

2010/11 Annual Budget

**Capital Projects,
Enterprise Funds
and 3-Year Budget**

Preview of 2010/11 Budget Review Meetings

- April 26 v** **Overview of Budget and
General Fund, Special
Revenue, Internal Service
and Debt Service Funds**
- May 3** **Capital Projects, Enterprise Funds,
3 – Year Budget and Wrap-up**
- May 10** **Public Hearing and Adoption**

Agenda for Tonight

- 1. Capital Projects**
- 2. Enterprise Funds**
- 3. 3 – Year Budget**
- 4. Wrap-up**

Capital Projects

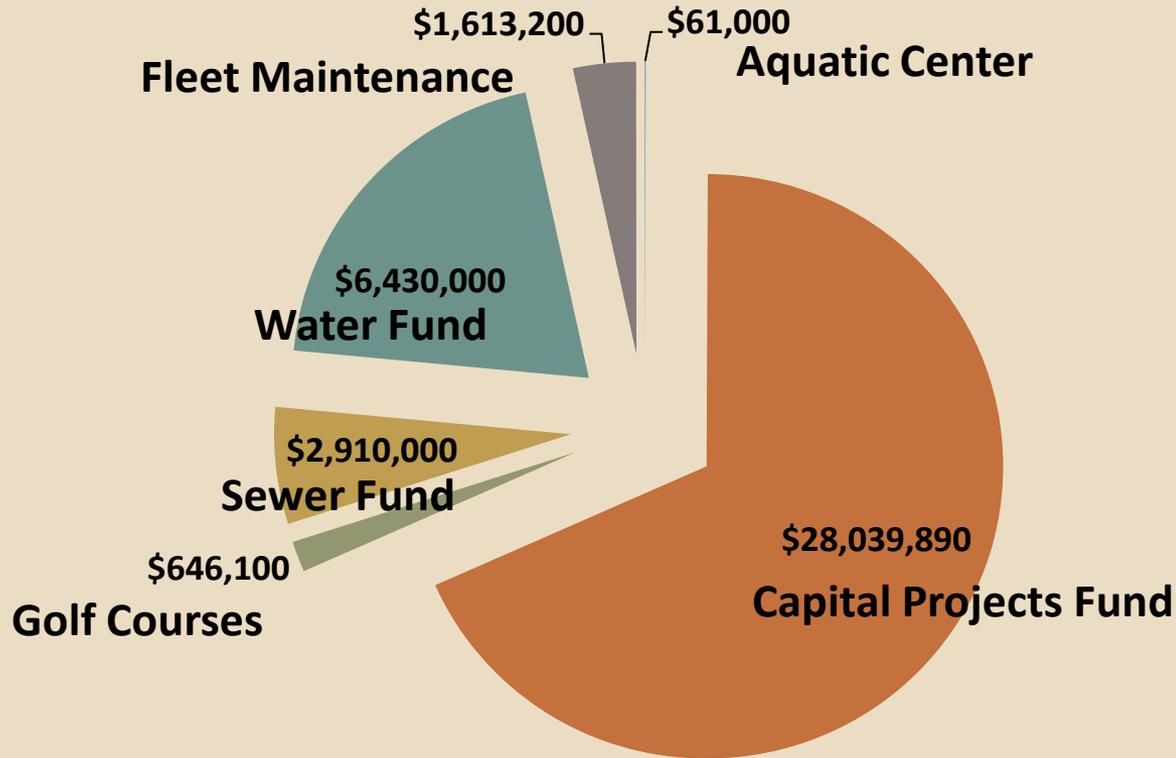
Pages 236 - 315

Proposed Tax Rate = 1.53

Schedules:

- Revenue and Expenditures
- Department Expenditure Summary
- Lists and maps of projects in the Drain Fund, Major Roads Fund, Local Roads Fund and Sidewalk Fund
- Expenditures by Object
- Capital Expenditures – All Funds by Object

Capital Revenue Sources



■ Aquatic Center

■ Capital Projects Fund

■ Golf Courses

■ Sewer Fund

■ Water Fund

■ Fleet Maintenance

Total: \$39,700,190

Capital Expenditures All Funds Summary

Water System	\$ 6,430,000
Sewer System	2,910,000
Land Improvements	4,565,640
Building and Improvements	10,629,700
Equipment - Shop	30,000
Equipment - General	443,500
Equipment - Office	212,000
Vehicles	1,622,300
Apparatus Replacement	500,000
Public Works Construction	11,585,000
Books/Library Materials	425,000
Other Items	<u>347,050</u>
Total Capital Expenditures	<u><u>\$39,700,190</u></u>

High Profile Projects

Local Roads	\$ 3,150,000
Major Roads	\$ 7,715,000
Water Mains	\$ 6,410,000
Sewers	\$ 2,880,000
Sidewalks	\$ 500,000
Transit Center	\$ 9,387,500

Capital Expenditures (All Funds) *Highlights*

Pages 242-43

Land Improvements = \$4.6 Million

Parks and Recreation:

- **Nature Center** = **\$55,000**
 - **Boardwalk Repairs**
 - **Barn Repairs**
 - **Fence/Gate Repairs**
- **Milverton Park Improvements** = **\$92,640**

Capital Expenditures (All Funds) *Highlights*

Pages 242-43

Land Improvements = \$4.6 Million

Parks and Recreation, continued:

- Future Park Development = \$ 665,000
- Trail System = \$1,950,000
- Civic Center Improvements = \$1,113,000

These projects are included in the 2010/11 budget, but are reserved to offset service reductions in the 2011/12 and 2012/13 budgets.

Capital Expenditures (All Funds) *Highlights*

Pages 242-43

Land Improvements = \$4.6 Million

Golf Courses:

- Sylvan Glen Golf Course = \$600,000
 - Irrigation System Improvements Reserve

Capital Expenditures (All Funds) *Highlights*

Pages 242-43

Land Improvements = \$4.6 Million

Department of Public Works:

- **Municipal Parking Lot Improvements = \$90,000**

Capital Expenditures (All Funds) *Highlights*

Pages 244

Buildings and Improvements = \$10.6 Million

Other General Government:

- **Transit Center = \$9,387,500**

Capital Expenditures (All Funds) *Highlights*

Pages 244

Buildings and Improvements, cont'd = \$10.6 Million

- **Public Works** = \$ 418,000
 - **Fuel Pump Replacement**
 - **New Roof on the Streets Garage**
 - **Re-roof the Salt Dome and Floor Drain Replacement**

Capital Expenditures (All Funds) *Highlights*

Pages 244

Buildings and Improvements, cont'd = \$10.6 Million

- **City Hall Office Renovation
(consolidation of departments) = \$160,000**
- **Museum Improvements = \$ 75,000**
 - **Strip and Paint Print Shop and Town Hall**
 - **Paver Pathways**

Capital Expenditures (All Funds) *Highlights*

Pages 245-246

Equipment – General = \$0.4 Million

- **Police** = **\$307,500**
- **Community Affairs** = **\$ 50,000**

Capital Expenditures (All Funds) *Highlights*

Pages 246 - 247

Equipment - Office = \$0.3 Million

- Information Technology = \$ 70,910
- Police = \$165,000
- Fire = \$ 25,000

Capital Expenditures (All Funds) *Highlights*

Vehicles = \$1.6 Million

- Fleet Maintenance = \$1,576,200 Page 370
- Sylvan Glen Golf Course = \$ 46,100 Page 327

Apparatus Replacement

- Fire Department = \$ 500,000 Page 247

Capital Expenditures (All Funds) *Highlights*

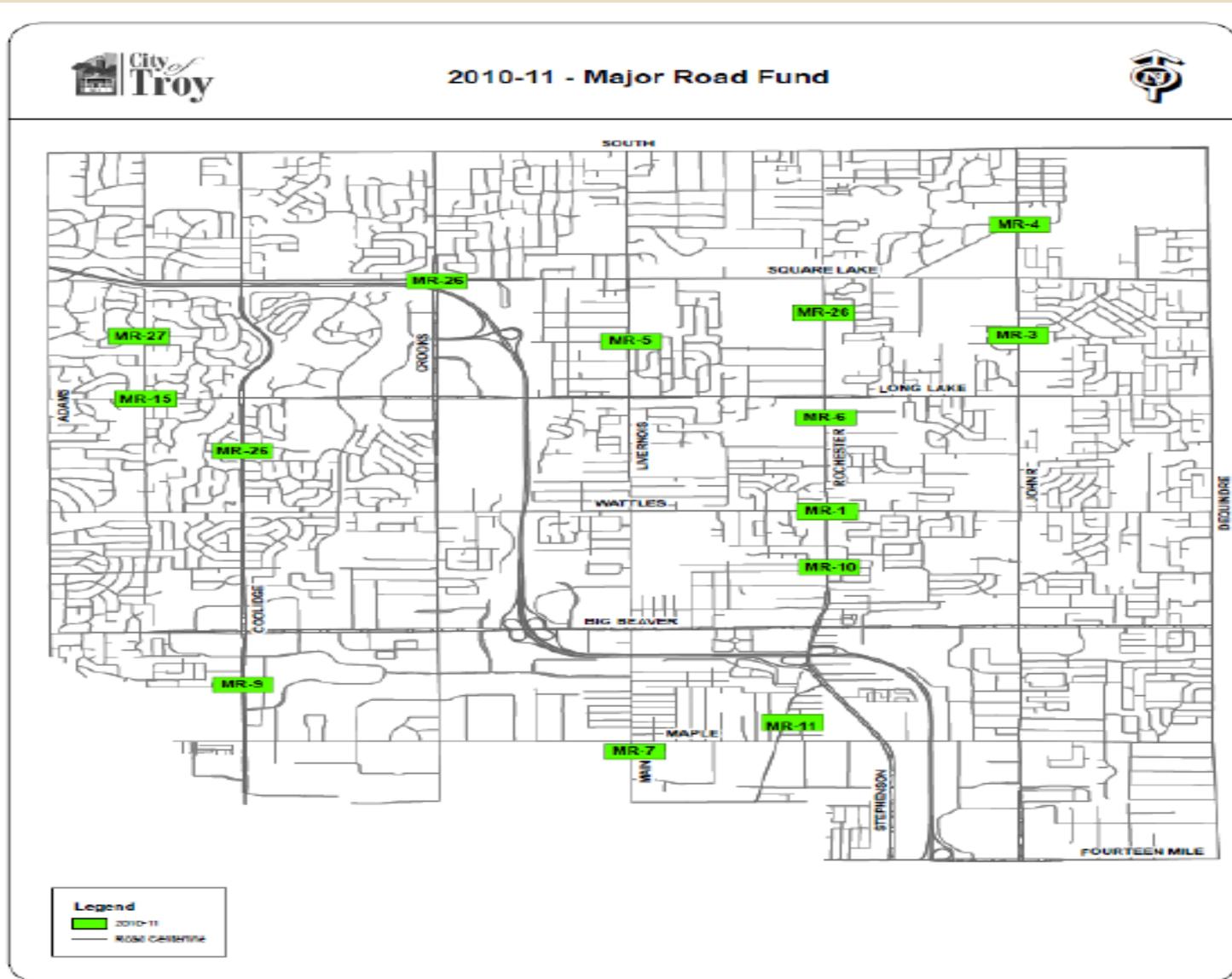
Pages 248 - 250

Public Works Construction = \$11.6 Million

- Major Roads = \$7,715,000
- Local Roads = \$3,150,000
- Sidewalks = \$ 500,000
- Drains = \$ 220,000

