0% 2024 - 2027 based on 2023 Budget                                        |                |                |                |                |                |                |                |                |                |                |                |                | Oxford Cemetery Association (net revenue - expenses) |                |                  |                | 35,000         | 35,000         | 35,000         | 35,000         |             |
| *** Hotel taxes increase back to pre-COVID levels in 2023                                                                |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |
| *** Interest Income increase 1% 2024 - 2027                                                                              |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |
| *** Local Government Funds budgeted increase 4.3% 2023                                                                   |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |
| *** 2022 Forcasted Revenue & Expenditures                                                                                |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |
| *** Expenditure increase 1.5% in 2024 - 2027 except Public Health & Welfare (mostly agency funding) based on 2023 Budget |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |
| *** Ramp up of Fire/EMS to 24 hour coverage                                                                              |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |
| *** Transfer from Capital Improvement offsets payments made from the General Fund for Western Knolls settlement          |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |
| *** Transfer to Streets increases 1.5% 2024 - 2027                                                                       |                |                |                |                |                |                |                |                |                |                |                |                |                                                      |                |                  |                |                |                |                |                |             |

City of Oxford Street Fund Five Year Forecast

|                                                                | 2008<br>Actual | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Forecast | 2023<br>Budget | 2024<br>Budget | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | Total      |
|----------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|------------|
| Motor Vehicle License Fees                                     | 47,776         | 45,386         | 43,798         | 45,180         | 45,531         | 43,594         | 41,516         | 42,970         | 45,103         | 45,701         | 47,054         | 45,230         | 37,303         | 40,257         | 41,000           | 47,000         | 47,000         | 47,000         | 47,000         | 47,000         | 938,633    |
| Gasoline Tax                                                   | 228,216        | 221,922        | 226,488        | 209,925        | 203,488        | 205,731        | 214,988        | 217,407        | 219,132        | 230,717        | 240,620        | 298,113        | 357,635        | 345,467        | 335,000          | 396,613        | 396,613        | 396,613        | 396,613        | 396,613        | 5,949,221  |
| Local License Fees                                             | 46,460         | 45,366         | 43,518         | 44,772         | 46,118         | 48,409         | 47,603         | 50,310         | 52,180         | 53,909         | 55,769         | 54,491         | 49,229         | 53,015         | 53,000           | 55,800         | 55,800         | 55,800         | 55,800         | 55,800         | 1,078,138  |
| Auction Sales                                                  | 2,200          | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | 31,500           | -              | -              | -              | -              | -              | 33,700     |
| Miscellaneous                                                  | 5,051          | 5,130          | 5,392          | 9,273          | 3,702          | 7,136          | 5,352          | 12,462         | 5,300          | 12,612         | 7,856          | 6,218          | 3,970          | 10,134         | 10,500           | 6,000          | 6,000          | 6,000          | 6,000          | 6,000          | 147,284    |
| Street Cuts                                                    | 12,638         | 20,502         | 14,828         | 7,475          | 15,713         | 5,923          | 10,687         | 6,559          | 11,342         | 19,092         | 20,755         | 13,046         | 14,871         | 21,269         | 18,000           | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | 286,099    |
| Street Cuts / Water                                            | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | -          |
| Interest                                                       | 7,044          | 4,641          | 2,140          | 1,373          | 1,881          | 1,254          | (124)          | 1,786          | 3,311          | 4,457          | 5,597          | 12,566         | 11,034         | 7,475          | 4,140            | 6,894          | 6,963          | 7,033          | 7,033          | 7,103          | 113,665    |
|                                                                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                  | 66.52%         | 1.00%          | 1.00%          | 1.00%          | 1.00%          |            |
| Reimbursements                                                 | -              | 3,013          | 7,109          | 5,109          | 4,250          | 18,379         | 27,595         | 15,238         | 10,539         | 14,211         | 22,275         | 27,879         | 41,056         | 39,986         | 20,000           | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          | 282,178    |
