



# 2013-2014 Operating Budget Forecast

Corporation of the Town of Milton







# Operating Budget Forecast - Overview

## Operating Budget Forecast

### Introduction



### Operating Budget Forecast

The Town's outlook includes significant growth projections over the near term, which continue to add considerable pressure to the operating budget in the form of increasing infrastructure and program related operating costs.

### Overview

A two-year operating budget forecast has been prepared for 2013 and 2014. The analysis indicates that the Town will require an overall 6.58% tax increase in 2013 in order to maintain existing service levels, with an additional increase of 6.2% in 2014 should Council approve a 4.18% tax increase in 2012. These increases reflect a 6.97% increase in the Town portion of the levy and a 3% increase for the Library Board levy in 2013, and subsequent increases of 6.55% and 3.03% respectively in 2014. The Town's outlook includes significant growth projections over the near term, which continue to add considerable pressure to the operating budget in the form of increasing infrastructure and program related operating costs.

If Council approves a lower tax increase in 2012, the impact is an increase in the forecasted tax levy in future years. With a 3.2% tax increase in 2012, the tax impact to maintain existing service levels for 2013 and 2014 would increase to 7.54% and 6.25% respectively. The key assumptions used to prepare the operating budget forecast are discussed below.

### 1. Contractual Obligations

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 2.5% on expenditures, and an overall index on both expenditures and revenues of 3.46%.

The cost impact of the MPI on purchased goods and services in the forecast is estimated at \$500,744 in 2013 and \$555,748 in 2014. User fee revenue generated by Town programs and services have also been indexed by the MPI for 2013 and 2014, resulting in increases of \$308,890 and \$320,212 respectively. These figures exclude Building Revenues, which have no impact on the tax levy as all changes in this revenue stream are offset by an adjustment to the Contribution to/from Reserves, in compliance with Bill 124 legislation.

Included in the forecast are market adjustments and contractual increases for salaries, and contractual and inflationary increases for benefits provided to Town of Milton employees. The total impact of contractual and inflationary salary and benefit increases for all existing staff is forecast at \$930,275 in 2013 and an additional \$754,442 in 2014.





# Operating Budget Forecast - Overview

## 2. Growth Impacts from the Capital Budget

The 2012 Capital Budget includes projects that will have impacts on the operating budget following approval and completion. Projects with operating impacts in 2013 and 2014 that are growth related include:

- Insurance and fleet expenditures for additions to the fleet equipment;
- Operating costs to clean and maintain new sidewalks and catch basins;
- Incremental costs for maintenance of additional parkland in growth areas, including the operational costs associated with the construction of Phase 2 of the Community Park;
- Operational costs associated with the new Headquarters / Fire Station 3 facility; and
- Information Technology costs for upgrades and updates.

The 2012 Capital budget also includes the addition of three new Transit buses which will be serviceable in the fall of 2012. Associated operating expenditures and revenues have been included in the proposed 2012 Operating Budget, and the 2013 forecast includes annualizations to account for the increased transit service’s availability for the full year.

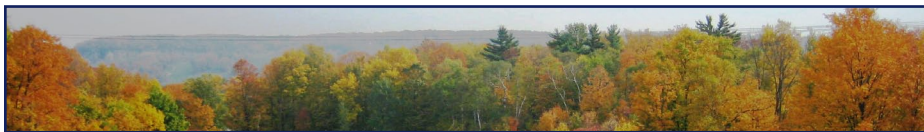
The 2011 Capital Budget included construction of the new Civic Operations Centre, which will have an operating impact in 2013. The major impacts of these capital programs are highlighted in the following table. The figures presented are incremental over the proposed 2012 Operating Budget.

CAPITAL JOB	2013 IMPACT	2014 IMPACT
Fleet Equipment – Growth	77,466	77,466
Sidewalks and Catch Basins	15,000	15,000
Parks	25,611	25,611
Headquarters / Fire Station 3	19,049	19,049
Transit	630,274	584,143
Civic Operations Centre	76,103	228,309
Information Technology	75,851	75,851
<b>TOTAL</b>	<b>919,354</b>	<b>1,025,429</b>

## 3. Other Impacts from Growth

The Town is conscious of the effects of an increasing population, and the importance of maintaining existing service levels. In addition to market adjustments and contractual increases, an allowance of \$750,000 has been included in each year of the forecast for the addition of new positions. The 2013 forecast budget accounts for annualizations of the new positions that are included in the proposed 2012 Operating Budget.

As subdivisions are assumed, the Town is responsible for maintaining additional roadways. In 2013 and 2014, the Town anticipates that an additional 40 lane kilometers will be assumed each year. The cost to maintain this increase in roadways is estimated at \$253,400 in 2013 and \$258,720 (increased per inflation) in 2014.





## Operating Budget Forecast - Overview

### 4. Assessment Growth and Taxation

To estimate the impact of growth on the taxable assessment base, 2,710 residential units and 763,050 square feet of industrial/commercial/institutional (ICI) space are assumed to be added to the tax roll for 2013; and 2,233 residential units and 1,386,100 square feet of ICI space in 2014. This results in an estimated annual assessment growth of 5.87% in 2013 and 5.29% in 2014. Assuming a 4.18% tax increase in 2012, this growth is projected to produce increased tax revenues of \$1,915,231 in 2013 and \$1,948,315 in 2014.

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

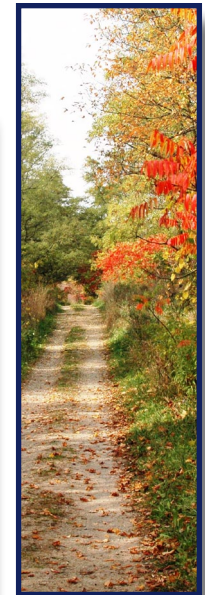
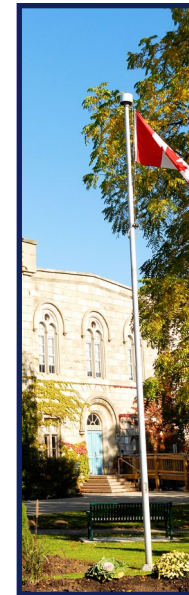
The operating budget forecast includes the cost of servicing existing debt as well as new debt that has been identified in the proposed 2012 Capital Budget. To accommodate for these increased obligations, a reduction in the contribution to capital has been included in the forecast.

Transfers to reserves and reserve funds have been increased at a rate of 1.43% as per the MPI analysis, with the exception of the following reserves:

- **Equipment Replacement Reserve:** In order to reduce the forecasted shortfall in the Equipment Replacement Reserve, contributions have been increased by an additional \$116,165 in 2013.
- **Transit and Transportation Reserve:** A decrease in contributions by \$321,474 in 2013 and an additional \$130,730 in 2014 in order to help offset the operating impacts of increased Transit service.