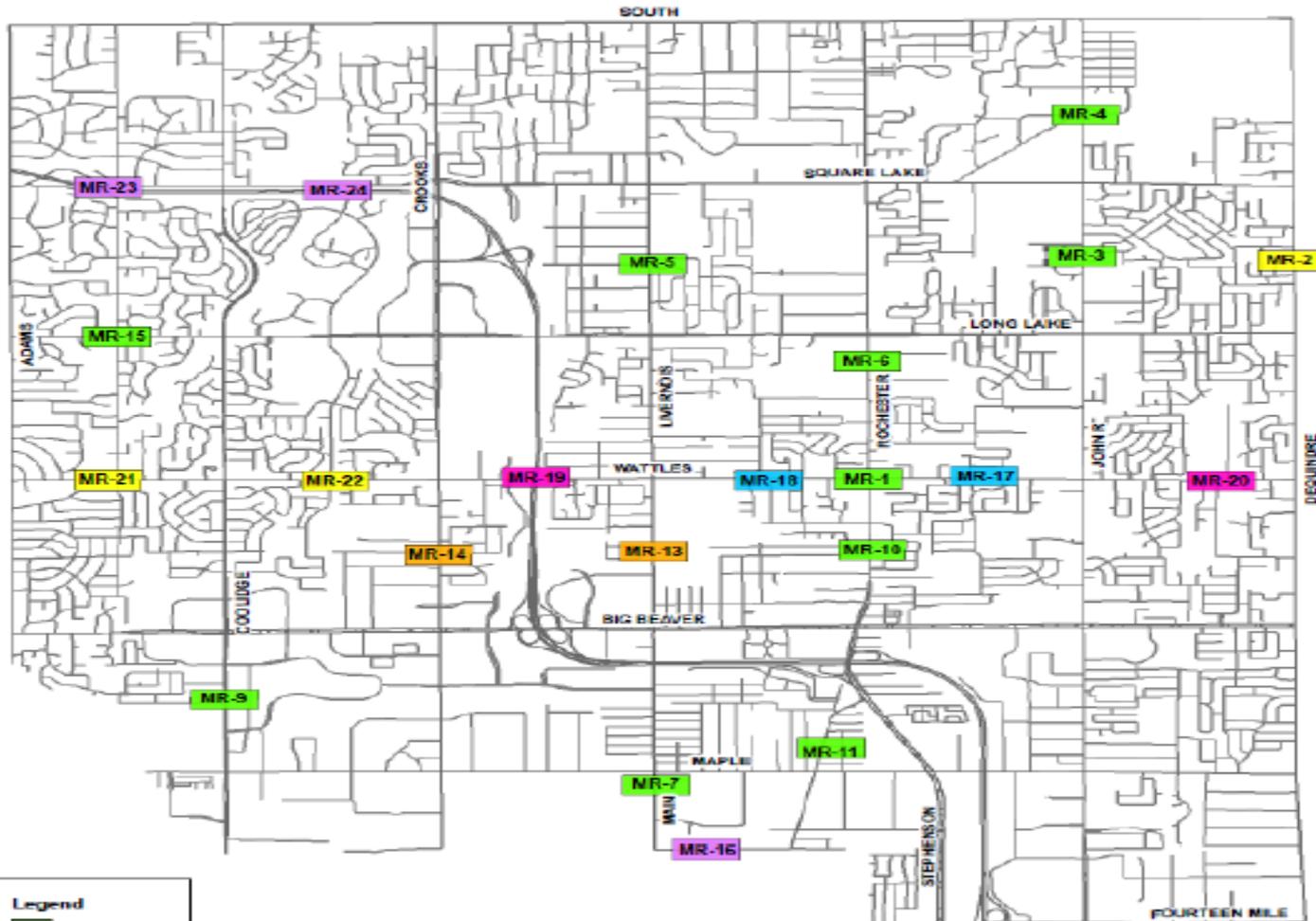
Major Roads Fund

\$7,715,000

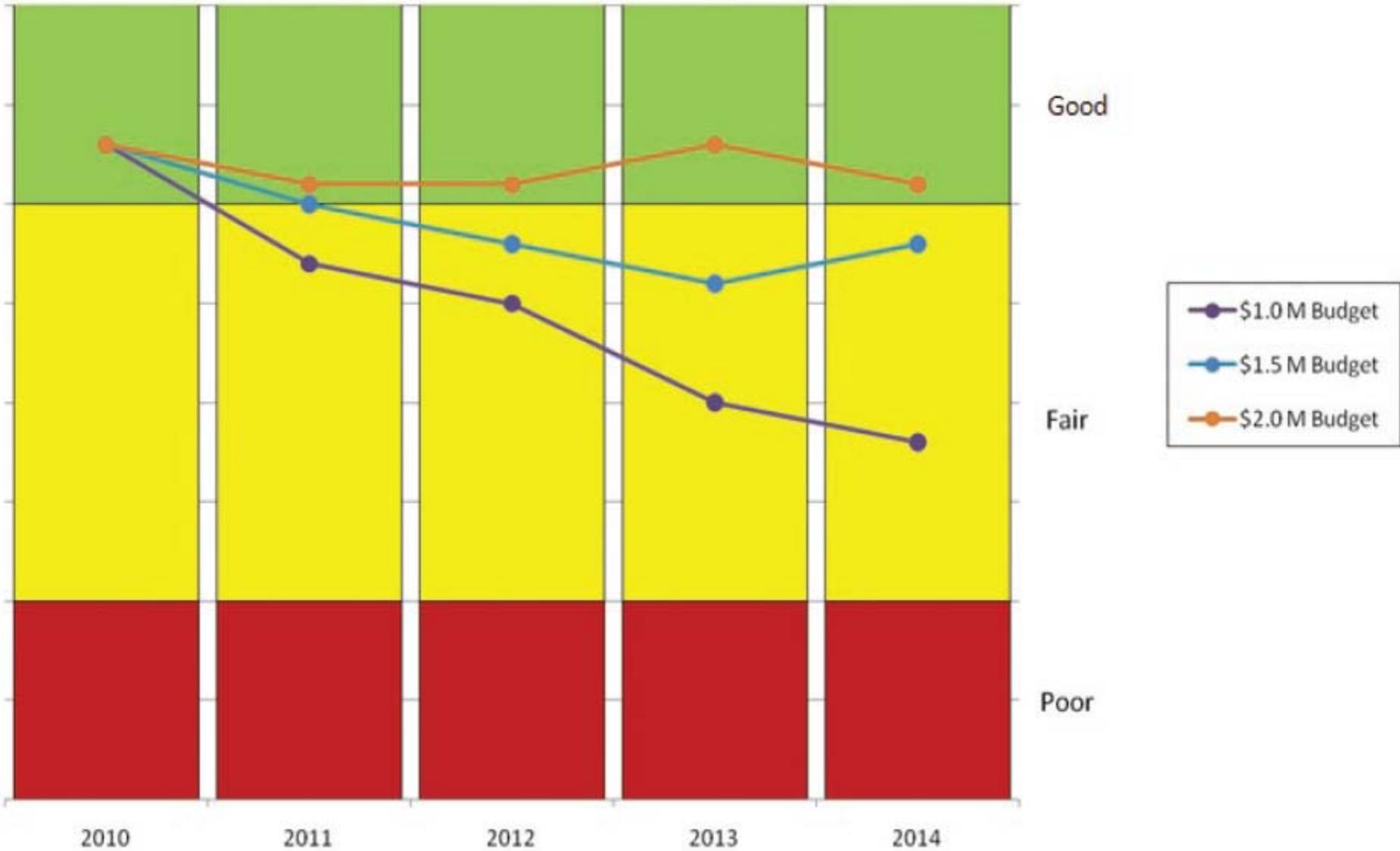


Preliminary Estimates on Future Needs Major Roads Fund

2010/11	\$ 7,715,000
2011/12	\$ 4,023,000
2012/13	\$ 3,950,000
2013/14	\$ 4,100,000
2014/15	\$ 4,029,000
2015/16	\$ 4,000,000