| Total Operating Revenue                                        | 349,385        | 345,960        | 343,273        | 323,107        | 320,683        | 330,426        | 347,617        | 346,732        | 346,907        | 380,699        | 399,926        | 457,543        | 515,098        | 517,603        | 513,140          | 527,308        | 527,376        | 527,446        | 527,446        | 527,516        | 8,828,918  |
| Transfer from General                                          | 441,900        | 400,000        | 448,523        | 413,000        | 433,000        | 433,000        | 492,038        | 521,664        | 530,604        | 544,613        | 582,045        | 578,085        | 452,425        | 447,665        | 511,960          | 552,621        | 560,910        | 569,324        | 577,864        | 586,532        | 10,461,773 |
| Transfer from FEMA                                             | -              | 93,137         | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 93,137     |
| Transfer from Parking                                          | 22,784         | 23,581         | 23,581         | 23,581         | 23,581         | 22,625         | 23,005         | 23,947         | 24,599         | 25,280         | 27,394         | 28,343         | 28,686         | 29,409         | 30,134           | 31,185         | 31,653         | 32,128         | 32,610         | 33,099         | 563,325    |
| Total Transfers                                                | 464,684        | 516,718        | 472,104        | 436,581        | 456,581        | 455,625        | 515,043        | 545,611        | 555,203        | 569,893        | 609,439        | 606,428        | 481,111        | 477,074        | 542,094          | 583,806        | 592,563        | 601,452        | 610,474        | 619,631        | 11,118,235 |
| Total Revenue                                                  | 814,069        | 862,678        | 815,377        | 759,688        | 777,264        | 786,051        | 862,660        | 892,343        | 902,110        | 950,592        | 1,009,365      | 1,063,971      | 996,209        | 994,677        | 1,055,234        | 1,111,114      | 1,119,939      | 1,128,898      | 1,137,920      | 1,147,147      | 19,947,154 |
| Personnel                                                      | 626,157        | 624,966        | 579,997        | 572,602        | 596,204        | 599,645        | 614,191        | 634,586        | 640,232        | 686,393        | 702,534        | 688,578        | 708,214        | 740,260        | 789,659          | 801,504        | 813,527        | 825,730        | 838,116        | 850,688        | 14,522,497 |
| Operating                                                      | 237,065        | 189,670        | 222,019        | 182,672        | 160,746        | 198,556        | 252,424        | 205,244        | 161,168        | 184,472        | 196,142        | 180,961        | 143,640        | 252,188        | 276,727          | 280,878        | 285,091        | 289,367        | 293,708        | 298,114        | 4,631,154  |
| Capital                                                        | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | 79,974         | 295,000          | -              | -              | -              | -              | -              | 374,974    |
| Total Operating Expenses                                       | 863,222        | 814,636        | 802,016        | 755,274        | 756,950        | 798,201        | 866,615        | 839,830        | 801,400        | 870,865        | 898,676        | 869,539        | 851,854        | 1,072,422      | 1,361,386        | 1,082,382      | 1,098,618      | 1,115,097      | 1,131,824      | 1,148,802      | 19,528,625 |
| Revenue - Operating Expenses                                   | (49,153)       | 48,042         | 13,361         | 4,414          | 20,314         | (12,150)       | (3,955)        | 52,513         | 100,710        | 79,727         | 110,689        | 194,432        | 144,355        | (77,745)       | (306,152)        | 28,732         | 21,321         | 13,801         | 6,096          | (1,655)        | 418,529    |
| Transfer to Internal Service                                   | 5,096          | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 5,096      |
| Transfer to Parking                                            | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | 24,097         | -              | -                | -              | -              | -              | -              | -              | 24,097     |
|                                                                | 5,096          | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | 24,097         | -              | -                | -              | -              | -              | -              | -              | 29,193     |
| Discretionary Spending                                         | (54,249)       | 48,042         | 13,361         | 4,414          | 20,314         | (12,150)       | (3,955)        | 52,513         | 100,710        | 79,727         | 110,689        | 194,432        | 120,258        | (77,745)       | (306,152)        | 28,732         | 21,321         | 13,801         | 6,096          | (1,655)        | 53,290     |
| *** 2022 Forecasted Revenue & Expenditures                     |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                  |                |                |                |                |                |            |
| *** Interest Income increase 1% 2024 - 2027                    |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                  |                |                |                |                |                |            |
| *** Transfer from General & Parking increases 1.5% 2024 - 2027 |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                  |                |                |                |                |                |            |
| *** Expenditure increase 1.5% in 2024 - 2027                   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                  |                |                |                |                |                |            |

