



SARA SILVERIA  
DIRECTOR OF FINANCE

CITY OF PROVIDENCE  
MAYOR BRETT P. SMILEY

# MEMORANDUM

To: Chairperson & Members of the Finance Committee

From: Lawrence J. Mancini, Chief Financial Officer  
Sara Silveria, Finance Director  
Krystle Lindberg, Deputy Finance Director and Budget Officer

Date: September 5, 2025

Re: 5-Year Budget Projections

Pursuant to Ordinance No. 388, Chapter 2011-22, which requires the submission, by the Administration, of a 5-Year Budget Projection, we respectfully submit the revenue and expenditure projections for fiscal years 2027 through 2031.

It is important to note, that these projections are based upon current revenue trends, existing and pending labor contractual agreements and other municipal expenditures, where noted.

Using the FY 2026 budget as a foundation and based upon the revenue and expenditure assumptions discussed below, municipal revenues are projected to be less than expenditures in FY 2027 through FY2031.

The projected year end positions of the Municipal (General Fund) Budget are as follows: FY 2027 deficit \$16,924,413, FY 2028 deficit \$21,607,922, FY 2029 deficit \$25,323,942, FY 2030 deficit \$22,077,985 and FY 2031 deficit \$27,660,430.

Below is a summary of the assumptions made to develop these out-year budget projections.

## Municipal Budget

### Revenue Assumptions

#### Property Taxes:

The City's tax base is projected to grow by 2% annually in FY27, FY28, and FY31, reflecting the natural increase in the City's levy. In FY29, tax revenue is expected to rise by 4% due to a

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THE SAME BE RECEIVED,

*Jana L. Mathias* CLERK

property revaluation year. Additionally, FY31 tax revenue is projected to increase by 4% as a result of the expiration of the Tax Treaty agreement with Providence Place Mall.

The projection does not include, nor consider, changes to tax rates.

TSA revenue is based on TSA schedules. Back taxes are projected at \$6M, consistent with back tax revenue trend since the inception of elimination of excise taxes.

**State Aid:**

There are multiple components to State Aid & Grants which is comprised of: PILOT, School Debt Construction, Telephone Tax, State Reimbursement Excise Tax, Distressed Cities Revenue, and Meals & Beverage Tax.

For purposes of this projection, these revenues are based upon a combination of State Aid projections provided by RI Department of Municipal Affairs and other projections based upon current funding trends (PILOT), expected increase in business activity (Meals and Rooms Tax) and future School Debt Construction based upon new reimbursement of future planned school project borrowing.

**Fines and Forfeitures:**

Fines and Forfeitures are projected at \$4.76M and are projected to be level through FY2031, consistent with the FY2026 budget.

**Interest Income:**

Interest income is projected to be \$8.64M through FY 2031 and includes interest on overdue taxes and investment interest.

**Departmental Revenues and Other Revenues:**

Certain departmental revenues, including Bureau of Licenses and Parking Administration, are projected to remain stable through FY 2031.

Local PILOT agreements with colleges, universities and hospitals are budgeted in accordance with the recently negotiated agreements.

**Transfers to General Fund:**

Transfer from North Burial Ground is currently at \$260,000 and shall remain constant throughout Fiscal Years 2027- 2031.

## **Expenditure Assumptions**

### **Salaries:**

The L.I.U.N.A. Local 1033 currently has a 3-year contract expiring in FY 2028. Fiscal year 2027 has an increase of 3.5%, and FY 2028 has an increase of 5% for Class A employees per contract. A 1% increase placeholder has been used for FY 2029-FY 2031, representing the period not covered by a contact agreement.

The Fraternal Order of Police Lodge currently has a 5 year contract, expiring in FY 2030, calling for wage increases of 4.25% annually and is reflected in this projection.

The IAFF Local 799 contract currently has a five-year contract expiring on June 30, 2027 and is calling for wage increases of 4% in each year of the contract. A 1% increase placeholder has been used for FY 2028-2031, representing the periods not covered by a contract agreement.

### **Employee benefits:**

For the purpose of this projection, annual increases in Active and Retiree medical costs are projected to increase by 2% per year for the entire five-year period, based upon recent trends and industry averages.

The City's pension contribution is based upon the Bolton July 1, 2022 actuarial valuation which includes the provision of the 2012 Funding Improvement Plan (FIP) submitted to the RI Department of Revenue.

### **Line items:**

Departmental line items that are affected by the inflation are assumed to increase at the rate of 2.10%, 2.37%, 2.13%, 2.15%, and 2.15% for FY 2027-FY 2031, respectively.

### **Heat, Light and Power:**

The Heat, Light, and Power budget estimates are provided by the City's Energy & Resiliency Initiatives Administrator. These estimates are based on detailed assumptions derived from three-year pricing trends. They also include planned efficiency projects and savings from solar energy credits

### **Appropriation to Providence Public School District**

In November 2024, the City of Providence settled its lawsuit with PPSD through FY27. The settlement agreement requires the City's contribution to increase in FY27 by the same

percentage as State Aid. This projection assumes a 5% increase in FY27, consistent with the 5-year average increase. The City's contribution is expected to increase by 2% in FY28 and FY31, and by 4% in FY29 and FY30 in accordance with tax revenue increases.

Respectfully Submitted,

  
Lawrence J. Mancini  
Chief Financial Officer

  
Sara Silveria  
Finance Director

  
Krystle Lindberg  
Deputy Finance Director and  
Budget Officer

CC:

Mayor Brett P. Smiley  
Rachel Miller, Council President  
Emily Ward Crowell, Chief of Staff  
Courtney E. Hawkins, Chief Operating Officer  
June Rose, Council Chief of Staff  
Gina Costa, Internal Auditor  
Shomari Husband, City Treasurer  
Dante J. Bellini, Controller  
David C. Peligian, Senior Auditor  
Carlenne Duran, Budget Analyst

## FY2027-FY2031 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

Municipal (General Fund)

|   | 2026 Adopted<br>Budget | 2027 Projected<br>Budget | 2028 Projected<br>Budget | 2029 Projected<br>Budget | 2030 Projected<br>Budget | 2031 Projected<br>Budget |
|---|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Projected Revenue - Municipal             | \$ 624,786,592         | \$ 631,019,038           | \$ 643,608,834           | \$ 653,564,173           | \$ 673,911,909           | \$ 682,419,205           |
| Projected Expenditures - Municipal        | \$ 624,786,592         | \$ 647,943,451           | \$ 665,216,756           | \$ 678,888,115           | \$ 695,989,895           | \$ 710,079,635           |
| <b>Projected Budget Surplus (Deficit)</b> | <b>\$ -</b>            | <b>\$ (16,924,413)</b>   | <b>\$ (21,607,922)</b>   | <b>\$ (25,323,942)</b>   | <b>\$ (22,077,985)</b>   | <b>\$ (27,660,430)</b>   |

**REVENUE SUMMARY**

| <b>GENERAL FUND REVENUE</b> | <b>2026 Approved Budget</b> | <b>2027 Projected Budget</b> | <b>2028 Projected Budget</b> | <b>2029 Projected Budget</b> | <b>2030 Projected Budget</b> | <b>2031 Proj</b> |
|-----------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------|
|                             | \$ 412,898,148              | \$ 416,174,663               | \$ 427,679,804               | \$ 438,694,632               | \$ 458,444,068               | \$               |
| Grants                      | \$ 131,824,993              | \$ 138,659,901               | \$ 139,221,083               | \$ 139,804,726               | \$ 140,411,787               | \$               |
|                             | \$ 4,763,920                | \$ 4,763,920                 | \$ 4,763,920                 | \$ 4,763,920                 | \$ 4,763,920                 | \$               |
|                             | \$ 8,641,920                | \$ 8,641,920                 | \$ 8,641,920                 | \$ 8,641,920                 | \$ 8,641,920                 | \$               |
| Other Revenues              | \$ 65,697,611               | \$ 62,318,635                | \$ 62,842,108                | \$ 61,198,975                | \$ 61,190,215                | \$               |
| General Fund                | \$ 960,000                  | \$ 460,000                   | \$ 460,000                   | \$ 460,000                   | \$ 460,000                   | \$               |
| <b>TOTAL REVENUES</b>       | <b>\$ 624,786,592</b>       | <b>\$ 631,019,038</b>        | <b>\$ 643,608,834</b>        | <b>\$ 653,564,173</b>        | <b>\$ 673,911,909</b>        | <b>\$</b>        |

**EXPENDITURE SUMMARY**

| <b>GENERAL FUND EXPENSES</b>       | <b>2026 Approved Budget</b> | <b>2027 Projected Budget</b> | <b>2028 Projected Budget</b> | <b>2029 Projected Budget</b> | <b>2030 Projected Budget</b> | <b>2031 Proj</b> |
|------------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------|
| Capital Expenditures               | \$ 222,437,248              | \$ 231,174,071               | \$ 238,116,725               | \$ 241,488,977               | \$ 245,275,367               | \$               |
| Departmental-General Fund          | \$ 2,690,000                | \$ 2,690,000                 | \$ 2,690,000                 | \$ 2,690,000                 | \$ 2,690,000                 | \$               |
| Light                              | \$ 8,457,302                | \$ 8,636,204                 | \$ 8,018,909                 | \$ 7,823,331                 | \$ 7,678,594                 | \$               |
| Assessments & Misc.                | \$ 7,006,850                | \$ 7,006,850                 | \$ 7,006,850                 | \$ 7,006,850                 | \$ 7,006,850                 | \$               |
|                                    | \$ 9,330                    | \$ 9,330                     | \$ 9,330                     | \$ 9,330                     | \$ 9,330                     | \$               |
| Total                              | \$ 71,123,628               | \$ 71,123,628                | \$ 71,123,628                | \$ 71,123,628                | \$ 71,123,628                | \$               |
| Compensation                       | \$ 1,863,482                | \$ 1,863,482                 | \$ 1,863,482                 | \$ 1,863,482                 | \$ 1,863,482                 | \$               |
| Benefits :                         |                             |                              |                              |                              |                              |                  |
|                                    | \$ 96,479,551               | \$ 101,602,615               | \$ 107,901,977               | \$ 113,329,447               | \$ 119,029,918               | \$               |
| Benefits - Active Members          | \$ 24,889,226               | \$ 25,387,011                | \$ 25,894,751                | \$ 26,412,646                | \$ 26,940,899                | \$               |
| Benefits - Retirees                | \$ 28,211,657               | \$ 28,775,890                | \$ 29,351,408                | \$ 29,938,436                | \$ 30,537,205                | \$               |
| Employee Benefits                  | \$ 14,518,318               | \$ 15,224,370                | \$ 15,702,696                | \$ 13,367,509                | \$ 13,450,763                | \$               |
| Health Benefits                    | \$ 164,098,752              | \$ 170,989,886               | \$ 178,850,832               | \$ 183,048,037               | \$ 189,958,784               | \$               |
| Food                               | \$ 100,000                  | \$ 100,000                   | \$ 100,000                   | \$ 100,000                   | \$ 100,000                   | \$               |
| Liability                          | \$ 147,000,000              | \$ 154,350,000               | \$ 157,437,000               | \$ 163,734,480               | \$ 170,283,859               | \$               |
| <b>Total General Fund Expenses</b> | <b>\$ 624,786,592</b>       | <b>\$ 647,943,451</b>        | <b>\$ 665,216,756</b>        | <b>\$ 678,888,115</b>        | <b>\$ 695,989,895</b>        | <b>\$</b>        |
| <b>Total Surplus/(Deficit)</b>     | <b>\$ -</b>                 | <b>\$ (16,924,413)</b>       | <b>\$ (21,607,922)</b>       | <b>\$ (25,323,942)</b>       | <b>\$ (22,077,985)</b>       | <b>\$</b>        |