Total reserve and reserve fund contributions will increase by \$129,311 in 2013 and an additional \$415,377 in 2014. These contributions exclude Building transfers, which fluctuate in conjunction with forecasted changes in Building revenues, and have no effect on the tax levy.

As a result of low assessment growth revenue in 2012, a contribution from the Tax Rate Stabilization Reserve was included in the proposed 2012 Operating Budget. This contribution has been decreased in 2013 and 2014, as it is expected that assessment growth combined with appropriate tax levies will satisfy operating budget requirements.





# Operating Budget Forecast - Overview

## 2013 to 2014 Operating Budget Forecast Forecasted Increase in Tax Levy

<b>If Council Approves a 4.18 % Tax Increase in 2012:</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Required Tax Levy (Town and Library)	35,932,320	40,515,411	44,573,085
Impact of Growth in Assessment Base and GTA Pooling (Cumulative)		2,345,301	4,293,616
Required Tax Increase		2,237,790	2,109,359
<b>%age Increase (over previous year)</b>		<b>6.58%</b>	<b>6.20%</b>
<b>If Council Approves a 3.2% Tax Increase in 2012:</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Required Tax Levy (Town and Library)	35,622,912	40,515,411	44,573,085
Impact of Growth in Assessment Base and GTA Pooling (Cumulative)		2,330,414	4,263,585
Required Tax Increase (over previous year)		2,562,085	2,124,504
<b>%age Increase (over previous year)</b>		<b>7.54%</b>	<b>6.25%</b>



# Operating Budget Forecast - Overview

## 2013 to 2014 Operating Budget Forecast Forecast Assumptions

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 2012 budget
- Increases for salaries and benefits have been applied to reflect contractual agreements and current market adjustments		- Supplementary Taxes	Flatline at 2012 budget
- Allowance of \$750,000 in contingency budget for new positions in 2013 and 2014		- Railway Taxes	Flatline at 2012 budget
Benefits (excluding OMERS)		<u>Grants and Interest Income</u>	
- No change in benefits package over forecast period		- Flatline at the 2012 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	14%	<u>POA Revenue</u>	
- Part Time Fire	8%	- Flatline at the 2012 Budget	
- Part Time Library	9%	<u>User Fees</u>	
OMERS		- Building Permit Fees per growth forecast	
- includes 0.9% increase for 2013		Residential: 2013 2,233 units @ 2012 rates	
<u>Administrative</u>		2014 2,531 units @ 2012 rates	
- Increase at the rate of the Municipal Price Index (excluding Revenue Impacts), 2.5%		Commercial/Industrial: 2013 1,333,700 units @ 2012 rates	
<u>Financial Expenses</u>		2014 1,766,400 units @ 2012 rates	
- Contingency	Additional \$50K per year for growth	- All other user fees - increased by 2.5%	
- Debt Charges	As per debt schedules and capital forecast	<u>Recoveries/Donations</u>	
- Transfer to Capital	Based on capital forecast	- Flatline at the 2012 budget with the exception of Regional Recoveries which have been increased at the same rate as the expenditures being recovered	
- Transfer to Reserves	Increase at a rate of 1.43% per MPI analysis with the exception of the building reserve which is adjusted to reflect Bill 124 legislation	<u>Finance</u>	
<u>Purchased Goods and Services</u>		- Per unit fee increased at the same rates as non-union compensation	
- Increase at the rate of the Municipal Price Index, 2.5%		- 1.75% Capital based on capital forecast	
- Incremental roadway maintenance costs of \$6,335 per additional lane kilometer for 40 new lane kilometers in 2013 and \$6,468 per additional lane kilometer for 40 new lane kilometers in 2014.		<u>Assessment</u>	
- Increases for Utilities, Fuel and Insurance costs are based on anticipated rate increases		- Residential -	
<u>Transit</u>		2013 2,710 units @ 227,984 * 2011 Final Tax Rate	
- annualize 2012 service level enhancements in 2013 and maintain service level in 2014		2014 2,233 units @ 258,504 * 2011 Final Tax Rate	
		- ICI -	
		2013 763,050 sq ft @ 88.96 * 2011 Final Tax Rate	
		2014 1,386,100 sq ft @ 63.90 * 2011 Final Tax Rate	
		- Annual Growth -	
		2013 5.87%	
		2014 5.29%	



## Operating Budget Forecast - Gross Expenditures by Department

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>EXPENDITURES</b>					
MAYOR & COUNCIL	419,488	471,940	472,948	481,869	490,979
EXECUTIVE SERVICES	2,910,022	3,326,512	3,342,551	3,417,073	3,484,181
CORPORATE SERVICES	7,807,531	6,331,350	6,786,936	7,188,685	7,328,824
GENERAL GOVERNMENT	25,822,565	19,169,403	19,660,594	20,470,655	21,592,024
ENGINEERING SERVICES	16,955,833	19,474,172	21,485,263	23,459,566	25,451,328
COMMUNITY SERVICES	9,799,030	13,221,693	15,386,219	15,747,922	16,098,765
PLANNING & DEVELOPMENT	5,947,898	7,006,132	7,621,477	7,285,430	7,777,289
FIRE DEPARTMENT	5,983,210	6,751,652	7,041,823	7,475,723	7,632,890
LIBRARY	3,585,440	3,408,254	3,745,094	4,029,299	4,325,754
DBIA	197,518	194,500	198,600	202,704	206,892
<b>Total EXPENDITURES</b>	<b>79,428,535</b>	<b>79,355,608</b>	<b>85,741,505</b>	<b>89,758,926</b>	<b>94,388,926</b>
<b>REVENUE</b>					
MAYOR & COUNCIL	(13,470)	(14,784)	(14,784)	(14,784)	(14,784)
EXECUTIVE SERVICES	(923,986)	(610,619)	(662,397)	(677,564)	(693,110)
CORPORATE SERVICES	(4,571,931)	(2,576,058)	(2,530,848)	(2,600,922)	(2,656,646)
GENERAL GOVERNMENT	(24,560,434)	(19,371,676)	(19,606,085)	(19,057,284)	(18,520,308)
ENGINEERING SERVICES	(7,281,983)	(8,816,951)	(9,342,804)	(9,772,043)	(10,156,754)
COMMUNITY SERVICES	(6,735,619)	(8,362,312)	(9,844,100)	(9,950,759)	(10,111,954)
PLANNING & DEVELOPMENT	(5,350,670)	(6,410,407)	(6,906,452)	(6,548,379)	(7,030,357)
FIRE DEPARTMENT	(199,795)	(192,052)	(196,191)	(199,305)	(202,496)
LIBRARY	(843,676)	(204,341)	(224,803)	(219,770)	(222,537)
DBIA	(197,518)	(194,500)	(198,600)	(202,704)	(206,892)
<b>Total REVENUE</b>	<b>(50,679,082)</b>	<b>(46,753,700)</b>	<b>(49,527,064)</b>	<b>(49,243,514)</b>	<b>(49,815,838)</b>
<b>TOTAL LEVY REQUIREMENT</b>	<b>28,749,453</b>	<b>32,601,908</b>	<b>36,214,441</b>	<b>40,515,412</b>	<b>44,573,088</b>



## Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>MAYOR AND COUNCIL</b>					
EXPENDITURES					
Salaries and Benefits	\$380,976	\$407,124	\$412,186	\$419,830	\$427,625
Administrative	\$32,974	\$51,689	\$47,623	\$48,623	\$49,644
Financial	\$350	\$5,000	\$5,000	\$5,000	\$5,000
Purchased Goods	\$791	\$537	\$485	\$495	\$506
Purchased Services	\$4,397	\$7,590	\$7,654	\$7,921	\$8,204
Total EXPENDITURES	\$419,488	\$471,940	\$472,948	\$481,869	\$490,979
REVENUE					
Recoveries and Donations	(\$13,120)	(\$9,784)	(\$9,784)	(\$9,784)	(\$9,784)
Other	(\$350)	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)
Total REVENUE	(\$13,470)	(\$14,784)	(\$14,784)	(\$14,784)	(\$14,784)
<b>Total MAYOR AND COUNCIL</b>	<b>\$406,018</b>	<b>\$457,156</b>	<b>\$458,164</b>	<b>\$467,085</b>	<b>\$476,195</b>
<b>NET BUDGET</b>	<b>\$406,018</b>	<b>\$457,156</b>	<b>\$458,164</b>	<b>\$467,085</b>	<b>\$476,195</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>EXECUTIVE SERVICES</b>					
<b>OFFICE OF THE CAO</b>					
EXPENDITURES					
Salaries and Benefits	\$720,562	\$800,288	\$848,858	\$872,458	\$890,060
Administrative	\$197,246	\$318,383	\$294,463	\$300,647	\$306,960
Purchased Goods	\$7,852	\$8,380	\$8,433	\$8,610	\$8,791
Purchased Services	\$337,796	\$360,163	\$265,456	\$271,123	\$276,918
Total EXPENDITURES	\$1,263,456	\$1,487,214	\$1,417,210	\$1,452,838	\$1,482,729
REVENUE					
Recoveries and Donations	(\$4,280)				
User Fees and Service Charges	(\$347,875)	(\$210,072)	(\$210,072)	(\$215,324)	(\$220,707)
Other	(\$66,354)	(\$70,867)	(\$72,924)	(\$73,538)	(\$74,169)
Total REVENUE	(\$418,509)	(\$280,939)	(\$282,996)	(\$288,862)	(\$294,876)
<b>Total OFFICE OF THE CAO</b>	<b>\$844,947</b>	<b>\$1,206,275</b>	<b>\$1,134,214</b>	<b>\$1,163,976</b>	<b>\$1,187,853</b>
<b>CLERKS</b>					
EXPENDITURES					
Salaries and Benefits	\$1,198,371	\$1,409,693	\$1,494,484	\$1,526,267	\$1,554,154
Administrative	\$12,561	\$26,008	\$25,749	\$26,290	\$26,842
Financial	\$5,523	\$5,500	\$5,500	\$5,500	\$5,500
Transfers to Own Funds	\$10,860	\$10,860	\$11,077	\$11,235	\$11,396
Purchased Goods	\$22,154	\$18,566	\$18,189	\$16,529	\$16,876
Purchased Services	\$379,034	\$352,330	\$351,355	\$359,028	\$366,892
Reallocated Expenses	\$18,063	\$16,341	\$18,987	\$19,386	\$19,793
Total EXPENDITURES	\$1,646,566	\$1,839,298	\$1,925,341	\$1,964,235	\$2,001,453