City of Oxford Parking Fund Five Year Forecast

|                                 | 2008<br>Actual | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Forecast | 2023<br>Budget | 2024<br>Budget | 2025<br>Budget | 2025<br>Budget | 2026<br>Budget | Total      |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|------------|
| Parking Garage Rent             | 86,560         | 99,995         | 109,553        | 121,777        | 101,842        | 145,318        | 146,239        | 150,154        | 162,533        | 146,685        | 156,073        | 167,067        | 125,560        | 170,013        | 165,000          | 164,000        | 164,000        | 164,000        | 164,000        | 164,000        | 2,874,369  |
| Residential Parking Permits     | -              | -              | -              | 735            | 1,357          | 1,540          | 1,800          | 2,087          | 2,738          | 3,127          | 2,626          | 2,812          | 2,665          | 3,450          | 3,000            | 2,500          | 2,500          | 2,500          | 2,500          | 2,500          | 40,437     |
| Miscellaneous                   | -              | -              | -              | -              | -              | -              | -              | -              | 10             | -              | -              | 226            | 175            | 50             | -                | -              | -              | -              | -              | -              | 461        |
| Meter Collection                | 289,539        | 284,461        | 266,999        | 346,659        | 340,345        | 349,611        | 340,855        | 335,300        | 343,328        | 338,940        | 355,026        | 327,067        | 186,520        | 433,564        | 450,000          | 450,000        | 450,000        | 450,000        | 450,000        | 450,000        | 7,238,214  |
| Garage Collections              | 27,136         | 29,755         | 25,876         | 30,565         | 18,601         | 18,369         | 23,953         | 20,105         | 22,530         | 20,413         | 19,708         | 15,448         | 7,066          | 1,936          | 800              | 800            | 800            | 800            | 800            | 800            | 286,261    |
| Recovery of Write Offs          | 17,403         | 6,887          | 4,932          | 5,432          | 4,837          | 2,973          | 4,182          | 2,805          | 1,918          | 2,509          | 3,069          | 1,173          | 8,299          | 4,335          | 4,000            | 8,000          | 8,000          | 8,000          | 8,000          | 8,000          | 114,754    |
| Collection Fee                  | 3,991          | 4,617          | 4,040          | 4,281          | 4,149          | 3,562          | 3,448          | 3,039          | 2,908          | 3,776          | 4,600          | 634            | 4,562          | 4,854          | 6,000            | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          | 83,461     |
| Fines                           | 217,186        | 181,081        | 207,854        | 192,432        | 165,115        | 124,312        | 117,501        | 108,515        | 127,520        | 104,459        | 102,939        | 126,801        | 96,276         | 142,981        | 135,000          | 140,000        | 140,000        | 140,000        | 140,000        | 140,000        | 2,849,972  |
| Recovery Fee                    | 6,121          | 3,628          | 3,378          | 2,650          | 2,501          | 2,092          | 1,860          | 1,716          | 1,676          | 1,706          | 1,465          | 107            | 1,604          | 5,797          | 6,000            | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          | 67,301     |
| Interest Income                 | 49,333         | 28,061         | 12,140         | 8,226          | 9,225          | 4,986          | 133            | 5,397          | 8,363          | 9,613          | 9,381          | 15,508         | 9,268          | 5,257          | 2,441            | 6,869          | 6,938          | 7,007          | 7,007          | 7,077          | 212,230    |
| Reimbursements                  | 278            | 6,069          | 8,813          | 5,642          | 3,533          | 3,840          | 5,895          | 2,865          | 1,477          | 2,955          | 2,852          | 3,943          | 17,621         | 4,708          | 3,500            | 4,200          | 4,200          | 4,200          | 4,200          | 4,200          | 94,991     |
| Total Operating Revenue         | 691,426        | 640,926        | 640,207        | 715,749        | 649,004        | 654,511        | 644,006        | 630,267        | 673,325        | 632,477        | 656,274        | 660,679        | 458,012        | 771,148        | 769,741          | 781,369        | 781,438        | 781,507        | 781,507        | 781,577        | 13,795,150 |
| Parking                         | 410,796        | 444,606        | 463,283        | 437,434        | 395,221        | 397,776        | 415,192        | 387,934        | 380,800        | 450,706        | 422,570        | 493,363        | 470,001        | 541,263        | 624,956          | 660,718        | 670,629        | 680,688        | 690,898        | 701,261        | 10,140,095 |
| Total Operating Expenses        | 410,796        | 444,606        | 463,283        | 437,434        | 395,221        | 397,776        | 415,192        | 387,934        | 380,800        | 450,706        | 422,570        | 493,363        | 470,001        | 541,263        | 624,956          | 660,718        | 670,629        | 680,688        | 690,898        | 701,261        | 10,140,095 |
| Revenue - Operating Expenses    | 280,630        | 196,320        | 176,924        | 278,315        | 253,783        | 256,735        | 228,814        | 242,333        | 292,525        | 181,771        | 233,704        | 167,316        | (11,989)       | 229,885        | 144,785          | 120,651        | 110,809        | 100,819        | 90,609         | 80,316         | 3,655,055  |
| Transfer to Street              | 22,784         | 23,581         | 23,581         | 23,581         | 23,581         | 22,625         | 23,005         | 23,947         | 24,599         | 25,280         | 27,394         | 28,343         | 28,686         | 29,409         | 35,351           | 35,889         | 36,427         | 36,973         | 36,973         | 37,528         | 569,537    |
| Transfer to General             | 23,664         | 24,500         | 24,500         | 24,500         | 24,500         | 26,574         | 27,333         | 28,588         | 29,015         | 29,711         | 29,241         | 30,120         | 33,364         | 33,302         | 30,134           | 31,185         | 31,653         | 32,128         | 32,128         | 32,610         | 578,750    |
| Transfer to Capital Improvement | 100,000        | 100,000        | 100,000        | 100,000        | 115,312        | 110,000        | 110,000        | 110,000        | 110,000        | 110,000        | 110,000        | 110,000        | 110,000        | -              | -                | 110,000        | 110,000        | 110,000        | 110,000        | 110,000        | 1,945,312  |
| Discretionary Spending          | 134,182        | 48,239         | 28,843         | 130,234        | 90,390         | 97,536         | 68,476         | 79,798         | 128,911        | 16,780         | 67,069         | (1,147)        | (184,039)      | 167,174        | 79,300           | (56,423)       | (67,271)       | (78,282)       | (88,492)       | (99,822)       | 561,456    |