| IVE-YEAR PLAN                        | 2026 Adopted Budget   | Variance 2025 - 2026 | 2027 Projected Budget | Variance 2026 - 2027 | 2028 Projected Budget | Variance 2027 - 2028 | 2029 Projected Budget | Variance 2028 - 2029 | 2030 Projected Budget | Variance 2029 - 2030 | 2031 Projected Budget |
|--------------------------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|
| <b>L FUND REVENUES</b>               |                       |                      |                       |                      |                       |                      |                       |                      |                       |                      |                       |
| <b>Taxes:</b>                        |                       |                      |                       |                      |                       |                      |                       |                      |                       |                      |                       |
| Property Taxes - Current             | \$ 389,042,979        | \$ 15,604,307        | \$ 396,823,839        | \$ 7,780,860         | \$ 404,760,315        | \$ 7,936,477         | \$ 420,950,728        | \$ 16,190,413        | \$ 439,679,608        | \$ 18,728,880        | \$ 448,473,200        |
| License Agreements - Current         | \$ 17,855,169         | \$ (355,740)         | \$ 13,350,824         | \$ (4,504,345)       | \$ 16,919,488         | \$ 3,568,664         | \$ 11,743,904         | \$ (5,175,584)       | \$ 12,764,460         | \$ 1,020,556         | \$ 11,344,200         |
| Back Taxes                           | \$ 6,000,000          | \$ -                 | \$ 6,000,000          | \$ -                 | \$ 6,000,000          | \$ -                 | \$ 6,000,000          | \$ -                 | \$ 6,000,000          | \$ -                 | \$ 6,000,000          |
| <b>Total Taxes</b>                   | <b>\$ 412,898,148</b> | <b>\$ 15,248,567</b> | <b>\$ 416,174,663</b> | <b>\$ 3,276,515</b>  | <b>\$ 427,679,804</b> | <b>\$ 11,505,141</b> | <b>\$ 438,694,632</b> | <b>\$ 11,014,828</b> | <b>\$ 458,444,068</b> | <b>\$ 19,749,436</b> | <b>\$ 465,817,400</b> |
| <b>Local State Aid &amp; Grants:</b> |                       |                      |                       |                      |                       |                      |                       |                      |                       |                      |                       |
| Lieu of Taxes (PILOT)                | \$ 39,797,862         | \$ 2,524,357         | \$ 39,797,862         | \$ -                 | \$ 39,797,862         | \$ -                 | \$ 39,797,862         | \$ -                 | \$ 39,797,862         | \$ -                 | \$ 39,797,862         |
| TRUS RELIEF FUNDS                    | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |
| School Debt Construction             | \$ 25,998,566         | \$ (2,905,227)       | \$ 32,293,839         | \$ 6,295,273         | \$ 32,293,839         | \$ -                 | \$ 32,293,839         | \$ -                 | \$ 32,293,839         | \$ -                 | \$ 32,293,839         |
| Telephone Tax                        | \$ 2,502,389          | \$ -                 | \$ 2,502,389          | \$ -                 | \$ 2,502,389          | \$ -                 | \$ 2,502,389          | \$ -                 | \$ 2,502,389          | \$ -                 | \$ 2,502,389          |
| Federal Grants                       | \$ -                  | \$ (500,000)         | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |
| Reimbursement Excise Tax             | \$ 34,814,228         | \$ 682,632           | \$ 34,814,228         | \$ -                 | \$ 34,814,228         | \$ -                 | \$ 34,814,228         | \$ -                 | \$ 34,814,228         | \$ -                 | \$ 34,814,228         |
| Stressed Cities Revenue              | \$ 8,194,963          | \$ 1,087,417         | \$ 8,194,963          | \$ -                 | \$ 8,194,963          | \$ -                 | \$ 8,194,963          | \$ -                 | \$ 8,194,963          | \$ -                 | \$ 8,194,963          |
| Cannabis Tax Revenue                 | \$ 500,000            | \$ -                 | \$ 515,000            | \$ 15,000            | \$ 530,450            | \$ 15,450            | \$ 546,364            | \$ 15,914            | \$ 562,754            | \$ 16,391            | \$ 579,630            |
| Room Tax                             | \$ 5,358,252          | \$ 2,855,211         | \$ 5,626,165          | \$ 267,913           | \$ 5,907,473          | \$ 281,308           | \$ 6,202,846          | \$ 295,374           | \$ 6,512,989          | \$ 310,142           | \$ 6,838,630          |
| Meals & Beverage Tax                 | \$ 8,557,403          | \$ 532,377           | \$ 8,814,125          | \$ 256,722           | \$ 9,078,549          | \$ 264,424           | \$ 9,350,905          | \$ 272,356           | \$ 9,631,432          | \$ 280,527           | \$ 9,920,330          |
| Reimbursement                        | \$ 6,101,330          | \$ 323,836           | \$ 6,101,330          | \$ -                 | \$ 6,101,330          | \$ -                 | \$ 6,101,330          | \$ -                 | \$ 6,101,330          | \$ -                 | \$ 6,101,330          |
| <b>Total State Aid &amp; Grants:</b> | <b>\$ 131,824,993</b> | <b>\$ 4,600,603</b>  | <b>\$ 138,659,901</b> | <b>\$ 6,834,908</b>  | <b>\$ 139,221,083</b> | <b>\$ 561,182</b>    | <b>\$ 139,804,726</b> | <b>\$ 583,644</b>    | <b>\$ 140,411,787</b> | <b>\$ 607,060</b>    | <b>\$ 141,043,200</b> |
| Fines & Forfeits                     | \$ 4,763,920          | \$ 513,920           | \$ 4,763,920          | \$ -                 | \$ 4,763,920          | \$ -                 | \$ 4,763,920          | \$ -                 | \$ 4,763,920          | \$ -                 | \$ 4,763,920          |
| <b>Total Fines &amp; Forfeits</b>    | <b>\$ 4,763,920</b>   | <b>\$ 513,920</b>    | <b>\$ 4,763,920</b>   | <b>\$ -</b>          | <b>\$ 4,763,920</b>   | <b>\$ -</b>          | <b>\$ 4,763,920</b>   | <b>\$ -</b>          | <b>\$ 4,763,920</b>   | <b>\$ -</b>          | <b>\$ 4,763,920</b>   |
| <b>Interest Income:</b>              |                       |                      |                       |                      |                       |                      |                       |                      |                       |                      |                       |
| Interest on Overdue Taxes            | \$ 4,700,000          | \$ 200,000           | \$ 4,700,000          | \$ -                 | \$ 4,700,000          | \$ -                 | \$ 4,700,000          | \$ -                 | \$ 4,700,000          | \$ -                 | \$ 4,700,000          |
| Interest on Investments              | \$ 3,941,920          | \$ -                 | \$ 3,941,920          | \$ -                 | \$ 3,941,920          | \$ -                 | \$ 3,941,920          | \$ -                 | \$ 3,941,920          | \$ -                 | \$ 3,941,920          |
| <b>Total Interest Income</b>         | <b>\$ 8,641,920</b>   | <b>\$ 200,000</b>    | <b>\$ 8,641,920</b>   | <b>\$ -</b>          | <b>\$ 8,641,920</b>   | <b>\$ -</b>          | <b>\$ 8,641,920</b>   | <b>\$ -</b>          | <b>\$ 8,641,920</b>   | <b>\$ -</b>          | <b>\$ 8,641,920</b>   |
| <b>Local &amp; Other Revenues:</b>   |                       |                      |                       |                      |                       |                      |                       |                      |                       |                      |                       |
| Culture, Film & Tourism              | \$ 133,700            | \$ -                 | \$ 133,700            | \$ -                 | \$ 133,700            | \$ -                 | \$ 133,700            | \$ -                 | \$ 133,700            | \$ -                 | \$ 133,700            |
| Building Administration              | \$ 10,048,000         | \$ 1,020,000         | \$ 10,048,000         | \$ -                 | \$ 10,048,000         | \$ -                 | \$ 10,048,000         | \$ -                 | \$ 10,048,000         | \$ -                 | \$ 10,048,000         |
| Building Board                       | \$ 6,000              | \$ 3,360             | \$ 6,000              | \$ -                 | \$ 6,000              | \$ -                 | \$ 6,000              | \$ -                 | \$ 6,000              | \$ -                 | \$ 6,000              |
| Bureau of Licenses                   | \$ 1,783,125          | \$ 107,025           | \$ 1,783,125          | \$ -                 | \$ 1,783,125          | \$ -                 | \$ 1,783,125          | \$ -                 | \$ 1,783,125          | \$ -                 | \$ 1,783,125          |
| City Clerk                           | \$ 13,480             | \$ (3,100)           | \$ 13,480             | \$ -                 | \$ 13,480             | \$ -                 | \$ 13,480             | \$ -                 | \$ 13,480             | \$ -                 | \$ 13,480             |
| City Collector                       | \$ 404,661            | \$ (60,000)          | \$ 404,661            | \$ -                 | \$ 404,661            | \$ -                 | \$ 404,661            | \$ -                 | \$ 404,661            | \$ -                 | \$ 404,661            |
| City Controller                      | \$ 15,000             | \$ -                 | \$ 15,000             | \$ -                 | \$ 15,000             | \$ -                 | \$ 15,000             | \$ -                 | \$ 15,000             | \$ -                 | \$ 15,000             |
| City Tax Assessor                    | \$ 300,000            | \$ -                 | \$ 300,000            | \$ -                 | \$ 525,000            | \$ 225,000           | \$ -                  | \$ (525,000)         | \$ -                  | \$ -                 | \$ -                  |
| City Treasurer                       | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |
| Data Processing                      | \$ 160,000            | \$ -                 | \$ 160,000            | \$ -                 | \$ 160,000            | \$ -                 | \$ 160,000            | \$ -                 | \$ 160,000            | \$ -                 | \$ 160,000            |
| Division of Public Safety            | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |
| Communications                       | \$ 750,000            | \$ -                 | \$ 750,000            | \$ -                 | \$ 750,000            | \$ -                 | \$ 750,000            | \$ -                 | \$ 750,000            | \$ -                 | \$ 750,000            |
| Debt Service Credits                 | \$ 574,392            | \$ (716,160)         | \$ -                  | \$ (574,392)         | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |
| Mgmt / Homeland Sec.                 | \$ 205,000            | \$ (32,500)          | \$ 205,000            | \$ -                 | \$ 205,000            | \$ -                 | \$ 205,000            | \$ -                 | \$ 205,000            | \$ -                 | \$ 205,000            |
| Environmental Control                | \$ 58,000             | \$ 5,000             | \$ 58,000             | \$ -                 | \$ 58,000             | \$ -                 | \$ 58,000             | \$ -                 | \$ 58,000             | \$ -                 | \$ 58,000             |
| Fire                                 | \$ 8,042,000          | \$ 450,000           | \$ 8,042,000          | \$ -                 | \$ 8,042,000          | \$ -                 | \$ 8,042,000          | \$ -                 | \$ 8,042,000          | \$ -                 | \$ 8,042,000          |
| Heat, Power & Light                  | \$ 1,500,000          | \$ 1,500,000         | \$ -                  | \$ (1,500,000)       | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |

| THREE-YEAR PLAN                   | 2026 Adopted Budget   | Variance 2025 - 2026  | 2027 Projected Budget | Variance 2026 - 2027  | 2028 Projected Budget | Variance 2027 - 2028 | 2029 Projected Budget | Variance 2028 - 2029  | 2030 Projected Budget | Variance 2029 - 2030 | 2031 Projected Budget |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------------------|
| Highway                           | \$ 387,409            | \$ 150,409            | \$ 387,409            | \$ -                  | \$ 387,409            | \$ -                 | \$ 387,409            | \$ -                  | \$ 387,409            | \$ -                 | \$ 387,409            |
| Housing Court                     | \$ 20,000             | \$ -                  | \$ 20,000             | \$ -                  | \$ 20,000             | \$ -                 | \$ 20,000             | \$ -                  | \$ 20,000             | \$ -                 | \$ 20,000             |
| Tax Exempt Prop- misc             | \$ 15,000             | \$ -                  | \$ 15,000             | \$ -                  | \$ 15,000             | \$ -                 | \$ 15,000             | \$ -                  | \$ 15,000             | \$ -                 | \$ 15,000             |
| Law Department                    | \$ 100,000            | \$ 75,000             | \$ 100,000            | \$ -                  | \$ 100,000            | \$ -                 | \$ 100,000            | \$ -                  | \$ 100,000            | \$ -                 | \$ 100,000            |
| North Burial Ground               | \$ 340,000            | \$ -                  | \$ 340,000            | \$ -                  | \$ 340,000            | \$ -                 | \$ 340,000            | \$ -                  | \$ 340,000            | \$ -                 | \$ 340,000            |
| Parking Administration            | \$ 3,400,000          | \$ 230,000            | \$ 3,400,000          | \$ -                  | \$ 3,400,000          | \$ -                 | \$ 3,400,000          | \$ -                  | \$ 3,400,000          | \$ -                 | \$ 3,400,000          |
| PTID Tax                          | \$ 70,000             | \$ 20,000             | \$ 70,000             | \$ -                  | \$ 70,000             | \$ -                 | \$ 70,000             | \$ -                  | \$ 70,000             | \$ -                 | \$ 70,000             |
| Colleges, Univ. & Hospitals       | \$ 14,215,500         | \$ 547,000            | \$ 12,617,457         | \$ (1,598,043)        | \$ 12,577,024         | \$ (40,433)          | \$ 11,766,451         | \$ (810,573)          | \$ 11,960,612         | \$ 194,161           | \$ 12,159,622         |
| Providence Housing Authority      | \$ 319,000            | \$ 94,000             | \$ 319,000            | \$ -                  | \$ 319,000            | \$ -                 | \$ 319,000            | \$ -                  | \$ 319,000            | \$ -                 | \$ 319,000            |
| Providence Place Mall             | \$ 1,048,414          | \$ -                  | \$ 1,070,418          | \$ 22,004             | \$ 1,095,830          | \$ 25,412            | \$ 500,000            | \$ (595,830)          | \$ -                  | \$ (500,000)         | \$ -                  |
| Police                            | \$ 12,933,730         | \$ 1,313,455          | \$ 13,205,185         | \$ 271,455            | \$ 13,518,679         | \$ 313,494           | \$ 13,806,949         | \$ 288,270            | \$ 14,104,028         | \$ 297,079           | \$ 14,407,455         |
| Port of Providence                | \$ 1,700,000          | \$ 500,000            | \$ 1,700,000          | \$ -                  | \$ 1,700,000          | \$ -                 | \$ 1,700,000          | \$ -                  | \$ 1,700,000          | \$ -                 | \$ 1,700,000          |
| Probate Court                     | \$ 199,241            | \$ -                  | \$ 199,241            | \$ -                  | \$ 199,241            | \$ -                 | \$ 199,241            | \$ -                  | \$ 199,241            | \$ -                 | \$ 199,241            |
| Public Property                   | \$ 193,000            | \$ (35,000)           | \$ 193,000            | \$ -                  | \$ 193,000            | \$ -                 | \$ 193,000            | \$ -                  | \$ 193,000            | \$ -                 | \$ 193,000            |
| Recorder of Deeds                 | \$ 4,917,200          | \$ 541,045            | \$ 4,917,200          | \$ -                  | \$ 4,917,200          | \$ -                 | \$ 4,917,200          | \$ -                  | \$ 4,917,200          | \$ -                 | \$ 4,917,200          |
| Water Supply Board                | \$ 839,167            | \$ -                  | \$ 839,167            | \$ -                  | \$ 839,167            | \$ -                 | \$ 839,167            | \$ -                  | \$ 839,167            | \$ -                 | \$ 839,167            |
| Sewer Construction                | \$ 34,900             | \$ 10,900             | \$ 34,900             | \$ -                  | \$ 34,900             | \$ -                 | \$ 34,900             | \$ -                  | \$ 34,900             | \$ -                 | \$ 34,900             |
| Superintendent of Parks           | \$ 56,092             | \$ 56,092             | \$ 56,092             | \$ -                  | \$ 56,092             | \$ -                 | \$ 56,092             | \$ -                  | \$ 56,092             | \$ -                 | \$ 56,092             |
| Sustainability                    | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                 | \$ -                  | \$ -                  | \$ -                  | \$ -                 | \$ -                  |
| Traffic Engineering               | \$ 595,100            | \$ 300,100            | \$ 595,100            | \$ -                  | \$ 595,100            | \$ -                 | \$ 595,100            | \$ -                  | \$ 595,100            | \$ -                 | \$ 595,100            |
| Total Rewards                     | \$ 40,000             | \$ (75,000)           | \$ 40,000             | \$ -                  | \$ 40,000             | \$ -                 | \$ 40,000             | \$ -                  | \$ 40,000             | \$ -                 | \$ 40,000             |
| TSA Admin Fees                    | \$ 80,000             | \$ -                  | \$ 80,000             | \$ -                  | \$ 80,000             | \$ -                 | \$ 80,000             | \$ -                  | \$ 80,000             | \$ -                 | \$ 80,000             |
| Vital Statistics                  | \$ 162,500            | \$ (50,000)           | \$ 162,500            | \$ -                  | \$ 162,500            | \$ -                 | \$ 162,500            | \$ -                  | \$ 162,500            | \$ -                 | \$ 162,500            |
| Zoning Board of Review            | \$ 38,000             | \$ -                  | \$ 38,000             | \$ -                  | \$ 38,000             | \$ -                 | \$ 38,000             | \$ -                  | \$ 38,000             | \$ -                 | \$ 38,000             |
| <b>Total &amp; Other Revenues</b> | <b>\$ 65,697,611</b>  | <b>\$ 5,951,626</b>   | <b>\$ 62,318,635</b>  | <b>\$ (3,378,976)</b> | <b>\$ 62,842,108</b>  | <b>\$ 523,473</b>    | <b>\$ 61,198,975</b>  | <b>\$ (1,643,133)</b> | <b>\$ 61,190,215</b>  | <b>\$ (8,760)</b>    | <b>\$ 61,692,700</b>  |
| <b>Transfers to General Fund:</b> |                       |                       |                       |                       |                       |                      |                       |                       |                       |                      |                       |
| Transfer from Fund 284            | \$ 200,000            | \$ -                  | \$ 200,000            | \$ -                  | \$ 200,000            | \$ -                 | \$ 200,000            | \$ -                  | \$ 200,000            | \$ -                 | \$ 200,000            |
| Transfer from ARPA Fund 263       | \$ 500,000            | \$ (1,500,000)        | \$ -                  | \$ (500,000)          | \$ -                  | \$ -                 | \$ -                  | \$ -                  | \$ -                  | \$ -                 | \$ -                  |
| Gift - CAPITAL ASSETS             | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                 | \$ -                  | \$ -                  | \$ -                  | \$ -                 | \$ -                  |
| Transfer from NBG (Fund 801)      | \$ 260,000            | \$ -                  | \$ 260,000            | \$ -                  | \$ 260,000            | \$ -                 | \$ 260,000            | \$ -                  | \$ 260,000            | \$ -                 | \$ 260,000            |
| <b>Transfers to General Fund</b>  | <b>\$ 960,000</b>     | <b>\$ (1,500,000)</b> | <b>\$ 460,000</b>     | <b>\$ (500,000)</b>   | <b>\$ 460,000</b>     | <b>\$ -</b>          | <b>\$ 460,000</b>     | <b>\$ -</b>           | <b>\$ 460,000</b>     | <b>\$ -</b>          | <b>\$ 460,000</b>     |
| <b>General Fund Revenues</b>      | <b>\$ 624,786,592</b> | <b>\$ 25,014,716</b>  | <b>\$ 631,019,038</b> | <b>\$ 6,232,446</b>   | <b>\$ 643,608,834</b> | <b>\$ 12,589,796</b> | <b>\$ 653,564,173</b> | <b>\$ 9,955,339</b>   | <b>\$ 673,911,909</b> | <b>\$ 20,347,736</b> | <b>\$ 682,419,200</b> |