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>REVENUE</b>					
Recoveries and Donations	(\$8,018)	(\$9,500)	(\$9,500)	(\$9,553)	(\$9,606)
User Fees and Service Charges	(\$327,926)	(\$320,180)	(\$369,901)	(\$379,150)	(\$388,628)
Other	(\$169,533)				
Total REVENUE	(\$505,477)	(\$329,680)	(\$379,401)	(\$388,703)	(\$398,234)
<b>Total CLERKS</b>	<b>\$1,141,089</b>	<b>\$1,509,618</b>	<b>\$1,545,940</b>	<b>\$1,575,532</b>	<b>\$1,603,219</b>
<b>Total EXECUTIVE SERVICES</b>	<b>\$1,986,036</b>	<b>\$2,715,893</b>	<b>\$2,680,154</b>	<b>\$2,739,508</b>	<b>\$2,791,072</b>
<b>NET BUDGET</b>	<b>\$1,986,036</b>	<b>\$2,715,893</b>	<b>\$2,680,154</b>	<b>\$2,739,508</b>	<b>\$2,791,072</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>CORPORATE SERVICES</b>					
<b>TAXATION</b>					
EXPENDITURES					
Salaries and Benefits	\$584,131	\$687,341	\$754,713	\$811,305	\$827,313
Administrative	\$780	\$2,751	\$2,881	\$2,942	\$3,003
Financial			\$6,092	\$6,092	\$6,092
Purchased Goods	\$17,370	\$17,952	\$17,666	\$18,037	\$18,416
Purchased Services	\$82,678	\$101,180	\$90,034	\$92,037	\$94,092
Total EXPENDITURES	\$684,959	\$809,224	\$871,386	\$930,413	\$948,916
REVENUE					
Recoveries and Donations	(\$6,918)	(\$6,000)			
User Fees and Service Charges	(\$327,153)	(\$322,499)	(\$252,867)	(\$259,189)	(\$265,668)
Total REVENUE	(\$334,071)	(\$328,499)	(\$252,867)	(\$259,189)	(\$265,668)
<b>Total TAXATION</b>	<b>\$350,888</b>	<b>\$480,725</b>	<b>\$618,519</b>	<b>\$671,224</b>	<b>\$683,248</b>
<b>FINANCE</b>					
EXPENDITURES					
Salaries and Benefits	\$1,145,339	\$1,238,035	\$1,267,619	\$1,302,364	\$1,328,375
Administrative	\$15,181	\$17,400	\$16,620	\$16,969	\$17,325
Purchased Goods	\$9,679	\$12,555	\$11,976	\$12,227	\$12,484
Purchased Services	\$26,266	\$25,886	\$23,173	\$23,826	\$24,510
Total EXPENDITURES	\$1,196,465	\$1,293,876	\$1,319,388	\$1,355,386	\$1,382,694
REVENUE					
User Fees and Service Charges	(\$5,183)	(\$4,779)	(\$4,801)	(\$4,921)	(\$5,044)
Other	(\$968,386)	(\$950,165)	(\$953,964)	(\$974,673)	(\$995,893)
Reallocated Revenue	(\$213,362)	(\$225,670)	(\$231,236)	(\$255,477)	(\$263,141)
Total REVENUE	(\$1,186,931)	(\$1,180,614)	(\$1,190,001)	(\$1,235,071)	(\$1,264,078)
<b>Total FINANCE</b>	<b>\$9,534</b>	<b>\$113,262</b>	<b>\$129,387</b>	<b>\$120,315</b>	<b>\$118,616</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>INFORMATION TECHNOLOGY</b>					
EXPENDITURES					
Salaries and Benefits	\$1,226,435	\$1,352,023	\$1,433,885	\$1,472,382	\$1,499,144
Administrative	\$12,180	\$13,534	\$15,031	\$15,347	\$15,669
Transfers to Own Funds	\$48,678	\$600	\$600	\$609	\$617
Purchased Goods	\$378,169	\$400,065	\$484,527	\$531,913	\$543,083
Purchased Services	\$528,930	\$630,469	\$664,977	\$717,778	\$733,067
<b>Total EXPENDITURES</b>	<b>\$2,194,392</b>	<b>\$2,396,691</b>	<b>\$2,599,020</b>	<b>\$2,738,029</b>	<b>\$2,791,580</b>
REVENUE					
Recoveries and Donations	(\$653)				
User Fees and Service Charges	(\$1,105)	(\$2,100)	(\$2,100)	(\$2,153)	(\$2,206)
Other	(\$71,060)	(\$63,725)	(\$35,918)	(\$36,865)	(\$37,836)
<b>Total REVENUE</b>	<b>(\$72,818)</b>	<b>(\$65,825)</b>	<b>(\$38,018)</b>	<b>(\$39,018)</b>	<b>(\$40,042)</b>
<b>Total INFORMATION TECHNOLOGY</b>	<b>\$2,121,574</b>	<b>\$2,330,866</b>	<b>\$2,561,002</b>	<b>\$2,699,011</b>	<b>\$2,751,538</b>
<b>PURCHASING</b>					
EXPENDITURES					
Salaries and Benefits	\$451,768	\$467,166	\$453,410	\$516,419	\$526,662
Administrative	\$9,757	\$11,613	\$11,223	\$11,459	\$11,699
Financial			\$2,333	\$2,333	\$2,333
Transfers to Own Funds	\$2,039,334	\$56,925	\$56,925	\$56,925	\$56,925
Purchased Goods	\$16,429	\$5,089	\$5,089	\$5,196	\$5,305
Purchased Services	\$3,670	\$3,083	\$3,973	\$4,110	\$4,257
<b>Total EXPENDITURES</b>	<b>\$2,520,958</b>	<b>\$543,876</b>	<b>\$532,953</b>	<b>\$596,442</b>	<b>\$607,181</b>
REVENUE					
Recoveries and Donations	(\$9,320)				
User Fees and Service Charges	(\$94,656)	(\$48,433)	(\$84,254)	(\$86,360)	(\$88,519)
Other	(\$2,440,310)	(\$467,681)	(\$381,078)	(\$389,750)	(\$398,654)
<b>Total REVENUE</b>	<b>(\$2,544,286)</b>	<b>(\$516,114)</b>	<b>(\$465,332)</b>	<b>(\$476,110)</b>	<b>(\$487,173)</b>
<b>Total PURCHASING</b>	<b>(\$23,328)</b>	<b>\$27,762</b>	<b>\$67,621</b>	<b>\$120,332</b>	<b>\$120,008</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>HUMAN RESOURCES</b>					
EXPENDITURES					
Salaries and Benefits	\$434,548	\$444,297	\$477,276	\$522,724	\$533,196
Administrative	\$80,652	\$154,876	\$130,877	\$133,625	\$136,432
Transfers to Own Funds	\$233,306	\$112,420	\$224,623	\$227,835	\$231,093
Purchased Goods	\$7,767	\$8,184	\$8,184	\$8,356	\$8,531
Purchased Services	\$31,703	\$50,589	\$61,623	\$62,974	\$64,359
Total EXPENDITURES	\$787,976	\$770,366	\$902,583	\$955,514	\$973,611
REVENUE					
Other	(\$316,207)	(\$248,303)	(\$336,516)	(\$338,761)	(\$342,129)
Total REVENUE	(\$316,207)	(\$248,303)	(\$336,516)	(\$338,761)	(\$342,129)
<b>Total HUMAN RESOURCES</b>	<b>\$471,769</b>	<b>\$522,063</b>	<b>\$566,067</b>	<b>\$616,753</b>	<b>\$631,482</b>
<b>ACCOUNTING</b>					
EXPENDITURES					
Salaries and Benefits	\$405,369	\$488,225	\$536,234	\$586,913	\$598,215
Administrative	\$4,393	\$6,915	\$6,365	\$6,499	\$6,635
Purchased Goods	\$6,777	\$9,829	\$7,061	\$7,209	\$7,361
Purchased Services	\$6,242	\$12,349	\$11,946	\$12,280	\$12,630
Total EXPENDITURES	\$422,781	\$517,318	\$561,606	\$612,901	\$624,841
REVENUE					
Recoveries and Donations			(\$1,000)	(\$1,000)	(\$1,000)
User Fees and Service Charges	(\$107,444)	(\$176,900)	(\$177,850)	(\$180,825)	(\$183,874)
Other	(\$10,175)	(\$59,803)	(\$69,264)	(\$70,950)	(\$72,681)
Total REVENUE	(\$117,619)	(\$236,703)	(\$248,114)	(\$252,775)	(\$257,555)
<b>Total ACCOUNTING</b>	<b>\$305,162</b>	<b>\$280,615</b>	<b>\$313,492</b>	<b>\$360,126</b>	<b>\$367,286</b>
<b>Total CORPORATE SERVICES</b>	<b>\$3,235,599</b>	<b>\$3,755,293</b>	<b>\$4,256,088</b>	<b>\$4,587,761</b>	<b>\$4,672,178</b>
<b>NET BUDGET</b>	<b>\$3,235,599</b>	<b>\$3,755,293</b>	<b>\$4,256,088</b>	<b>\$4,587,761</b>	<b>\$4,672,178</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>GENERAL GOVERNMENT</b>					
EXPENDITURES					
Administrative	\$125,999	\$108,376	\$169,560	\$173,121	\$176,756
Financial	\$4,200,474	\$4,809,552	\$4,451,666	\$5,946,626	\$7,261,449
Transfers to Own Funds	\$21,438,597	\$14,155,970	\$14,951,717	\$14,259,076	\$14,057,482
Purchased Services	\$57,495	\$95,505	\$87,651	\$91,833	\$96,336
Total EXPENDITURES	\$25,822,565	\$19,169,403	\$19,660,594	\$20,470,656	\$21,592,023
REVENUE					
Taxation	(\$31,679,496)	(\$4,131,039)	(\$4,238,227)	(\$4,242,885)	(\$4,247,636)
Payments In Lieu	(\$463,373)	(\$454,526)	(\$480,114)	(\$489,716)	(\$497,259)
User Fees and Service Charges	(\$1,321,522)	(\$934,199)	(\$833,000)	(\$835,525)	(\$838,113)
Other	(\$16,174,590)	(\$12,358,556)	(\$12,766,932)	(\$12,188,344)	(\$11,609,528)
Reallocated Revenue	(\$1,079,140)	(\$1,293,356)	(\$1,287,812)	(\$1,300,814)	(\$1,327,773)
Total REVENUE	(\$50,718,121)	(\$19,371,676)	(\$19,606,085)	(\$19,057,284)	(\$18,520,309)
<b>Total GENERAL GOVERNMENT</b>	<b>(\$24,895,556)</b>	<b>(\$202,273)</b>	<b>\$54,509</b>	<b>\$1,413,372</b>	<b>\$3,071,714</b>
<b>NET BUDGET</b>	<b>(\$24,895,556)</b>	<b>(\$202,273)</b>	<b>\$54,509</b>	<b>\$1,413,372</b>	<b>\$3,071,714</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>ENGINEERING SERVICES</b>					