\*\*\* 2022 Forecasted Revenue & Expenditures

\*\*\* Interest Income increase 1% 2024 - 2027

\*\*\* Expenditure increase 1.5% in 2024 - 2027

\*\*\* Transfer to Street & General increases 1.5% 2024 - 2027

City of Oxford Water Fund Five Year Forecast

|                                     | 2008<br>Actual | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Forecast | 2023<br>Budget  | 2024<br>Budget  | 2025<br>Budget  | 2026<br>Budget  | 2027<br>Budget  | Total      |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------|
| Auction Sales                       | 900            | -              | -              | -              | -              | 190            | -              | 1,650          | -              | 3,550          | -              | 1,988          | -              | 4,050          | -                | -               | -               | -               | -               | -               | 12,328     |
| Water                               | 2,502,791      | 2,447,790      | 2,514,951      | 2,461,358      | 2,555,272      | 2,418,259      | 2,314,748      | 2,492,611      | 2,454,570      | 2,412,694      | 2,545,642      | 2,659,337      | 2,458,092      | 2,518,023      | 2,500,000        | 2,597,175       | 2,645,223       | 2,694,160       | 2,744,002       | 2,794,766       | 50,731,464 |
| Water Taps                          | 62,318         | 12,000         | 65,735         | 58,185         | 32,215         | 79,810         | 71,875         | 108,745        | 88,380         | 90,415         | 48,000         | 23,170         | 47,496         | 58,324         | 40,000           | 40,000          | 40,000          | 40,000          | 40,000          | 40,000          | 1,086,668  |
| Water Meters                        | 24,967         | 10,168         | 18,230         | 2,649          | 16,454         | 26,700         | 18,900         | 41,849         | 29,976         | 28,745         | 52,883         | 18,422         | 6,456          | 4,135          | 10,000           | 14,000          | 14,000          | 14,000          | 14,000          | 14,000          | 380,534    |
| Miscellaneous                       | 5,660          | 4,506          | 5,731          | 12,395         | 7,260          | 8,711          | 16,681         | 4,773          | 9,573          | 6,959          | 14,447         | 3,600          | 4,084          | 5,734          | 15,000           | 4,000           | 4,000           | 4,000           | 4,000           | 4,000           | 145,114    |
| Over/Under Payment                  | 49,684         | (46,745)       | (9,739)        | (2,557)        | 3,265          | (2,165)        | 7,433          | 19,475         | (16,188)       | 18,435         | (9,881)        | 11,363         | 10,135         | (7,611)        | (453)            | -               | -               | -               | -               | -               | 24,450     |
| Account Initiation Fee              | 33,786         | 30,435         | 29,622         | 30,757         | 32,343         | 36,238         | 34,750         | 38,223         | 35,152         | 36,851         | 36,984         | 40,327         | 42,850         | 43,335         | 35,000           | 35,000          | 35,000          | 35,000          | 35,000          | 35,000          | 711,653    |
| Recovery of Fees for Collection     | 1,194          | 2,600          | 126            | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -               | -               | -               | -               | -               | 3,920      |
| Recovery of Write-Offs              | 6,129          | 6,783          | 4,573          | 8,110          | 6,422          | 4,560          | 3,637          | 4,249          | 1,773          | 2,688          | 1,408          | 1,259          | 1,920          | 911            | 900              | 5,000           | 5,000           | 5,000           | 5,000           | 5,000           | 80,322     |
| Back Flow Permits                   | 13,650         | 14,200         | 17,350         | 19,800         | 18,050         | 18,725         | 16,375         | 22,125         | 23,025         | 24,850         | 21,050         | 23,700         | 22,825         | 23,850         | 22,000           | 22,000          |                 |                 |                 |                 |            |
| Interest Income                     | 251,983        | 137,298        | 55,365         | 35,383         | 36,112         | 22,706         | (343)          | 28,818         | 43,368         | 53,713         | 59,152         | 115,678        | 85,391         | 59,161         | 34,527           | 74,581          | 75,327<br>1.00% | 76,080<br>1.00% | 76,080<br>1.00% | 76,841<br>1.00% | 1,397,221  |
| Reimbursements                      | 340            | 6,842          | 12,668         | 14,552         | 852            | 10,734         | 17,895         | 9,045          | 9,461          | 13,699         | 24,591         | 12,589         | 58,624         | 15,764         | 33,155           | -               | -               | -               | -               | -               | 240,811    |
| Total Operating Revenue             | 2,953,402      | 2,625,877      | 2,714,612      | 2,640,632      | 2,708,245      | 2,624,468      | 2,501,951      | 2,771,563      | 2,679,090      | 2,692,599      | 2,794,276      | 2,911,433      | 2,737,873      | 2,725,676      | 2,690,129        | 2,791,756       | 2,818,550       | 2,868,240       | 2,918,082       | 2,969,607       | 55,138,060 |
| Water                               | 1,613,736      | 1,648,771      | 1,664,577      | 1,610,551      | 1,684,801      | 1,635,264      | 1,720,370      | 1,768,193      | 1,776,182      | 1,807,666      | 1,835,960      | 1,822,864      | 1,848,844      | 1,816,296      | 2,367,652        | 2,403,167       | 2,439,214       | 2,475,802       | 2,512,940       | 2,550,634       | 39,003,484 |
| Total Operating Expenses            | 1,613,736      | 1,648,771      | 1,664,577      | 1,610,551      | 1,684,801      | 1,635,264      | 1,720,370      | 1,768,193      | 1,776,182      | 1,807,666      | 1,835,960      | 1,822,864      | 1,848,844      | 1,816,296      | 2,367,652        | 2,403,167       | 2,439,214       | 2,475,802       | 2,512,940       | 2,550,634       | 39,003,484 |
| Revenue - Operating Expenses        | 1,339,666      | 977,106        | 1,050,035      | 1,030,081      | 1,023,444      | 989,204        | 781,581        | 1,003,370      | 902,908        | 884,933        | 958,316        | 1,088,569      | 889,029        | 909,380        | 322,477          | 388,589         | 379,336         | 392,438         | 405,143         | 418,973         | 16,134,577 |
| Transfer to Water Bond Debt Service | 931,250        | 929,350        | 923,100        | 880,690        | 890,350        | 889,500        | 887,400        | -              | -              | -              | -              | -              | -              | -              | -                | -               | -               | -               | -               | -               | 6,331,640  |
| Transfer to General                 | -              | 10,000         | 36,976         | 36,976         | 38,295         | 38,672         | 39,282         | 39,769         | 40,001         | 42,095         | 34,004         | 39,343         | 46,852         | 37,784         | 42,690           | 43,330<br>1.50% | 43,980<br>1.50% | 44,640<br>1.50% | 44,640<br>1.50% | 45,310<br>1.50% | 744,639    |
| Discretionary Spending              | 408,416        | 37,756         | 89,959         | 112,415        | 94,799         | 61,032         | (145,101)      | 963,601        | 862,907        | 842,838        | 924,312        | 1,049,226      | 842,177        | 871,596        | 279,787          | 345,259         | 335,356         | 347,798         | 360,503         | 373,663         | 9,058,298  |

