

# 2012-2013 Operating Budget Forecast



The Corporation of the Town of Milton





A two-year operating budget forecast has been prepared for 2012 and 2013. The results of the analysis indicate the Town will require an overall 7.35% tax increase in 2012 and an additional increase of 5.21% in 2013 with Council's approval of a 3.58% tax increase in 2011. New and rising costs, annualization of new and expanded services combined with limited new sources of revenue continue to put pressure on the operating budget.

### Contractual Obligations

Included in the forecast are market adjustments and contractual increases for the salaries and contractual and inflationary increases for benefits provided to Town of Milton employees. As the IBEW and fire contracts will expire in 2012, salary increases have been estimated based on past contractual increases. The total impact of contractual and inflationary salary and benefit increases for all existing staff is forecast at \$1,085,342 in 2012 and \$1,083,310 in 2013. As a percentage the increases are 3.17% in 2012 and 3.0% in 2013.

Staff have constructed a Municipal Price Index (MPI) to ensure the value of goods and services in the budget are adjusted appropriately for the range of products that the Town purchases. The Index differs from other indices, such as the Consumer Price Index, in that it is constructed based on purchasing patterns of the municipality rather than consumers or businesses in general. An analysis of the various expenditures and revenues in the operating budget generated a price index of 3.1% on expenditures and an overall index on expenditures and revenues of 4.23%.

The cost impact of the MPI on purchased goods and services in the forecast is estimated at \$565,749 in 2012 and \$639,771 in 2013. User fee revenue generated by Town programs and services have also been indexed by the MPI for 2012 and 2013, resulting in increases of \$366,528 and \$404,861 respectively. These increases exclude Building Revenues, which have no impact on the Operating Forecast as all changes in this revenue stream are offset by a change in the Contribution to/from Reserves, following Bill 124 legislation.

### Growth Impacts from the Capital Budget

The 2011 Capital Budget includes projects that will have impacts on the operating budget when they are approved and completed. Projects with operating impacts in 2012 and 2013 that are growth related include:

- Insurance and fleet expenditures for additions to the fleet equipment;
- Incremental costs for maintenance of additional parkland in growth areas; and
- Operational costs associated with the new Civic Operations Centre.



The 2010 Capital Budget included construction of the Community Park which will have an operating impact beginning in 2012. The major impacts of these capital programs are highlighted in the following table. The figures presented are incremental over the 2011 requested budget.

Capital Job	2012 Impact	2013 Impact
Fleet Equipment – Growth	\$ 36,868	\$ 36,868
Parks	92,833	92,833
New Civic Operations Centre	103,313	318,246
<b>TOTAL</b>	<b>\$ 233,014</b>	<b>\$ 447,947</b>

### Other Impacts from Growth

In addition to market adjustments and contractual increases, an allowance of \$500,000 has been included in each year of the forecast for the addition of new positions. The 2012 forecast budget accounts for annualizations of new positions included in the 2011 operating budget.

The Milton Centre for the Arts, the new Central Library and the expansion of the Milton Sports Centre will open in early 2011. Associated operating expenditures and revenues have been included in the 2011 Operating Budget, and the 2012 forecast includes annualizations to account for the facilities being open for the full year.

As subdivisions are assumed, the Town is responsible for maintaining additional roadways. In 2012, 35 additional lane kilometres are expected to be assumed, and in 2013 an additional 55 lane kilometres. The cost to maintain the additional roadways is estimated to be \$217,374 in 2012 with an additional \$349,103 in 2013.

### Assessment Growth and Taxation

To estimate the impact of growth on the taxable assessment, 2,084 residential units and 1,321,500 square feet of industrial/commercial/institutional space are assumed to be added to the tax roll for 2012 and 2,239 residential units and 1,389,800 square feet of ICI space in 2013. This results in an estimated annual assessment growth of 6.05% in 2012 and 6.45% in 2013, resulting in additional forecast tax revenues of \$1,882,736 in 2012 and \$2,239,140 in 2013 assuming a 5.72% tax increase in 2011.

### Financial Expenditures and Transfers to/from Own Funds

The operating budget forecast includes the cost of servicing existing debt as well as new debt that has been identified in the proposed capital budget. To accommodate the increased cost, a reduction in the contribution to capital has been included.

Transfer to reserve and reserve funds have been increased at a rate of 2.78% as per the MPI analysis with the exception of the Equipment Replacement Reserve. In order to reduce the forecasted shortfall in the Equipment Replacement Reserve, contributions to the reserve have been increased by an additional \$506,044 in both 2012 and 2013. Total reserve and reserve funds contributions will increase by \$817,798 in 2012 and an additional \$973,669 in 2013.

With the forecasted increase in residential units and industrial/commercial space, the Building Department's reliance on reserve contributions will decline. The contributions from the Building Reserve will decrease by \$1,180,565 in 2012, and an additional decrease of \$138,505 has been forecast for 2013.



## 2012 to 2013 Operating Budget Forecast Forecasted Increase in Tax Levy

<b>If Council Approves a 5.72 % Tax Increase in 2011:</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Required Tax Levy (Town and Library)	33,117,630	36,700,685	40,531,346
Impact of Growth in Assessment Base (Cumulative)		1,882,736	4,128,327
Required Tax Increase		1,700,319	1,585,070
<b>%age Increase (over previous year)</b>		<b>5.47%</b>	<b>5.10%</b>
<b>If Council Approves a 3.58% Tax Increase in 2011:</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Required Tax Levy (Town and Library, excluding Hospital Levy)	32,562,875	36,700,685	40,531,346
Impact of Growth in Assessment Base (Cumulative)		1,855,233	4,068,022
Required Tax Increase (over previous year)		2,282,577	1,617,873
<b>%age Increase (over previous year)</b>		<b>7.35%</b>	<b>5.21%</b>

**Note:** The 2012/13 Operating Budget Forecast was prepared under the assumption that a 5.72% tax increase would be approved for the 2011 budget. The approved levy for 2011, excluding the 1% hospital levy, is 3.58%. The forecast presented has not been updated to reflect the lower tax rate increase approved in 2011. The hospital levy was not considered during the preparation of the operating budget forecast and has therefore, been excluded from the above tables.