\*Salary Increase (Non Police and Fire)  
 FY2024-FY2028 FIVE-YEAR PLAN 2.11%  
 Line Items

|                     | 2.10%               |              |             | 2.37%                 |            |             | 2.13%                 |            |             | 2.15%                 |           |             | 2.15%                 |            |             |                       |
|---------------------|---------------------|--------------|-------------|-----------------------|------------|-------------|-----------------------|------------|-------------|-----------------------|-----------|-------------|-----------------------|------------|-------------|-----------------------|
|                     | 2026 Adopted Budget | Variance     | 2025 - 2026 | 2027 Projected Budget | Variance   | 2026 - 2027 | 2028 Projected Budget | Variance   | 2027 - 2028 | 2029 Projected Budget | Variance  | 2028 - 2029 | 2030 Projected Budget | Variance   | 2029 - 2030 | 2031 Projected Budget |
|                     | \$ 2,709,469        | \$ -         | \$ -        | \$ 2,804,300          | \$ 94,831  | \$ -        | \$ 2,944,515          | \$ 140,215 | \$ -        | \$ 2,973,961          | \$ 29,445 | \$ -        | \$ 3,003,700          | \$ 29,740  | \$ -        | \$ 3,033,737          |
|                     | \$ 260,054          | \$ -         | \$ -        | \$ 265,512            | \$ 5,458   | \$ -        | \$ 271,815            | \$ 6,303   | \$ -        | \$ 277,612            | \$ 5,796  | \$ -        | \$ 283,585            | \$ 5,973   | \$ -        | \$ 289,687            |
|                     | \$ 10,000           | \$ -         | \$ -        | \$ 10,210             | \$ 210     | \$ -        | \$ 10,452             | \$ 242     | \$ -        | \$ 10,675             | \$ 223    | \$ -        | \$ 10,905             | \$ 230     | \$ -        | \$ 11,135             |
|                     | \$ 2,979,523        | \$ -         | \$ -        | \$ 3,080,022          | \$ 100,499 | \$ -        | \$ 3,226,783          | \$ 146,761 | \$ -        | \$ 3,262,247          | \$ 35,464 | \$ -        | \$ 3,298,190          | \$ 35,943  | \$ -        | \$ 3,334,563          |
|                     | \$ 67,532           | \$ 1,807     | \$ -        | \$ 69,896             | \$ 2,364   | \$ -        | \$ 73,390             | \$ 3,495   | \$ -        | \$ 74,124             | \$ 734    | \$ -        | \$ 74,866             | \$ 741     | \$ -        | \$ 75,614             |
|                     | \$ -                | \$ -         | \$ -        | \$ -                  | \$ -       | \$ -        | \$ -                  | \$ -       | \$ -        | \$ -                  | \$ -      | \$ -        | \$ -                  | \$ -       | \$ -        | \$ -                  |
|                     | \$ 67,532           | \$ 1,807     | \$ -        | \$ 69,896             | \$ 2,364   | \$ -        | \$ 73,390             | \$ 3,495   | \$ -        | \$ 74,124             | \$ 734    | \$ -        | \$ 74,866             | \$ 741     | \$ -        | \$ 75,614             |
|                     | \$ 2,933,446        | \$ (349,620) | \$ -        | \$ 3,036,117          | \$ 102,671 | \$ -        | \$ 3,187,922          | \$ 151,806 | \$ -        | \$ 3,219,802          | \$ 31,879 | \$ -        | \$ 3,252,000          | \$ 32,198  | \$ -        | \$ 3,284,520          |
|                     | \$ 2,989,069        | \$ (88,009)  | \$ -        | \$ 3,051,804          | \$ 62,735  | \$ -        | \$ 3,124,254          | \$ 72,451  | \$ -        | \$ 3,190,876          | \$ 66,621 | \$ -        | \$ 3,259,532          | \$ 68,657  | \$ -        | \$ 3,329,666          |
|                     | \$ 61,804           | \$ -         | \$ -        | \$ 63,101             | \$ 1,297   | \$ -        | \$ 64,599             | \$ 1,498   | \$ -        | \$ 65,977             | \$ 1,378  | \$ -        | \$ 67,396             | \$ 1,420   | \$ -        | \$ 68,846             |
|                     | \$ 5,984,319        | \$ (437,629) | \$ -        | \$ 6,151,022          | \$ 166,703 | \$ -        | \$ 6,376,776          | \$ 225,754 | \$ -        | \$ 6,476,654          | \$ 99,878 | \$ -        | \$ 6,578,928          | \$ 102,274 | \$ -        | \$ 6,683,033          |
|                     | \$ 896,455          | \$ 5,655     | \$ -        | \$ 927,831            | \$ 31,376  | \$ -        | \$ 974,222            | \$ 46,392  | \$ -        | \$ 983,965            | \$ 9,742  | \$ -        | \$ 993,804            | \$ 9,840   | \$ -        | \$ 1,003,742          |
|                     | \$ 117,736          | \$ (21,124)  | \$ -        | \$ 120,207            | \$ 2,471   | \$ -        | \$ 123,061            | \$ 2,854   | \$ -        | \$ 125,685            | \$ 2,624  | \$ -        | \$ 128,389            | \$ 2,704   | \$ -        | \$ 131,152            |
|                     | \$ 3,600            | \$ -         | \$ -        | \$ 3,676              | \$ 76      | \$ -        | \$ 3,763              | \$ 87      | \$ -        | \$ 3,843              | \$ 80     | \$ -        | \$ 3,926              | \$ 83      | \$ -        | \$ 4,010              |
|                     | \$ 1,017,791        | \$ (15,469)  | \$ -        | \$ 1,051,714          | \$ 33,923  | \$ -        | \$ 1,101,046          | \$ 49,333  | \$ -        | \$ 1,113,493          | \$ 12,447 | \$ -        | \$ 1,126,119          | \$ 12,627  | \$ -        | \$ 1,138,904          |
|                     | \$ 1,064,932        | \$ 22,959    | \$ -        | \$ 1,102,205          | \$ 37,273  | \$ -        | \$ 1,157,315          | \$ 55,110  | \$ -        | \$ 1,168,888          | \$ 11,573 | \$ -        | \$ 1,180,577          | \$ 11,689  | \$ -        | \$ 1,192,383          |
|                     | \$ 21,550           | \$ (5,400)   | \$ -        | \$ 22,002             | \$ 452     | \$ -        | \$ 22,525             | \$ 522     | \$ -        | \$ 23,005             | \$ 480    | \$ -        | \$ 23,500             | \$ 495     | \$ -        | \$ 24,006             |
|                     | \$ 5,000            | \$ -         | \$ -        | \$ 5,105              | \$ 105     | \$ -        | \$ 5,226              | \$ 121     | \$ -        | \$ 5,338              | \$ 111    | \$ -        | \$ 5,452              | \$ 115     | \$ -        | \$ 5,570              |
|                     | \$ 1,091,482        | \$ 17,559    | \$ -        | \$ 1,129,312          | \$ 37,830  | \$ -        | \$ 1,185,066          | \$ 55,754  | \$ -        | \$ 1,197,231          | \$ 12,165 | \$ -        | \$ 1,209,529          | \$ 12,299  | \$ -        | \$ 1,221,958          |
|                     | \$ 359,725          | \$ 8,468     | \$ -        | \$ 372,315            | \$ 12,590  | \$ -        | \$ 390,931            | \$ 18,616  | \$ -        | \$ 394,840            | \$ 3,909  | \$ -        | \$ 398,789            | \$ 3,948   | \$ -        | \$ 402,777            |
|                     | \$ 16,740           | \$ (2,810)   | \$ -        | \$ 17,091             | \$ 351     | \$ -        | \$ 17,497             | \$ 406     | \$ -        | \$ 17,870             | \$ 373    | \$ -        | \$ 18,255             | \$ 385     | \$ -        | \$ 18,647             |
|                     | \$ 1,400            | \$ (450)     | \$ -        | \$ 1,429              | \$ 29      | \$ -        | \$ 1,463              | \$ 34      | \$ -        | \$ 1,495              | \$ 31     | \$ -        | \$ 1,527              | \$ 32      | \$ -        | \$ 1,560              |
|                     | \$ 377,865          | \$ 5,208     | \$ -        | \$ 390,836            | \$ 12,971  | \$ -        | \$ 409,892            | \$ 19,055  | \$ -        | \$ 414,205            | \$ 4,314  | \$ -        | \$ 418,570            | \$ 4,365   | \$ -        | \$ 422,984            |
|                     | \$ 942,812          | \$ (12,874)  | \$ -        | \$ 975,810            | \$ 32,998  | \$ -        | \$ 1,024,601          | \$ 48,791  | \$ -        | \$ 1,034,847          | \$ 10,246 | \$ -        | \$ 1,045,195          | \$ 10,348  | \$ -        | \$ 1,055,647          |
|                     | \$ 760,540          | \$ (62,940)  | \$ -        | \$ 776,502            | \$ 15,962  | \$ -        | \$ 794,937            | \$ 18,434  | \$ -        | \$ 811,888            | \$ 16,951 | \$ -        | \$ 829,357            | \$ 17,469  | \$ -        | \$ 847,202            |
|                     | \$ 7,220            | \$ (800)     | \$ -        | \$ 7,372              | \$ 152     | \$ -        | \$ 7,547              | \$ 175     | \$ -        | \$ 7,707              | \$ 161    | \$ -        | \$ 7,873              | \$ 166     | \$ -        | \$ 8,043              |
|                     | \$ 1,710,572        | \$ (76,614)  | \$ -        | \$ 1,759,684          | \$ 49,112  | \$ -        | \$ 1,827,084          | \$ 67,400  | \$ -        | \$ 1,854,442          | \$ 27,358 | \$ -        | \$ 1,882,426          | \$ 27,983  | \$ -        | \$ 1,910,892          |
|                     | \$ 1,261,471        | \$ 53,561    | \$ -        | \$ 1,305,622          | \$ 44,151  | \$ -        | \$ 1,370,904          | \$ 65,281  | \$ -        | \$ 1,384,613          | \$ 13,709 | \$ -        | \$ 1,398,459          | \$ 13,846  | \$ -        | \$ 1,412,443          |
|                     | \$ 77,436           | \$ (453,791) | \$ -        | \$ 79,061             | \$ 1,625   | \$ -        | \$ 618,402            | \$ 539,341 | \$ -        | \$ 631,588            | \$ 13,187 | \$ -        | \$ 645,178            | \$ 13,590  | \$ -        | \$ 659,060            |
|                     | \$ 4,000            | \$ (500)     | \$ -        | \$ 4,084              | \$ 84      | \$ -        | \$ 4,181              | \$ 97      | \$ -        | \$ 4,270              | \$ 89     | \$ -        | \$ 4,362              | \$ 92      | \$ -        | \$ 4,456              |
|                     | \$ 1,342,907        | \$ (402,730) | \$ -        | \$ 1,388,768          | \$ 45,861  | \$ -        | \$ 1,993,486          | \$ 604,719 | \$ -        | \$ 2,020,471          | \$ 26,985 | \$ -        | \$ 2,047,999          | \$ 27,528  | \$ -        | \$ 2,075,959          |
| Review              | \$ 16,000           | \$ -         | \$ -        | \$ 16,000             | \$ -       | \$ -        | \$ 16,000             | \$ -       | \$ -        | \$ 16,000             | \$ -      | \$ -        | \$ 16,000             | \$ -       | \$ -        | \$ 16,000             |
| Assessment & Review | \$ 16,000           | \$ -         | \$ -        | \$ 16,000             | \$ -       | \$ -        | \$ 16,000             | \$ -       | \$ -        | \$ 16,000             | \$ -      | \$ -        | \$ 16,000             | \$ -       | \$ -        | \$ 16,000             |
|                     | \$ 293,642          | \$ 27,780    | \$ -        | \$ 303,919            | \$ 10,277  | \$ -        | \$ 319,115            | \$ 15,196  | \$ -        | \$ 322,307            | \$ 3,191  | \$ -        | \$ 325,530            | \$ 3,223   | \$ -        | \$ 328,785            |
|                     | \$ 94,495           | \$ (5,945)   | \$ -        | \$ 96,478             | \$ 1,983   | \$ -        | \$ 98,769             | \$ 2,290   | \$ -        | \$ 100,875            | \$ 2,106  | \$ -        | \$ 103,045            | \$ 2,170   | \$ -        | \$ 105,262            |
|                     | \$ 1,000            | \$ (400)     | \$ -        | \$ 1,021              | \$ 21      | \$ -        | \$ 1,045              | \$ 24      | \$ -        | \$ 1,068              | \$ 22     | \$ -        | \$ 1,090              | \$ 23      | \$ -        | \$ 1,114              |
|                     | \$ 389,137          | \$ 21,435    | \$ -        | \$ 401,419            | \$ 12,282  | \$ -        | \$ 418,929            | \$ 17,511  | \$ -        | \$ 424,249            | \$ 5,320  | \$ -        | \$ 429,665            | \$ 5,417   | \$ -        | \$ 435,161            |