\*\*\* Water Sales increase 2.0% 2024 - 2027

\*\*\* 2022 Forcasted Revenue & Expenditures

\*\*\* Interest Income increase 1% 2024 - 2027

\*\*\* Expenditure increase 1.5% in 2024 - 2027

\*\*\* Transfer to General increases 1.5% 2024 - 2027

City of Oxford Wastewater Five Year Forecast

|                                 | 2008<br>Actual | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Forecast | 2023<br>Budget | 2024<br>Budget | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | Total      |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|------------|
| Auction Sales                   | -              | -              | -              | -              | -              | 190            | -              | 3,550          | -              | 1,700          | -              | 2,110          | -              | 1,875          | -                | -              | -              | -              | -              | -              | 9,425      |
| Wastewater Collection Charges   | 3,007,070      | 2,844,989      | 2,923,333      | 2,859,493      | 2,925,805      | 2,750,939      | 2,669,488      | 2,766,698      | 2,730,491      | 2,660,219      | 2,837,772      | 2,948,707      | 2,642,708      | 2,749,126      | 2,800,000        | 2,960,780      | 3,015,554      | 3,071,342      | 3,128,162      | 3,186,033      | 57,478,709 |
| Wastewater Taps                 | 4,350          | 1,250          | 2,525          | 5,450          | 1,875          | 4,150          | 7,175          | 8,140          | 58,629         | -              | -              | -              | 50             | -              | -                | -              | -              | -              | -              | -              | 93,594     |
| Miscellaneous                   | 3,874          | 2,626          | 2,370          | 265            | 620            | 1,951          | 2,604          | 1,651          | 950            | 700            | 1,256          | 800            | 795            | 750            | 2,000            | 800            | 800            | 800            | 800            | 800            | 27,212     |
| Recovery of Write-Offs          | 6,129          | 6,783          | 4,573          | 8,110          | 6,422          | 4,560          | 3,637          | 4,288          | 2,104          | 2,596          | 1,531          | 1,288          | 2,474          | 899            | 1,000            | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          | 81,394     |
| Account Initiation Fee          | 33,732         | 30,376         | 29,640         | 30,751         | 32,327         | 36,202         | 34,768         | 38,147         | 35,126         | 36,852         | 36,842         | 39,675         | 42,515         | 42,924         | 35,000           | 35,000         | 35,000         | 35,000         | 35,000         | 35,000         | 709,877    |
| Recovery of Fees for Collection | 1,194          | 2,600          | 126            | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 3,920      |
| Interest Income                 | 303,190        | 166,851        | 72,729         | 49,764         | 54,122         | 29,879         | (337)          | 28,618         | 36,457         | 40,434         | 40,978         | 74,534         | 54,869         | 38,306         | 22,212           | 48,637         | 49,123         | 49,615         | 49,615         | 50,111         | 1,259,706  |
|                                 |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                  |                | 1.00%          | 1.00%          | 1.00%          | 1.00%          |            |
| Reimbursements                  | -              | 150            | -              | -              | 645            | 11,635         | 20,615         | 9,553          | 3,665          | 13,676         | 13,661         | 14,795         | 68,228         | 18,363         | 2,000            | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 181,986    |
| Total Operating Revenue         | 3,359,539      | 3,055,625      | 3,035,296      | 2,953,833      | 3,021,816      | 2,839,506      | 2,737,950      | 2,860,645      | 2,867,422      | 2,756,177      | 2,932,040      | 3,081,909      | 2,811,639      | 2,852,243      | 2,862,212        | 3,051,217      | 3,106,477      | 3,162,757      | 3,219,577      | 3,277,944      | 59,845,823 |
| Wastewater                      | 1,881,873      | 1,911,252      | 1,814,038      | 1,785,979      | 1,879,979      | 1,952,782      | 2,011,198      | 1,996,481      | 2,036,864      | 2,079,470      | 2,145,647      | 2,203,614      | 2,220,236      | 2,256,774      | 2,435,307        | 2,834,734      | 2,877,255      | 2,920,414      | 2,964,220      | 3,008,683      | 45,216,800 |
| Total Operating Expenses        | 1,881,873      | 1,911,252      | 1,814,038      | 1,785,979      | 1,879,979      | 1,952,782      | 2,011,198      | 1,996,481      | 2,036,864      | 2,079,470      | 2,145,647      | 2,203,614      | 2,220,236      | 2,256,774      | 2,435,307        | 2,834,734      | 2,877,255      | 2,920,414      | 2,964,220      | 3,008,683      | 45,216,800 |
| Revenue - Operating Expenses    | 1,477,666      | 1,144,373      | 1,221,258      | 1,167,854      | 1,141,837      | 886,724        | 726,752        | 864,164        | 830,558        | 676,707        | 786,393        | 878,295        | 591,403        | 595,469        | 426,905          | 216,483        | 229,222        | 242,343        | 255,357        | 269,260        | 14,629,023 |
| Debt Service                    | 949,787        | 561,221        | 561,221        | 561,221        | 561,221        | 561,221        | 561,221        | 561,221        | 536,174        | 526,406        | 506,727        | -              | -              | -              | -                | -              | -              | -              | -              | -              | 6,447,641  |
| Transfer to General             | -              | 10,000         | 36,976         | 36,976         | 38,295         | 38,672         | 39,282         | 39,769         | 40,001         | 42,095         | 34,004         | 39,343         | 46,852         | 37,784         | 43,851           | 44,509         | 45,177         | 45,855         | 45,855         | 46,543         | 751,839    |
|                                 |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                  | 1.50%          | 1.50%          | 1.50%          | 1.50%          | 1.50%          |            |
| Discretionary Spending          | 527,879        | 573,152        | 623,061        | 569,657        | 542,321        | 286,831        | 126,249        | 263,174        | 254,383        | 108,206        | 245,662        | 838,952        | 544,551        | 557,685        | 383,054          | 171,974        | 184,045        | 196,488        | 209,502        | 222,717        | 7,429,543  |