# 2012-2013 OPERATING BUDGET FORECAST - OVERVIEW



ACCOUNT SUMMARY	ASSUMPTION and/or SOURCE	ACCOUNT SUMMARY	ASSUMPTION and/or SOURCE
<b>EXPENSES</b>		<b>REVENUES</b>	
<u>Salaries and Benefits</u>		<u>Taxation</u>	
Salaries and FTE's		- Penalties / Interest	Flatline at 2011 budget
- Increases for salaries and benefits have been applied to reflect contractual agreements and current market adjustments		- Supplementary Taxes	Flatline at 2011 budget
- Allowance of \$500,000 in contingency budget for new positions in 2012 and 2013		- Railway Taxes	Flatline at 2011 budget
Benefits (excluding OMERS)		<u>Grants and Interest Income</u>	
- No change in benefits package over forecast period		- Flatline at the 2011 Budget	
- Full Time	12%	<u>PIL</u>	
- Part Time Salary	13%	- Increase at a rate of 2% per year (except for Section 160)	
- Mayor and Council	15%	<u>POA Revenue</u>	
- Part Time Fire	3%	- Flatline at the 2011 Budget	
- Part Time Library	9%	<u>User Fees</u>	
OMERS		- Building Permit Fees per growth forecast	
- includes 1% increase for 2012 and 0.9% increase for 2013		Residential: 2012	2,084 units @ 2010 rates
- 9.7% / 10.6% for Full Time Fire staff for 2012/2013		2013	2,239 units @ 2010 rates
- 9.6% / 10.5% for Full Time Library and Salary staff for 2012/2013		Commercial/Industrial: 2012	1,321,500 units @ 2010 rates
<u>Administrative</u>		2013	1,389,800 units @ 2010 rates
- Increase at the rate of the Municipal Price Index (excluding Revenue Impacts), 3.1%		- All other user fees - increased by 3.1%	
<u>Financial Expenses</u>		<u>Recoveries/Donations</u>	
- Contingency	Additional \$50K per year for growth	- Flatline at the 2010 budget with the exception of Regional Recoveries which have been increased at the same rate as the expenditures being recovered	
- Debt Charges	As per debt schedules and capital forecast	<u>Finance</u>	
- Transfer to Capital	Based on capital forecast	- Per unit fee increased at the same rates as non-union compensation	
- Transfer to Reserves	Increase at a rate of 2.78% per MPI analysis with the exception of the building reserve which is adjusted to reflect Bill 124 legislation	- 1.75% Capital based on capital forecast	
<u>Purchased Goods and Services</u>		<u>Assessment</u>	
- Increase at the rate of the Municipal Price Index, 3.1%		- Residential -	2012 2,084 units @ 249,808 * 2010 Final Tax Rate
- Incremental roadway maintenance costs of \$6,211 per additional lane kilometer for 35 new lane kilometers in 2012 and \$6,347 per additional lane kilometer for 46 new lane kilometers in 2013.		2013	2,239 units @ 258,733 * 2010 Final Tax Rate
- Increases for Utilities, Fuel and Insurance costs are based on anticipated rate increases		- ICI -	2012 1,321,500 sq ft @ 102.51 * 2010 Final Tax Rate
<u>Transit</u>		2013	1,389,800 sq ft @ 127.03 * 2010 Final Tax Rate
- annualize 2011 service level enhancements in 2012 and maintain service levels in 2013		- Annual Growth -	2012 6.05%
		2013	6.45%





# 2012-2013 OPERATING BUDGET FORECAST - GROSS EXPENDITURES BY DEPARTMENT



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>EXPENDITURES</b>					
MAYOR & COUNCIL	420,025	454,581	471,978	477,674	488,730
EXECUTIVE SERVICES	2,541,882	3,184,300	3,304,113	3,410,466	3,506,531
CORPORATE SERVICES	5,397,610	5,948,309	6,344,264	6,381,320	6,568,416
GENERAL GOVERNMENT	22,142,249	16,371,945	18,600,507	19,612,013	20,871,181
ENGINEERING SERVICES	15,970,994	18,792,809	20,094,642	21,777,880	23,499,673
COMMUNITY SERVICES	9,003,904	10,329,304	13,154,196	14,945,489	15,357,358
PLANNING & DEVELOPMENT	6,082,662	6,963,490	7,008,241	7,213,014	7,442,513
FIRE DEPARTMENT	5,364,598	6,386,719	6,767,772	7,173,523	7,531,891
LIBRARY	3,157,404	3,094,447	3,444,849	3,660,903	3,924,205
DBIA	194,880	181,900	194,500	197,764	202,282
<b>Total EXPENDITURES</b>	<b>70,276,208</b>	<b>71,707,804</b>	<b>79,385,062</b>	<b>84,850,046</b>	<b>89,392,780</b>
<b>REVENUE</b>					
MAYOR & COUNCIL	(12,282)	(14,784)	(14,784)	(14,784)	(14,784)
EXECUTIVE SERVICES	(588,907)	(946,025)	(610,619)	(627,725)	(645,360)
CORPORATE SERVICES	(1,798,216)	(2,375,763)	(2,513,937)	(2,390,119)	(2,452,238)
GENERAL GOVERNMENT	(22,464,231)	(17,601,293)	(19,074,650)	(19,115,340)	(19,187,108)
ENGINEERING SERVICES	(7,432,565)	(8,367,363)	(8,927,650)	(9,153,532)	(9,394,547)
COMMUNITY SERVICES	(6,212,167)	(6,561,137)	(8,136,552)	(9,678,032)	(9,778,695)
PLANNING & DEVELOPMENT	(5,367,014)	(6,404,755)	(6,411,450)	(6,591,989)	(6,799,815)
FIRE DEPARTMENT	(150,533)	(164,988)	(179,930)	(183,137)	(186,438)
LIBRARY	(701,054)	(312,003)	(203,361)	(196,939)	(200,166)
DBIA	(194,880)	(181,900)	(194,500)	(197,764)	(202,282)
<b>Total REVENUE</b>	<b>(44,921,849)</b>	<b>(42,930,011)</b>	<b>(46,267,433)</b>	<b>(48,149,361)</b>	<b>(48,861,433)</b>
<b>TOTAL LEVY REQUIREMENT</b>	<b>25,354,359</b>	<b>28,777,793</b>	<b>33,117,629</b>	<b>36,700,685</b>	<b>40,531,347</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>MAYOR AND COUNCIL</b>					
<b>MAYOR AND COUNCIL</b>					
<b>EXPENDITURES</b>					
Salaries and Benefits	\$370,806	\$395,950	\$407,124	\$416,054	\$425,807
Administrative	\$43,478	\$45,397	\$51,689	\$48,179	\$49,191
Financial	\$250	\$5,000	\$5,000	\$5,000	\$5,000
Purchased Goods	\$302	\$617	\$537	\$548	\$560
Purchased Services	\$5,189	\$7,618	\$7,628	\$7,892	\$8,172
Total EXPENDITURES	\$420,025	\$454,582	\$471,978	\$477,673	\$488,730
<b>REVENUE</b>					
Recoveries and Donations	(\$12,032)	(\$9,784)	(\$9,784)	(\$9,784)	(\$9,784)
Other	(\$250)	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)
Total REVENUE	(\$12,282)	(\$14,784)	(\$14,784)	(\$14,784)	(\$14,784)
<b>Total MAYOR AND COUNCIL</b>	<b>\$407,743</b>	<b>\$439,798</b>	<b>\$457,194</b>	<b>\$462,889</b>	<b>\$473,946</b>
<b>NET BUDGET</b>	<b>\$407,743</b>	<b>\$439,798</b>	<b>\$457,194</b>	<b>\$462,889</b>	<b>\$473,946</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>EXECUTIVE SERVICES</b>					
<b>OFFICE OF THE CAO</b>					
EXPENDITURES					
Salaries and Benefits	\$677,778	\$694,463	\$800,288	\$843,346	\$871,481
Administrative	\$193,795	\$284,099	\$318,383	\$325,069	\$331,895
Transfers to Own Funds	\$31,754				
Purchased Goods	\$8,844	\$7,365	\$8,380	\$8,556	\$8,736
Purchased Services	\$309,284	\$355,286	\$360,261	\$367,922	\$375,753
Total EXPENDITURES	\$1,221,455	\$1,341,213	\$1,487,312	\$1,544,893	\$1,587,865
REVENUE					
Recoveries and Donations	(\$22,932)				
User Fees and Service Charges	(\$249,090)	(\$382,772)	(\$210,072)	(\$216,584)	(\$223,298)
Other	(\$50,000)	(\$66,354)	(\$70,867)	(\$71,483)	(\$72,116)
Total REVENUE	(\$322,022)	(\$449,126)	(\$280,939)	(\$288,067)	(\$295,414)
<b>Total OFFICE OF THE CAO</b>	<b>\$899,433</b>	<b>\$892,087</b>	<b>\$1,206,373</b>	<b>\$1,256,826</b>	<b>\$1,292,451</b>
<b>CLERKS</b>					
EXPENDITURES					
Salaries and Benefits	\$987,836	\$1,330,333	\$1,413,747	\$1,457,326	\$1,500,397
Administrative	\$11,244	\$29,304	\$26,008	\$26,553	\$27,111
Financial	\$7,335	\$6,500	\$5,500	\$5,500	\$5,500
Transfers to Own Funds			\$10,860	\$12,251	\$13,681
Purchased Goods	\$13,945	\$33,378	\$18,566	\$17,732	\$18,104
Purchased Services	\$294,548	\$426,298	\$325,779	\$329,526	\$336,837
Reallocated Expenses	\$5,518	\$17,274	\$16,341	\$16,684	\$17,035
Total EXPENDITURES	\$1,320,426	\$1,843,087	\$1,816,801	\$1,865,572	\$1,918,665