|                              | 2026 Adopted Budget | Variance | 2025 - 2026 | 2027 Projected Budget | Variance 2026 - 2027 | 2028 Projected Budget | Variance 2027 - 2028 | 2029 Projected Budget | Variance 2028 - 2029 | 2030 Projected Budget | Variance 2029 - 2030 | 2031 Projected Budget |
|------------------------------|---------------------|----------|-------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|
|                              | \$ 2,216,473        | \$       | 213,531     | \$ 2,294,050          | \$ 77,577            | \$ 2,408,752          | \$ 114,702           | \$ 2,432,840          | \$ 24,088            | \$ 2,457,168          | \$ 24,328            | \$ 2,481,740          |
|                              | \$ 4,570,389        | \$       | 292,799     | \$ 5,027,428          | \$ 457,039           | \$ 5,530,171          | \$ 502,743           | \$ 6,083,188          | \$ 553,017           | \$ 6,691,507          | \$ 608,319           | \$ 7,360,657          |
|                              | \$ 164,196          | \$       | (91,200)    | \$ 167,642            | \$ 3,446             | \$ 171,622            | \$ 3,980             | \$ 175,282            | \$ 3,660             | \$ 179,053            | \$ 3,771             | \$ 182,906            |
|                              | \$ 6,951,058        | \$       | 415,130     | \$ 7,489,120          | \$ 538,062           | \$ 8,110,545          | \$ 621,425           | \$ 8,691,309          | \$ 580,764           | \$ 9,327,728          | \$ 636,419           | \$ 10,025,303         |
|                              | \$ 1,108,881        | \$       | 29,289      | \$ 1,147,692          | \$ 38,811            | \$ 1,205,076          | \$ 57,385            | \$ 1,217,127          | \$ 12,051            | \$ 1,229,298          | \$ 12,171            | \$ 1,241,591          |
|                              | \$ 157,166          | \$       | (11,376)    | \$ 160,465            | \$ 3,299             | \$ 164,274            | \$ 3,809             | \$ 167,777            | \$ 3,503             | \$ 171,387            | \$ 3,610             | \$ 175,075            |
|                              | \$ 4,250            | \$       | (1,630)     | \$ 4,339              | \$ 89                | \$ 4,442              | \$ 103               | \$ 4,537              | \$ 95                | \$ 4,635              | \$ 98                | \$ 4,734              |
|                              | \$ 1,270,297        | \$       | 16,263      | \$ 1,312,496          | \$ 42,199            | \$ 1,373,793          | \$ 61,297            | \$ 1,389,441          | \$ 15,648            | \$ 1,405,320          | \$ 15,879            | \$ 1,421,400          |
| Health Administration        | \$ 252,360          | \$       | 6,829       | \$ 261,193            | \$ 8,833             | \$ 274,252            | \$ 13,060            | \$ 276,995            | \$ 2,743             | \$ 279,765            | \$ 2,770             | \$ 282,562            |
|                              | \$ 286,000          | \$       | (22,750)    | \$ 292,003            | \$ 6,003             | \$ 298,935            | \$ 6,932             | \$ 305,309            | \$ 6,374             | \$ 311,878            | \$ 6,569             | \$ 318,585            |
|                              | \$ -                | \$       | (5,000)     | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |
| City & Health Administration | \$ 538,360          | \$       | (20,921)    | \$ 553,195            | \$ 14,835            | \$ 573,187            | \$ 19,992            | \$ 582,304            | \$ 9,117             | \$ 591,643            | \$ 9,339             | \$ 601,151            |
| Safety                       | \$ 470,631          | \$       | (83,522)    | \$ 487,103            | \$ 16,472            | \$ 511,458            | \$ 24,355            | \$ 516,573            | \$ 5,115             | \$ 521,739            | \$ 5,166             | \$ 526,956            |
|                              | \$ 191,606          | \$       | (164,903)   | \$ 210,767            | \$ 19,161            | \$ 231,843            | \$ 21,077            | \$ 255,028            | \$ 23,184            | \$ 280,530            | \$ 25,503            | \$ 308,583            |
|                              | \$ 489,970          | \$       | 204,941     | \$ 500,254            | \$ 10,284            | \$ 512,130            | \$ 11,876            | \$ 523,050            | \$ 10,921            | \$ 534,305            | \$ 11,254            | \$ 545,801            |
| Public Safety                | \$ 1,152,207        | \$       | (43,484)    | \$ 1,198,123          | \$ 45,916            | \$ 1,255,431          | \$ 57,308            | \$ 1,294,651          | \$ 39,219            | \$ 1,336,573          | \$ 41,923            | \$ 1,381,340          |
|                              | \$ 59,239,368       | \$       | 4,015,628   | \$ 60,821,598         | \$ 1,582,230         | \$ 61,634,162         | \$ 812,564           | \$ 62,250,503         | \$ 616,342           | \$ 62,873,008         | \$ 622,505           | \$ 63,501,738         |
|                              | \$ 7,175,647        | \$       | (195,741)   | \$ 7,326,250          | \$ 150,603           | \$ 7,500,177          | \$ 173,927           | \$ 7,660,110          | \$ 159,933           | \$ 7,824,929          | \$ 164,820           | \$ 7,993,295          |
|                              | \$ 2,290,619        | \$       | (158,309)   | \$ 2,338,695          | \$ 48,076            | \$ 2,394,216          | \$ 55,521            | \$ 2,445,270          | \$ 51,054            | \$ 2,497,884          | \$ 52,614            | \$ 2,551,630          |
|                              | \$ 68,705,634       | \$       | 3,661,578   | \$ 70,486,543         | \$ 1,780,909         | \$ 71,528,555         | \$ 1,042,012         | \$ 72,355,883         | \$ 827,328           | \$ 73,195,821         | \$ 839,938           | \$ 74,046,663         |
|                              | \$ 47,437,392       | \$       | (2,292,215) | \$ 51,275,732         | \$ 3,838,340         | \$ 51,838,721         | \$ 562,989           | \$ 52,357,108         | \$ 518,387           | \$ 52,880,679         | \$ 523,571           | \$ 53,409,486         |
|                              | \$ 766,167          | \$       | (84,338)    | \$ 782,247            | \$ 16,080            | \$ 800,818            | \$ 18,571            | \$ 817,895            | \$ 17,077            | \$ 835,493            | \$ 17,598            | \$ 853,470            |
|                              | \$ 1,758,990        | \$       | (258,272)   | \$ 1,795,908          | \$ 36,918            | \$ 1,838,543          | \$ 42,635            | \$ 1,877,748          | \$ 39,205            | \$ 1,918,151          | \$ 40,403            | \$ 1,959,423          |
|                              | \$ 49,962,549       | \$       | (2,634,825) | \$ 53,853,887         | \$ 3,891,338         | \$ 54,478,082         | \$ 624,194           | \$ 55,052,750         | \$ 574,669           | \$ 55,634,322         | \$ 581,572           | \$ 56,222,378         |
|                              | \$ 5,810,386        | \$       | 304,766     | \$ 6,013,750          | \$ 203,364           | \$ 6,314,437          | \$ 300,687           | \$ 6,377,581          | \$ 63,144            | \$ 6,441,357          | \$ 63,776            | \$ 6,505,771          |
|                              | \$ 1,407,432        | \$       | 57,716      | \$ 1,436,971          | \$ 29,539            | \$ 1,471,085          | \$ 34,114            | \$ 1,502,455          | \$ 31,369            | \$ 1,534,782          | \$ 32,328            | \$ 1,567,806          |
|                              | \$ 248,750          | \$       | (40,500)    | \$ 253,971            | \$ 5,221             | \$ 260,000            | \$ 6,029             | \$ 265,544            | \$ 5,544             | \$ 271,258            | \$ 5,714             | \$ 277,094            |
|                              | \$ 7,466,568        | \$       | 321,982     | \$ 7,704,692          | \$ 238,124           | \$ 8,045,522          | \$ 340,831           | \$ 8,145,580          | \$ 100,058           | \$ 8,247,397          | \$ 101,817           | \$ 8,350,671          |
| Homeland Sec.                | \$ -                | \$       | -           | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |
|                              | \$ 359,880          | \$       | (58,063)    | \$ 372,476            | \$ 12,596            | \$ 391,100            | \$ 18,624            | \$ 395,011            | \$ 3,911             | \$ 398,961            | \$ 3,950             | \$ 402,950            |
|                              | \$ 344,261          | \$       | 267,434     | \$ 351,486            | \$ 7,225             | \$ 359,831            | \$ 8,344             | \$ 367,504            | \$ 7,673             | \$ 375,411            | \$ 7,907             | \$ 383,485            |
|                              | \$ 44,140           | \$       | (19,450)    | \$ 45,066             | \$ 926               | \$ 46,136             | \$ 1,070             | \$ 47,120             | \$ 984               | \$ 48,134             | \$ 1,014             | \$ 49,170             |
| Homeland Sec.                | \$ 748,281          | \$       | 189,921     | \$ 769,029            | \$ 20,748            | \$ 797,067            | \$ 28,038            | \$ 809,634            | \$ 12,568            | \$ 822,506            | \$ 12,871            | \$ 835,609            |
| Development                  | \$ 1,785,922        | \$       | 133,671     | \$ 1,848,429          | \$ 62,507            | \$ 1,940,851          | \$ 92,421            | \$ 1,960,259          | \$ 19,409            | \$ 1,979,862          | \$ 19,603            | \$ 1,999,660          |
|                              | \$ 403,692          | \$       | 16,835      | \$ 412,165            | \$ 8,473             | \$ 421,950            | \$ 9,785             | \$ 430,947            | \$ 8,998             | \$ 440,220            | \$ 9,273             | \$ 449,692            |
|                              | \$ 8,700            | \$       | (2,000)     | \$ 8,883              | \$ 183               | \$ 9,093              | \$ 211               | \$ 9,287              | \$ 194               | \$ 9,487              | \$ 200               | \$ 9,691              |
| Development                  | \$ 2,198,314        | \$       | 148,506     | \$ 2,269,477          | \$ 71,163            | \$ 2,371,894          | \$ 102,417           | \$ 2,400,494          | \$ 28,600            | \$ 2,429,569          | \$ 29,075            | \$ 2,459,044          |
|                              | \$ 523,560          | \$       | 25,304      | \$ 541,885            | \$ 18,325            | \$ 568,979            | \$ 27,094            | \$ 574,669            | \$ 5,690             | \$ 580,415            | \$ 5,747             | \$ 586,215            |
|                              | \$ 201,400          | \$       | (25,400)    | \$ 205,627            | \$ 4,227             | \$ 210,509            | \$ 4,882             | \$ 214,997            | \$ 4,489             | \$ 219,624            | \$ 4,626             | \$ 224,345            |
|                              | \$ -                | \$       | -           | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  |
|                              | \$ 724,960          | \$       | (96)        | \$ 747,512            | \$ 22,552            | \$ 779,487            | \$ 31,976            | \$ 789,666            | \$ 10,179            | \$ 800,039            | \$ 10,373            | \$ 810,569            |
| Opportunity                  | \$ 901,909          | \$       | 61,332      | \$ 933,476            | \$ 31,567            | \$ 980,150            | \$ 46,674            | \$ 989,951            | \$ 9,801             | \$ 999,851            | \$ 9,900             | \$ 1,009,845          |
|                              | \$ 608,273          | \$       | 55,859      | \$ 621,040            | \$ 12,767            | \$ 635,783            | \$ 14,744            | \$ 649,340            | \$ 13,557            | \$ 663,312            | \$ 13,972            | \$ 677,584            |
|                              | \$ 2,000            | \$       | (1,500)     | \$ 2,042              | \$ 42                | \$ 2,090              | \$ 48                | \$ 2,135              | \$ 45                | \$ 2,181              | \$ 46                | \$ 2,228              |
| Opportunity                  | \$ 1,512,182        | \$       | 115,691     | \$ 1,556,557          | \$ 44,375            | \$ 1,618,023          | \$ 61,466            | \$ 1,641,427          | \$ 23,403            | \$ 1,665,344          | \$ 23,917            | \$ 1,689,661          |