Industrial Road Average Condition



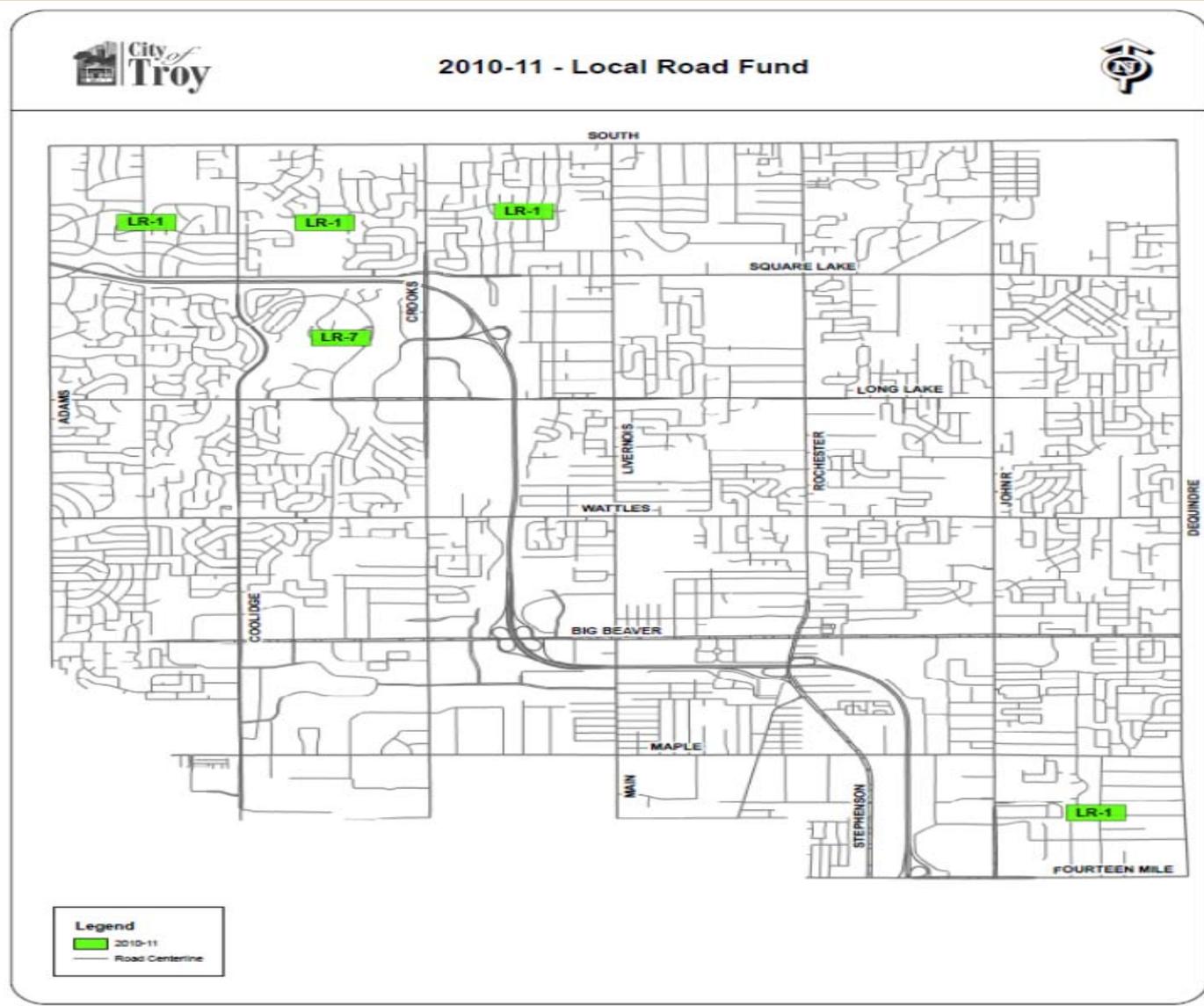
City Major Road Condition

Coolidge, Square Lake, Rochester and Wattles



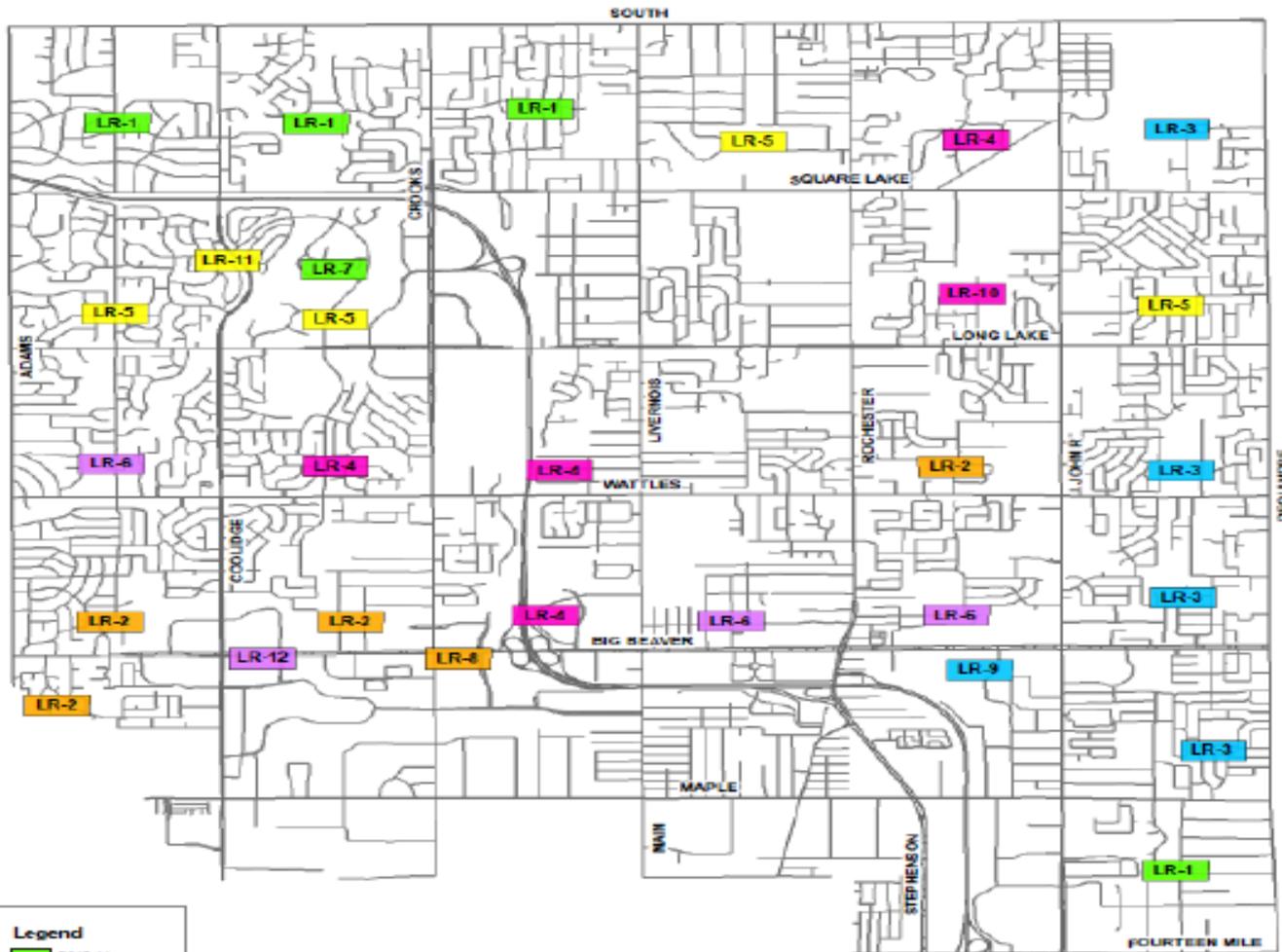
Local Roads Fund

\$3,150,000

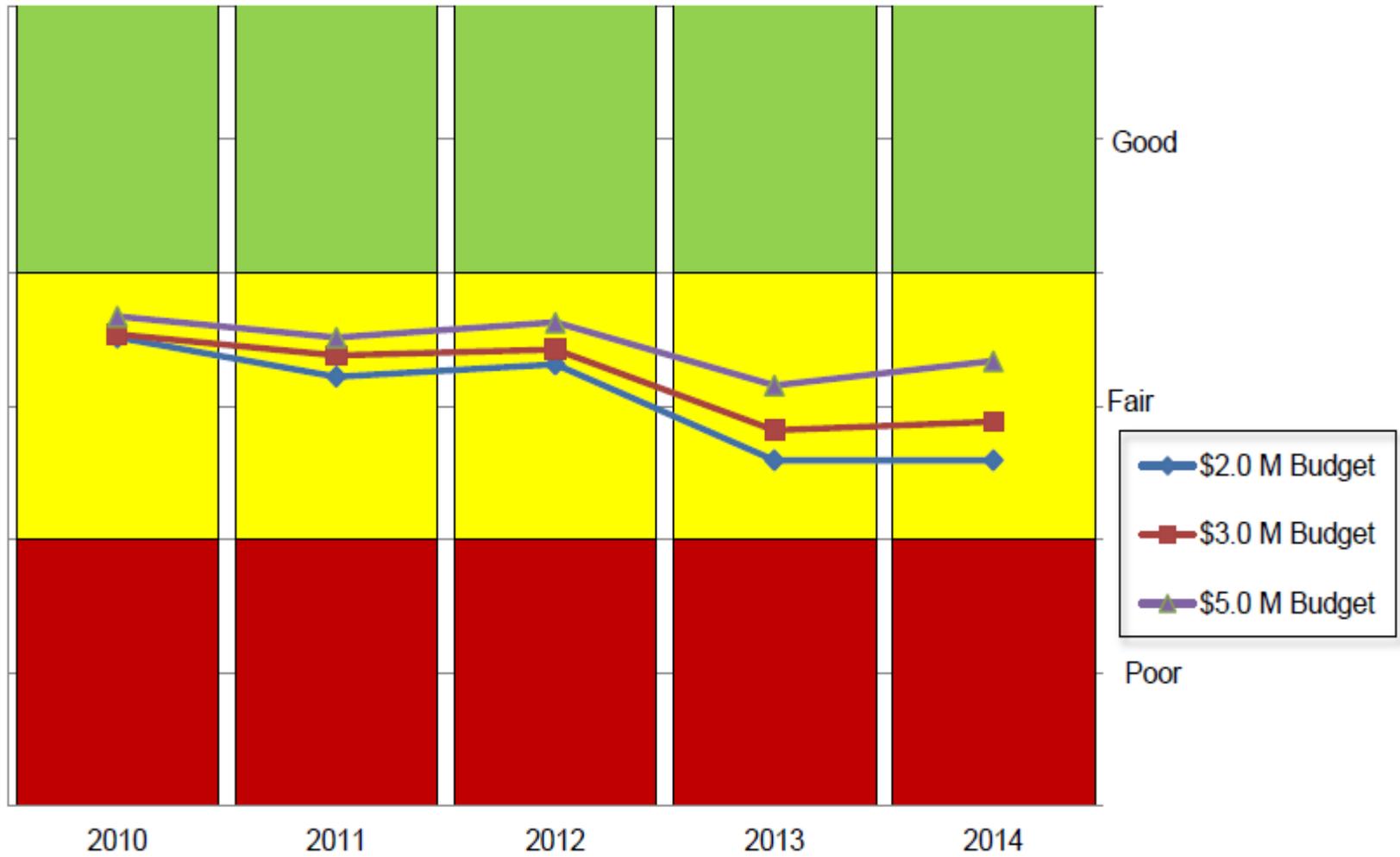


Preliminary Estimates on Future Needs Local Roads Fund

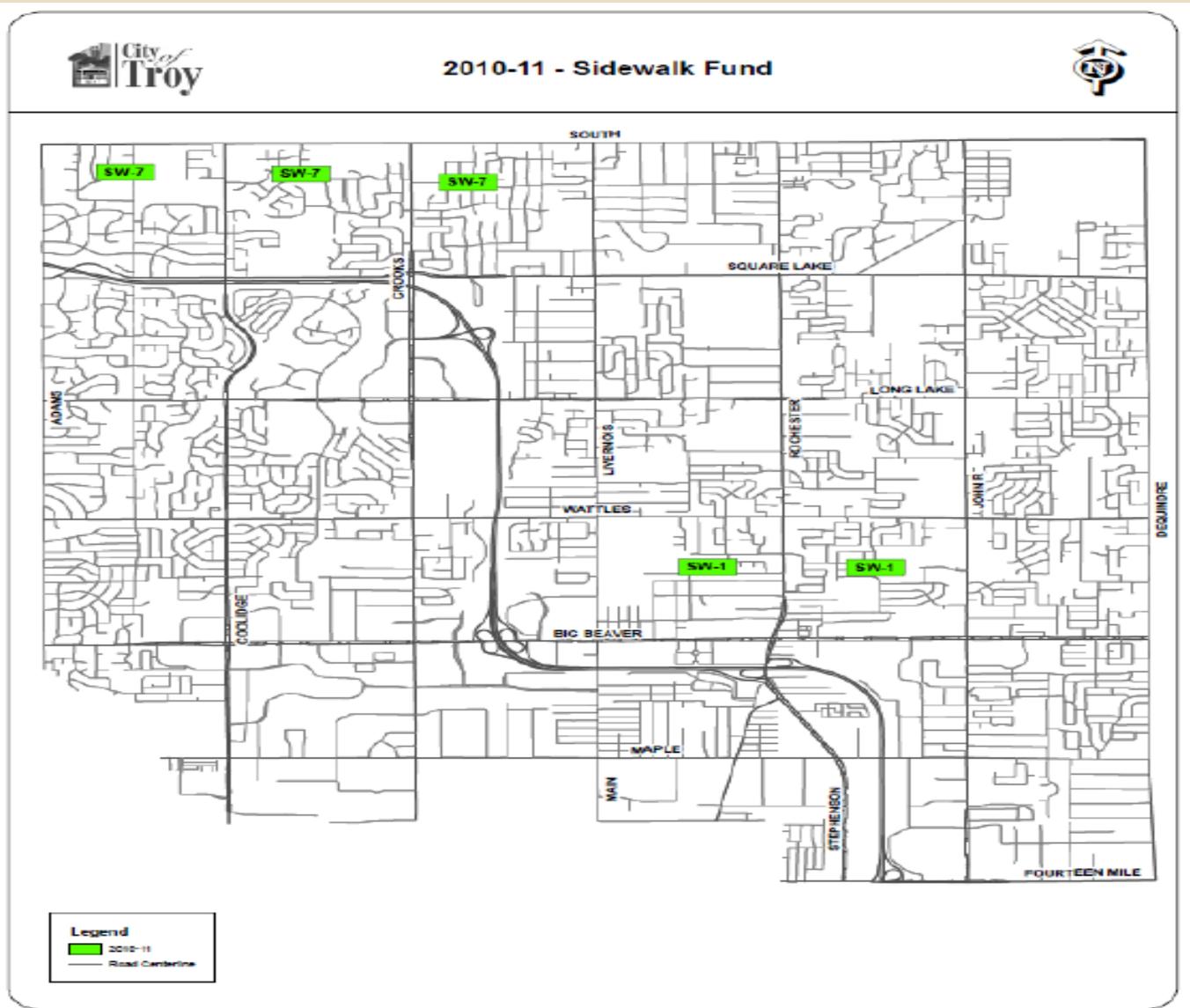
2010/11	\$3,150,000
2011/12	\$3,150,000
2012/13	\$3,150,000
2013/14	\$3,150,000
2014/15	\$3,150,000
2015/16	\$3,150,000



Local Road Average Condition

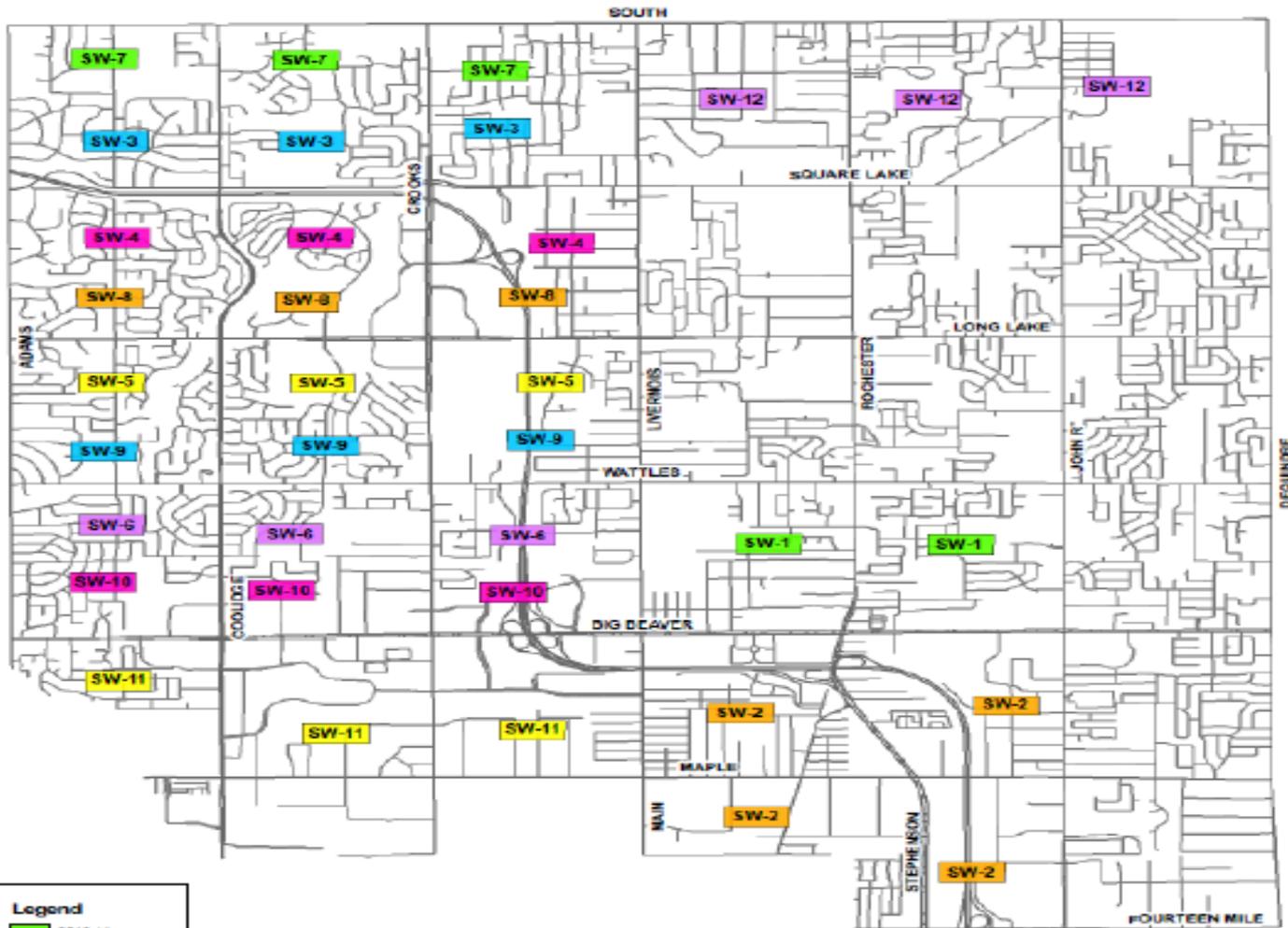


Sidewalks Fund \$500,000



Preliminary Estimates on Future Needs Sidewalks Fund

2010/11	\$500,000
2011/12	\$500,000
2012/13	\$500,000
2013/14	\$500,000
2014/15	\$500,000
2015/16	\$500,000

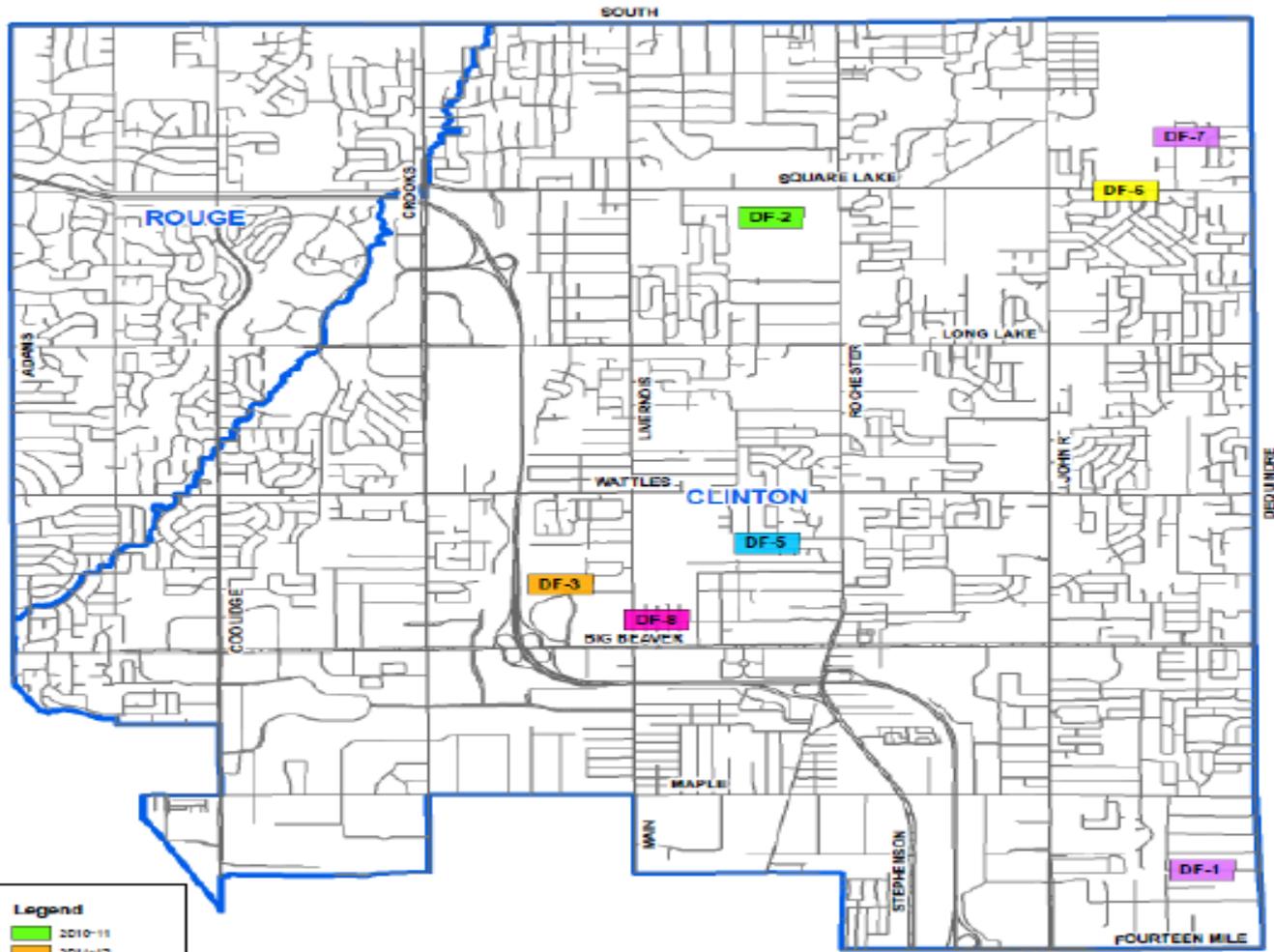


Legend

- 2010-11
- 2011-12
- 2012-13
- 2013-14
- 2014-15
- 2015-16
- Road Centerline

Preliminary Estimates on Future Needs Drain Fund

2010/11	\$ 220,000
2011/12	\$1,410,000
2012/13	\$1,100,000
2013/14	\$1,400,000
2014/15	\$1,600,000
2015/16	\$1,400,000



Legend

- 2010-11
- 2011-12
- 2012-13
- 2013-14
- 2014-16
- 2015-16
- Watershed
- Road Centerline

Capital Expenditures (All Funds)

2010/11

Total Capital Expenditures = \$39,700,190

Any Questions?