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
REVENUE					
Recoveries and Donations	(\$935)	(\$10,500)	(\$9,500)	(\$9,553)	(\$9,606)
User Fees and Service Charges	(\$265,949)	(\$302,773)	(\$320,180)	(\$330,106)	(\$340,339)
Total REVENUE	(\$266,884)	(\$496,899)	(\$329,680)	(\$339,659)	(\$349,945)
<b>Total CLERKS</b>	<b>\$1,053,542</b>	<b>\$1,346,188</b>	<b>\$1,487,121</b>	<b>\$1,525,913</b>	<b>\$1,568,720</b>
<b>Total EXECUTIVE SERVICES</b>	<b>\$1,952,975</b>	<b>\$2,238,275</b>	<b>\$2,693,494</b>	<b>\$2,782,739</b>	<b>\$2,861,171</b>
<b>NET BUDGET</b>	<b>\$1,952,975</b>	<b>\$2,238,275</b>	<b>\$2,693,494</b>	<b>\$2,782,739</b>	<b>\$2,861,171</b>





# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>CORPORATE SERVICES</b>					
<b>TAXATION</b>					
EXPENDITURES					
Salaries and Benefits	\$539,421	\$599,030	\$687,341	\$727,693	\$751,106
Administrative	\$690	\$2,535	\$2,751	\$2,809	\$2,868
Purchased Goods	\$23,569	\$19,250	\$17,952	\$18,329	\$18,714
Purchased Services	\$69,898	\$88,315	\$95,227	\$97,337	\$99,502
Total EXPENDITURES	\$633,578	\$709,130	\$803,271	\$846,168	\$872,190
REVENUE					
Recoveries and Donations	(\$8,463)	(\$5,100)			
User Fees and Service Charges	(\$276,782)	(\$299,882)	(\$313,378)	(\$323,093)	(\$333,109)
Total REVENUE	(\$285,245)	(\$304,982)	(\$313,378)	(\$323,093)	(\$333,109)
<b>Total TAXATION</b>	<b>\$348,333</b>	<b>\$404,148</b>	<b>\$489,893</b>	<b>\$523,075</b>	<b>\$539,081</b>
<b>FINANCE</b>					
EXPENDITURES					
Salaries and Benefits	\$911,782	\$1,210,746	\$1,238,037	\$1,280,325	\$1,322,606
Administrative	\$10,894	\$16,615	\$17,400	\$17,765	\$18,138
Purchased Goods	\$10,474	\$13,847	\$12,555	\$12,819	\$13,088
Purchased Services	\$21,168	\$19,807	\$26,234	\$26,971	\$27,743
Total EXPENDITURES	\$954,318	\$1,261,015	\$1,294,226	\$1,337,880	\$1,381,575
REVENUE					
User Fees and Service Charges	(\$2,716)	(\$7,153)	(\$4,779)	(\$4,927)	(\$5,080)
Other	(\$601,933)	(\$968,386)	(\$950,165)	(\$973,907)	(\$998,314)
Reallocated Revenue	(\$209,187)	(\$220,313)	(\$225,670)	(\$249,876)	(\$257,372)
Total REVENUE	(\$813,836)	(\$1,195,852)	(\$1,180,614)	(\$1,228,710)	(\$1,260,766)
<b>Total FINANCE</b>	<b>\$140,482</b>	<b>\$65,163</b>	<b>\$113,612</b>	<b>\$109,170</b>	<b>\$120,809</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>INFORMATION TECHNOLOGY</b>					
EXPENDITURES					
Salaries and Benefits	\$1,178,827	\$1,257,565	\$1,352,023	\$1,419,444	\$1,463,301
Administrative	\$5,506	\$14,851	\$13,534	\$13,818	\$14,108
Transfers to Own Funds	\$600	\$600	\$600	\$617	\$634
Purchased Goods	\$345,725	\$413,480	\$400,065	\$408,467	\$417,045
Purchased Services	\$483,821	\$541,217	\$630,693	\$641,079	\$654,767
Total EXPENDITURES	\$2,014,479	\$2,227,713	\$2,396,915	\$2,483,425	\$2,549,855
REVENUE					
Recoveries and Donations	(\$900)				
User Fees and Service Charges	(\$103)	(\$100)	(\$2,100)	(\$2,165)	(\$2,232)
Other	(\$77,902)	(\$62,063)	(\$63,725)	(\$65,587)	(\$67,504)
Total REVENUE	(\$78,905)	(\$62,163)	(\$65,825)	(\$67,752)	(\$69,736)
<b>Total INFORMATION TECHNOLOGY</b>	<b>\$1,935,574</b>	<b>\$2,165,550</b>	<b>\$2,331,090</b>	<b>\$2,415,673</b>	<b>\$2,480,119</b>
<b>PURCHASING</b>					
EXPENDITURES					
Salaries and Benefits	\$350,156	\$465,708	\$467,166	\$404,782	\$418,457
Administrative	\$6,415	\$11,560	\$11,613	\$11,857	\$12,106
Transfers to Own Funds	\$186,882	\$56,925	\$56,925	\$56,925	\$56,925
Purchased Goods	\$12,380	\$5,826	\$5,089	\$5,196	\$5,305
Purchased Services	\$9,247	\$3,973	\$3,220	\$3,349	\$3,488
Total EXPENDITURES	\$565,080	\$543,992	\$544,013	\$482,109	\$496,281
REVENUE					
Recoveries and Donations	(\$9,188)				
User Fees and Service Charges	(\$125,130)	(\$46,400)	(\$48,433)	(\$49,934)	(\$51,482)
Other	(\$155,925)	(\$457,500)	(\$467,681)	(\$388,462)	(\$398,225)
Total REVENUE	(\$290,243)	(\$503,900)	(\$516,114)	(\$438,396)	(\$449,707)
<b>Total PURCHASING</b>	<b>\$274,837</b>	<b>\$40,092</b>	<b>\$27,899</b>	<b>\$43,713</b>	<b>\$46,574</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>HUMAN RESOURCES</b>					
EXPENDITURES					
Salaries and Benefits	\$404,416	\$432,996	\$444,297	\$459,331	\$474,399
Administrative	\$114,203	\$137,669	\$169,876	\$173,444	\$177,087
Transfers to Own Funds	\$152,530	\$112,420	\$112,420		
Purchased Goods	\$8,973	\$9,074	\$8,184	\$8,356	\$8,531
Purchased Services	\$55,322	\$48,691	\$50,707	\$51,835	\$52,994