|  | 2026 Adopted Budget | Variance | 2025 - 2026 | 2027 Projected Budget | Variance | 2026 - 2027 | 2028 Projected Budget | Variance | 2027 - 2028 | 2029 Projected Budget | Variance | 2028 - 2029 | 2030 Projected Budget | Variance | 2029 - 2030 | 2031 Projected Budget |
|--|---------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|
| <b>Equity, Inclusion &amp; Belonging</b> | \$ 59,923           | \$       | 1,604       | \$ 62,020             | \$       | 2,097       | \$ 65,121             | \$       | 3,101       | \$ 65,773             | \$       | 651         | \$ 66,430             | \$       | 658         | \$ 67,095             |
|  | \$ 12,000           | \$       | -           | \$ 12,252             | \$       | 252         | \$ 12,543             | \$       | 291         | \$ 12,810             | \$       | 267         | \$ 13,086             | \$       | 276         | \$ 13,367             |
|  | \$ -                | \$       | (250)       | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ 71,923           | \$       | 1,354       | \$ 74,272             | \$       | 2,349       | \$ 77,664             | \$       | 3,392       | \$ 78,583             | \$       | 919         | \$ 79,516             | \$       | 933         | \$ 80,462             |
|  | \$ 896,718          | \$       | 61,994      | \$ 928,103            | \$       | 31,385      | \$ 974,508            | \$       | 46,405      | \$ 984,253            | \$       | 9,745       | \$ 994,096            | \$       | 9,843       | \$ 1,004,037          |
|  | \$ 259,100          | \$       | 7,000       | \$ 264,538            | \$       | 5,438       | \$ 270,818            | \$       | 6,280       | \$ 276,593            | \$       | 5,775       | \$ 282,544            | \$       | 5,951       | \$ 288,624            |
|  | \$ 80,000           | \$       | 13,000      | \$ 81,679             | \$       | 1,679       | \$ 83,618             | \$       | 1,939       | \$ 85,401             | \$       | 1,783       | \$ 87,239             | \$       | 1,838       | \$ 89,116             |
| <b>ng</b>                                | \$ 1,235,818        | \$       | 81,994      | \$ 1,274,320          | \$       | 38,502      | \$ 1,328,945          | \$       | 54,624      | \$ 1,346,248          | \$       | 17,303      | \$ 1,363,879          | \$       | 17,631      | \$ 1,381,777          |
| <b>ation</b>                             | \$ 821,129          | \$       | 26,739      | \$ 849,869            | \$       | 28,740      | \$ 892,362            | \$       | 42,493      | \$ 901,286            | \$       | 8,924       | \$ 910,298            | \$       | 9,013       | \$ 919,401            |
|  | \$ 24,998           | \$       | (5,002)     | \$ 25,523             | \$       | 525         | \$ 26,129             | \$       | 606         | \$ 26,686             | \$       | 557         | \$ 27,260             | \$       | 574         | \$ 27,846             |
|  | \$ 9,700            | \$       | (2,000)     | \$ 9,904              | \$       | 204         | \$ 10,139             | \$       | 235         | \$ 10,355             | \$       | 216         | \$ 10,578             | \$       | 223         | \$ 10,805             |
| <b>ministration</b>                      | \$ 855,827          | \$       | 19,737      | \$ 885,295            | \$       | 29,468      | \$ 928,629            | \$       | 43,334      | \$ 938,326            | \$       | 9,697       | \$ 948,136            | \$       | 9,810       | \$ 958,053            |
| <b>a</b>                                 | \$ 956,351          | \$       | 22,851      | \$ 989,823            | \$       | 33,472      | \$ 1,039,314          | \$       | 49,491      | \$ 1,049,708          | \$       | 10,393      | \$ 1,060,205          | \$       | 10,497      | \$ 1,070,807          |
|  | \$ 40,000           | \$       | (45,000)    | \$ 40,840             | \$       | 840         | \$ 41,809             | \$       | 970         | \$ 42,701             | \$       | 892         | \$ 43,619             | \$       | 919         | \$ 44,558             |
|  | \$ 1,000            | \$       | -           | \$ 1,021              | \$       | 21          | \$ 1,045              | \$       | 24          | \$ 1,068              | \$       | 22          | \$ 1,090              | \$       | 23          | \$ 1,114              |
| <b>mitation</b>                          | \$ 997,351          | \$       | (22,149)    | \$ 1,031,684          | \$       | 34,333      | \$ 1,082,169          | \$       | 50,485      | \$ 1,093,476          | \$       | 11,307      | \$ 1,104,915          | \$       | 11,439      | \$ 1,116,479          |
|  | \$ 826,282          | \$       | 19,397      | \$ 855,202            | \$       | 28,920      | \$ 897,962            | \$       | 42,760      | \$ 906,942            | \$       | 8,980       | \$ 916,011            | \$       | 9,069       | \$ 925,171            |
|  | \$ 16,957,864       | \$       | 2,312,479   | \$ 17,313,778         | \$       | 355,914     | \$ 17,724,810         | \$       | 411,033     | \$ 18,102,772         | \$       | 377,961     | \$ 18,492,282         | \$       | 389,510     | \$ 18,890,173         |
|  | \$ 6,000            | \$       | -           | \$ 6,126              | \$       | 126         | \$ 6,271              | \$       | 145         | \$ 6,405              | \$       | 134         | \$ 6,543              | \$       | 138         | \$ 6,684              |
| <b>ontrol</b>                            | \$ 17,790,146       | \$       | 2,331,876   | \$ 18,175,105         | \$       | 384,959     | \$ 18,629,044         | \$       | 453,938     | \$ 19,016,118         | \$       | 387,075     | \$ 19,414,836         | \$       | 398,717     | \$ 19,822,028         |
|  | \$ 50,000           | \$       | (45,000)    | \$ 50,000             | \$       | -           | \$ 50,000             | \$       | -           | \$ 50,000             | \$       | -           | \$ 50,000             | \$       | -           | \$ 50,000             |
|  | \$ 3,058,179        | \$       | 1,178       | \$ 3,165,215          | \$       | 107,036     | \$ 3,323,476          | \$       | 158,261     | \$ 3,356,711          | \$       | 33,235      | \$ 3,390,278          | \$       | 33,567      | \$ 3,424,181          |
|  | \$ 505,000          | \$       | (10,000)    | \$ 515,599            | \$       | 10,399      | \$ 527,839            | \$       | 12,240      | \$ 539,095            | \$       | 11,256      | \$ 550,694            | \$       | 11,599      | \$ 562,544            |
|  | \$ 286,500          | \$       | 5,500       | \$ 292,513            | \$       | 6,013       | \$ 299,457            | \$       | 6,944       | \$ 305,843            | \$       | 6,386       | \$ 312,424            | \$       | 6,581       | \$ 319,146            |
|  | \$ 3,899,679        | \$       | (48,322)    | \$ 4,023,327          | \$       | 123,648     | \$ 4,200,773          | \$       | 177,446     | \$ 4,251,649          | \$       | 50,876      | \$ 4,303,396          | \$       | 51,747      | \$ 4,355,870          |
|  | \$ 500,000          | \$       | -           | \$ 500,000            | \$       | -           | \$ 500,000            | \$       | -           | \$ 500,000            | \$       | -           | \$ 500,000            | \$       | -           | \$ 500,000            |
|  | \$ 930,000          | \$       | 25,000      | \$ 930,000            | \$       | -           | \$ 930,000            | \$       | -           | \$ 930,000            | \$       | -           | \$ 930,000            | \$       | -           | \$ 930,000            |
|  | \$ 773,500          | \$       | -           | \$ 773,500            | \$       | -           | \$ 773,500            | \$       | -           | \$ 773,500            | \$       | -           | \$ 773,500            | \$       | -           | \$ 773,500            |
|  | \$ 2,203,500        | \$       | 25,000      | \$ 2,203,500          | \$       | -           | \$ 2,203,500          | \$       | -           | \$ 2,203,500          | \$       | -           | \$ 2,203,500          | \$       | -           | \$ 2,203,500          |
|  | \$ 55,000           | \$       | (15,000)    | \$ 55,000             | \$       | -           | \$ 55,000             | \$       | -           | \$ 55,000             | \$       | -           | \$ 55,000             | \$       | -           | \$ 55,000             |
|  | \$ 870,886          | \$       | 21,425      | \$ 901,367            | \$       | 30,481      | \$ 946,435            | \$       | 45,068      | \$ 955,900            | \$       | 9,464       | \$ 965,459            | \$       | 9,559       | \$ 975,113            |
|  | \$ 13,000           | \$       | 9,000       | \$ 13,273             | \$       | 273         | \$ 13,588             | \$       | 315         | \$ 13,878             | \$       | 290         | \$ 14,176             | \$       | 299         | \$ 14,481             |
|  | \$ 97,000           | \$       | (36,000)    | \$ 99,036             | \$       | 2,036       | \$ 101,387            | \$       | 2,351       | \$ 103,549            | \$       | 2,162       | \$ 105,777            | \$       | 2,228       | \$ 108,053            |
| <b>on</b>                                | \$ 1,035,886        | \$       | (20,575)    | \$ 1,068,676          | \$       | 32,790      | \$ 1,116,410          | \$       | 47,735      | \$ 1,128,326          | \$       | 11,916      | \$ 1,140,412          | \$       | 12,086      | \$ 1,152,648          |
| <b>it</b>                                | \$ 563,576          | \$       | 14,117      | \$ 583,301            | \$       | 19,725      | \$ 612,466            | \$       | 29,165      | \$ 618,591            | \$       | 6,125       | \$ 624,777            | \$       | 6,186       | \$ 631,025            |
|  | \$ 33,000           | \$       | (3,000)     | \$ 33,693             | \$       | 693         | \$ 34,492             | \$       | 800         | \$ 35,228             | \$       | 736         | \$ 35,986             | \$       | 758         | \$ 36,760             |
|  | \$ 250,000          | \$       | -           | \$ 255,247            | \$       | 5,247       | \$ 261,307            | \$       | 6,060       | \$ 266,879            | \$       | 5,572       | \$ 272,621            | \$       | 5,742       | \$ 278,487            |
| <b>uipment</b>                           | \$ 846,576          | \$       | 11,117      | \$ 872,241            | \$       | 25,665      | \$ 908,265            | \$       | 36,025      | \$ 920,698            | \$       | 12,432      | \$ 933,384            | \$       | 12,686      | \$ 946,272            |
|  | \$ 257,521          | \$       | 4,459       | \$ 266,534            | \$       | 9,013       | \$ 279,861            | \$       | 13,327      | \$ 282,660            | \$       | 2,799       | \$ 285,486            | \$       | 2,827       | \$ 288,341            |
|  | \$ 355,000          | \$       | 114,000     | \$ 362,451            | \$       | 7,451       | \$ 371,055            | \$       | 8,605       | \$ 378,968            | \$       | 7,912       | \$ 387,122            | \$       | 8,154       | \$ 395,451            |
|  | \$ 5,000            | \$       | 5,105       | \$ 5,105              | \$       | 105         | \$ 5,226              | \$       | 121         | \$ 5,338              | \$       | 111         | \$ 5,452              | \$       | 115         | \$ 5,570              |
| <b>tration</b>                           | \$ 617,521          | \$       | 123,459     | \$ 634,090            | \$       | 16,569      | \$ 656,143            | \$       | 22,053      | \$ 666,965            | \$       | 10,822      | \$ 678,060            | \$       | 11,096      | \$ 689,362            |

|  | 2026 Adopted Budget | Variance | 2025 - 2026 | 2027 Projected Budget | Variance | 2026 - 2027 | 2028 Projected Budget | Variance | 2027 - 2028 | 2029 Projected Budget | Variance | 2028 - 2029 | 2030 Projected Budget | Variance | 2029 - 2030 | 2031 Projected Budget |
|--|---------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|
|  | \$ 1,853,579        | \$       | (105,113)   | \$ 1,918,454          | \$       | 64,875      | \$ 2,014,377          | \$       | 95,923      | \$ 2,034,521          | \$       | 20,144      | \$ 2,054,866          | \$       | 20,345      | \$ 2,075,415          |
|  | \$ 263,700          | \$       | (7,300)     | \$ 269,235            | \$       | 5,535       | \$ 275,626            | \$       | 6,392       | \$ 281,504            | \$       | 5,877       | \$ 287,561            | \$       | 6,057       | \$ 293,748            |
|  | \$ 129,000          | \$       | (45,000)    | \$ 131,707            | \$       | 2,707       | \$ 134,834            | \$       | 3,127       | \$ 137,709            | \$       | 2,875       | \$ 140,672            | \$       | 2,963       | \$ 143,695            |
|  | \$ 2,246,279        | \$       | (157,413)   | \$ 2,319,396          | \$       | 73,117      | \$ 2,424,837          | \$       | 105,441     | \$ 2,453,734          | \$       | 28,896      | \$ 2,483,099          | \$       | 29,365      | \$ 2,512,862          |
|  | \$ 1,874,000        | \$       | -           | \$ 1,939,590          | \$       | 65,590      | \$ 2,036,570          | \$       | 96,980      | \$ 2,056,935          | \$       | 20,366      | \$ 2,077,505          | \$       | 20,569      | \$ 2,098,280          |
|  | \$ -                | \$       | (65,000)    | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ 1,874,000        | \$       | (65,000)    | \$ 1,939,590          | \$       | 65,590      | \$ 2,036,570          | \$       | 96,980      | \$ 2,056,935          | \$       | 20,366      | \$ 2,077,505          | \$       | 20,569      | \$ 2,098,280          |
|  | \$ 4,327,355        | \$       | 80,553      | \$ 4,478,812          | \$       | 151,457     | \$ 4,702,753          | \$       | 223,941     | \$ 4,749,781          | \$       | 47,028      | \$ 4,797,278          | \$       | 47,498      | \$ 4,845,251          |
|  | \$ 417,500          | \$       | (63,800)    | \$ 426,263            | \$       | 8,763       | \$ 436,382            | \$       | 10,120      | \$ 445,687            | \$       | 9,305       | \$ 455,277            | \$       | 9,590       | \$ 465,073            |
|  | \$ 394,940          | \$       | (69,960)    | \$ 403,229            | \$       | 8,289       | \$ 412,802            | \$       | 9,573       | \$ 421,604            | \$       | 8,803       | \$ 430,676            | \$       | 9,071       | \$ 439,942            |
|  | \$ 5,139,795        | \$       | (53,207)    | \$ 5,308,304          | \$       | 168,509     | \$ 5,551,937          | \$       | 243,633     | \$ 5,617,072          | \$       | 65,135      | \$ 5,683,231          | \$       | 66,159      | \$ 5,750,267          |
|  | \$ 978,875          | \$       | 14,072      | \$ 1,013,136          | \$       | 34,261      | \$ 1,063,792          | \$       | 50,637      | \$ 1,074,430          | \$       | 10,638      | \$ 1,085,175          | \$       | 10,744      | \$ 1,096,026          |
|  | \$ 143,106          | \$       | -           | \$ 146,110            | \$       | 3,004       | \$ 149,578            | \$       | 3,469       | \$ 152,768            | \$       | 3,190       | \$ 156,055            | \$       | 3,287       | \$ 159,413            |
|  | \$ 7,500            | \$       | (500)       | \$ 7,657              | \$       | 157         | \$ 7,839              | \$       | 182         | \$ 8,006              | \$       | 167         | \$ 8,179              | \$       | 172         | \$ 8,355              |
|  | \$ 1,129,481        | \$       | 13,572      | \$ 1,166,903          | \$       | 37,422      | \$ 1,221,210          | \$       | 54,307      | \$ 1,235,204          | \$       | 13,995      | \$ 1,249,408          | \$       | 14,204      | \$ 1,263,794          |
|  | \$ 2,115,704        | \$       | 93,782      | \$ 2,189,754          | \$       | 74,050      | \$ 2,299,241          | \$       | 109,488     | \$ 2,322,234          | \$       | 22,992      | \$ 2,345,456          | \$       | 23,222      | \$ 2,368,911          |
|  | \$ -                | \$       | (49,870)    | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ 2,115,704        | \$       | 43,912      | \$ 2,189,754          | \$       | 74,050      | \$ 2,299,241          | \$       | 109,488     | \$ 2,322,234          | \$       | 22,992      | \$ 2,345,456          | \$       | 23,222      | \$ 2,368,911          |
|  | \$ 427,467          | \$       | 12,156      | \$ 442,428            | \$       | 14,961      | \$ 464,550            | \$       | 22,121      | \$ 469,195            | \$       | 4,645       | \$ 473,887            | \$       | 4,692       | \$ 478,626            |
|  | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ 427,467          | \$       | 12,156      | \$ 442,428            | \$       | 14,961      | \$ 464,550            | \$       | 22,121      | \$ 469,195            | \$       | 4,645       | \$ 473,887            | \$       | 4,692       | \$ 478,626            |
|  | \$ 380,152          | \$       | 13,300      | \$ 393,457            | \$       | 13,305      | \$ 413,130            | \$       | 19,673      | \$ 417,261            | \$       | 4,131       | \$ 421,434            | \$       | 4,173       | \$ 425,648            |
|  | \$ 18,500           | \$       | (2,200)     | \$ 18,888             | \$       | 388         | \$ 19,337             | \$       | 448         | \$ 19,749             | \$       | 412         | \$ 20,174             | \$       | 425         | \$ 20,608             |
|  | \$ -                | \$       | (1,410)     | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ 398,652          | \$       | 9,690       | \$ 412,346            | \$       | 13,694      | \$ 432,467            | \$       | 20,121      | \$ 437,011            | \$       | 4,544       | \$ 441,608            | \$       | 4,598       | \$ 446,256            |
|  | \$ 1,139,551        | \$       | 39,555      | \$ 1,179,435          | \$       | 39,884      | \$ 1,238,407          | \$       | 58,972      | \$ 1,250,791          | \$       | 12,384      | \$ 1,263,299          | \$       | 12,508      | \$ 1,275,932          |
|  | \$ 248,650          | \$       | 54,650      | \$ 253,869            | \$       | 5,219       | \$ 259,896            | \$       | 6,027       | \$ 265,438            | \$       | 5,542       | \$ 271,149            | \$       | 5,711       | \$ 276,983            |
|  | \$ 2,688            | \$       | -           | \$ 2,744              | \$       | 56          | \$ 2,810              | \$       | 65          | \$ 2,869              | \$       | 60          | \$ 2,931              | \$       | 62          | \$ 2,994              |
|  | \$ 1,390,889        | \$       | 94,205      | \$ 1,436,048          | \$       | 45,159      | \$ 1,501,112          | \$       | 65,064      | \$ 1,519,098          | \$       | 17,986      | \$ 1,537,379          | \$       | 18,281      | \$ 1,555,909          |
|  | \$ 465,560          | \$       | 21,495      | \$ 481,855            | \$       | 16,295      | \$ 505,947            | \$       | 24,093      | \$ 511,007            | \$       | 5,059       | \$ 516,117            | \$       | 5,110       | \$ 521,278            |
|  | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ 465,560          | \$       | 21,495      | \$ 481,855            | \$       | 16,295      | \$ 505,947            | \$       | 24,093      | \$ 511,007            | \$       | 5,059       | \$ 516,117            | \$       | 5,110       | \$ 521,278            |
|  | \$ 809,324          | \$       | 68,817      | \$ 837,650            | \$       | 28,326      | \$ 879,533            | \$       | 41,883      | \$ 888,328            | \$       | 8,795       | \$ 897,211            | \$       | 8,883       | \$ 906,184            |
|  | \$ 605,671          | \$       | (104,894)   | \$ 618,383            | \$       | 12,712      | \$ 633,063            | \$       | 14,681      | \$ 646,563            | \$       | 13,499      | \$ 660,475            | \$       | 13,912      | \$ 674,686            |
|  | \$ 9,200            | \$       | (14,300)    | \$ 9,393              | \$       | 193         | \$ 9,616              | \$       | 223         | \$ 9,821              | \$       | 205         | \$ 10,032             | \$       | 211         | \$ 10,248             |
|  | \$ 1,424,195        | \$       | (50,377)    | \$ 1,465,426          | \$       | 41,231      | \$ 1,522,212          | \$       | 56,786      | \$ 1,544,712          | \$       | 22,500      | \$ 1,567,719          | \$       | 23,006      | \$ 1,591,118          |
|  | \$ 1,503,377        | \$       | 94,713      | \$ 1,555,995          | \$       | 52,618      | \$ 1,633,795          | \$       | 77,800      | \$ 1,650,133          | \$       | 16,338      | \$ 1,666,634          | \$       | 16,501      | \$ 1,683,301          |
|  | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|  | \$ 1,503,377        | \$       | 94,713      | \$ 1,555,995          | \$       | 52,618      | \$ 1,633,795          | \$       | 77,800      | \$ 1,650,133          | \$       | 16,338      | \$ 1,666,634          | \$       | 16,501      | \$ 1,683,301          |