Enterprise Funds

Pages 318 - 358



Aquatic Center Fund Revenue and Expenses

Page 319

	2010	2011
<u>Revenues</u>		
Charges for Services	\$ 460,000	\$ 457,000
Interest and Rents	30,200	29,900
Total Revenues	<u>\$ 490,200</u>	<u>\$ 486,900</u>
<u>Expenses</u>		
Personal Service Control	\$ 299,520	\$ 271,596
Supplies	33,450	31,300
Other Services/Charges	297,320	297,100
Total Expenses	<u>\$ 630,290</u>	<u>\$ 599,996</u>
Revenues Over/(Under) Expenses	<u>\$(140,090)</u>	<u>\$(113,096)</u>
Capital Outlay	\$ 28,000	\$ 61,000

Sylvan Glen Golf Course Fund Revenue and Expenses

Page 327

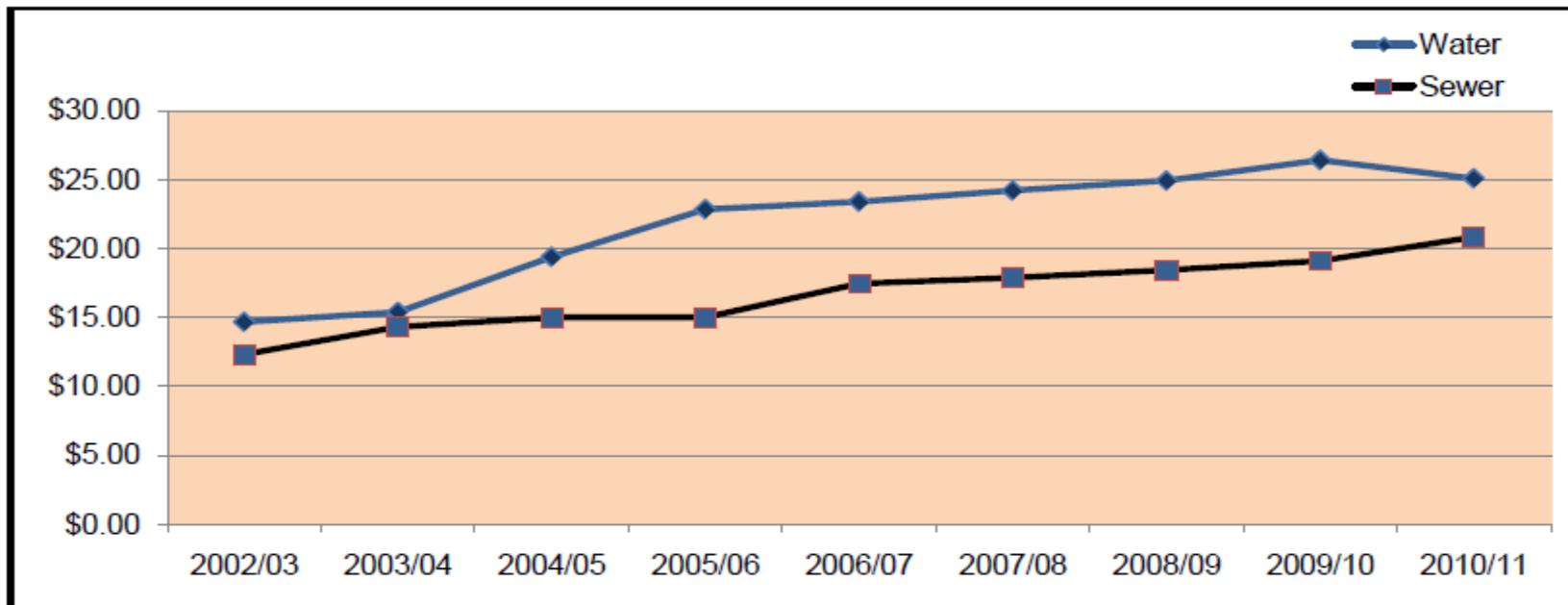
	2010	2011
<u>Revenues</u>		
Charges for Service	\$1,015,000	\$1,020,070
Interest and Rents	230,520	193,920
Operating Transfers In	509,580	383,110
Total Revenues	<u>\$1,755,100</u>	<u>\$1,597,100</u>
<u>Expenses</u>		
Sylvan Glen Greens	\$ 780,150	\$ 691,430
Sylvan Glen Pro Shop	287,770	259,566
Total Expenses	<u>\$1,067,920</u>	<u>\$ 950,996</u>
Revenues Over/(Under) Expenses	\$ 687,180	\$ 646,104
Sylvan Glen Capital Outlay	\$ 687,180	\$ 646,100

Sanctuary Lake Golf Course Fund Revenue and Expenses

Page 328

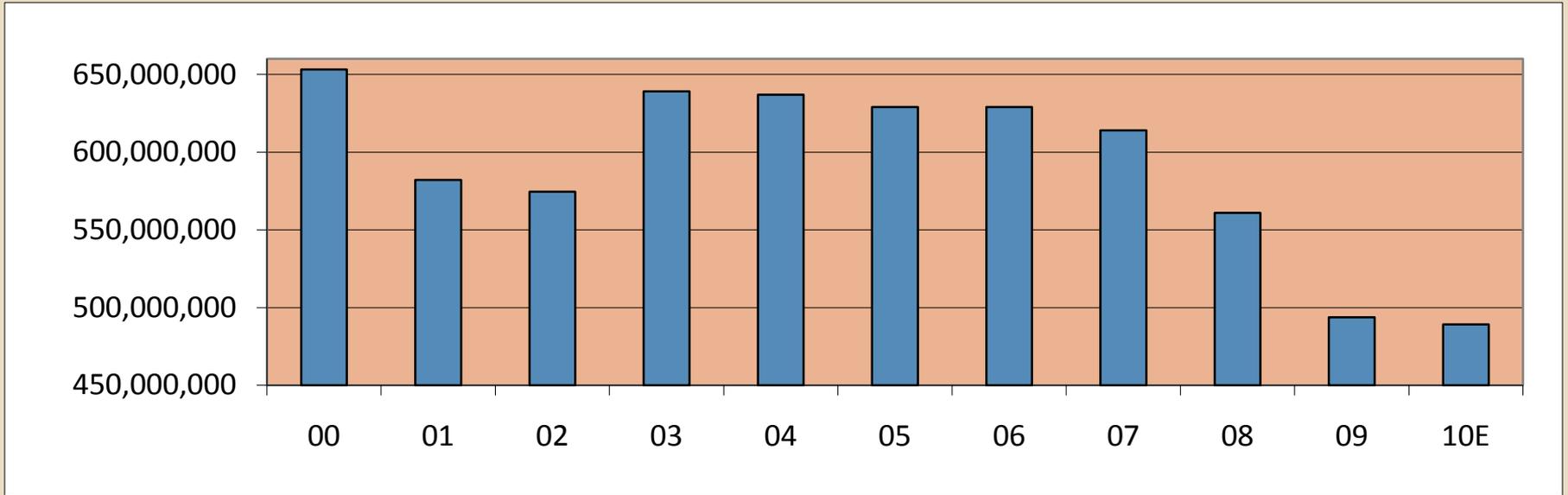
	2010	2011
<u>Revenues</u>		
Charges for Service	\$1,182,000	\$ 995,050
Interest and Rents	7,000	6,500
Total Revenues	<u>\$1,189,000</u>	<u>\$1,001,550</u>
<u>Expenses</u>		
Sanctuary Lake Greens	\$853,670	\$ 735,447
Sanctuary Lake Pro Shop	1,116,630	1,166,455
Total Expenses	<u>\$1,970,300</u>	<u>\$1,901,902</u>
Revenues Over/(Under) Expenses	\$ (781,300)	\$ (900,352)
Sanctuary Lake Capital Outlay	\$ 25,000	\$ 0

Water and Sewer Rate History per MCF



	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	Proposed 2010/11	Rate Adjustment
Water	\$19.40	\$22.84	\$23.40	\$24.20	\$24.92	\$26.40	\$25.08	(\$1.32)
Sewer	15.00	15.00	17.45	17.88	18.42	19.10	20.82	1.72
Total Rate	\$34.40	\$37.84	\$40.85	\$42.08	\$43.34	\$45.50	\$45.90	\$.40

Water Consumption



Average Residential Quarterly Bill Based on 3.9 MCF

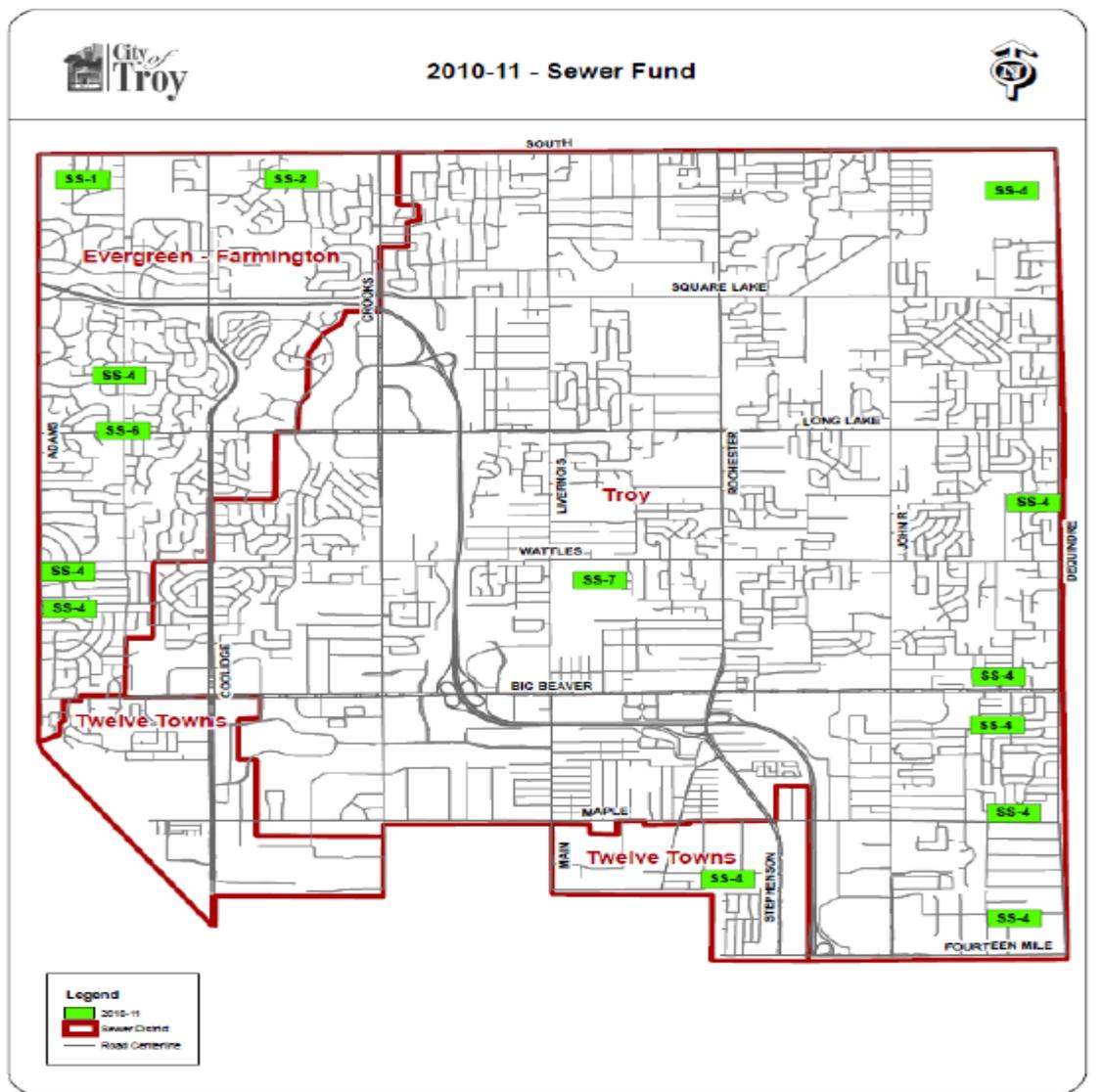
	Current Bill	Proposed Bill	Quarterly Increase/ Decrease
Water	\$102.96	\$ 97.81	\$(5.15)
Sewer	<u>74.49</u>	<u>81.20</u>	<u>6.71</u>
Total:	<u>\$177.45</u>	<u>\$179.01</u>	<u>\$ 1.56</u>

Sewer Fund Revenue and Expenses

Page 336

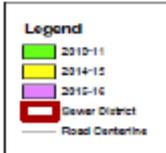
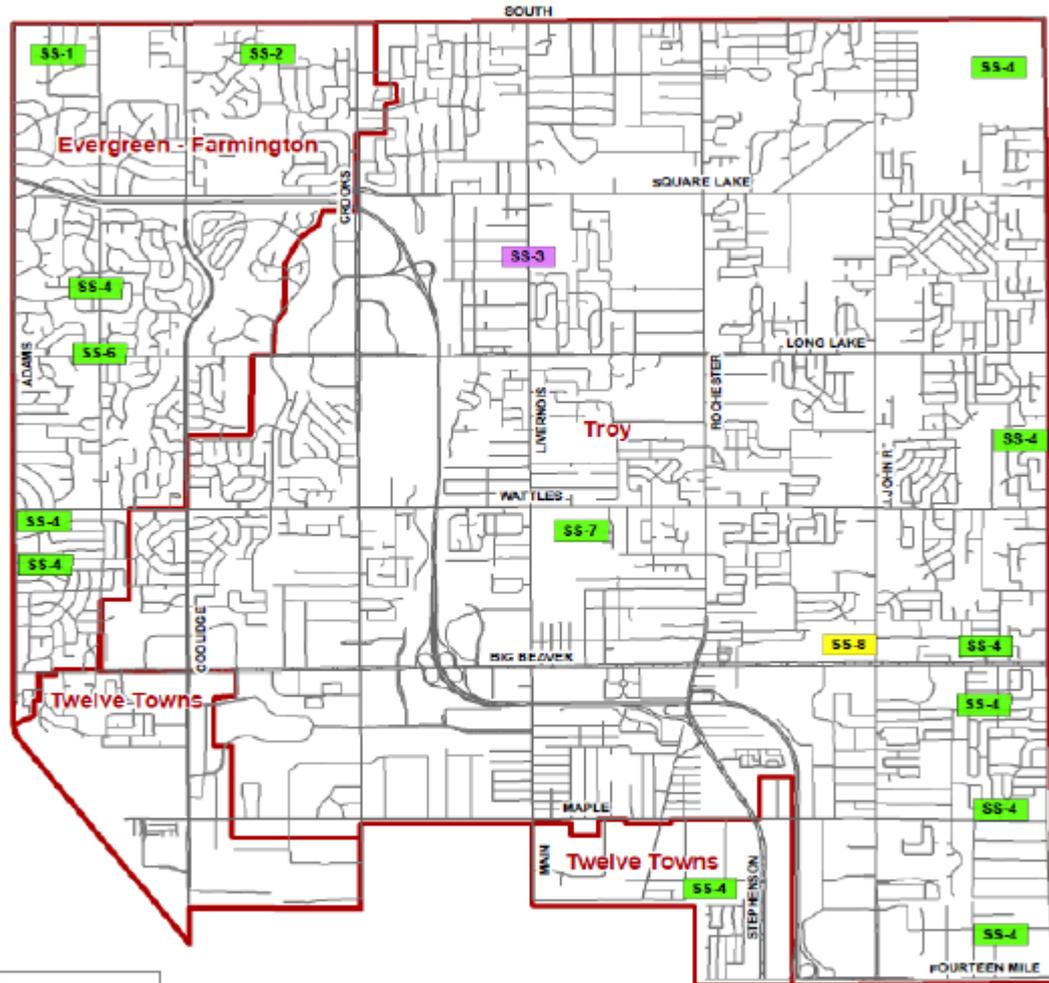
	2010	2011
<u>Revenues</u>		
Charges for Services	\$12,450,000	\$12,683,000
Interest and Rents	425,000	250,000
Total Revenues	<u>\$12,875,000</u>	<u>\$12,933,000</u>
<u>Expenses</u>		
Sewer Administration	\$ 9,978,950	\$ 9,291,402
Sewer Maintenance	1,758,090	1,781,846
Total Expenses	<u>\$11,737,040</u>	<u>\$11,073,248</u>
Revenues Over/(Under) Expenses	\$ 1,137,960	\$ 1,859,752
Sewer Fund Capital Outlay	\$ 2,690,000	\$ 2,910,000