Total EXPENDITURES	\$735,444	\$740,850	\$785,484	\$692,966	\$713,011
REVENUE					
Other	(\$267,461)	(\$241,820)	(\$258,303)	(\$148,947)	(\$152,074)
Total REVENUE	(\$267,461)	(\$241,820)	(\$258,303)	(\$148,947)	(\$152,074)
<b>Total HUMAN RESOURCES</b>	<b>\$467,983</b>	<b>\$499,030</b>	<b>\$527,181</b>	<b>\$544,019</b>	<b>\$560,937</b>
<b>ACCOUNTING</b>					
EXPENDITURES					
Salaries and Benefits	\$478,088	\$440,808	\$488,225	\$505,946	\$521,962
Administrative	\$1,760	\$6,245	\$6,915	\$7,060	\$7,208
Financial			\$3,000	\$3,000	\$3,000
Purchased Goods	\$7,660	\$11,458	\$9,829	\$10,035	\$10,246
Purchased Services	\$7,202	\$7,096	\$12,387	\$12,729	\$13,087
Total EXPENDITURES	\$494,710	\$465,607	\$520,356	\$538,770	\$555,503
REVENUE					
User Fees and Service Charges	(\$57,025)	(\$61,408)	(\$119,900)	(\$121,853)	(\$123,867)
Other	(\$5,500)	(\$5,638)	(\$59,803)	(\$61,368)	(\$62,979)
Total REVENUE	(\$62,525)	(\$67,046)	(\$179,703)	(\$183,221)	(\$186,846)
<b>Total ACCOUNTING</b>	<b>\$432,185</b>	<b>\$398,561</b>	<b>\$340,653</b>	<b>\$355,549</b>	<b>\$368,657</b>
<b>Total CORPORATE SERVICES</b>	<b>\$3,599,394</b>	<b>\$3,572,544</b>	<b>\$3,830,328</b>	<b>\$3,991,199</b>	<b>\$4,116,177</b>
<b>NET BUDGET</b>	<b>\$3,599,394</b>	<b>\$3,572,544</b>	<b>\$3,830,328</b>	<b>\$3,991,199</b>	<b>\$4,116,177</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>GENERAL GOVERNMENT</b>					
<b>GENERAL GOVERNMENT</b>					
<b>EXPENDITURES</b>					
Administrative	\$96,840	\$101,000	\$101,000	\$103,121	\$105,287
Financial	\$3,522,101	\$4,185,551	\$4,824,552	\$5,809,537	\$6,496,838
Transfers to Own Funds	\$18,161,650	\$11,992,659	\$13,546,956	\$13,564,419	\$14,126,613
Purchased Goods	\$160				
Purchased Services	\$361,498	\$92,735	\$127,999	\$134,936	\$142,443
<b>Total EXPENDITURES</b>	<b>\$22,142,249</b>	<b>\$16,371,945</b>	<b>\$18,600,507</b>	<b>\$19,612,013</b>	<b>\$20,871,181</b>
<b>REVENUE</b>					
Taxation	(\$29,317,346)	(\$3,553,928)	(\$3,798,211)	(\$3,798,211)	(\$3,798,211)
Payments In Lieu	(\$669,691)	(\$649,474)	(\$787,354)	(\$800,914)	(\$814,744)
Grants	(\$1,372,000)				
Recoveries and Donations			(\$200,000)	(\$200,000)	(\$200,000)
User Fees and Service Charges	(\$1,403,446)	(\$924,000)	(\$816,000)	(\$816,000)	(\$819,069)
Other	(\$14,090,260)	(\$11,157,208)	(\$12,179,729)	(\$12,192,084)	(\$12,204,785)
Reallocated Revenue	(\$1,145,692)	(\$1,316,683)	(\$1,293,356)	(\$1,308,132)	(\$1,350,299)
<b>Total REVENUE</b>	<b>(\$47,998,435)</b>	<b>(\$17,601,293)</b>	<b>(\$19,074,650)</b>	<b>(\$19,115,341)</b>	<b>(\$19,187,108)</b>
<b>Total GENERAL GOVERNMENT</b>	<b>(\$25,856,186)</b>	<b>(\$1,229,348)</b>	<b>(\$474,143)</b>	<b>\$496,672</b>	<b>\$1,684,073</b>
<b>NET BUDGET</b>	<b>(\$25,856,186)</b>	<b>(\$1,229,348)</b>	<b>(\$474,143)</b>	<b>\$496,672</b>	<b>\$1,684,073</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>ENGINEERING SERVICES</b>					
<b>TRANSIT</b>					
EXPENDITURES					
Salaries and Benefits	\$139,373	\$147,888	\$160,290	\$165,752	\$171,222
Administrative	\$10,617	\$9,651	\$9,918	\$10,126	\$10,339
Transfers to Own Funds	\$111,528	\$235,060	\$235,060	\$303,883	\$374,619
Purchased Goods	\$2,613	\$6,059	\$5,709	\$5,829	\$5,951
Purchased Services	\$997,709	\$1,724,796	\$2,579,436	\$2,762,349	\$2,826,703
Fleet Expenses	\$484,507	\$187,973	\$7,500	\$7,658	\$7,818
Reallocated Expenses	\$21,918	\$32,897	\$35,850	\$36,603	\$37,372
Total EXPENDITURES	\$1,768,265	\$2,344,324	\$3,033,763	\$3,292,200	\$3,434,024
REVENUE					
Grants	(\$9,950)				
Recoveries and Donations	(\$91,242)	(\$83,111)	(\$96,915)	(\$96,915)	(\$96,915)
User Fees and Service Charges	(\$231,314)	(\$277,181)	(\$399,848)	(\$431,388)	(\$444,761)
Other	(\$613,027)	(\$316,058)	(\$524,839)	(\$524,839)	(\$524,839)
Total REVENUE	(\$945,533)	(\$676,350)	(\$1,021,602)	(\$1,053,142)	(\$1,066,515)
<b>Total TRANSIT</b>	<b>\$822,732</b>	<b>\$1,667,974</b>	<b>\$2,012,161</b>	<b>\$2,239,058</b>	<b>\$2,367,509</b>
<b>ENGINEERING SERVICES ADMINISTRATION</b>					
EXPENDITURES					
Salaries and Benefits	\$895,265	\$974,901	\$1,000,810	\$1,035,801	\$1,070,840
Administrative	\$8,142	\$14,045	\$12,545	\$12,808	\$13,077
Financial	\$1,999	\$1,200	\$1,200	\$1,200	\$1,200
Purchased Goods	\$17,354	\$17,650	\$16,476	\$16,822	\$17,175
Purchased Services	\$188,377	\$244,829	\$250,887	\$273,549	\$298,425
Total EXPENDITURES	\$1,111,137	\$1,252,625	\$1,281,918	\$1,340,180	\$1,400,717