|                 | 2026 Adopted Budget | Variance | 2025 - 2026 | 2027 Projected Budget | Variance | 2026 - 2027 | 2028 Projected Budget | Variance | 2027 - 2028 | 2029 Projected Budget | Variance | 2028 - 2029 | 2030 Projected Budget | Variance | 2029 - 2030 | 2031 Projected Budget |
|-----------------|---------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|
| as Piping       | \$ 321,985          | \$       | 10,346      | \$ 333,254            | \$       | 11,269      | \$ 349,917            | \$       | 16,663      | \$ 353,416            | \$       | 3,499       | \$ 356,951            | \$       | 3,534       | \$ 360,520            |
| ge & Gas Piping | \$ 321,985          | \$       | 10,346      | \$ 333,254            | \$       | 11,269      | \$ 349,917            | \$       | 16,663      | \$ 353,416            | \$       | 3,499       | \$ 356,951            | \$       | 3,534       | \$ 360,520            |
| ition           | \$ 246,952          | \$       | 9,027       | \$ 255,959            | \$       | 8,643       | \$ 268,375            | \$       | 12,780      | \$ 271,059            | \$       | 2,684       | \$ 273,769            | \$       | 2,711       | \$ 276,507            |
| Review          | \$ 18,540           | \$       | -           | \$ 18,540             | \$       | -           | \$ 18,540             | \$       | -           | \$ 18,540             | \$       | -           | \$ 18,540             | \$       | -           | \$ 18,540             |
|                 | \$ 13,390           | \$       | -           | \$ 13,390             | \$       | -           | \$ 13,390             | \$       | -           | \$ 13,390             | \$       | -           | \$ 13,390             | \$       | -           | \$ 13,390             |
|                 | \$ 505,000          | \$       | (1,505,000) | \$ 15,100             | \$       | (489,900)   | \$ 15,402             | \$       | 302         | \$ 15,710             | \$       | 308         | \$ 16,024             | \$       | 314         | \$ 16,345             |
|                 | \$ 1,875,651        | \$       | (44,359)    | \$ 1,941,299          | \$       | 65,648      | \$ 2,038,364          | \$       | 97,065      | \$ 2,058,747          | \$       | 20,384      | \$ 2,079,335          | \$       | 20,587      | \$ 2,100,128          |
|                 | \$ 2,977,775        | \$       | (1,190,905) | \$ 3,040,273          | \$       | 62,498      | \$ 3,112,450          | \$       | 72,177      | \$ 3,178,819          | \$       | 66,369      | \$ 3,247,216          | \$       | 68,397      | \$ 3,317,086          |
|                 | \$ 1,828,500        | \$       | (286,000)   | \$ 1,866,877          | \$       | 38,377      | \$ 1,911,197          | \$       | 44,320      | \$ 1,951,951          | \$       | 40,754      | \$ 1,993,950          | \$       | 41,999      | \$ 2,036,853          |
|                 | \$ 7,186,926        | \$       | (3,026,264) | \$ 6,863,548          | \$       | (323,378)   | \$ 7,077,412          | \$       | 213,864     | \$ 7,205,227          | \$       | 127,815     | \$ 7,336,526          | \$       | 131,298     | \$ 7,470,412          |
|                 | \$ 402,259          | \$       | (41,607)    | \$ 416,338            | \$       | 14,079      | \$ 437,155            | \$       | 20,817      | \$ 441,527            | \$       | 4,372       | \$ 445,942            | \$       | 4,415       | \$ 450,401            |
|                 | \$ 40,100           | \$       | (500)       | \$ 40,942             | \$       | 842         | \$ 41,914             | \$       | 972         | \$ 42,807             | \$       | 894         | \$ 43,728             | \$       | 921         | \$ 44,665             |
|                 | \$ 1,500            | \$       | (1,000)     | \$ 1,531              | \$       | 31          | \$ 1,568              | \$       | 36          | \$ 1,601              | \$       | 33          | \$ 1,636              | \$       | 34          | \$ 1,671              |
|                 | \$ 443,859          | \$       | (43,107)    | \$ 458,811            | \$       | 14,952      | \$ 480,636            | \$       | 21,825      | \$ 485,935            | \$       | 5,299       | \$ 491,306            | \$       | 5,371       | \$ 496,741            |
|                 | \$ 1,007,869        | \$       | 12,794      | \$ 1,043,144          | \$       | 35,275      | \$ 1,095,302          | \$       | 52,157      | \$ 1,106,255          | \$       | 10,953      | \$ 1,117,317          | \$       | 11,063      | \$ 1,128,490          |
|                 | \$ 83,400           | \$       | (48,900)    | \$ 85,150             | \$       | 1,750       | \$ 87,172             | \$       | 2,021       | \$ 89,031             | \$       | 1,859       | \$ 90,946             | \$       | 1,916       | \$ 92,903             |
|                 | \$ 57,254           | \$       | (300)       | \$ 58,456             | \$       | 1,202       | \$ 59,843             | \$       | 1,388       | \$ 61,119             | \$       | 1,276       | \$ 62,435             | \$       | 1,315       | \$ 63,778             |
|                 | \$ 1,148,523        | \$       | (36,406)    | \$ 1,186,750          | \$       | 38,227      | \$ 1,242,317          | \$       | 55,566      | \$ 1,256,405          | \$       | 14,088      | \$ 1,270,698          | \$       | 14,293      | \$ 1,285,172          |
|                 | \$ 439,497          | \$       | 11,493      | \$ 454,879            | \$       | 15,382      | \$ 477,623            | \$       | 22,744      | \$ 482,400            | \$       | 4,776       | \$ 487,224            | \$       | 4,824       | \$ 492,096            |
|                 | \$ 98,800           | \$       | 800         | \$ 100,874            | \$       | 2,074       | \$ 103,268            | \$       | 2,395       | \$ 105,470            | \$       | 2,202       | \$ 107,740            | \$       | 2,269       | \$ 110,058            |
|                 | \$ 3,200            | \$       | 1,000       | \$ 3,267              | \$       | 67          | \$ 3,345              | \$       | 78          | \$ 3,416              | \$       | 71          | \$ 3,490              | \$       | 74          | \$ 3,565              |
|                 | \$ 541,497          | \$       | 13,293      | \$ 559,020            | \$       | 17,523      | \$ 584,236            | \$       | 25,216      | \$ 591,286            | \$       | 7,050       | \$ 598,453            | \$       | 7,167       | \$ 605,718            |
|                 | \$ 301,462          | \$       | 6,823       | \$ 312,013            | \$       | 10,551      | \$ 327,614            | \$       | 15,601      | \$ 330,890            | \$       | 3,276       | \$ 334,199            | \$       | 3,309       | \$ 337,541            |
|                 | \$ 7,100            | \$       | -           | \$ 7,249              | \$       | 149         | \$ 7,421              | \$       | 172         | \$ 7,579              | \$       | 158         | \$ 7,742              | \$       | 163         | \$ 7,905              |
|                 | \$ 1,220            | \$       | -           | \$ 1,246              | \$       | 26          | \$ 1,275              | \$       | 30          | \$ 1,302              | \$       | 27          | \$ 1,330              | \$       | 28          | \$ 1,355              |
|                 | \$ 309,782          | \$       | 6,823       | \$ 320,508            | \$       | 10,726      | \$ 336,310            | \$       | 15,802      | \$ 339,772            | \$       | 3,462       | \$ 343,272            | \$       | 3,500       | \$ 346,809            |
|                 | \$ 2,162            | \$       | 3           | \$ 2,162              | \$       | -           | \$ 2,162              | \$       | -           | \$ 2,162              | \$       | -           | \$ 2,162              | \$       | -           | \$ 2,162              |
|                 | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
| y               | \$ 2,162            | \$       | 3           | \$ 2,162              | \$       | -           | \$ 2,162              | \$       | -           | \$ 2,162              | \$       | -           | \$ 2,162              | \$       | -           | \$ 2,162              |
|                 | \$ 278,459          | \$       | (125,425)   | \$ 288,205            | \$       | 9,746       | \$ 302,615            | \$       | 14,410      | \$ 305,641            | \$       | 3,026       | \$ 308,698            | \$       | 3,056       | \$ 311,785            |
|                 | \$ 108,410          | \$       | (78,640)    | \$ 110,685            | \$       | 2,275       | \$ 113,313            | \$       | 2,628       | \$ 115,729            | \$       | 2,416       | \$ 118,219            | \$       | 2,490       | \$ 120,763            |
|                 | \$ 4,500            | \$       | (3,500)     | \$ 4,594              | \$       | 94          | \$ 4,704              | \$       | 109         | \$ 4,804              | \$       | 100         | \$ 4,907              | \$       | 103         | \$ 5,013              |
|                 | \$ 391,369          | \$       | (207,565)   | \$ 403,485            | \$       | 12,116      | \$ 420,632            | \$       | 17,147      | \$ 426,175            | \$       | 5,543       | \$ 431,824            | \$       | 5,650       | \$ 437,561            |
| is              | \$ 72,364           | \$       | 3,044       | \$ 73,883             | \$       | 1,519       | \$ 75,637             | \$       | 1,754       | \$ 77,250             | \$       | 1,613       | \$ 78,912             | \$       | 1,662       | \$ 80,610             |
| & Towns         | \$ 72,364           | \$       | 3,044       | \$ 73,883             | \$       | 1,519       | \$ 75,637             | \$       | 1,754       | \$ 77,250             | \$       | 1,613       | \$ 78,912             | \$       | 1,662       | \$ 80,610             |
|                 | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|                 | \$ 66,135           | \$       | 1,770       | \$ 68,450             | \$       | 2,315       | \$ 71,872             | \$       | 3,422       | \$ 72,591             | \$       | 719         | \$ 73,317             | \$       | 726         | \$ 74,050             |
|                 | \$ 25,000           | \$       | (21,350)    | \$ 25,525             | \$       | 525         | \$ 26,131             | \$       | 606         | \$ 26,688             | \$       | 557         | \$ 27,262             | \$       | 574         | \$ 27,845             |