Sewer Fund \$2,900,000



Preliminary Estimates for Future Needs Sewer System

2010/11	\$2,910,000
2011/12	\$2,130,000
2012/13	\$2,130,000
2013/14	\$2,130,000
2014/15	\$1,930,000
2015/16	\$2,030,000



Water Fund Revenue and Expenses

Page 338

	2010	2011
<u>Revenues</u>		
Charges for Service	\$16,700,000	\$14,991,600
Interest and Rents	552,000	160,000
Total Revenues	<u>\$17,252,000</u>	<u>\$15,151,600</u>
<u>Expenses</u>		
Water Transmission & Distribution	\$ 223,370	\$ 317,634
Water Customer Installation	101,820	104,180
Water Contractors Service	181,090	213,007
Water Main Testing	82,590	50,797
Maintenance of Mains	438,360	501,031
Maintenance of Services	246,820	279,442

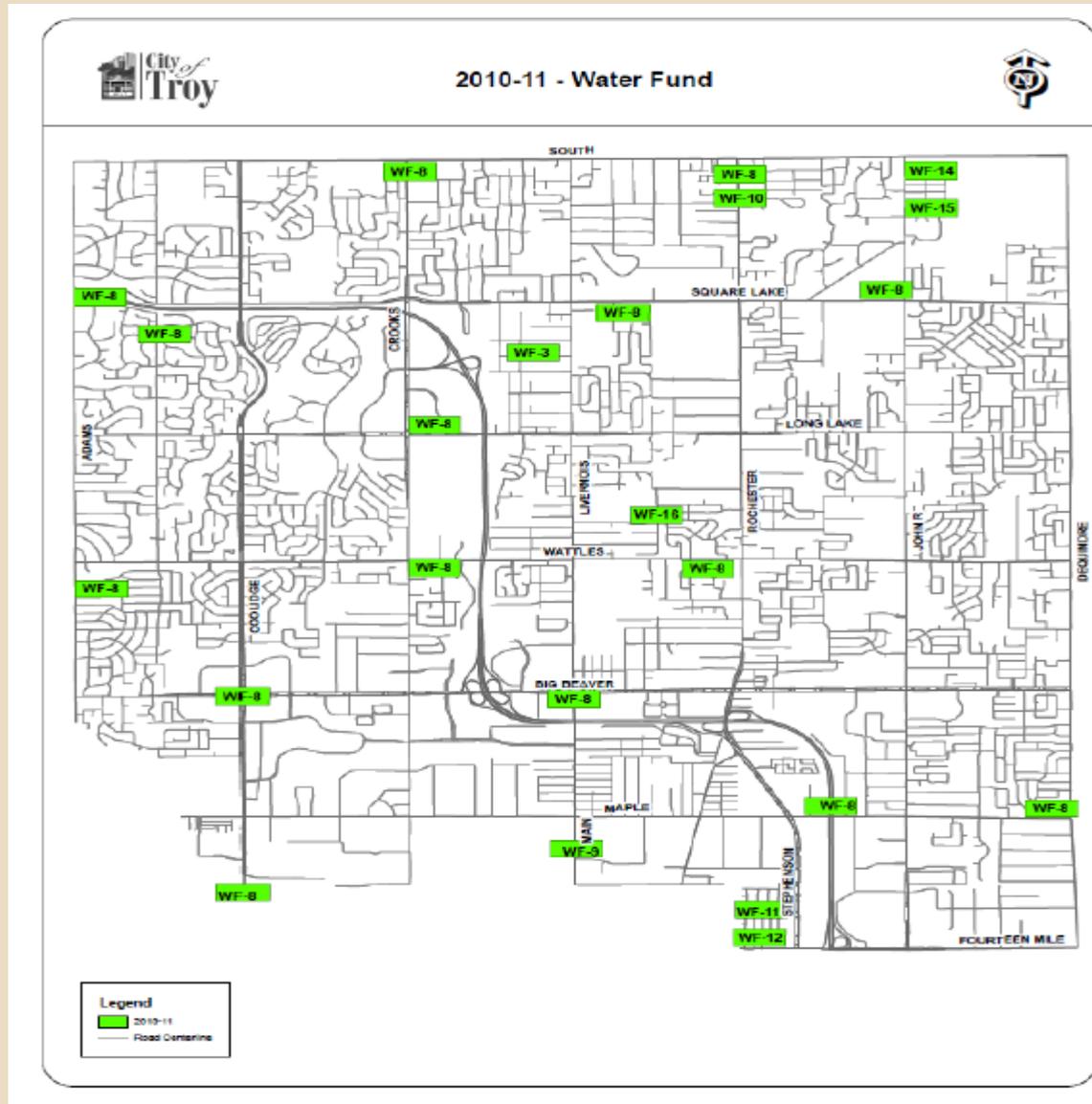
Water Fund Revenue and Expenses, continued

Page 339

	2010	2011
Maintenance of Meters	\$ 617,370	\$ 657,290
Maintenance of Hydrants	375,090	369,343
Water Meters and Tap-Ins	353,180	343,638
Water Meter Reading	92,150	85,007
Water Accounting & Collection	95,850	130,903
Water Administration	12,458,780	10,997,288
Total Expenses	<u>\$15,266,470</u>	<u>\$14,049,560</u>
Revenues Over/(Under) Expenses	\$ 1,985,530	\$ 1,102,040
Water Fund Capital Outlay	\$ 8,360,000	\$ 6,430,000

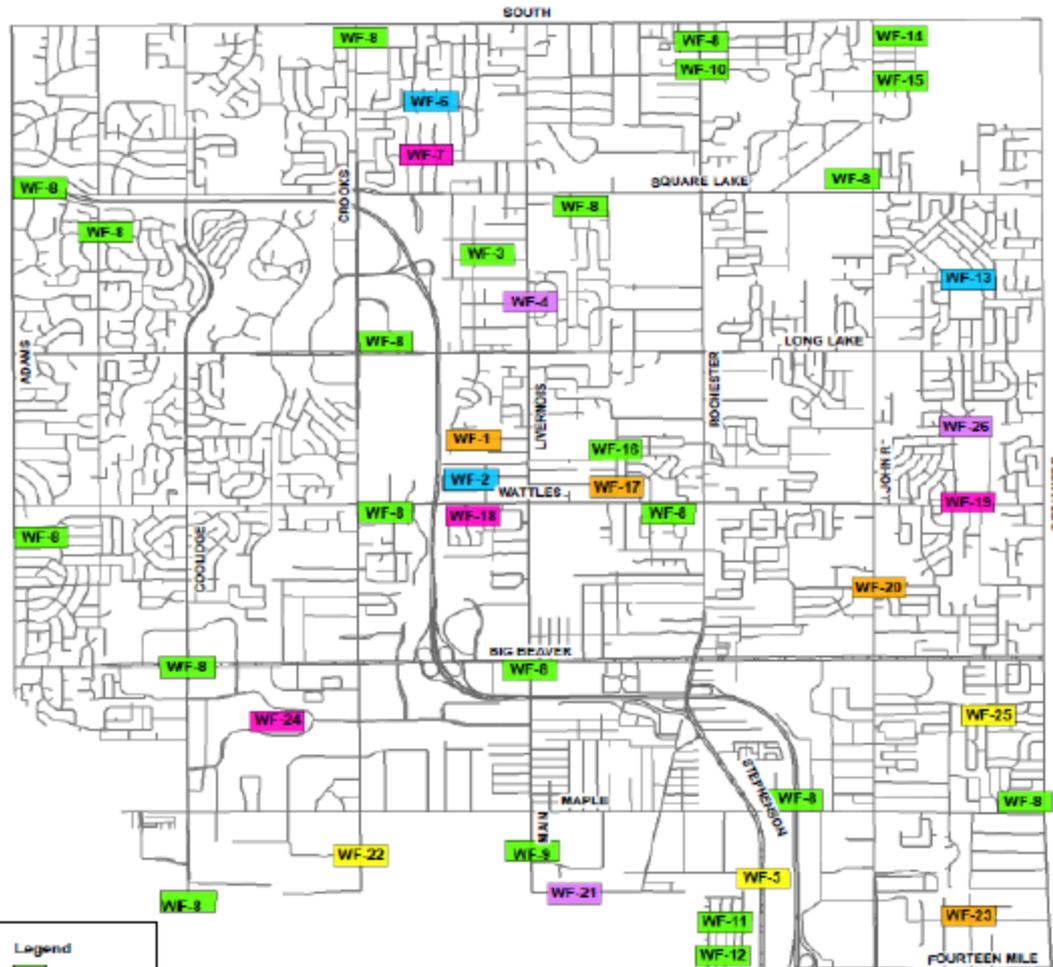
Water Fund

\$6,430,000



Preliminary Estimates for Future Needs Water System

2010/11	\$6,430,000
2011/12	\$5,050,000
2012/13	\$5,155,000
2013/14	\$5,430,000
2014/15	\$5,130,000
2015/16	\$5,330,000



Legend

- 2010-11
- 2011-12
- 2013-13
- 2013-14
- 2014-15
- 2015-16
- Road Centerline

Any Questions?

Break

3-Year Budget

I. The 5 Stages of Grief

1. Denial
2. Anger
3. Bargaining
4. Depression
5. Acceptance

3-Year Budget

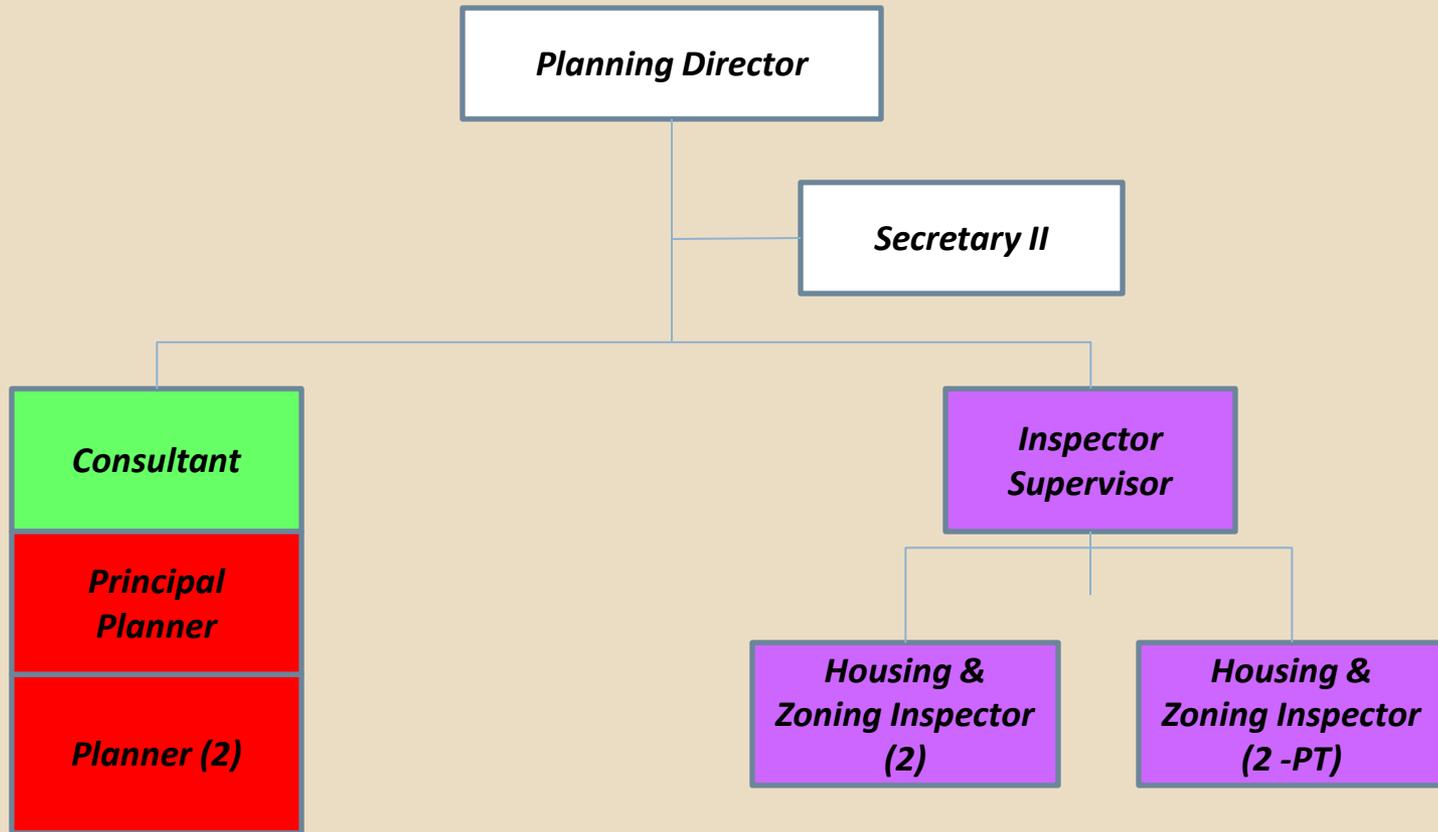
II. Option 1 Premise

Council indicated that the core competencies of public safety (Police/Fire/Public Works) take precedence over other service venues. As such, there will not be a General Fund subsidy to the Library/Museum/Community Center/Nature Center. To do otherwise would slide toward Option 2.