<b>TRANSIT</b>					
EXPENDITURES					
Salaries and Benefits	\$160,498	\$179,047	\$164,545	\$169,037	\$172,387
Administrative	\$9,425	\$9,918	\$10,732	\$10,957	\$11,187
Transfers to Own Funds	\$235,060	\$235,060	\$239,761	\$357,659	\$400,273
Purchased Goods	\$3,948	\$5,709	\$5,709	\$5,829	\$5,951
Purchased Services	\$1,677,008	\$2,233,593	\$2,586,331	\$3,458,895	\$4,092,985
Fleet Expenses	\$237,728	\$7,500	\$10,250	\$12,715	\$12,982
Reallocated Expenses	\$20,785	\$35,850	\$87,442	\$89,278	\$91,153
Total EXPENDITURES	\$2,344,452	\$2,706,677	\$3,104,770	\$4,104,370	\$4,786,918
REVENUE					
Recoveries and Donations	(\$96,056)	(\$96,915)	(\$170,167)	(\$287,342)	(\$366,980)
User Fees and Service Charges	(\$286,499)	(\$351,016)	(\$515,437)	(\$635,079)	(\$743,086)
Other	(\$316,058)	(\$524,839)	(\$524,839)	(\$524,839)	(\$524,839)
Total REVENUE	(\$698,613)	(\$972,770)	(\$1,210,443)	(\$1,447,260)	(\$1,634,905)
<b>Total TRANSIT</b>	<b>\$1,645,839</b>	<b>\$1,733,907</b>	<b>\$1,894,327</b>	<b>\$2,657,110</b>	<b>\$3,152,013</b>
<b>ENGINEERING SERVICES ADMINISTRATION</b>					
EXPENDITURES					
Salaries and Benefits	\$990,405	\$1,000,810	\$1,037,260	\$1,066,170	\$1,087,732
Administrative	\$7,300	\$12,545	\$12,780	\$13,048	\$13,322
Purchased Goods	\$17,386	\$16,476	\$17,700	\$18,072	\$18,451
Purchased Services	\$237,692	\$253,027	\$273,427	\$297,599	\$324,121
Total EXPENDITURES	\$1,252,783	\$1,282,858	\$1,341,167	\$1,394,889	\$1,443,626
REVENUE					
Other	(\$105,584)	(\$109,005)	(\$111,005)	(\$113,707)	(\$116,476)
Total REVENUE	(\$105,584)	(\$109,005)	(\$111,005)	(\$113,707)	(\$116,476)
<b>Total ENGINEERING SERVICES ADMINISTRATION</b>	<b>\$1,147,199</b>	<b>\$1,173,853</b>	<b>\$1,230,162</b>	<b>\$1,281,182</b>	<b>\$1,327,150</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>INFRASTRUCTURE MANAGEMENT</b>					
EXPENDITURES					
Salaries and Benefits	\$698,774	\$818,879	\$860,006	\$929,142	\$947,670
Administrative	\$22,177	\$23,829	\$23,829	\$24,329	\$24,840
Transfers to Own Funds	\$8,050	\$8,050	\$8,211	\$8,328	\$8,448
Purchased Goods	\$40,835	\$47,017	\$47,017	\$48,004	\$49,012
Purchased Services	\$1,022,318	\$1,166,216	\$1,301,684	\$1,348,385	\$1,397,040
Reallocated Expenses	\$1,474	\$21,285	\$21,285	\$21,732	\$22,188
<b>Total EXPENDITURES</b>	<b>\$1,793,628</b>	<b>\$2,085,276</b>	<b>\$2,262,032</b>	<b>\$2,379,920</b>	<b>\$2,449,198</b>
REVENUE					
Recoveries and Donations	(\$11,532)	(\$8,000)	(\$8,000)	(\$8,168)	(\$8,340)
User Fees and Service Charges	(\$482,824)	(\$530,300)	(\$573,963)	(\$592,312)	(\$611,320)
Other	(\$467,616)	(\$568,892)	(\$493,763)	(\$506,773)	(\$520,126)
<b>Total REVENUE</b>	<b>(\$961,972)</b>	<b>(\$1,107,192)</b>	<b>(\$1,075,726)</b>	<b>(\$1,107,253)</b>	<b>(\$1,139,786)</b>
<b>Total INFRASTRUCTURE MANAGEMENT</b>	<b>\$831,656</b>	<b>\$978,084</b>	<b>\$1,186,306</b>	<b>\$1,272,667</b>	<b>\$1,309,412</b>
<b>DEVELOPMENT ENGINEERING</b>					
EXPENDITURES					
Salaries and Benefits	\$1,128,305	\$1,123,819	\$1,142,691	\$1,173,900	\$1,197,099
Administrative	\$38,079	\$40,744	\$36,526	\$37,293	\$38,076
Purchased Goods	\$844	\$1,036	\$1,036	\$1,058	\$1,080
Purchased Services	\$8,596	\$13,064	\$13,176	\$13,638	\$14,129
<b>Total EXPENDITURES</b>	<b>\$1,175,824</b>	<b>\$1,178,663</b>	<b>\$1,193,429</b>	<b>\$1,225,889</b>	<b>\$1,250,384</b>
REVENUE					
User Fees and Service Charges	(\$986,197)	(\$1,014,692)	(\$1,017,017)	(\$1,044,051)	(\$1,071,803)
Other	(\$19,862)	(\$4,229)	(\$4,255)	(\$4,369)	(\$4,486)
Reallocated Revenue	(\$98,313)	(\$310,201)	(\$291,392)	(\$300,134)	(\$309,138)
<b>Total REVENUE</b>	<b>(\$1,104,372)</b>	<b>(\$1,329,122)</b>	<b>(\$1,312,664)</b>	<b>(\$1,348,554)</b>	<b>(\$1,385,427)</b>
<b>Total DEVELOPMENT ENGINEERING</b>	<b>\$71,452</b>	<b>(\$150,459)</b>	<b>(\$119,235)</b>	<b>(\$122,665)</b>	<b>(\$135,043)</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>OPERATIONS</b>					
EXPENDITURES					
Salaries and Benefits	\$2,656,024	\$2,940,312	\$3,297,730	\$3,413,826	\$3,503,902
Administrative	\$497	\$5,159	\$9,150	\$9,342	\$9,538
Financial	\$5,503				
Transfers to Own Funds	\$1,064,573	\$555,627	\$915,091	\$1,040,180	\$1,219,718
Purchased Goods	\$1,004,123	\$1,618,685	\$1,552,177	\$1,594,977	\$1,655,643
Purchased Services	\$2,715,080	\$3,720,056	\$4,503,699	\$4,877,563	\$5,620,496
Fleet Expenses	\$1,072,428	\$1,214,654	\$1,017,062	\$1,066,487	\$1,103,884
Reallocated Expenses	\$1,870,917	\$2,166,204	\$2,288,956	\$2,352,121	\$2,408,019
Total EXPENDITURES	\$10,389,145	\$12,220,697	\$13,583,865	\$14,354,496	\$15,521,200
REVENUE					
Recoveries and Donations	(\$1,321,740)	(\$2,156,644)	(\$2,241,689)	(\$2,290,617)	(\$2,340,567)
User Fees and Service Charges	(\$748,789)	(\$517,710)	(\$602,263)	(\$616,442)	(\$630,922)
Other	(\$249,811)	(\$140,878)	(\$126,045)	(\$129,320)	(\$132,683)
Reallocated Revenue	(\$2,091,103)	(\$2,483,630)	(\$2,662,969)	(\$2,718,891)	(\$2,775,988)
Total REVENUE	(\$4,411,443)	(\$5,298,862)	(\$5,632,966)	(\$5,755,270)	(\$5,880,160)
<b>Total OPERATIONS</b>	<b>\$5,977,702</b>	<b>\$6,921,835</b>	<b>\$7,950,899</b>	<b>\$8,599,226</b>	<b>\$9,641,040</b>
<b>Total ENGINEERING SERVICES</b>	<b>\$9,673,848</b>	<b>\$10,657,220</b>	<b>\$12,142,459</b>	<b>\$13,687,520</b>	<b>\$15,294,572</b>
<b>NET BUDGET</b>	<b>\$9,673,848</b>	<b>\$10,657,220</b>	<b>\$12,142,459</b>	<b>\$13,687,520</b>	<b>\$15,294,572</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>COMMUNITY SERVICES</b>					
<b>RECREATION AND PARKS</b>					
EXPENDITURES					
Salaries and Benefits	\$5,920,255	\$7,754,967	\$9,103,118	\$9,364,106	\$9,548,166
Administrative	\$57,117	\$107,935	\$113,939	\$116,332	\$118,775
Financial	\$439,807	\$829,459	\$781,221	\$780,247	\$779,384
Transfers to Own Funds	\$257,626	\$230,329	\$361,495	\$366,664	\$371,908
Purchased Goods	\$415,085	\$610,522	\$695,400	\$702,754	\$717,512
Purchased Services	\$1,905,573	\$2,662,832	\$3,254,163	\$3,340,733	\$3,451,829
Reallocated Expenses	\$87,207	\$152,793	\$190,978	\$161,908	\$165,308
<b>Total EXPENDITURES</b>	<b>\$9,082,670</b>	<b>\$12,348,837</b>	<b>\$14,500,314</b>	<b>\$14,832,744</b>	<b>\$15,152,882</b>
REVENUE					
Grants	(\$80,586)	(\$116,363)	(\$113,200)	(\$95,700)	(\$95,700)
Recoveries and Donations	(\$150,617)	(\$621,833)	(\$298,595)	(\$250,022)	(\$200,920)
User Fees and Service Charges	(\$4,564,840)	(\$5,728,223)	(\$7,088,978)	(\$7,266,824)	(\$7,449,132)
Other	(\$1,638,052)	(\$1,424,515)	(\$1,755,301)	(\$1,778,575)	(\$1,802,466)
Reallocated Revenue		(\$107,212)	(\$216,192)	(\$187,652)	(\$191,592)
<b>Total REVENUE</b>	<b>(\$6,434,095)</b>	<b>(\$7,998,146)</b>	<b>(\$9,472,266)</b>	<b>(\$9,578,773)</b>	<b>(\$9,739,810)</b>
<b>Total RECREATION AND PARKS</b>	<b>\$2,648,575</b>	<b>\$4,350,691</b>	<b>\$5,028,048</b>	<b>\$5,253,971</b>	<b>\$5,413,072</b>
<b>CIVIC</b>					
EXPENDITURES					
Salaries and Benefits	\$128,674	\$183,367	\$186,634	\$190,280	\$193,999
Administrative		\$1,100	\$800	\$817	\$834
Financial	\$29,765	\$56,799	\$49,080	\$49,080	\$49,080
Purchased Goods	\$23,292	\$22,031	\$22,931	\$23,413	\$23,904
Purchased Services	\$456,336	\$545,751	\$559,128	\$582,841	\$607,875
Reallocated Expenses	\$78,294	\$63,809	\$67,333	\$68,747	\$70,191
<b>Total EXPENDITURES</b>	<b>\$716,361</b>	<b>\$872,857</b>	<b>\$885,906</b>	<b>\$915,178</b>	<b>\$945,883</b>



## Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
REVENUE					
User Fees and Service Charges	(\$900)	(\$8,366)	(\$6,123)	(\$6,276)	(\$6,433)
Other	(\$300,624)	(\$355,800)	(\$365,711)	(\$365,711)	(\$365,711)
Total REVENUE	(\$301,524)	(\$364,166)	(\$371,834)	(\$371,987)	(\$372,144)
<b>Total CIVIC</b>	<b>\$414,837</b>	<b>\$508,691</b>	<b>\$514,072</b>	<b>\$543,191</b>	<b>\$573,739</b>
<b>Total COMMUNITY SERVICES</b>	<b>\$3,063,412</b>	<b>\$4,859,382</b>	<b>\$5,542,120</b>	<b>\$5,797,162</b>	<b>\$5,986,811</b>
<b>NET BUDGET</b>	<b>\$3,063,412</b>	<b>\$4,859,382</b>	<b>\$5,542,120</b>	<b>\$5,797,162</b>	<b>\$5,986,811</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>PLANNING AND DEVELOPMENT</b>					
<b>ADMINISTRATION</b>					
EXPENDITURES					
Salaries and Benefits	\$299,996	\$311,522	\$320,600	\$329,476	\$336,097
Administrative	\$7,202	\$9,588	\$7,964	\$8,131	\$8,302
Purchased Goods	\$28,106	\$25,422	\$25,422	\$25,956	\$26,501
Purchased Services	\$33,965	\$62,371	\$53,000	\$55,308	\$57,785
Total EXPENDITURES	\$369,269	\$408,903	\$406,986	\$418,871	\$428,685
REVENUE					
Recoveries and Donations	(\$1,893)				
Other	(\$15,542)	(\$18,237)	(\$18,356)	(\$18,817)	(\$19,290)
Total REVENUE	(\$17,435)	(\$18,237)	(\$18,356)	(\$18,817)	(\$19,290)
<b>Total ADMINISTRATION</b>	<b>\$351,834</b>	<b>\$390,666</b>	<b>\$388,630</b>	<b>\$400,054</b>	<b>\$409,395</b>
<b>POLICY PLANNING</b>					
EXPENDITURES					
Salaries and Benefits	\$541,522	\$622,440	\$719,359	\$738,302	\$752,853
Administrative	\$9,018	\$20,330	\$20,390	\$20,818	\$21,255
Purchased Services	\$723	\$952	\$1,000	\$1,100	\$1,210
Total EXPENDITURES	\$551,263	\$643,722	\$740,749	\$760,220	\$775,318
REVENUE					
Recoveries and Donations	(\$4,048)				
User Fees and Service Charges	(\$90)	(\$224,478)	(\$230,065)	(\$235,817)	(\$241,712)
Other	(\$245,728)	(\$100,346)	(\$190,255)	(\$195,354)	(\$200,589)
Total REVENUE	(\$249,866)	(\$324,824)	(\$420,320)	(\$431,171)	(\$442,301)
<b>Total POLICY PLANNING</b>	<b>\$301,397</b>	<b>\$318,898</b>	<b>\$320,429</b>	<b>\$329,049</b>	<b>\$333,017</b>
<b>DEVELOPMENT REVIEW</b>					
EXPENDITURES					
Salaries and Benefits	\$789,692	\$710,032	\$716,145	\$735,587	\$750,053
Administrative	\$13,358	\$25,163	\$26,093	\$26,641	\$27,200
Purchased Services	\$7,148	\$23,591	\$23,571	\$24,182	\$24,817
Total EXPENDITURES	\$810,198	\$758,786	\$765,809	\$786,410	\$802,070