|                         | 2026 Adopted Budget | Variance | 2025 - 2026 | 2027 Projected Budget | Variance | 2026 - 2027 | 2028 Projected Budget | Variance | 2027 - 2028 | 2029 Projected Budget | Variance | 2028 - 2029 | 2030 Projected Budget | Variance | 2029 - 2030 | 2031 Projected Budget |
|-------------------------|---------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|
|                         | \$ 3,000            | \$       | (3,050)     | \$ 3,063              | \$       | 63          | \$ 3,136              | \$       | 73          | \$ 3,203              | \$       | 67          | \$ 3,271              | \$       | 69          | \$ 3,342              |
|                         | \$ 94,135           | \$       | (22,630)    | \$ 97,037             | \$       | 2,902       | \$ 101,139            | \$       | 4,101       | \$ 102,481            | \$       | 1,343       | \$ 103,850            | \$       | 1,369       | \$ 105,241            |
| <b>ourism</b>           |                     |          |             |                       |          |             |                       |          |             |                       |          |             |                       |          |             |                       |
|                         | \$ 492,666          | \$       | (3,273)     | \$ 509,909            | \$       | 17,243      | \$ 535,405            | \$       | 25,495      | \$ 540,759            | \$       | 5,354       | \$ 546,166            | \$       | 5,408       | \$ 551,628            |
|                         | \$ 955,707          | \$       | (69,104)    | \$ 975,765            | \$       | 20,058      | \$ 998,930            | \$       | 23,165      | \$ 1,020,231          | \$       | 21,301      | \$ 1,042,183          | \$       | 21,952      | \$ 1,064,608          |
|                         | \$ 10,500           | \$       | (4,700)     | \$ 10,720             | \$       | 220         | \$ 10,975             | \$       | 255         | \$ 11,209             | \$       | 234         | \$ 11,450             | \$       | 241         | \$ 11,696             |
| <b>m. &amp; Tourism</b> | \$ 1,458,873        | \$       | (77,077)    | \$ 1,496,395          | \$       | 37,522      | \$ 1,545,310          | \$       | 48,915      | \$ 1,572,199          | \$       | 26,889      | \$ 1,599,800          | \$       | 27,601      | \$ 1,627,932          |
| <b>ervices</b>          |                     |          |             |                       |          |             |                       |          |             |                       |          |             |                       |          |             |                       |
|                         | \$ 715,839          | \$       | (32,532)    | \$ 740,893            | \$       | 25,054      | \$ 777,938            | \$       | 37,045      | \$ 785,717            | \$       | 7,779       | \$ 793,575            | \$       | 7,857       | \$ 801,510            |
|                         | \$ 1,298,632        | \$       | (335,507)   | \$ 1,325,888          | \$       | 27,256      | \$ 1,357,365          | \$       | 31,477      | \$ 1,386,309          | \$       | 28,944      | \$ 1,416,138          | \$       | 29,829      | \$ 1,446,608          |
|                         | \$ 6,200            | \$       | (300)       | \$ 6,330              | \$       | 130         | \$ 6,480              | \$       | 150         | \$ 6,619              | \$       | 138         | \$ 6,761              | \$       | 142         | \$ 6,906              |
| <b>nan Services</b>     | \$ 2,020,671        | \$       | (368,339)   | \$ 2,073,111          | \$       | 52,440      | \$ 2,141,783          | \$       | 68,672      | \$ 2,178,645          | \$       | 36,862      | \$ 2,216,473          | \$       | 37,828      | \$ 2,255,025          |
|                         | \$ 290,914          | \$       | 81,232      | \$ 301,096            | \$       | 10,182      | \$ 316,151            | \$       | 15,055      | \$ 319,312            | \$       | 3,162       | \$ 322,505            | \$       | 3,193       | \$ 325,730            |
|                         | \$ 6,650            | \$       | 6,650       | \$ 6,790              | \$       | 140         | \$ 6,951              | \$       | 161         | \$ 7,099              | \$       | 148         | \$ 7,252              | \$       | 153         | \$ 7,408              |
|                         | \$ 1,500            | \$       | 1,500       | \$ 1,531              | \$       | 31          | \$ 1,568              | \$       | 36          | \$ 1,601              | \$       | 33          | \$ 1,636              | \$       | 34          | \$ 1,671              |
|                         | \$ 299,064          | \$       | 89,382      | \$ 309,417            | \$       | 10,353      | \$ 324,669            | \$       | 15,252      | \$ 328,013            | \$       | 3,343       | \$ 331,393            | \$       | 3,380       | \$ 334,809            |
|                         | \$ 491,075          | \$       | (303,862)   | \$ 508,263            | \$       | 17,188      | \$ 533,676            | \$       | 25,413      | \$ 539,013            | \$       | 5,337       | \$ 544,403            | \$       | 5,390       | \$ 549,847            |
|                         | \$ 63,500           | \$       | (45,000)    | \$ 217,981            | \$       | 154,481     | \$ 376,717            | \$       | 158,736     | \$ 231,551            | \$       | (145,166)   | \$ 389,761            | \$       | 158,210     | \$ 244,920            |
|                         | \$ 500              | \$       | (7,500)     | \$ 510                | \$       | 10          | \$ 523                | \$       | 12          | \$ 534                | \$       | 11          | \$ 545                | \$       | 11          | \$ 557                |
| <b>ers</b>              | \$ 555,075          | \$       | (356,362)   | \$ 726,754            | \$       | 171,679     | \$ 910,915            | \$       | 184,161     | \$ 771,098            | \$       | (139,818)   | \$ 934,709            | \$       | 163,611     | \$ 795,324            |
|                         | \$ 503,032          | \$       | (127,922)   | \$ 520,638            | \$       | 17,606      | \$ 546,670            | \$       | 26,032      | \$ 552,137            | \$       | 5,467       | \$ 557,658            | \$       | 5,521       | \$ 563,235            |
|                         | \$ 143,350          | \$       | (7,350)     | \$ 146,359            | \$       | 3,009       | \$ 149,833            | \$       | 3,475       | \$ 153,028            | \$       | 3,195       | \$ 156,321            | \$       | 3,293       | \$ 159,684            |
|                         | \$ 5,250            | \$       | (3,250)     | \$ 5,360              | \$       | 110         | \$ 5,487              | \$       | 127         | \$ 5,604              | \$       | 117         | \$ 5,725              | \$       | 121         | \$ 5,848              |
| <b>as</b>               | \$ 651,632          | \$       | (138,522)   | \$ 672,357            | \$       | 20,725      | \$ 701,991            | \$       | 29,634      | \$ 710,769            | \$       | 8,779       | \$ 719,704            | \$       | 8,935       | \$ 728,767            |
|                         | \$ 314,875          | \$       | -           | \$ 314,875            | \$       | -           | \$ 314,875            | \$       | -           | \$ 314,875            | \$       | -           | \$ 314,875            | \$       | -           | \$ 314,875            |
|                         | \$ 263,500          | \$       | -           | \$ 269,030            | \$       | 5,530       | \$ 275,417            | \$       | 6,387       | \$ 281,290            | \$       | 5,873       | \$ 287,343            | \$       | 6,052       | \$ 293,525            |
|                         | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|                         | \$ -                | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
|                         | \$ 578,375          | \$       | -           | \$ 583,905            | \$       | 5,530       | \$ 590,292            | \$       | 6,387       | \$ 596,165            | \$       | 5,873       | \$ 602,218            | \$       | 6,052       | \$ 608,400            |
|                         | \$ 1,079,317        | \$       | (21,632)    | \$ 1,117,093          | \$       | 37,776      | \$ 1,172,948          | \$       | 55,855      | \$ 1,184,677          | \$       | 11,729      | \$ 1,196,524          | \$       | 11,847      | \$ 1,208,485          |
|                         | \$ 138,400          | \$       | (28,240)    | \$ 141,305            | \$       | 2,905       | \$ 144,659            | \$       | 3,355       | \$ 147,744            | \$       | 3,085       | \$ 150,923            | \$       | 3,179       | \$ 154,170            |
|                         | \$ 6,000            | \$       | -           | \$ 6,126              | \$       | 126         | \$ 6,271              | \$       | 145         | \$ 6,405              | \$       | 134         | \$ 6,543              | \$       | 138         | \$ 6,684              |
|                         | \$ 1,223,717        | \$       | (49,872)    | \$ 1,264,524          | \$       | 40,807      | \$ 1,323,878          | \$       | 59,355      | \$ 1,338,826          | \$       | 14,948      | \$ 1,353,990          | \$       | 15,164      | \$ 1,369,343          |
|                         | \$ 322,302          | \$       | 21,513      | \$ 333,583            | \$       | 11,281      | \$ 350,262            | \$       | 16,679      | \$ 353,764            | \$       | 3,503       | \$ 357,302            | \$       | 3,538       | \$ 360,875            |
|                         | \$ 310,400          | \$       | (89,800)    | \$ 316,915            | \$       | 6,515       | \$ 324,438            | \$       | 7,524       | \$ 331,357            | \$       | 6,918       | \$ 338,486            | \$       | 7,130       | \$ 345,769            |
|                         | \$ 2,100            | \$       | -           | \$ 2,144              | \$       | 44          | \$ 2,195              | \$       | 51          | \$ 2,242              | \$       | 47          | \$ 2,290              | \$       | 48          | \$ 2,339              |
|                         | \$ 634,802          | \$       | (68,287)    | \$ 652,641            | \$       | 17,839      | \$ 676,895            | \$       | 24,254      | \$ 687,363            | \$       | 10,468      | \$ 698,078            | \$       | 10,716      | \$ 708,984            |
| <b>ion</b>              |                     |          |             |                       |          |             |                       |          |             |                       |          |             |                       |          |             |                       |
|                         | \$ 1,684,078        | \$       | (11,309)    | \$ 1,743,021          | \$       | 58,943      | \$ 1,830,172          | \$       | 87,151      | \$ 1,848,473          | \$       | 18,302      | \$ 1,866,958          | \$       | 18,485      | \$ 1,885,628          |
|                         | \$ 125,400          | \$       | -           | \$ 128,032            | \$       | 2,632       | \$ 131,071            | \$       | 3,040       | \$ 133,866            | \$       | 2,795       | \$ 136,747            | \$       | 2,880       | \$ 139,685            |
|                         | \$ 20,000           | \$       | -           | \$ 20,420             | \$       | 420         | \$ 20,905             | \$       | 485         | \$ 21,350             | \$       | 446         | \$ 21,810             | \$       | 459         | \$ 22,275             |
| <b>instration</b>       | \$ 1,829,478        | \$       | (11,309)    | \$ 1,891,472          | \$       | 61,994      | \$ 1,982,148          | \$       | 90,675      | \$ 2,003,690          | \$       | 21,542      | \$ 2,025,515          | \$       | 21,824      | \$ 2,047,596          |
| <b>ditor</b>            |                     |          |             |                       |          |             |                       |          |             |                       |          |             |                       |          |             |                       |
|                         | \$ 395,404          | \$       | 11,977      | \$ 409,243            | \$       | 13,839      | \$ 429,705            | \$       | 20,462      | \$ 434,002            | \$       | 4,297       | \$ 438,342            | \$       | 4,340       | \$ 442,726            |
|                         | \$ 445,580          | \$       | 5,760       | \$ 454,932            | \$       | 9,352       | \$ 465,732            | \$       | 10,800      | \$ 475,663            | \$       | 9,931       | \$ 485,898            | \$       | 10,235      | \$ 496,353            |
|                         | \$ 1,100            | \$       | (700)       | \$ 1,123              | \$       | 23          | \$ 1,170              | \$       | 27          | \$ 1,174              | \$       | 25          | \$ 1,200              | \$       | 25          | \$ 1,225              |
| <b>nal Auditor</b>      | \$ 842,084          | \$       | 17,037      | \$ 865,298            | \$       | 23,214      | \$ 896,587            | \$       | 31,289      | \$ 910,840            | \$       | 14,253      | \$ 925,440            | \$       | 14,600      | \$ 940,304            |