3-Year Budget

- III. The 3-year budget has an allocation of \$3.8 million from quality of life capital reserves going toward delaying lay-offs in the Police Department for 2011/12 and 2012/13.

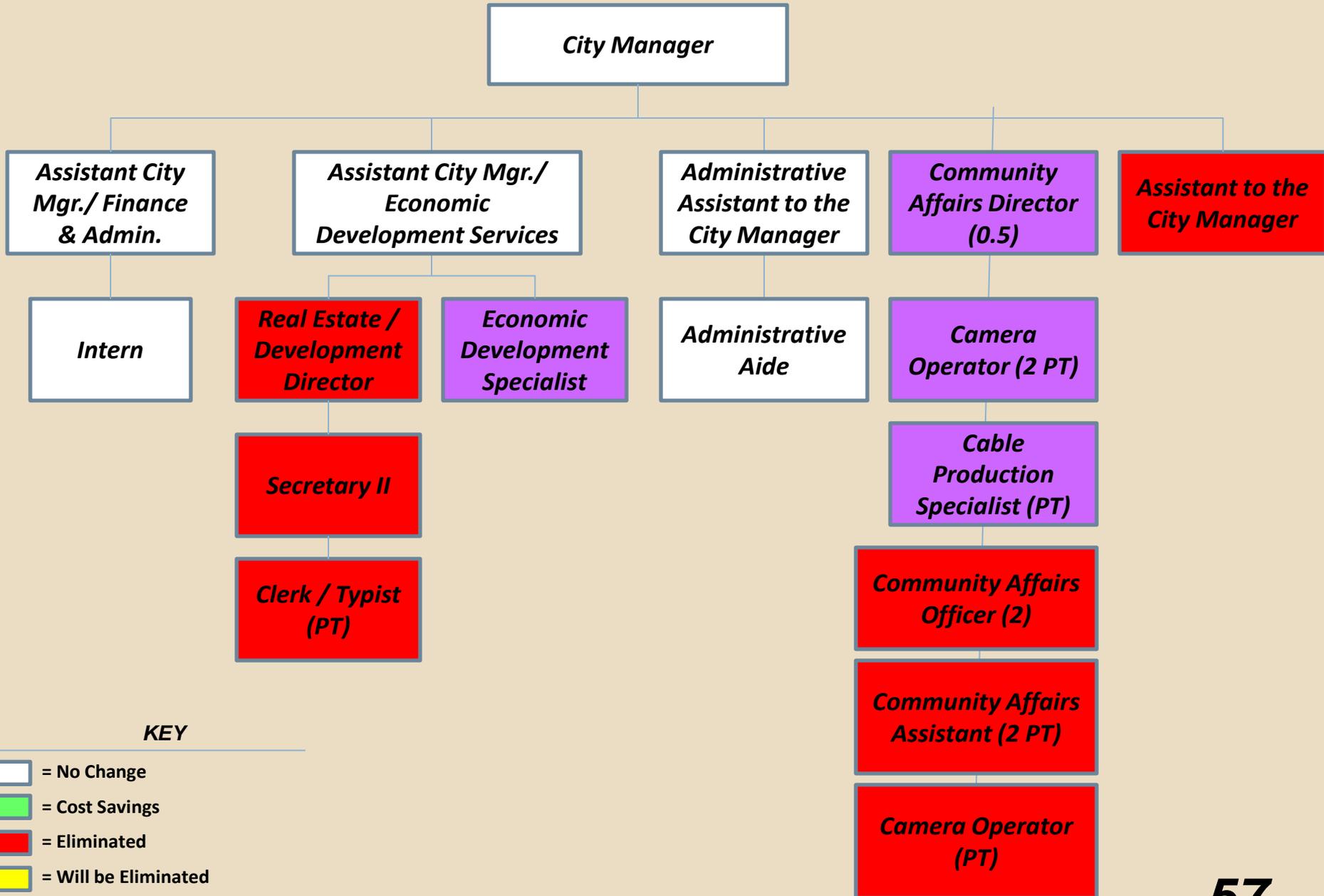
Planning Department



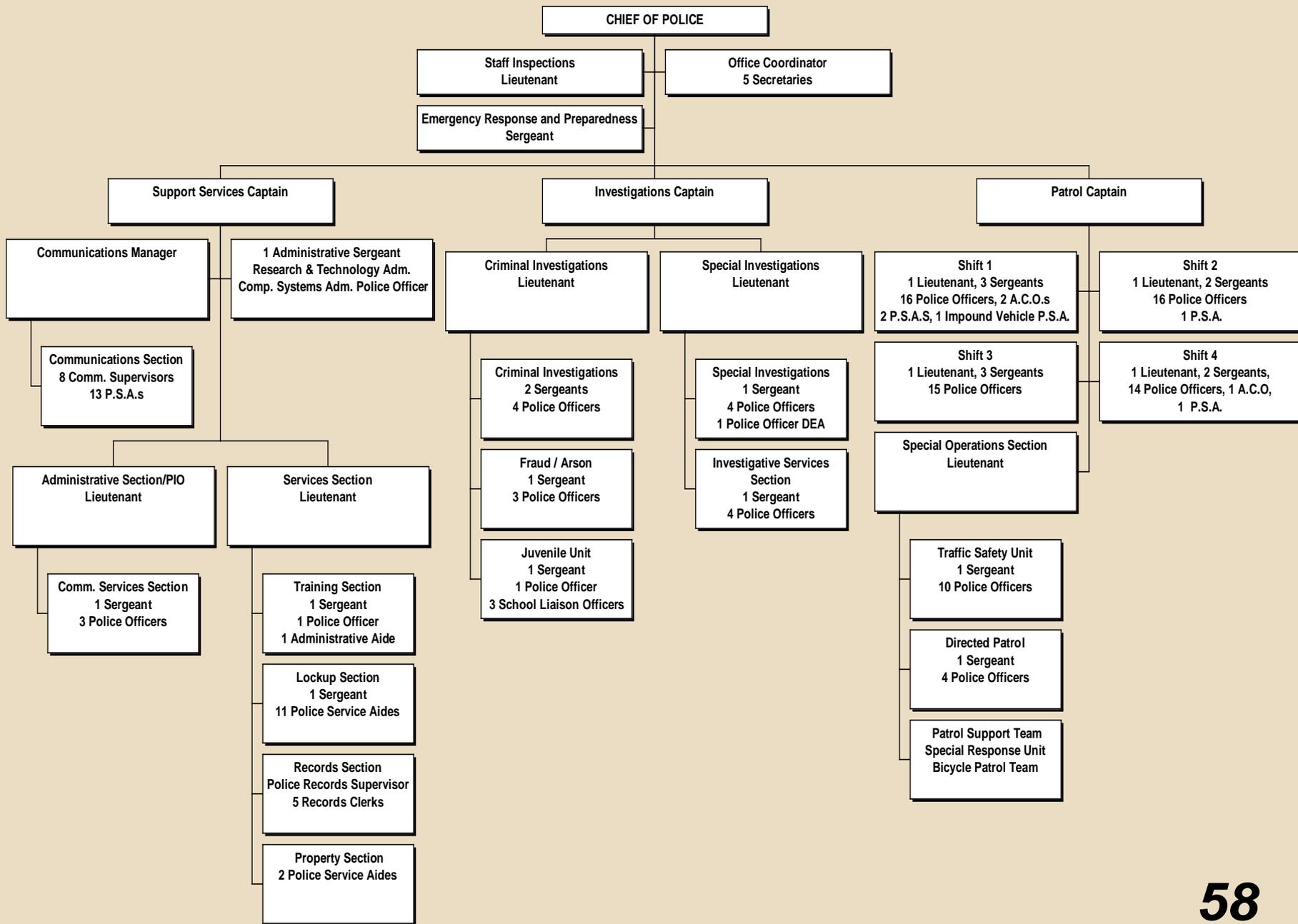
KEY

-  = No Change
-  = Cost Savings
-  = Eliminated
-  = Will be Eliminated
-  = Transfer Due to Consolidation