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>REVENUE</b>					
Recoveries and Donations		(\$15,000)	(\$15,000)	(\$15,000)	(\$15,000)
User Fees and Service Charges	(\$849,803)	(\$728,923)	(\$744,842)	(\$763,463)	(\$782,550)
Other	(\$16,350)	(\$128,702)			
<b>Total REVENUE</b>	<b>(\$866,153)</b>	<b>(\$872,625)</b>	<b>(\$759,842)</b>	<b>(\$778,463)</b>	<b>(\$797,550)</b>
<b>Total DEVELOPMENT REVIEW</b>	<b>(\$55,955)</b>	<b>(\$113,839)</b>	<b>\$5,967</b>	<b>\$7,947</b>	<b>\$4,520</b>
<b>BUILDING SERVICES</b>					
<b>EXPENDITURES</b>					
Salaries and Benefits	\$2,678,501	\$3,184,406	\$3,196,065	\$3,283,271	\$3,348,244
Administrative	\$119,242	\$146,192	\$149,127	\$152,259	\$155,456
Financial	(\$48)				
Transfers to Own Funds			\$525,394		\$338,353
Purchased Goods	\$12,736	\$15,076	\$10,001	\$10,211	\$10,425
Purchased Services	\$15,921	\$19,820	\$16,907	\$17,762	\$18,686
Reallocated Expenses	\$1,390,815	\$1,829,227	\$1,810,440	\$1,856,425	\$1,900,052
<b>Total EXPENDITURES</b>	<b>\$4,217,167</b>	<b>\$5,194,721</b>	<b>\$5,707,934</b>	<b>\$5,319,928</b>	<b>\$5,771,216</b>
<b>REVENUE</b>					
Recoveries and Donations	(\$653)				
User Fees and Service Charges	(\$3,232,043)	(\$3,271,075)	(\$5,707,934)	(\$4,934,827)	(\$5,771,216)
Other	(\$984,520)	(\$1,923,646)		(\$385,101)	
<b>Total REVENUE</b>	<b>(\$4,217,216)</b>	<b>(\$5,194,721)</b>	<b>(\$5,707,934)</b>	<b>(\$5,319,928)</b>	<b>(\$5,771,216)</b>
<b>Total BUILDING SERVICES</b>	<b>(\$49)</b>				
<b>Total PLANNING AND DEVELOPMENT</b>	<b>\$597,227</b>	<b>\$595,725</b>	<b>\$715,026</b>	<b>\$737,050</b>	<b>\$746,932</b>
<b>NET BUDGET</b>	<b>\$597,227</b>	<b>\$595,725</b>	<b>\$715,026</b>	<b>\$737,050</b>	<b>\$746,932</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>FIRE DEPARTMENT</b>					
<b>ADMINISTRATION</b>					
EXPENDITURES					
Salaries and Benefits	\$591,316	\$613,128	\$630,767	\$648,179	\$661,204
Administrative	\$6,703	\$7,236	\$7,236	\$7,388	\$7,543
Financial			\$542	\$542	\$542
Purchased Goods	\$14,635	\$17,186	\$17,186	\$17,547	\$17,915
Purchased Services	\$7,776	\$10,086	\$10,564	\$11,580	\$12,696
Total EXPENDITURES	\$620,430	\$647,636	\$666,295	\$685,236	\$699,900
REVENUE					
Other	(\$12,755)	(\$13,104)	(\$13,214)	(\$13,568)	(\$13,932)
Total REVENUE	(\$12,755)	(\$13,104)	(\$13,214)	(\$13,568)	(\$13,932)
<b>Total ADMINISTRATION</b>	<b>\$607,675</b>	<b>\$634,532</b>	<b>\$653,081</b>	<b>\$671,668</b>	<b>\$685,968</b>
<b>FIREFIGHTING</b>					
EXPENDITURES					
Salaries and Benefits	\$4,000,914	\$4,725,514	\$4,897,011	\$5,224,773	\$5,332,936
Administrative	\$21,504	\$30,619	\$31,170	\$31,825	\$32,493
Purchased Goods	\$23,014	\$20,850	\$20,850	\$21,288	\$21,735
Purchased Services	\$23,971	\$18,691	\$19,109	\$20,204	\$21,391
Total EXPENDITURES	\$4,069,403	\$4,795,674	\$4,968,140	\$5,298,090	\$5,408,555
REVENUE					
Recoveries and Donations	(\$83,794)	(\$69,680)	(\$69,680)	(\$69,680)	(\$69,680)
User Fees and Service Charges	(\$45,150)	(\$50,640)	(\$65,640)	(\$67,281)	(\$68,963)
Total REVENUE	(\$128,944)	(\$120,320)	(\$135,320)	(\$136,961)	(\$138,643)
<b>Total FIREFIGHTING</b>	<b>\$3,940,459</b>	<b>\$4,675,354</b>	<b>\$4,832,820</b>	<b>\$5,161,129</b>	<b>\$5,269,912</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>COMMUNICATIONS</b>					
EXPENDITURES					
Salaries and Benefits	\$323,760	\$322,686	\$327,104	\$335,678	\$342,288
Administrative		\$204	\$204	\$208	\$213
Purchased Goods	\$2,970	\$2,742	\$2,742	\$2,800	\$2,858
Purchased Services	\$13,452	\$17,123	\$65,033	\$66,463	\$67,930
Total EXPENDITURES	\$340,182	\$342,755	\$395,083	\$405,149	\$413,289
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>\$339,182</b>	<b>\$341,755</b>	<b>\$394,083</b>	<b>\$404,128</b>	<b>\$412,247</b>
<b>BUILDINGS</b>					
EXPENDITURES					
Salaries and Benefits	\$6,247	\$8,748	\$8,938	\$9,113	\$9,291
Purchased Goods	\$7,733	\$14,470	\$14,469	\$15,196	\$15,515
Purchased Services	\$144,565	\$251,684	\$235,635	\$260,989	\$268,735
Reallocated Expenses	\$3,719	\$10,300	\$10,800	\$11,027	\$11,258
Total EXPENDITURES	\$162,264	\$285,202	\$269,842	\$296,325	\$304,799
REVENUE					
Recoveries and Donations	(\$15,152)	(\$17,755)	(\$17,093)	(\$17,452)	(\$17,818)
Total REVENUE	(\$15,152)	(\$17,755)	(\$17,093)	(\$17,452)	(\$17,818)
<b>Total BUILDINGS</b>	<b>\$147,112</b>	<b>\$267,447</b>	<b>\$252,749</b>	<b>\$278,873</b>	<b>\$286,981</b>
<b>TRAINING</b>					
EXPENDITURES					
Administrative	\$11,102	\$13,432	\$13,432	\$13,714	\$14,002
Purchased Goods	\$23,640	\$28,399	\$28,398	\$28,994	\$29,603
Purchased Services	\$43,318	\$40,707	\$40,707	\$41,562	\$42,435
Total EXPENDITURES	\$78,060	\$82,538	\$82,537	\$84,270	\$86,040
<b>Total TRAINING</b>	<b>\$78,060</b>	<b>\$82,538</b>	<b>\$82,537</b>	<b>\$84,270</b>	<b>\$86,040</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>FIRE PREVENTION</b>					
EXPENDITURES					
Administrative	\$3,986	\$3,859	\$3,859	\$3,940	\$4,023
Purchased Goods	\$11,520	\$26,368	\$13,868	\$14,159	\$14,457
Purchased Services	\$16,274				
Total EXPENDITURES	\$31,780	\$30,227	\$17,727	\$18,099	\$18,480
REVENUE					
Recoveries and Donations	(\$16,694)				
User Fees and Service Charges	(\$25,250)	(\$27,373)	(\$29,564)	(\$30,303)	(\$31,061)
Total REVENUE	(\$41,944)	(\$39,873)	(\$29,564)	(\$30,303)	(\$31,061)
<b>Total FIRE PREVENTION</b>	<b>(\$10,164)</b>	<b>(\$9,646)</b>	<b>(\$11,837)</b>	<b>(\$12,204)</b>	<b>(\$12,581)</b>
<b>SUPPORT SERVICES</b>					
EXPENDITURES					
Purchased Goods	\$3,953	\$2,059	\$2,059	\$2,102	\$2,146
Purchased Services	\$3,576	\$3,618	\$3,618	\$3,694	\$3,772
Reallocated Expenses	\$2,546	\$3,385	\$3,035	\$3,099	\$3,164
Total EXPENDITURES	\$10,075	\$9,062	\$8,712	\$8,895	\$9,082
<b>Total SUPPORT SERVICES</b>	<b>\$10,075</b>	<b>\$9,062</b>	<b>\$8,712</b>	<b>\$8,895</b>	<b>\$9,082</b>
<b>FLEET</b>					
EXPENDITURES					
Transfers to Own Funds	\$492,650	\$367,689	\$461,410	\$500,282	\$507,436
Purchased Services	\$20,128	\$23,724	\$24,910	\$27,401	\$30,141
Fleet Expenses	\$158,237	\$167,145	\$147,167	\$151,978	\$155,169
Total EXPENDITURES	\$671,015	\$558,558	\$633,487	\$679,661	\$692,746
<b>Total FLEET</b>	<b>\$671,015</b>	<b>\$558,558</b>	<b>\$633,487</b>	<b>\$679,661</b>	<b>\$692,746</b>
<b>Total FIRE DEPARTMENT</b>	<b>\$5,783,414</b>	<b>\$6,559,600</b>	<b>\$6,845,632</b>	<b>\$7,276,420</b>	<b>\$7,430,395</b>
<b>NET BUDGET</b>	<b>\$5,783,414</b>	<b>\$6,559,600</b>	<b>\$6,845,632</b>	<b>\$7,276,420</b>	<b>\$7,430,395</b>