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>REVENUE</b>					
Recoveries and Donations	(\$4,970)				
User Fees and Service Charges	(\$66)				
Other	(\$73,411)	(\$105,584)	(\$109,005)	(\$112,047)	(\$115,175)
<b>Total REVENUE</b>	<b>(\$78,447)</b>	<b>(\$105,584)</b>	<b>(\$109,005)</b>	<b>(\$112,047)</b>	<b>(\$115,175)</b>
<b>Total ENGINEERING SERVICES ADMINISTRATION</b>	<b>\$1,032,690</b>	<b>\$1,147,041</b>	<b>\$1,172,913</b>	<b>\$1,228,133</b>	<b>\$1,285,542</b>
<b>INFRASTRUCTURE MANAGEMENT</b>					
<b>EXPENDITURES</b>					
Salaries and Benefits	\$653,622	\$696,934	\$738,972	\$721,534	\$745,391
Administrative	\$18,035	\$23,820	\$23,829	\$24,329	\$24,840
Transfers to Own Funds			\$8,050	\$8,274	\$8,504
Purchased Goods	\$43,014	\$47,011	\$47,017	\$48,004	\$49,012
Purchased Services	\$836,468	\$996,870	\$1,216,448	\$1,308,765	\$1,344,604
Reallocated Expenses	\$17,033	\$21,285	\$21,285	\$21,732	\$22,188
<b>Total EXPENDITURES</b>	<b>\$1,568,172</b>	<b>\$1,785,920</b>	<b>\$2,055,601</b>	<b>\$2,132,638</b>	<b>\$2,194,539</b>
<b>REVENUE</b>					
Recoveries and Donations	(\$20,633)	(\$6,000)	(\$8,000)	(\$8,168)	(\$8,340)
User Fees and Service Charges	(\$422,656)	(\$410,800)	(\$530,300)	(\$618,796)	(\$670,426)
Other	(\$442,053)	(\$516,568)	(\$484,989)	(\$397,505)	(\$407,578)
<b>Total REVENUE</b>	<b>(\$885,342)</b>	<b>(\$933,368)</b>	<b>(\$1,023,289)</b>	<b>(\$1,024,469)</b>	<b>(\$1,086,344)</b>
<b>Total INFRASTRUCTURE MANAGEMENT</b>	<b>\$682,830</b>	<b>\$852,552</b>	<b>\$1,032,312</b>	<b>\$1,108,169</b>	<b>\$1,108,195</b>
<b>DEVELOPMENT ENGINEERING</b>					
<b>EXPENDITURES</b>					
Salaries and Benefits	\$1,122,842	\$1,196,977	\$1,195,933	\$1,236,994	\$1,277,993
Administrative	\$37,107	\$40,567	\$40,744	\$41,600	\$42,473
Purchased Goods	\$1,458	\$1,100	\$1,036	\$1,058	\$1,080
Purchased Services	\$12,985	\$18,008	\$13,451	\$13,941	\$14,462
<b>Total EXPENDITURES</b>	<b>\$1,174,392</b>	<b>\$1,256,652</b>	<b>\$1,251,164</b>	<b>\$1,293,593</b>	<b>\$1,336,008</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>REVENUE</b>					
User Fees and Service Charges	(\$986,264)	(\$1,061,640)	(\$1,090,801)	(\$1,123,161)	(\$1,156,482)
Other	(\$8,625)	(\$4,241)	(\$4,229)	(\$4,354)	(\$4,482)
Reallocated Revenue	(\$223,327)	(\$303,002)	(\$310,201)	(\$319,507)	(\$329,092)
Total REVENUE	(\$1,218,216)	(\$1,368,883)	(\$1,405,231)	(\$1,447,022)	(\$1,490,056)
<b>Total DEVELOPMENT ENGINEERING</b>	<b>(\$43,824)</b>	<b>(\$112,231)</b>	<b>(\$154,067)</b>	<b>(\$153,429)</b>	<b>(\$154,048)</b>
<b>OPERATIONS</b>					
<b>EXPENDITURES</b>					
Salaries and Benefits	\$2,501,093	\$2,743,065	\$2,852,396	\$2,941,559	\$3,037,818
Administrative	\$380	\$500	\$5,159	\$5,267	\$5,378
Financial	\$5,411	\$5,500			
Transfers to Own Funds	\$717,781	\$1,083,483	\$555,627	\$1,077,117	\$1,613,105
Purchased Goods	\$1,261,302	\$1,543,782	\$1,627,661	\$1,678,287	\$1,739,536
Purchased Services	\$3,115,289	\$3,591,595	\$3,919,903	\$4,326,586	\$4,936,065
Fleet Expenses	\$1,007,085	\$1,152,775	\$1,345,445	\$1,434,187	\$1,490,527
Reallocated Expenses	\$1,740,688	\$2,032,587	\$2,166,006	\$2,256,266	\$2,311,955
Total EXPENDITURES	\$10,349,029	\$12,153,287	\$12,472,197	\$13,719,269	\$15,134,384
<b>REVENUE</b>					
Grants	\$355				
Recoveries and Donations	(\$1,524,377)	(\$2,307,492)	(\$2,236,689)	(\$2,282,884)	(\$2,330,076)
User Fees and Service Charges	(\$478,193)	(\$472,421)	(\$512,680)	(\$526,697)	(\$541,109)
Other	(\$219,209)	(\$199,122)	(\$140,078)	(\$144,134)	(\$148,309)
Reallocated Revenue	(\$2,083,601)	(\$2,304,143)	(\$2,479,076)	(\$2,563,137)	(\$2,616,962)
Total REVENUE	(\$4,305,025)	(\$5,283,178)	(\$5,368,523)	(\$5,516,852)	(\$5,636,456)
<b>Total OPERATIONS</b>	<b>\$6,044,004</b>	<b>\$6,870,109</b>	<b>\$7,103,674</b>	<b>\$8,202,417</b>	<b>\$9,497,928</b>
<b>Total ENGINEERING SERVICES</b>	<b>\$8,538,432</b>	<b>\$10,425,445</b>	<b>\$11,166,993</b>	<b>\$12,624,348</b>	<b>\$14,105,126</b>
<b>NET BUDGET</b>	<b>\$8,538,432</b>	<b>\$10,425,445</b>	<b>\$11,166,993</b>	<b>\$12,624,348</b>	<b>\$14,105,126</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>COMMUNITY SERVICES</b>					
<b>RECREATION AND PARKS</b>					
EXPENDITURES					
Salaries and Benefits	\$5,421,031	\$6,122,688	\$7,761,507	\$8,723,264	\$8,883,025
Administrative	\$55,205	\$102,822	\$107,835	\$117,155	\$119,616
Financial	\$457,701	\$427,316	\$829,459	\$831,958	\$830,983
Transfers to Own Funds	\$255,392	\$224,158	\$230,329	\$236,732	\$243,313
Purchased Goods	\$410,624	\$473,834	\$585,093	\$757,388	\$773,294
Purchased Services	\$1,660,649	\$1,952,402	\$2,620,643	\$3,190,907	\$3,370,938
Reallocated Expenses	\$115,950	\$131,093	\$152,793	\$180,201	\$183,985
<b>Total EXPENDITURES</b>	<b>\$8,376,552</b>	<b>\$9,434,313</b>	<b>\$12,287,659</b>	<b>\$14,037,605</b>	<b>\$14,405,154</b>
REVENUE					
Grants	(\$46,938)	(\$63,354)	(\$45,662)	(\$45,662)	(\$45,662)
Recoveries and Donations	(\$171,741)	(\$132,832)	(\$575,508)	(\$527,726)	(\$478,624)
User Fees and Service Charges	(\$4,363,434)	(\$4,461,519)	(\$5,602,761)	(\$7,157,625)	(\$7,378,983)
Other	(\$1,342,301)	(\$1,526,175)	(\$1,424,515)	(\$1,415,656)	(\$1,340,393)
Reallocated Revenue			(\$119,000)	(\$161,999)	(\$165,401)
<b>Total REVENUE</b>	<b>(\$5,924,414)</b>	<b>(\$6,183,880)</b>	<b>(\$7,767,446)</b>	<b>(\$9,308,668)</b>	<b>(\$9,409,063)</b>
<b>Total RECREATION AND PARKS</b>	<b>\$2,452,138</b>	<b>\$3,250,433</b>	<b>\$4,520,213</b>	<b>\$4,728,937</b>	<b>\$4,996,091</b>
<b>CIVIC</b>					
EXPENDITURES					
Salaries and Benefits	\$147,079	\$197,786	\$183,367	\$187,845	\$192,434
Administrative	\$73		\$1,100	\$1,123	\$1,147
Financial	\$28,251	\$31,208	\$56,799	\$56,799	\$56,799
Purchased Goods	\$23,163	\$24,339	\$22,031	\$22,494	\$22,966
Purchased Services	\$386,035	\$596,185	\$539,432	\$574,473	\$612,341
Reallocated Expenses	\$42,752	\$45,473	\$63,809	\$65,149	\$66,517
<b>Total EXPENDITURES</b>	<b>\$627,353</b>	<b>\$894,991</b>	<b>\$866,538</b>	<b>\$907,883</b>	<b>\$952,204</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
REVENUE					
User Fees and Service Charges	(\$1,356)	(\$900)	(\$8,366)	(\$8,625)	(\$8,893)
Other	(\$286,398)	(\$376,357)	(\$360,740)	(\$360,740)	(\$360,740)
Total REVENUE	(\$287,754)	(\$377,257)	(\$369,106)	(\$369,365)	(\$369,633)
Total CIVIC	\$339,599	\$517,734	\$497,432	\$538,518	\$582,571
Total COMMUNITY SERVICES	\$2,791,737	\$3,768,167	\$5,017,645	\$5,267,455	\$5,578,662
NET BUDGET	\$2,791,737	\$3,768,167	\$5,017,645	\$5,267,455	\$5,578,662





# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>PLANNING AND DEVELOPMENT</b>					
<b>ADMINISTRATION</b>					
EXPENDITURES					
Salaries and Benefits	\$314,919	\$310,276	\$311,522	\$322,314	\$333,121
Administrative	\$5,912	\$9,985	\$9,588	\$9,790	\$9,996
Purchased Goods	\$23,809	\$37,500	\$25,422	\$25,956	\$26,501
Purchased Services	\$63,623	\$70,072	\$63,364	\$65,933	\$68,679
Total EXPENDITURES	\$408,263	\$427,833	\$409,896	\$423,993	\$438,297
REVENUE					
Other		(\$15,371)	(\$18,237)	(\$18,755)	(\$19,287)
Total REVENUE	\$0	(\$15,371)	(\$18,237)	(\$18,755)	(\$19,287)
<b>Total ADMINISTRATION</b>	<b>\$408,263</b>	<b>\$412,462</b>	<b>\$391,659</b>	<b>\$405,238</b>	<b>\$419,010</b>
<b>POLICY PLANNING</b>					
EXPENDITURES					
Salaries and Benefits	\$350,989	\$429,752	\$622,440	\$643,552	\$664,539
Administrative	\$8,241	\$14,250	\$20,330	\$20,757	\$21,193
Purchased Services	\$646	\$723	\$745	\$820	\$901
Total EXPENDITURES	\$359,876	\$444,725	\$643,515	\$665,129	\$686,633
REVENUE					
User Fees and Service Charges	(\$79)	(\$3,785)	(\$224,478)	(\$231,437)	(\$238,611)
Other	(\$137,550)	(\$193,388)	(\$100,346)	(\$103,306)	(\$106,354)
Total REVENUE	(\$137,629)	(\$197,173)	(\$324,824)	(\$334,743)	(\$344,965)
<b>Total POLICY PLANNING</b>	<b>\$222,247</b>	<b>\$247,552</b>	<b>\$318,691</b>	<b>\$330,386</b>	<b>\$341,668</b>
<b>DEVELOPMENT REVIEW</b>					
EXPENDITURES					
Salaries and Benefits	\$759,714	\$774,434	\$710,032	\$734,540	\$757,486
Administrative	\$13,414	\$25,436	\$25,253	\$25,783	\$26,325
Purchased Services	\$7,205	\$8,626	\$23,781	\$9,098	\$9,434
Total EXPENDITURES	\$780,333	\$808,496	\$759,066	\$769,421	\$793,245