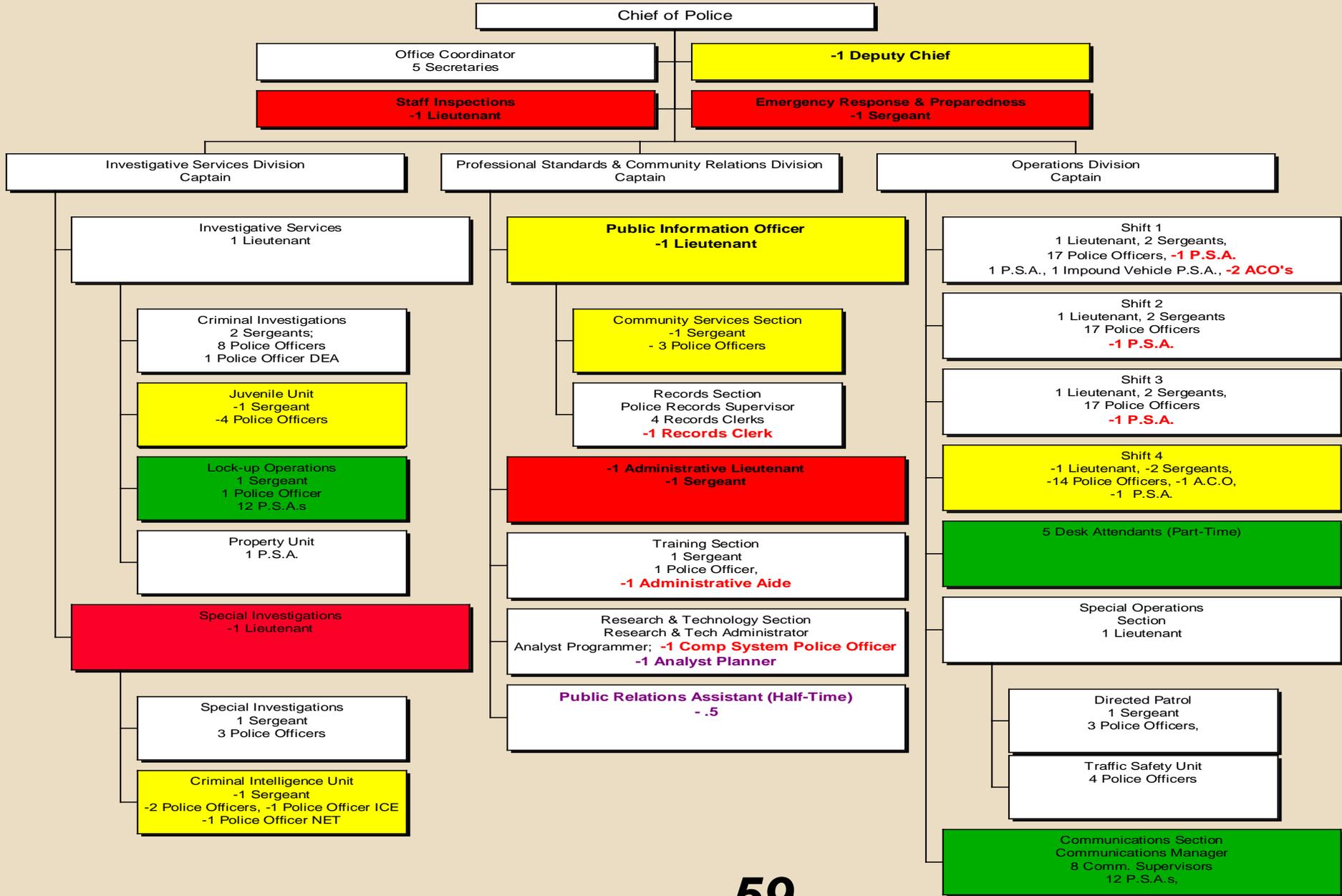
City Manager's Office



Optimal Staffing Organizational Chart 2005-2006



Troy Police Department Transitional Staffing Overview



Troy Police Department Transitional Staffing Administration

Chief of Police

Office Coordinator
5 Secretaries

-1 Deputy Chief

Staff Inspections
-1 Lieutenant

Emergency Response & Preparedness
-1 Sergeant

Investigative Services
Captain

Professional Standards & Community Relations
Captain

Operations
Captain

**Troy Police Department
Transitional Staffing Investigative Services Division**

**Investigative Services
Captain**

**Investigative Services
1 Lieutenant**

**Special Investigations
-1 Lieutenant**

**Criminal Investigations
2 Sergeants;
8 Police Officers
1 Police Officer DEA**

**Juvenile Unit
-1 Sergeant
- 4 Police Officers**

**Lock-up Operations
1 Sergeant
1 Police Officer
12 P.S.A.s**

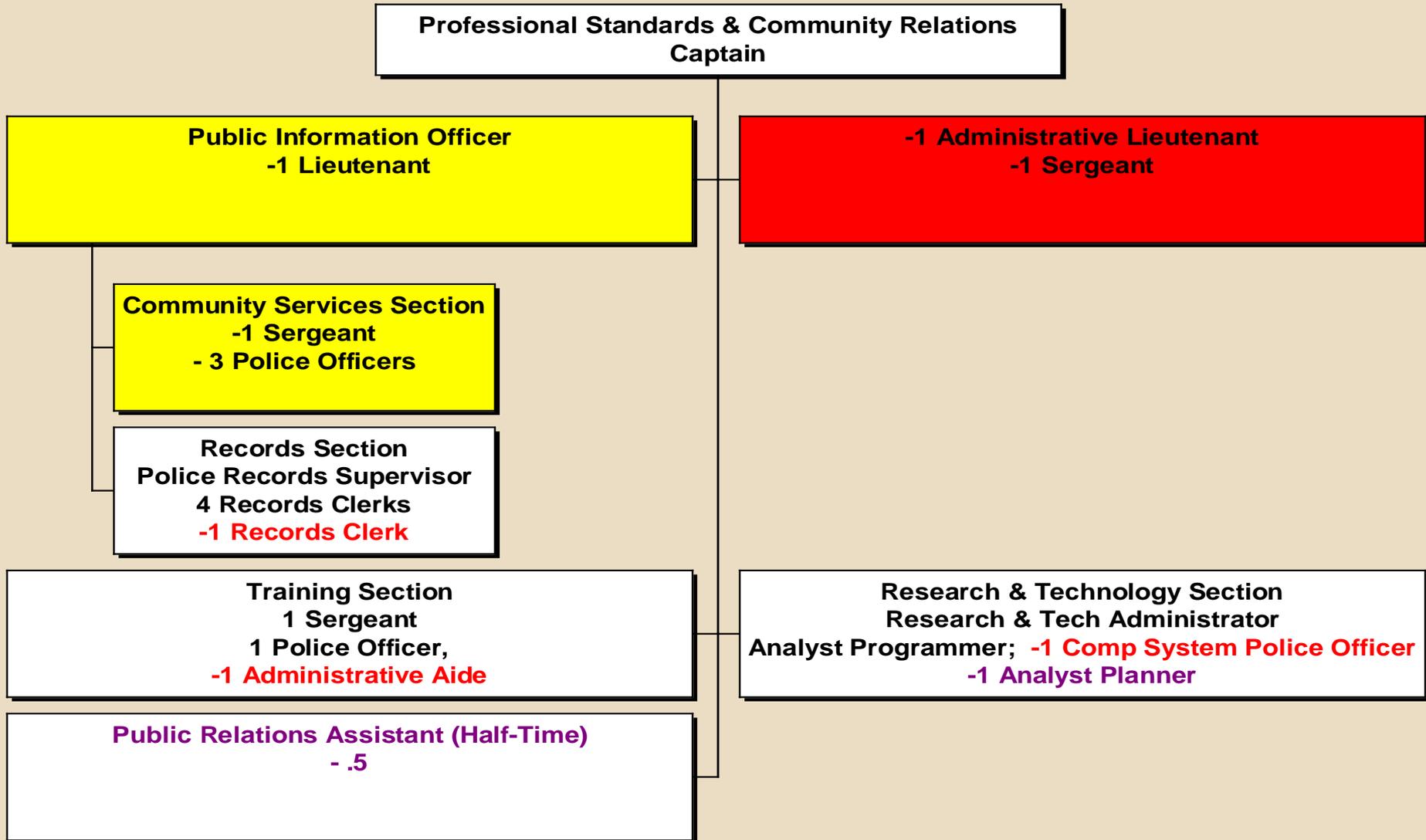
**Property Unit
1 P.S.A.**

**Special Investigations
1 Sergeant
3 Police Officers**

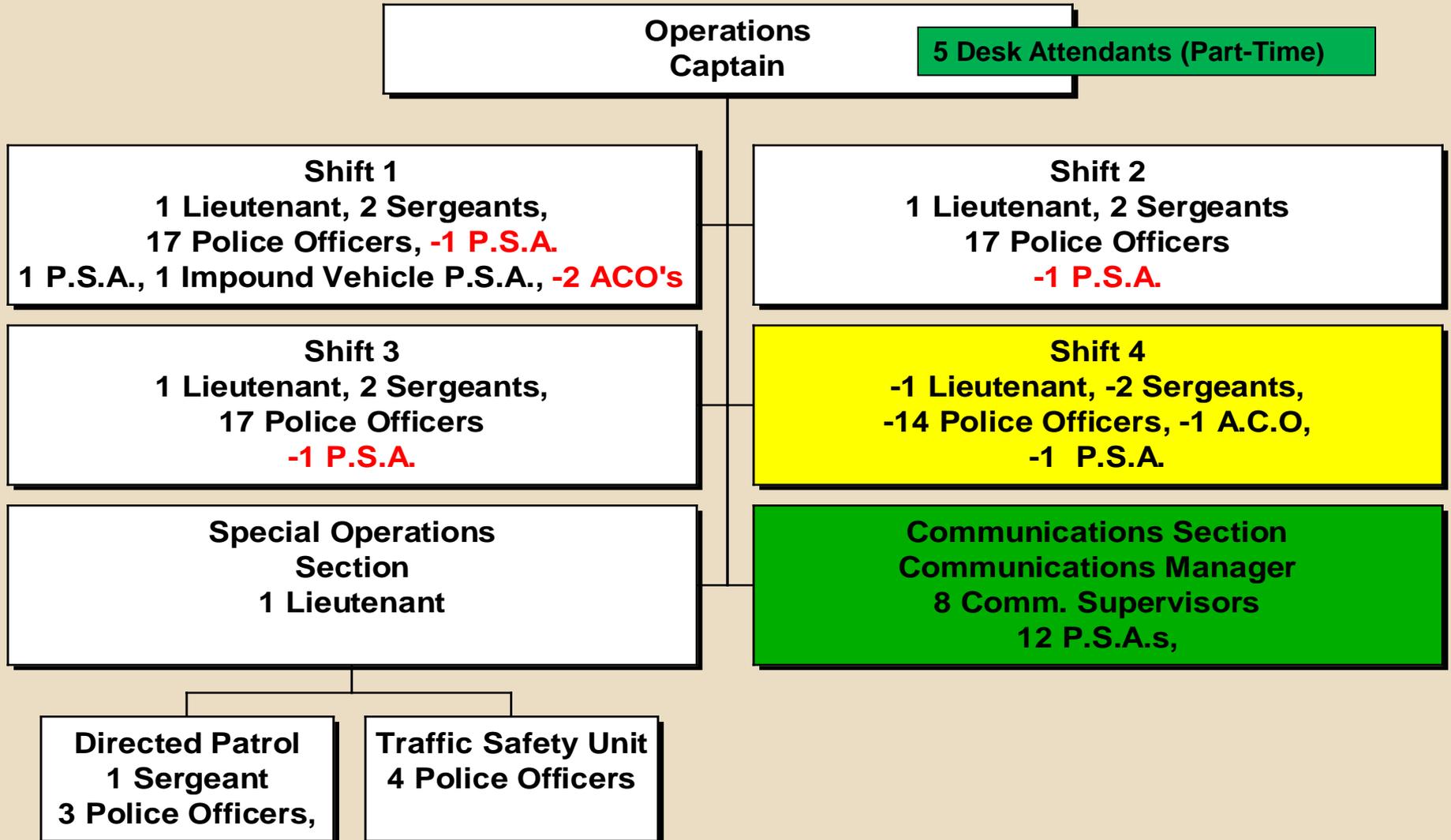
**Criminal Intelligence Unit
-1 Sergeant
-2 Police Officers, -1 Police Officer ICE
-1 Police Officer NET**

Troy Police Department

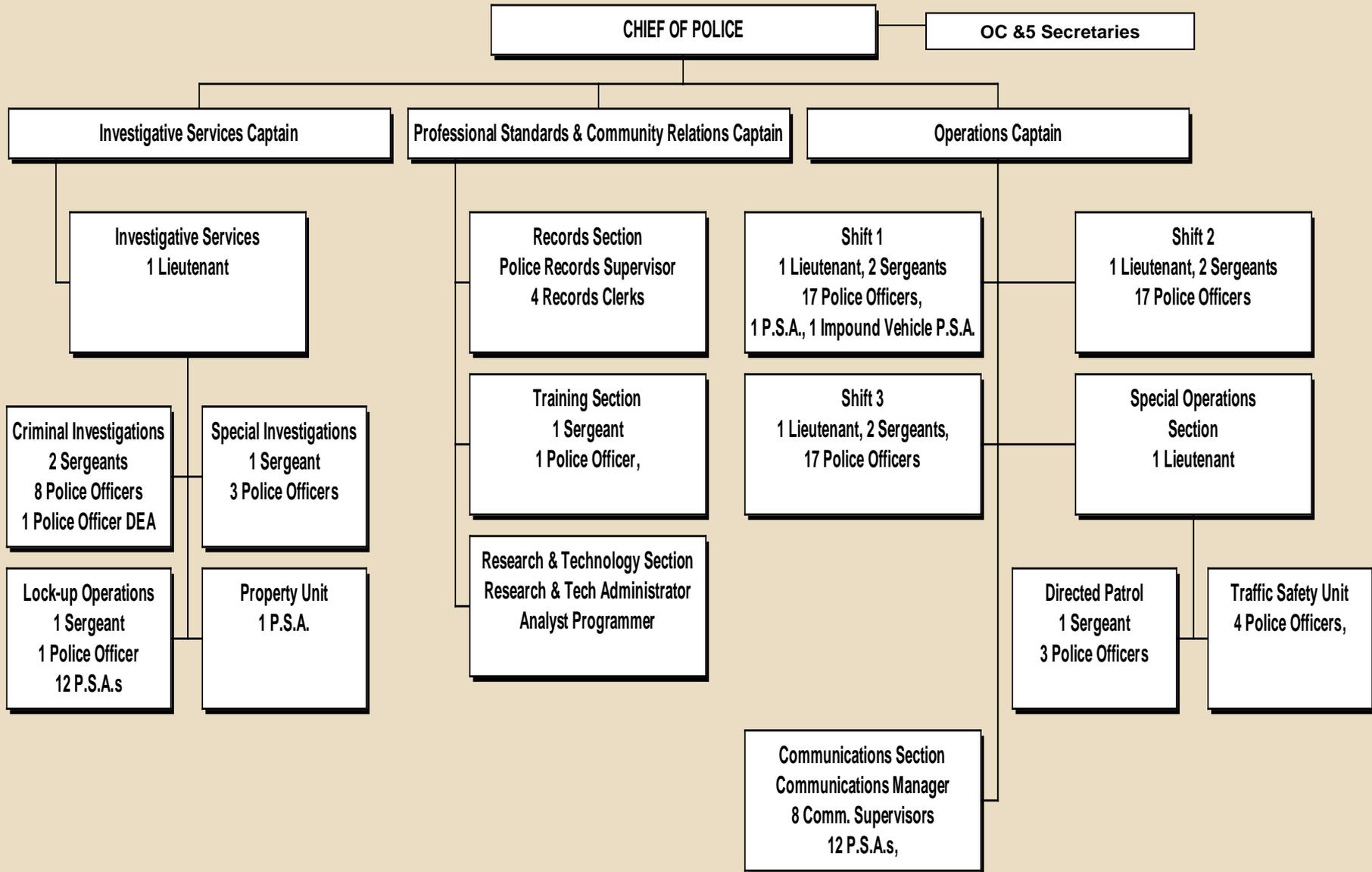
Transitional Staffing Professional Standards & Community Relations Division



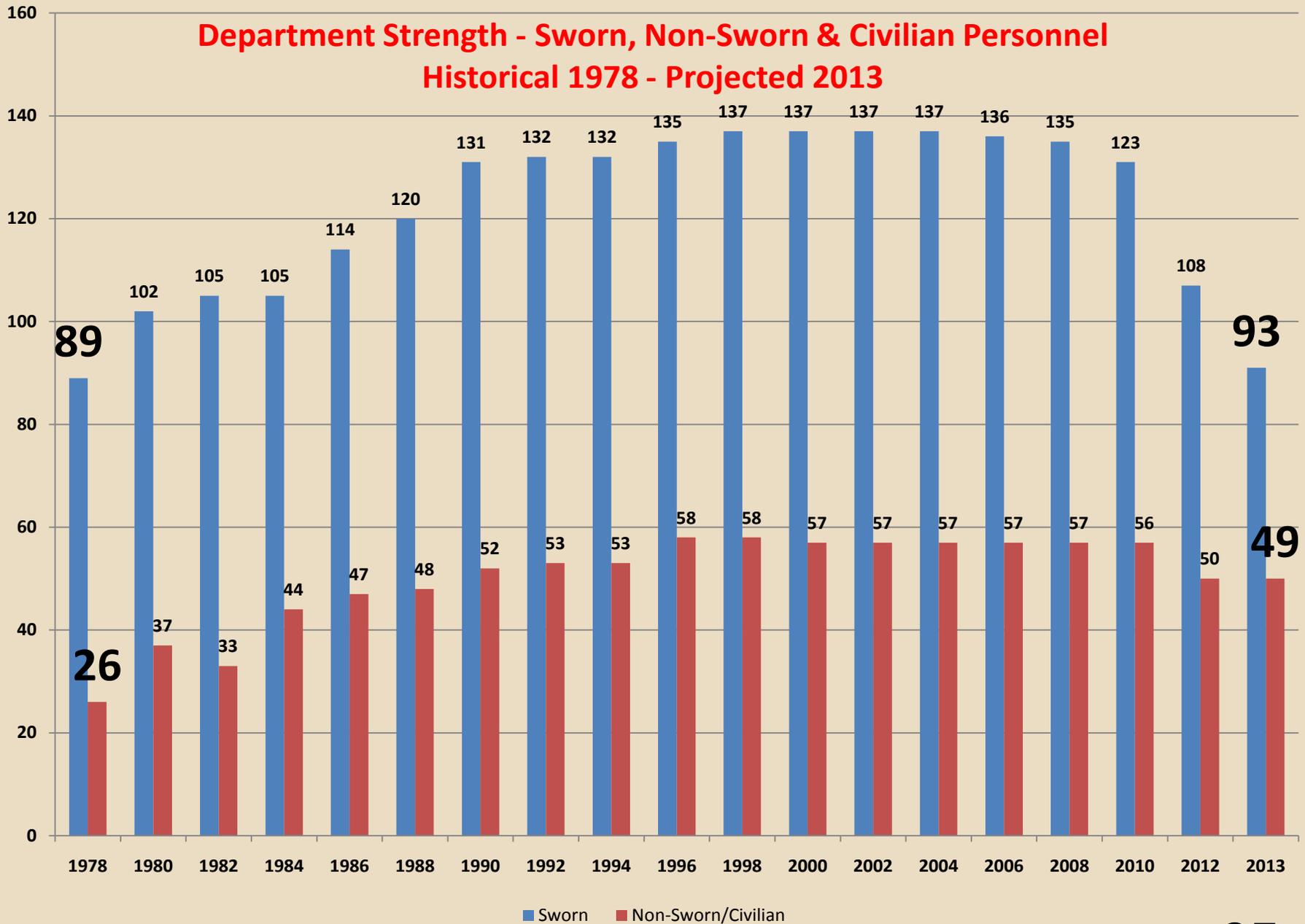
Troy Police Department Transitional Staffing Operations Division



Option 1 Final Organization Chart



Department Strength - Sworn, Non-Sworn & Civilian Personnel Historical 1978 - Projected 2013



1979



FULL TIME	05/06	09/10	Final	Eliminated
Sworn	137	131	93	38
Non-Sworn	43	42	36	6
Civilian	14	15.5	13	3.5
TOTAL	194	189.5	142	47.5