# Operating Budget Forecast - Departmental Details

	2010 Actuals	2011 Projected Actuals	2012 Requested Budget	2013 Forecast Budget	2014 Forecast Budget
<b>LIBRARY</b>					
EXPENDITURES					
Salaries and Benefits	\$2,094,797	\$2,390,870	\$2,625,430	\$2,687,916	\$2,741,220
Administrative	\$15,917	\$21,234	\$21,234	\$21,680	\$22,135
Financial	\$541,040	\$2,194	\$2,194	\$2,194	\$2,194
Transfers to Own Funds	\$436,870	\$387,597	\$423,795	\$636,016	\$866,130
Purchased Goods	\$89,705	\$103,698	\$105,019	\$104,089	\$106,275
Purchased Services	\$402,011	\$389,147	\$366,268	\$376,175	\$386,495
Reallocated Expenses	\$5,099	\$113,514	\$201,154	\$201,229	\$201,305
Total EXPENDITURES	\$3,585,439	\$3,408,254	\$3,745,094	\$4,029,299	\$4,325,754
REVENUE					
Taxation	(\$2,772,819)				
Grants	(\$57,859)	(\$57,602)	(\$57,604)	(\$57,604)	(\$57,604)
Recoveries and Donations	(\$2,436)	(\$14,716)	(\$13,736)	(\$13,736)	(\$13,736)
User Fees and Service Charges	(\$97,575)	(\$100,968)	(\$107,994)	(\$110,694)	(\$113,461)
Other	(\$685,805)	(\$31,055)	(\$45,469)	(\$37,736)	(\$37,736)
Total REVENUE	(\$3,616,494)	(\$204,341)	(\$224,803)	(\$219,770)	(\$222,537)
<b>Total LIBRARY</b>	<b>(\$31,055)</b>	<b>\$3,203,913</b>	<b>\$3,520,291</b>	<b>\$3,809,529</b>	<b>\$4,103,217</b>
<b>NET BUDGET</b>	<b>(\$31,055)</b>	<b>\$3,203,913</b>	<b>\$3,520,291</b>	<b>\$3,809,529</b>	<b>\$4,103,217</b>