|                             | 2026 Adopted Budget | Variance     | 2025 - 2026    | 2027 Projected Budget | Variance 2026 - 2027 | 2028 Projected Budget | Variance 2027 - 2028 | 2029 Projected Budget | Variance 2028 - 2029 | 2030 Projected Budget | Variance 2029 - 2030 | 2031 Projected Budget |
|-----------------------------|---------------------|--------------|----------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|
|                             | \$ 353,057          | \$ (20,251)  | \$ 365,414     | \$ 12,357             | \$ 383,685           | \$ 18,271             | \$ 387,522           | \$ 3,837              | \$ 391,397           | \$ 3,875              | \$ 395,311           |                       |
|                             | \$ 212,506          | \$ 13,836    | \$ 216,966     | \$ 4,460              | \$ 222,117           | \$ 5,151              | \$ 226,853           | \$ 4,736              | \$ 231,734           | \$ 4,881              | \$ 236,721           |                       |
|                             | \$ 4,000            | \$ (6,000)   | \$ 4,084       | \$ 84                 | \$ 4,181             | \$ 97                 | \$ 4,270             | \$ 89                 | \$ 4,362             | \$ 92                 | \$ 4,456             |                       |
|                             | \$ 569,563          | \$ (12,415)  | \$ 586,464     | \$ 16,901             | \$ 609,983           | \$ 23,518             | \$ 618,645           | \$ 8,662              | \$ 627,493           | \$ 8,848              | \$ 636,487           |                       |
|                             | \$ (3,500,000)      | \$ 500,000   | \$ (3,500,000) | \$ -                  | \$ (3,500,000)       | \$ -                  | \$ (3,500,000)       | \$ -                  | \$ (3,500,000)       | \$ -                  | \$ (3,500,000)       |                       |
|                             | \$ -                | \$ -         | \$ -           | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 |                       |
|                             | \$ -                | \$ -         | \$ -           | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 |                       |
| al                          | \$ (3,500,000)      | \$ 500,000   | \$ (3,500,000) | \$ -                  | \$ (3,500,000)       | \$ -                  | \$ (3,500,000)       | \$ -                  | \$ (3,500,000)       | \$ -                  | \$ (3,500,000)       |                       |
|                             | \$ 565,266          | \$ 20,746    | \$ 585,050     | \$ 19,784             | \$ 614,303           | \$ 29,253             | \$ 620,446           | \$ 6,143              | \$ 626,650           | \$ 6,204              | \$ 632,917           |                       |
|                             | \$ 40,000           | \$ 40,000    | \$ 40,840      | \$ 840                | \$ 41,809            | \$ 970                | \$ 42,701            | \$ 892                | \$ 43,619            | \$ 919                | \$ 44,558            |                       |
|                             | \$ -                | \$ -         | \$ -           | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 |                       |
|                             | \$ 605,266          | \$ 60,746    | \$ 625,890     | \$ 20,624             | \$ 656,112           | \$ 30,222             | \$ 663,146           | \$ 7,035              | \$ 670,270           | \$ 7,123              | \$ 677,475           |                       |
| penditures                  | \$ 222,437,248      | \$ 42,095    | \$ 231,174,071 | \$ 8,736,823          | \$ 238,116,725       | \$ 6,942,655          | \$ 241,488,977       | \$ 3,372,251          | \$ 245,275,367       | \$ 3,786,390          | \$ 248,865,736       |                       |
| ral Fund                    | \$ 1,090,000        | \$ -         | \$ 1,090,000   | \$ -                  | \$ 1,090,000         | \$ -                  | \$ 1,090,000         | \$ -                  | \$ 1,090,000         | \$ -                  | \$ 1,090,000         |                       |
| nt                          | \$ 1,500,000        | \$ -         | \$ 1,500,000   | \$ -                  | \$ 1,500,000         | \$ -                  | \$ 1,500,000         | \$ -                  | \$ 1,500,000         | \$ -                  | \$ 1,500,000         |                       |
| l-General Fund              | \$ 100,000          | \$ -         | \$ 100,000     | \$ -                  | \$ 100,000           | \$ -                  | \$ 100,000           | \$ -                  | \$ 100,000           | \$ -                  | \$ 100,000           |                       |
|                             | \$ 2,690,000        | \$ -         | \$ 2,690,000   | \$ -                  | \$ 2,690,000         | \$ -                  | \$ 2,690,000         | \$ -                  | \$ 2,690,000         | \$ -                  | \$ 2,690,000         |                       |
|                             | \$ 8,457,302        | \$ 3,559,124 | \$ 8,636,204   | \$ 178,902            | \$ 8,018,909         | \$ (617,295)          | \$ 7,823,331         | \$ (195,578)          | \$ 7,678,594         | \$ (144,737)          | \$ 7,551,101         |                       |
| ght                         | \$ 8,457,302        | \$ 3,559,124 | \$ 8,636,204   | \$ 178,902            | \$ 8,018,909         | \$ (617,295)          | \$ 7,823,331         | \$ (195,578)          | \$ 7,678,594         | \$ (144,737)          | \$ 7,551,101         |                       |
| Misc. ions & Misc.          | \$ 7,006,850        | \$ 310,000   | \$ 7,006,850   | \$ -                  | \$ 7,006,850         | \$ -                  | \$ 7,006,850         | \$ -                  | \$ 7,006,850         | \$ -                  | \$ 7,006,850         |                       |
|                             | \$ 9,330            | \$ -         | \$ 9,330       | \$ -                  | \$ 9,330             | \$ -                  | \$ 9,330             | \$ -                  | \$ 9,330             | \$ -                  | \$ 9,330             |                       |
| le at July 1, 2025          | \$ 71,123,628       | \$ 67,381    | \$ 71,123,628  | \$ -                  | \$ 71,123,628        | \$ -                  | \$ 71,123,628        | \$ -                  | \$ 71,123,628        | \$ -                  | \$ 71,123,628        |                       |
|                             | \$ 71,123,628       | \$ 67,381    | \$ 71,123,628  | \$ -                  | \$ 71,123,628        | \$ -                  | \$ 71,123,628        | \$ -                  | \$ 71,123,628        | \$ -                  | \$ 71,123,628        |                       |
| Health Administration       | \$ -                | \$ -         | \$ -           | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 |                       |
| Medical Expenses            | \$ 349,179          | \$ -         | \$ 349,179     | \$ -                  | \$ 349,179           | \$ -                  | \$ 349,179           | \$ -                  | \$ 349,179           | \$ -                  | \$ 349,179           |                       |
|                             | \$ 1,514,303        | \$ 44,106    | \$ 1,514,303   | \$ -                  | \$ 1,514,303         | \$ -                  | \$ 1,514,303         | \$ -                  | \$ 1,514,303         | \$ -                  | \$ 1,514,303         |                       |
| Health Administration Total | \$ 1,863,482        | \$ 44,106    | \$ 1,863,482   | \$ -                  | \$ 1,863,482         | \$ -                  | \$ 1,863,482         | \$ -                  | \$ 1,863,482         | \$ -                  | \$ 1,863,482         |                       |
|                             | \$ 4,517            | \$ -         | \$ 4,517       | \$ -                  | \$ 4,517             | \$ -                  | \$ 4,517             | \$ -                  | \$ 4,517             | \$ -                  | \$ 4,517             |                       |
| gram                        | \$ 31,674           | \$ 598       | \$ 31,674      | \$ -                  | \$ 31,674            | \$ -                  | \$ 31,674            | \$ -                  | \$ 31,674            | \$ -                  | \$ 31,674            |                       |
|                             | \$ 964,686          | \$ 35,369    | \$ 983,980     | \$ 19,294             | \$ 1,003,659         | \$ 19,680             | \$ 1,023,733         | \$ 20,073             | \$ 1,044,207         | \$ 20,475             | \$ 1,065,091         |                       |
|                             | \$ 607,412          | \$ 140,161   | \$ 619,560     | \$ 12,148             | \$ 631,951           | \$ 12,391             | \$ 644,590           | \$ 12,639             | \$ 657,482           | \$ 12,892             | \$ 670,632           |                       |
|                             | \$ 185,640          | \$ (8,645)   | \$ 185,640     | \$ -                  | \$ 185,640           | \$ -                  | \$ 185,640           | \$ -                  | \$ 185,640           | \$ -                  | \$ 185,640           |                       |
|                             | \$ 130,000          | \$ -         | \$ 130,000     | \$ -                  | \$ 130,000           | \$ -                  | \$ 130,000           | \$ -                  | \$ 130,000           | \$ -                  | \$ 130,000           |                       |
|                             | \$ 6,554,576        | \$ 906,032   | \$ 7,140,001   | \$ 585,425            | \$ 7,422,840         | \$ 282,839            | \$ 5,054,941         | \$ (2,367,899)        | \$ 5,104,829         | \$ 49,888             | \$ 5,155,215         |                       |
| ment                        | \$ -                | \$ -         | \$ -           | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                 |                       |
| nsion                       | \$ 2,994,725        | \$ (60,698)  | \$ 2,994,725   | \$ -                  | \$ 3,068,956         | \$ 74,231             | \$ 3,068,956         | \$ -                  | \$ 3,068,956         | \$ -                  | \$ 3,068,956         |                       |
|                             | \$ 66,000           | \$ -         | \$ 66,000      | \$ -                  | \$ 66,000            | \$ -                  | \$ 66,000            | \$ -                  | \$ 66,000            | \$ -                  | \$ 66,000            |                       |
| ense                        | \$ 2,652,688        | \$ 253,162   | \$ 2,741,873   | \$ 89,185             | \$ 2,831,058         | \$ 89,185             | \$ 2,831,058         | \$ -                  | \$ 2,831,058         | \$ -                  | \$ 2,831,058         |                       |
| Members                     | \$ 24,889,226       | \$ 2,205,366 | \$ 25,387,011  | \$ 497,785            | \$ 25,894,751        | \$ 507,740            | \$ 26,412,646        | \$ 517,895            | \$ 26,940,899        | \$ 528,253            | \$ 27,479,717        |                       |
| es                          | \$ 28,211,657       | \$ 1,224,159 | \$ 28,775,890  | \$ 564,233            | \$ 29,351,408        | \$ 575,518            | \$ 29,938,436        | \$ 587,028            | \$ 30,537,205        | \$ 598,769            | \$ 31,147,945        |                       |
|                             | \$ 96,479,551       | \$ 4,720,617 | \$ 101,602,615 | \$ 5,123,064          | \$ 107,901,977       | \$ 6,299,362          | \$ 113,329,447       | \$ 5,427,469          | \$ 119,029,918       | \$ 5,700,471          | \$ 125,017,123       |                       |
|                             | \$ 26,400           | \$ -         | \$ 26,400      | \$ -                  | \$ 26,400            | \$ -                  | \$ 26,400            | \$ -                  | \$ 26,400            | \$ -                  | \$ 26,400            |                       |
| ation                       | \$ 300,000          | \$ 100,000   | \$ 300,000     | \$ -                  | \$ 300,000           | \$ -                  | \$ 300,000           | \$ -                  | \$ 300,000           | \$ -                  | \$ 300,000           |                       |
| il                          | \$ 164,098,752      | \$ 9,538,621 | \$ 170,989,886 | \$ 6,891,134          | \$ 178,850,832       | \$ 7,860,946          | \$ 183,048,037       | \$ 4,197,206          | \$ 189,958,784       | \$ 6,910,747          | \$ 197,179,972       |                       |
|                             | \$ 100,000          | \$ -         | \$ 100,000     | \$ -                  | \$ 100,000           | \$ -                  | \$ 100,000           | \$ -                  | \$ 100,000           | \$ -                  | \$ 100,000           |                       |

|                                   | 2026 Adopted Budget | Variance | 2025 - 2026 | 2027 Projected Budget | Variance | 2026 - 2027  | 2028 Projected Budget | Variance | 2027 - 2028 | 2029 Projected Budget | Variance | 2028 - 2029 | 2030 Projected Budget | Variance | 2029 - 2030 | 2031 Projected Budget |
|-----------------------------------|---------------------|----------|-------------|-----------------------|----------|--------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|
|                                   | \$ 147,000,000      | \$       | 13,953,389  | \$ 154,350,000        | \$       | 7,350,000    | \$ 157,437,000        | \$       | 3,087,000   | \$ 163,734,480        | \$       | 6,297,480   | \$ 170,283,859        | \$       | 6,549,379   | \$ 173,689,536        |
| prop.                             | \$ -                | \$       | -           | \$ -                  | \$       | -            | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  | \$       | -           | \$ -                  |
| Expenditures                      | \$ 624,786,592      | \$       | 27,514,716  | \$ 647,943,451        | \$       | 23,156,859   | \$ 665,216,756        | \$       | 17,273,305  | \$ 678,888,115        | \$       | 13,671,359  | \$ 695,989,895        | \$       | 17,101,780  | \$ 710,079,635        |
| Compared to General Fund Revenues | \$ 624,786,592      | \$       | 25,014,716  | \$ 631,019,038        | \$       | 6,232,446    | \$ 643,608,834        | \$       | 12,589,796  | \$ 653,564,173        | \$       | 9,955,339   | \$ 673,911,909        | \$       | 20,347,736  | \$ 682,419,205        |
| Total Surplus/(Deficit)           | \$ -                | \$       | (2,500,000) | \$ (16,924,413)       | \$       | (16,924,413) | \$ (21,607,922)       | \$       | (4,683,509) | \$ (25,323,942)       | \$       | (3,716,020) | \$ (22,077,985)       | \$       | 3,245,956   | \$ (27,660,430)       |

|                            | 2026 Adopted Budget | Variance | 2025 - 2026 | 2027 Projected Budget | Variance | 2026 - 2027 | 2028 Projected Budget | Variance | 2027 - 2028 | 2029 Projected Budget | Variance | 2028 - 2029 | 2030 Projected Budget | Variance | 2029 - 2030 | 2031 Projected Budget |
|----------------------------|---------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|----------|-------------|-----------------------|
| <b>Expenditure Summary</b> |                     |          |             |                       |          |             |                       |          |             |                       |          |             |                       |          |             |                       |
| \$                         | 164,019,941         | \$       | 2,576,932   | \$ 171,539,748        | \$       | 7,519,807   | \$ 176,019,173        | \$       | -4,479,425  | \$ 177,805,715        | \$       | 1,786,542   | \$ 179,610,123        | \$       | 1,804,407   | \$ 181,432,574        |
| \$                         | 59,840,618          | \$       | 3,424,097   | \$ 61,551,384         | \$       | 1,710,766   | \$ 63,194,856         | \$       | 1,643,472   | \$ 64,398,784         | \$       | 1,203,928   | \$ 66,044,141         | \$       | 1,645,357   | \$ 67,488,547         |
| \$                         | 9,113,991           | \$       | (834,810)   | \$ 9,289,042          | \$       | 175,051     | \$ 9,491,203          | \$       | 202,161     | \$ 9,677,098          | \$       | 185,895     | \$ 9,868,673          | \$       | 191,575     | \$ 10,064,370         |
| \$                         | 610,000             | \$       | (1,565,000) | \$ 120,100            | \$       | (489,900)   | \$ 120,402            | \$       | 302         | \$ 120,710            | \$       | 308         | \$ 121,024            | \$       | 314         | \$ 121,345            |
| \$                         | 96,479,551          | \$       | -4,720,617  | \$ 101,602,615        | \$       | 5,123,064   | \$ 107,901,977        | \$       | 6,299,362   | \$ 113,329,447        | \$       | 5,427,469   | \$ 119,029,918        | \$       | 5,700,471   | \$ 125,017,123        |
| ive Members                | \$ 24,889,226       | \$       | 2,205,366   | \$ 25,387,011         | \$       | 497,785     | \$ 25,894,751         | \$       | 507,740     | \$ 26,412,646         | \$       | 517,895     | \$ 26,940,899         | \$       | 528,253     | \$ 27,479,717         |
| rees                       | \$ 28,211,657       | \$       | 1,224,159   | \$ 28,775,890         | \$       | 564,233     | \$ 29,351,408         | \$       | 575,518     | \$ 29,938,436         | \$       | 587,028     | \$ 30,537,205         | \$       | 598,769     | \$ 31,147,945         |
| ts                         | \$ 14,518,318       | \$       | 1,388,479   | \$ 15,224,370         | \$       | 706,052     | \$ 15,702,696         | \$       | -478,325    | \$ 13,367,509         | \$       | (2,335,187) | \$ 13,450,763         | \$       | 83,254      | \$ 13,535,183         |
| i                          | \$ 165,962,234      | \$       | 9,582,727   | \$ 172,853,368        | \$       | 6,891,134   | \$ 180,714,314        | \$       | 7,860,946   | \$ 184,911,519        | \$       | -4,197,206  | \$ 191,822,266        | \$       | 6,910,747   | \$ 199,043,454        |
| d Ceremonies               | \$ 7,016,180        | \$       | 310,000     | \$ 7,016,180          | \$       | -           | \$ 7,016,180          | \$       | -           | \$ 7,016,180          | \$       | -           | \$ 7,016,180          | \$       | -           | \$ 7,016,180          |
|                            | \$ 71,123,628       | \$       | 67,381      | \$ 71,123,628         | \$       | -           | \$ 71,123,628         | \$       | -           | \$ 71,123,628         | \$       | -           | \$ 71,123,628         | \$       | -           | \$ 71,123,628         |
|                            | \$ 100,000          | \$       | -           | \$ 100,000            | \$       | -           | \$ 100,000            | \$       | -           | \$ 100,000            | \$       | -           | \$ 100,000            | \$       | -           | \$ 100,000            |
| ice School Budget          | \$ 147,000,000      | \$       | 13,953,389  | \$ 154,350,000        | \$       | 7,350,000   | \$ 157,437,000        | \$       | 3,087,000   | \$ 163,734,480        | \$       | 6,297,480   | \$ 170,283,859        | \$       | 6,549,379   | \$ 173,689,536        |
| \$                         | 624,786,592         | \$       | 27,514,716  | \$ 647,943,451        | \$       | 23,156,859  | \$ 665,216,756        | \$       | 17,273,305  | \$ 678,888,115        | \$       | 13,671,359  | \$ 695,989,895        | \$       | 17,101,780  | \$ 710,079,635        |