\*\*\* Wastewater Collection Charges increase 2.0% 2024 - 2027

\*\*\* 2022 Forcasted Revenue & Expenditures

\*\*\* Interest Income increase 1% 2024 - 2027

\*\*\* Expenditure increase 1.5% in 2024 - 2027

\*\*\* Transfer to General increases 1.5% 2024 - 2027

City of Oxford Solid Waste Fund Five Year Forecast

|                                     | 2008<br>Actual | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Forecast | 2023<br>Budget | 2024<br>Budget | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | Total      |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|------------|
| Grants                              | -              | 1,391          | 2,499          | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 3,890      |
| Collection Charges                  | 1,314,322      | 1,328,687      | 1,341,992      | 1,351,159      | 1,400,210      | 1,448,661      | 1,470,885      | 1,345,686      | 1,278,247      | 1,200,076      | 1,168,743      | 1,124,141      | 1,130,822      | 1,158,527      | 1,200,000        | 1,412,268      | 1,447,575      | 1,483,764      | 1,520,858      | 1,558,880      | 26,685,503 |
| Compactor Use                       | 24,100         | 22,379         | 18,083         | 24,131         | 20,740         | 22,395         | 23,973         | 26,905         | 32,580         | 30,195         | 26,955         | 28,080         | 21,285         | 24,525         | 21,000           | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 517,326    |
| Dumpster Rentals                    | 116,731        | 115,066        | 111,020        | 121,319        | 138,200        | 144,962        | 151,595        | 159,266        | 169,277        | 173,282        | 181,995        | 182,461        | 187,113        | 193,728        | 199,000          | 184,620        | 184,620        | 184,620        | 184,620        | 184,620        | 3,268,115  |
| One Time Permit                     | 508            | 347            | 280            | 369            | 284            | 740            | 290            | 680            | 340            | 265            | 580            | 720            | 350            | 225            | 500              | 300            | 300            | 300            | 300            | 300            | 7,978      |
| Recycling Charges                   | 126,329        | 124,331        | 137,708        | 143,525        | 154,381        | 162,094        | 163,835        | 174,563        | 168,754        | 185,394        | 194,367        | 208,834        | 219,887        | 220,938        | 223,000          | 218,566        | 218,566        | 218,566        | 218,566        | 218,566        | 3,700,770  |
| Yard Waste Permits                  | 79             | 321            | 240            | 300            | 429            | 210            | 144            | 24             | 12             | -              | -              | -              | -              | 150            | 100              | 350            | 350            | 350            | 350            | 350            | 3,759      |
| Recovery of Write-offs              | 1,370          | 1,510          | 1,016          | 1,802          | 1,427          | 1,013          | 811            | 829            | 1,037          | 2,571          | 1,079          | 1,385          | 1,742          | 783            | 700              | 1,200          | 1,200          | 1,200          | 1,200          | 1,200          | 25,075     |
| Butler County Recycling Incentive   | 3,417          | 25,460         | 21,051         | 19,613         | 14,179         | 15,971         | 12,861         | 15,337         | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 127,889    |
| Recovery of Fees for Collections    | 262            | 578            | 28             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 868        |
| Interest                            | 52,748         | 33,162         | 16,497         | 11,289         | 13,549         | 9,645          | 99             | 12,661         | 18,763         | 21,472         | 22,055         | 37,640         | 22,376         | 13,042         | 7,495            | 13,292         | 13,425         | 13,559         | 13,695         | 13,832         | 360,296    |
|                                     |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                  |                | 1.00%          | 1.00%          | 1.00%          | 1.00%          |            |
| Reimbursements                      | -              | -              | -              | -              | 50             | 1,291          | 1,921          | 958            | 366            | 1,552          | 1,756          | 1,658          | 9,493          | 2,759          | -                | -              | -              | -              | -              | -              | 21,804     |
| Total Operating Revenue             | 1,639,866      | 1,653,232      | 1,650,414      | 1,673,507      | 1,743,449      | 1,806,982      | 1,826,414      | 1,736,909      | 1,669,376      | 1,614,807      | 1,597,530      | 1,584,919      | 1,593,068      | 1,614,677      | 1,651,795        | 1,860,596      | 1,896,036      | 1,932,359      | 1,969,589      | 2,007,747      | 34,723,272 |
| Transfer from Landfill Post Closure | 195,000        | 195,000        | 195,000        | 195,000        | 195,000        | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 975,000    |
| Total Revenue                       | 1,834,866      | 1,848,232      | 1,845,414      | 1,868,507      | 1,938,449      | 1,806,982      | 1,826,414      | 1,736,909      | 1,669,376      | 1,614,807      | 1,597,530      | 1,584,919      | 1,593,068      | 1,614,677      | 1,651,795        | 1,860,596      | 1,896,036      | 1,932,359      | 1,969,589      | 2,007,747      | 35,698,272 |
| Solid Waste                         | 1,284,089      | 1,290,829      | 1,311,884      | 1,315,216      | 1,329,355      | 1,407,897      | 1,454,790      | 1,489,096      | 1,391,834      | 1,429,332      | 1,461,894      | 1,531,151      | 1,636,416      | 1,843,867      | 1,683,721        | 1,741,409      | 1,784,944      | 1,829,568      | 1,875,307      | 1,922,190      | 31,014,789 |
| Postclosure Costs                   | 58,230         | 71,220         | 71,072         | 45,785         | 51,146         | 47,821         | 49,278         | 50,678         | 51,417         | 48,667         | 43,169         | 55,712         | 51,143         | 60,657         | 84,500           | 105,000        | 105,000        | 105,000        | 105,000        | 105,000        | 1,365,495  |
| Debt Service                        | 299,843        | 299,843        | 299,843        | 299,843        | 299,843        | 299,844        | 299,844        | 149,922        | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 2,248,825  |
| Total Operating Expenses            | 1,642,162      | 1,661,892      | 1,682,799      | 1,660,844      | 1,680,344      | 1,755,562      | 1,803,912      | 1,689,696      | 1,443,251      | 1,477,999      | 1,505,063      | 1,586,863      | 1,687,559      | 1,904,524      | 1,768,221        | 1,846,409      | 1,889,944      | 1,934,568      | 1,980,307      | 2,027,190      | 34,629,109 |
| Revenue - Operating Expenses        | 192,704        | 186,340        | 162,615        | 207,663        | 258,105        | 51,420         | 22,502         | 47,213         | 226,125        | 136,808        | 92,467         | (1,944)        | (94,491)       | (289,847)      | (116,426)        | 14,187         | 6,092          | (2,209)        | (10,718)       | (19,443)       | 1,069,163  |
| Transfer to Internal Service        | 74             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -              | -              | -              | -              | 74         |
| Transfer to General                 | -              | -              | 26,976         | 26,976         | 28,295         | 28,672         | 29,282         | 29,769         | 30,001         | 32,095         | 24,004         | 29,343         | 36,852         | 27,784         | 33,851           | 32,690         | 33,180         | 33,678         | 34,183         | 34,696         | 552,327    |
| Total                               | 74             | -              | 26,976         | 26,976         | 28,295         | 28,672         | 29,282         | 29,769         | 30,001         | 32,095         | 24,004         | 29,343         | 36,852         | 27,784         | 33,851           | 32,690         | 33,180         | 33,678         | 34,183         | 34,696         | 552,401    |
| Discretionary Spending              | 192,630        | 186,340        | 135,639        | 180,687        | 229,810        | 22,748         | (6,780)        | 17,444         | 196,124        | 104,713        | 68,463         | (31,287)       | (131,343)      | (317,631)      | (150,277)        | (18,503)       | (27,088)       | (35,887)       | (44,901)       | (54,139)       | 516,762    |