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>REVENUE</b>					
Recoveries and Donations	(\$2,874)		(\$15,000)		
User Fees and Service Charges	(\$692,319)	(\$909,773)	(\$728,923)	(\$751,520)	(\$774,817)
Other			(\$128,702)	(\$132,499)	(\$136,407)
Total REVENUE	(\$695,193)	(\$909,773)	(\$872,625)	(\$884,019)	(\$911,224)
<b>Total DEVELOPMENT REVIEW</b>	<b>\$85,140</b>	<b>(\$101,277)</b>	<b>(\$113,559)</b>	<b>(\$114,598)</b>	<b>(\$117,979)</b>
<b>BUILDING SERVICES</b>					
<b>EXPENDITURES</b>					
Salaries and Benefits	\$2,799,463	\$3,262,415	\$3,184,406	\$3,290,443	\$3,396,529
Administrative	\$128,682	\$143,966	\$146,192	\$149,262	\$152,397
Financial	\$35				
Purchased Goods	\$13,068	\$16,000	\$15,076	\$15,393	\$15,716
Purchased Services	\$14,736	\$20,059	\$20,863	\$21,860	\$22,933
Reallocated Expenses	\$1,578,207	\$1,839,998	\$1,829,227	\$1,877,515	\$1,936,763
Total EXPENDITURES	\$4,534,191	\$5,282,438	\$5,195,764	\$5,354,473	\$5,524,338
<b>REVENUE</b>					
User Fees and Service Charges	(\$4,064,335)	(\$3,250,580)	(\$3,271,075)	(\$4,610,348)	(\$4,918,719)
Other	(\$469,856)	(\$2,031,858)	(\$1,924,689)	(\$744,124)	(\$605,619)
Total REVENUE	(\$4,534,191)	(\$5,282,438)	(\$5,195,764)	(\$5,354,472)	(\$5,524,338)
<b>Total BUILDING SERVICES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1</b>	<b>\$0</b>
<b>Total PLANNING AND DEVELOPMENT</b>	<b>\$715,650</b>	<b>\$558,737</b>	<b>\$596,791</b>	<b>\$621,027</b>	<b>\$642,699</b>
<b>NET BUDGET</b>	<b>\$715,650</b>	<b>\$558,737</b>	<b>\$596,791</b>	<b>\$621,027</b>	<b>\$642,699</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>FIRE DEPARTMENT</b>					
<b>ADMINISTRATION</b>					
EXPENDITURES					
Salaries and Benefits	\$566,940	\$601,947	\$613,127	\$634,308	\$655,491
Administrative	\$5,105	\$7,114	\$7,236	\$7,388	\$7,543
Financial	(\$3)				
Purchased Goods	\$16,989	\$17,432	\$17,186	\$17,547	\$17,915
Purchased Services	\$5,931	\$8,088	\$7,981	\$8,737	\$9,570
<b>Total EXPENDITURES</b>	<b>\$594,962</b>	<b>\$634,581</b>	<b>\$645,530</b>	<b>\$667,980</b>	<b>\$690,519</b>
REVENUE					
Recoveries and Donations	(\$319)				
Other		(\$12,755)	(\$13,104)	(\$13,491)	(\$13,889)
<b>Total REVENUE</b>	<b>(\$319)</b>	<b>(\$12,755)</b>	<b>(\$13,104)</b>	<b>(\$13,491)</b>	<b>(\$13,889)</b>
<b>Total ADMINISTRATION</b>	<b>\$594,643</b>	<b>\$621,826</b>	<b>\$632,426</b>	<b>\$654,489</b>	<b>\$676,630</b>
<b>FIREFIGHTING</b>					
EXPENDITURES					
Salaries and Benefits	\$3,646,092	\$4,337,098	\$4,765,671	\$4,976,513	\$5,134,778
Administrative	\$21,616	\$31,554	\$30,619	\$31,261	\$31,917
Purchased Goods	\$21,478	\$20,855	\$20,850	\$21,288	\$21,735
Purchased Services	\$41,874	\$19,525	\$19,985	\$21,167	\$22,450
<b>Total EXPENDITURES</b>	<b>\$3,731,060</b>	<b>\$4,409,032</b>	<b>\$4,837,125</b>	<b>\$5,050,229</b>	<b>\$5,210,880</b>
REVENUE					
Recoveries and Donations	(\$60,731)	(\$74,080)	(\$69,680)	(\$69,680)	(\$69,680)
User Fees and Service Charges	(\$40,600)	(\$34,000)	(\$50,640)	(\$52,210)	(\$53,828)
<b>Total REVENUE</b>	<b>(\$101,331)</b>	<b>(\$108,080)</b>	<b>(\$120,320)</b>	<b>(\$121,890)</b>	<b>(\$123,508)</b>
<b>Total FIREFIGHTING</b>	<b>\$3,629,729</b>	<b>\$4,300,952</b>	<b>\$4,716,805</b>	<b>\$4,928,339</b>	<b>\$5,087,372</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>COMMUNICATIONS</b>					
EXPENDITURES					
Salaries and Benefits	\$323,142	\$326,948	\$322,685	\$333,326	\$343,653
Administrative		\$204	\$204	\$208	\$213
Purchased Goods	\$3,276	\$2,910	\$2,742	\$2,800	\$2,858
Purchased Services	\$11,214	\$17,170	\$17,280	\$17,716	\$18,169
Total EXPENDITURES	\$337,632	\$347,232	\$342,911	\$354,050	\$364,893
REVENUE					
Recoveries and Donations	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,021)	(\$1,042)
Total REVENUE	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,021)	(\$1,042)
<b>Total COMMUNICATIONS</b>	<b>\$336,632</b>	<b>\$346,232</b>	<b>\$341,911</b>	<b>\$353,029</b>	<b>\$363,851</b>
<b>BUILDINGS</b>					
EXPENDITURES					
Salaries and Benefits	\$7,862	\$7,575	\$8,748	\$8,962	\$9,181
Purchased Goods	\$7,820	\$12,810	\$14,470	\$14,774	\$15,084
Purchased Services	\$136,455	\$199,580	\$258,795	\$272,417	\$287,004
Reallocated Expenses	\$4,047	\$7,264	\$10,300	\$10,516	\$10,737
Total EXPENDITURES	\$156,184	\$227,229	\$292,313	\$306,669	\$322,006
REVENUE					
Recoveries and Donations	(\$19,659)	(\$15,972)	(\$18,133)	(\$18,514)	(\$18,903)
Total REVENUE	(\$19,659)	(\$15,972)	(\$18,133)	(\$18,514)	(\$18,903)
<b>Total BUILDINGS</b>	<b>\$136,525</b>	<b>\$211,257</b>	<b>\$274,180</b>	<b>\$288,155</b>	<b>\$303,103</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>TRAINING</b>					
EXPENDITURES					
Administrative	\$6,840	\$12,860	\$13,432	\$13,714	\$14,002
Purchased Goods	\$22,992	\$29,145	\$28,399	\$28,994	\$29,603
Purchased Services	\$37,712	\$42,142	\$40,707	\$41,562	\$42,435
Total EXPENDITURES	\$67,544	\$84,147	\$82,538	\$84,270	\$86,040
<b>Total TRAINING</b>	<b>\$67,544</b>	<b>\$84,147</b>	<b>\$82,538</b>	<b>\$84,270</b>	<b>\$86,040</b>
<b>FIRE PREVENTION</b>					
EXPENDITURES					
Administrative	\$2,764	\$3,792	\$3,859	\$3,940	\$4,023
Purchased Goods	\$11,596	\$14,241	\$13,868	\$14,159	\$14,457
Total EXPENDITURES	\$14,360	\$18,033	\$17,727	\$18,099	\$18,480
REVENUE					
User Fees and Service Charges	(\$28,223)	(\$27,181)	(\$27,373)	(\$28,222)	(\$29,096)
Total REVENUE	(\$28,223)	(\$27,181)	(\$27,373)	(\$28,222)	(\$29,096)
<b>Total FIRE PREVENTION</b>	<b>(\$13,863)</b>	<b>(\$9,148)</b>	<b>(\$9,646)</b>	<b>(\$10,123)</b>	<b>(\$10,616)</b>
<b>SUPPORT SERVICES</b>					
EXPENDITURES					
Purchased Goods	\$2,996	\$2,185	\$2,059	\$2,102	\$2,146
Purchased Services	\$3,884	\$3,840	\$3,618	\$3,694	\$3,772
Reallocated Expenses		\$3,856	\$3,385	\$3,456	\$3,529
Total EXPENDITURES	\$6,880	\$9,881	\$9,062	\$9,252	\$9,447
<b>Total SUPPORT SERVICES</b>	<b>\$6,880</b>	<b>\$9,881</b>	<b>\$9,062</b>	<b>\$9,252</b>	<b>\$9,447</b>



# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>FLEET</b>					
EXPENDITURES					
Transfers to Own Funds	\$298,639	\$492,650	\$367,689	\$502,512	\$641,084
Purchased Services	\$14,977	\$20,128	\$20,732	\$22,805	\$25,086
Fleet Expenses	\$142,362	\$143,807	\$152,145	\$157,656	\$163,455
Total EXPENDITURES	\$455,978	\$656,585	\$540,566	\$682,973	\$829,625
<b>Total FLEET</b>	<b>\$455,978</b>	<b>\$656,585</b>	<b>\$540,566</b>	<b>\$682,973</b>	<b>\$829,625</b>
<b>Total FIRE DEPARTMENT</b>	<b>\$5,214,068</b>	<b>\$6,221,732</b>	<b>\$6,587,842</b>	<b>\$6,990,384</b>	<b>\$7,345,452</b>
<b>NET BUDGET</b>	<b>\$5,214,068</b>	<b>\$6,221,732</b>	<b>\$6,587,842</b>	<b>\$6,990,384</b>	<b>\$7,345,452</b>





# 2012-2013 OPERATING BUDGET FORECAST - DEPARTMENTAL DETAILS



	2009 Actuals	2010 Projected Actuals	2011 Requested Budget	2012 Forecast Budget	2013 Forecast Budget
<b>LIBRARY</b>					
<b>LIBRARY</b>					
EXPENDITURES					
Salaries and Benefits	\$1,844,594	\$2,163,001	\$2,418,528	\$2,546,518	\$2,619,349
Administrative	\$16,233	\$20,837	\$21,234	\$21,680	\$22,135
Financial	\$533,265	\$1,800	\$2,194	\$2,194	\$2,194
Transfers to Own Funds	\$398,710	\$385,447	\$387,597	\$449,064	\$622,570
Purchased Goods	\$54,079	\$86,572	\$111,198	\$115,456	\$117,881
Purchased Services	\$304,958	\$427,536	\$378,796	\$401,579	\$415,551
Reallocated Expenses	\$5,564	\$9,254	\$125,302	\$124,411	\$124,525
Total EXPENDITURES	\$3,157,403	\$3,094,447	\$3,444,849	\$3,660,902	\$3,924,205
REVENUE					
Grants	(\$58,671)	(\$58,702)	(\$57,602)	(\$47,117)	(\$47,117)
Recoveries and Donations	(\$2,298)	(\$3,736)	(\$13,736)	(\$14,669)	(\$14,669)
User Fees and Service Charges	(\$80,205)	(\$102,497)	(\$100,968)	(\$104,098)	(\$107,325)
Other	(\$559,879)	(\$147,068)	(\$31,055)	(\$31,055)	(\$31,055)
Total REVENUE	(\$701,053)	(\$312,003)	(\$203,361)	(\$196,939)	(\$200,166)
<b>Total LIBRARY</b>	<b>\$2,456,350</b>	<b>\$2,782,444</b>	<b>\$3,241,488</b>	<b>\$3,463,963</b>	<b>\$3,724,039</b>
<b>NET BUDGET</b>	<b>\$2,456,350</b>	<b>\$2,782,444</b>	<b>\$3,241,488</b>	<b>\$3,463,963</b>	<b>\$3,724,039</b>