\*\*\* Collection Charges increase 2.5% 2024 - 2027

\*\*\* 2022 Forcasted Revenue & Expenditures

\*\*\* Interest Income increase 1% 2024 - 2027

\*\*\* Expenditure increase 2.5% except Postclosure Costs in 2024 - 2027

\*\*\* Transfer to General increases 1.5% 2023 - 2026

City of Oxford Fire/EMS Fund Five Year Forecast

|                                              | 2011<br>Actual | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual | 2022<br>Forecast | 2023<br>Budget | 2024<br>Budget     | 2025<br>Budget     | 2026<br>Budget     | 2027<br>Budget     | Total      |
|----------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|--------------------|--------------------|--------------------|--------------------|------------|
| Income Tax                                   | 771,027        | 1,005,486      | 1,052,903      | 1,122,892      | 1,175,239      | 1,214,194      | 1,261,948      | 1,295,543      | 1,324,871      | 1,230,675      | 1,292,355      | 1,255,100        | 1,290,000      | 1,315,800<br>2.00% | 1,342,116<br>2.00% | 1,368,958<br>2.00% | 1,396,337<br>2.00% | 20,715,444 |
| Fire & Life Squad Grants                     | 1,215          | -              | -              | -              | -              | -              | 4,750          | -              | -              | -              | 3,985          | 3,961            | -              | -                  | -                  | -                  | -                  | 13,911     |
| EMAC Reimbursement                           | -              | -              | -              | -              | -              | -              | -              | -              | -              | 4,703          | -              | -                | -              | -                  | -                  | -                  | -                  | 4,703      |
| Oxford Township Contribution                 | 54,000         | 54,000         | 60,000         | 60,000         | 60,000         | 60,000         | 170,000        | 170,000        | 90,000         | 126,000        | 126,000        | 126,000          | 126,000        | 126,000            | 126,000            | 126,000            | 126,000            | 1,786,000  |
| Milford Township Contribution                | 6,300          | 9,200          | 5,100          | 18,300         | 12,200         | 12,200         | 16,200         | 26,300         | 20,200         | 20,200         | 12,000         | 24,000           | 24,000         | 24,000             | 24,000             | 24,000             | 24,000             | 302,200    |
| M.U. Contribution                            | -              | -              | -              | -              | -              | 61,110         | -              | 124,802        | 76,486         | -              | -              | 217,660          | -              | -                  | -                  | -                  | -                  | 480,058    |
| M.U. Reimbursement Labor Athletic Events     | -              | -              | -              | -              | -              | 27,068         | 60,380         | 49,972         | 47,329         | 29,227         | 35,201         | 60,000           | 62,000         | 62,000             | 62,000             | 62,000             | 62,000             | 619,177    |
| M.U. Reimbursement Equipment Athletic Events | -              | -              | -              | -              | -              | 12,200         | 22,400         | 20,800         | 21,600         | 15,200         | 22,400         | 22,000           | 22,000         | 22,000             | 22,000             | 22,000             | 22,000             | 246,600    |
| Local Government Safety Capital Grant        | -              | -              | -              | -              | -              | -              | -              | 200,000        | -              | -              | -              | -                | -              | -                  | -                  | -                  | -                  | 200,000    |
| US HHS Stimulas                              | -              | -              | -              | -              | -              | -              | -              | -              | -              | 22,730         | -              | -                | -              | -                  | -                  | -                  | -                  | 22,730     |
| Auction Sales                                | -              | -              | 2,630          | -              | -              | 1,012          | -              | 5,454          | 35,000         | -              | 141            | 15,000           | -              | -                  | -                  | -                  | -                  | 59,237     |
| Miscellaneous                                | -              | -              | -              | -              | -              | 1,325          | 900            | 420            | 715            | 591            | 285            | 1,010            | -              | -                  | -                  | -                  | -                  | 5,246      |
| EMS Billing                                  | 385,580        | 445,885        | 397,239        | 470,885        | 534,566        | 484,961        | 590,480        | 540,765        | 599,511        | 482,376        | 457,768        | 600,000          | 600,000        | 600,000            | 600,000            | 600,000            | 600,000            | 8,990,016  |
| EMS Billing - Collections                    | -              | -              | -              | -              | -              | 19,458         | 15,885         | 28,069         | 44,017         | 55,095         | 41,632         | 28,000           | 25,000         | 25,000             | 25,000             | 25,000             | 25,000             | 357,156    |
| Building Permits                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | 3,175          | 7,250          | 4,000            | 3,000          | 3,000              | 3,000              | 3,000              | 3,000              | 29,425     |
| Civil Citations                              | 5,138          | 21,500         | 10,471         | 23,000         | 30,500         | 39,000         | 34,352         | 33,000         | 41,750         | 28,000         | 48,150         | 35,000           | 25,000         | 25,000             | 25,000             | 25,000             | 25,000             | 474,861    |
| Interest                                     | 1,914          | 4,629          | 5,545          | 837            | 14,308         | 20,999         | 26,413         | 28,245         | 48,434         | 32,432         | 23,969         | 14,135           | 21,762         | 21,980<br>1.00%    | 22,200<br>1.00%    | 22,422<br>1.00%    | 22,646<br>1.00%    | 332,870    |
| Contributions                                | -              | -              | -              | -              | -              | -              | -              | 2,100          | 50             | 100            | 1,700          | -                | -              | -                  | -                  | -                  | -                  | 3,950      |
| Grants - Other                               | -              | -              | -              | 23,378         | 2,500          | 16,622         | -              | -              | -              | 8,385          | -              | 810              | -              | -                  | -                  | -                  | -                  | 51,695     |
| Reimbursements                               | 2,057          | 16,970         | 41,243         | 49,137         | 40,588         | 40,543         | 35,399         | 48,912         | 56,334         | 162,233        | 60,238         | 35,000           | 35,000         | 35,000             | 35,000             | 35,000             | 35,000             | 763,654    |
| Total Operating Revenue                      | 1,227,231      | 1,557,670      | 1,575,131      | 1,768,429      | 1,869,901      | 2,010,692      | 2,239,107      | 2,574,382      | 2,406,297      | 2,221,122      | 2,133,074      | 2,441,676        | 2,233,762      | 2,259,780          | 2,286,316          | 2,313,380          | 2,340,983          | 35,458,933 |
| Advance from General                         | 245,000        | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -                | -              | -                  | -                  | -                  | -                  | 245,000    |
| Transfer from General                        | 126,899        | 18,150         | 418,150        | 18,150         | 18,150         | 18,150         | 18,150         | 18,150         | 18,150         | 18,150         | 20,000         | 20,000           | 20,000         | 20,000             | 20,000             | 20,000             | 20,000             | 830,249    |
| Transfer from FEMA                           | -              | 66,860         | 258            | -              | 7              | -              | -              | -              | -              | -              | -              | -                | -              | -                  | -                  | -                  | -                  | 67,125     |
| Total Revenue                                | 1,599,130      | 1,642,680      | 1,993,539      | 1,786,579      | 1,888,058      | 2,028,842      | 2,257,257      | 2,592,532      | 2,424,447      | 2,239,272      | 2,153,074      | 2,461,676        | 2,253,762      | 2,279,780          | 2,306,316          | 2,333,380          | 2,360,983          | 36,601,307 |
| Personnel                                    | 800,004        | 803,823        | 847,521        | 871,298        | 989,118        | 1,144,489      | 1,442,858      | 1,627,749      | 1,755,765      | 1,661,937      | 1,841,593      | 2,180,454        | 2,208,704      | 2,241,835          | 2,275,463          | 2,309,595          | 2,344,239          | 27,346,445 |
| Operating                                    | 243,911        | 309,515        | 326,785        | 332,097        | 331,896        | 342,358        | 395,836        | 344,442        | 374,699        | 352,792        | 410,124        | 504,403          | 601,799        | 610,826            | 619,988            | 629,288            | 638,727            | 7,369,486  |
| Capital                                      | -              | -              | 39,466         | 83,356         | 695,774        | 184,492        | 156,275        | 633,144        | 251,113        | 40,294         | 2,419          | 652,980          | 136,100        | -                  | -                  | -                  | -                  | 2,875,413  |
| Total Operating Expenditures                 | 1,043,915      | 1,113,338      | 1,213,772      | 1,286,751      | 2,016,788      | 1,671,339      | 1,994,969      | 2,605,335      | 2,381,577      | 2,055,023      | 2,254,136      | 3,337,837        | 2,946,603      | 2,852,661          | 2,895,451          | 2,938,883          | 2,982,966          | 37,591,344 |
| Discretionary Spending                       | 555,215        | 529,342        | 779,767        | 499,828        | (128,730)      | 357,503        | 262,288        | (12,803)       | 42,870         | 184,249        | (101,062)      | (876,161)        | (692,841)      | (572,881)          | (589,135)          | (605,503)          | (621,983)          | (990,037)  |

\*\*\* 2022 Forcasted Revenue & Expenditures

\*\*\*Income taxes increase 4.3% 2023, 2.0% 2024 - 2027 based on 2023 Budget

\*\*\*Interest Income increase 1% 2024 - 2027

\*\*\*Expenditure increase 1.5% in 2024 - 2027 except Capital based on 2023 Budget