ANNUAL REPORT

Total sworn police officers = 93

3-Year Budget

Characteristics and Guidelines of a Multi-Year Budget

- Budget process is no longer an annual event
- Multiple year budget evolves year round
- Make reasonable assumptions
- Make modifications as more data is available
- Rolling budget
- Make timely and frequent budget amendments

3-Year Budget

	2010/11	2011/12	2012/13
General Fund	\$57,797,500	\$52,203,240	\$50,143,890
Refuse Fund	4,120,950	4,241,140	4,364,640
Debt Service	3,222,200	3,157,870	3,178,020
Capital Fund	28,039,890	11,907,570	11,612,900
	<u>\$93,180,540</u>	<u>\$71,509,820</u>	<u>\$69,299,450</u>

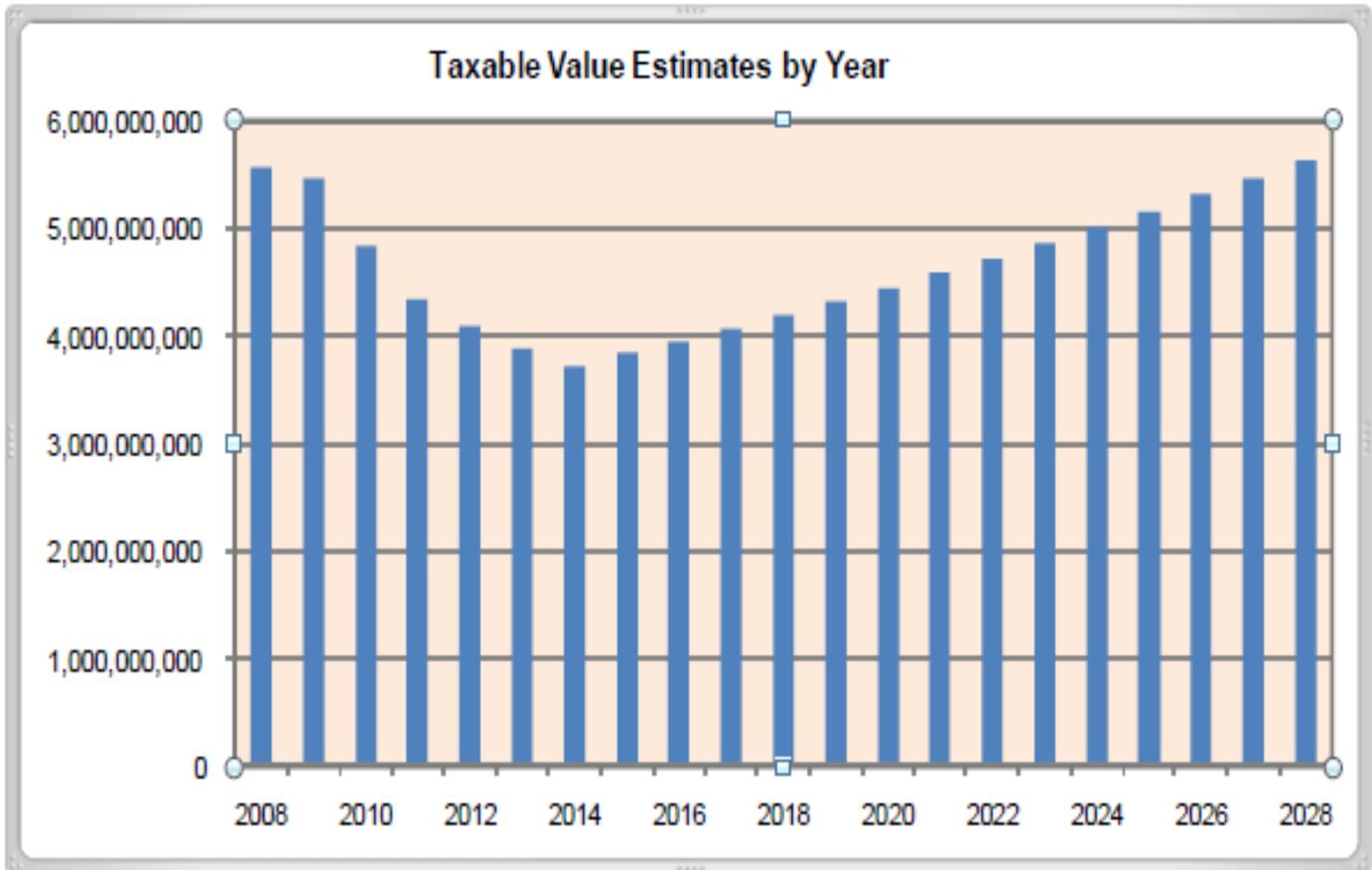
3-Year Budget Option 1 Schematic

Department	2010/11	Savings	2011/12	Savings	2012/13	Savings	2013/14	Savings	2014/15	Savings
City Manager										
City Attorney	1	\$130,000								
City Clerk			4	\$147,000						
Community Affairs	6	\$240,000								
Human Resources			3	\$95,000						
Building Inspection	17	\$959,400								
Engineering	15	\$375,200								
Accting/ Risk Man	2.5	\$176,000								
Assessing	5	\$365,000								
Purchasing			2	\$168,000						
Treasury	0.5	\$30,000								
Library	39	\$1,000,000	69	\$2,663,000						
Museum	10	\$315,000	1	\$110,000						
RE&D	2	\$184,000								
P&R	17	\$1,654,719	12	\$1,550,000						
Nature Center	7	\$270,000	1	\$92,000						
Police		\$160,000	4	\$290,000	29	\$3,173,000	14	\$1,687,000		
DPW	2.5	\$155,000	10	\$320,000			31	\$939,000		
City Donations		\$200,000								
Longevity				\$540,000						
Fire				\$34,000	1	\$72,000	3	\$274,000		
4 Day Work Week									0	\$2,700,000
TOTALS	124.5	\$6,214,319	106	\$6,009,000	30	\$3,245,000	48	\$2,900,000	0	\$2,700,000

3-Year Budget

Estimate of Length of Time to Return to 2008 Taxable Value Level
 Based on a Market Recovery after 2014
 And including a 3% Cap on Taxable Value Increases from 2015 Forward

Year	Taxable Value
2008	5,562,596,010
2009	5,459,779,936
2010	4,843,613,012
2011	4,330,167,130
2012	4,092,428,806
2013	3,892,319,760
2014	3,724,499,993
2015	3,836,234,993
2016	3,951,322,043
2017	4,069,861,704
2018	4,191,957,555
2019	4,317,716,282
2020	4,447,247,770
2021	4,580,665,203
2022	4,718,085,159
2023	4,859,627,714
2024	5,005,416,545
2025	5,155,579,042
2026	5,310,246,413
2027	5,469,553,805
2028	5,633,640,420



3-Year Budget Summary of Millage Requirements

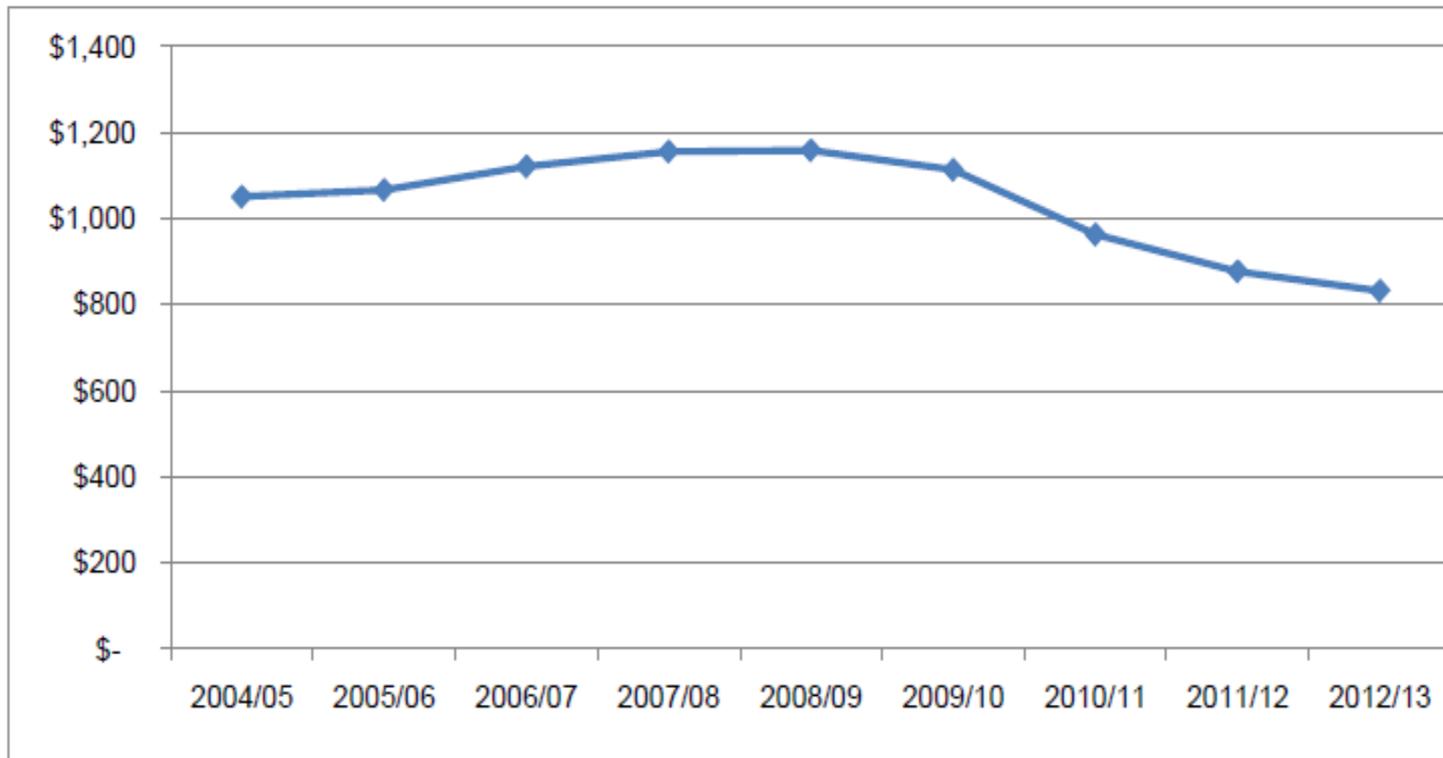
	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	Proposed 2010/11	Proposed 2011/12	Proposed 2012/13
General Operating	6.25	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50
Refuse	0.83	0.83	0.83	0.68	0.68	0.75	0.87	0.98	1.06
Capital	1.87	1.62	1.60	1.60	1.60	1.53	1.53	1.53	1.53
Debt	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Total	9.45	9.45	9.43	9.28	9.28	9.28	9.40	9.51	9.59

3-Year Budget

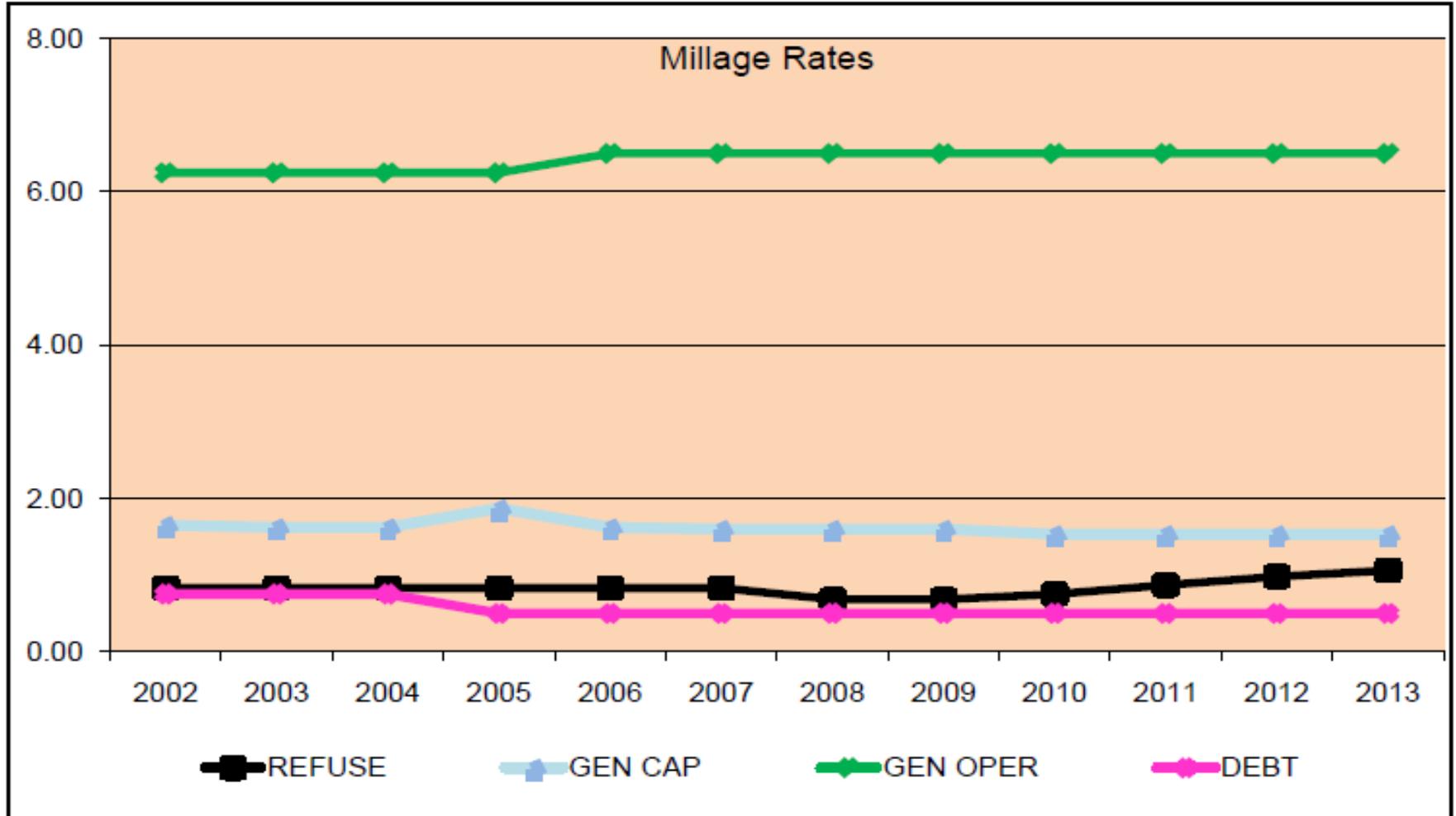
Summary of Millage Requirements

Ave. Res. TV 111,203 112,886 118,834 124,597 124,885 120,014 102,940 92,240 86,710

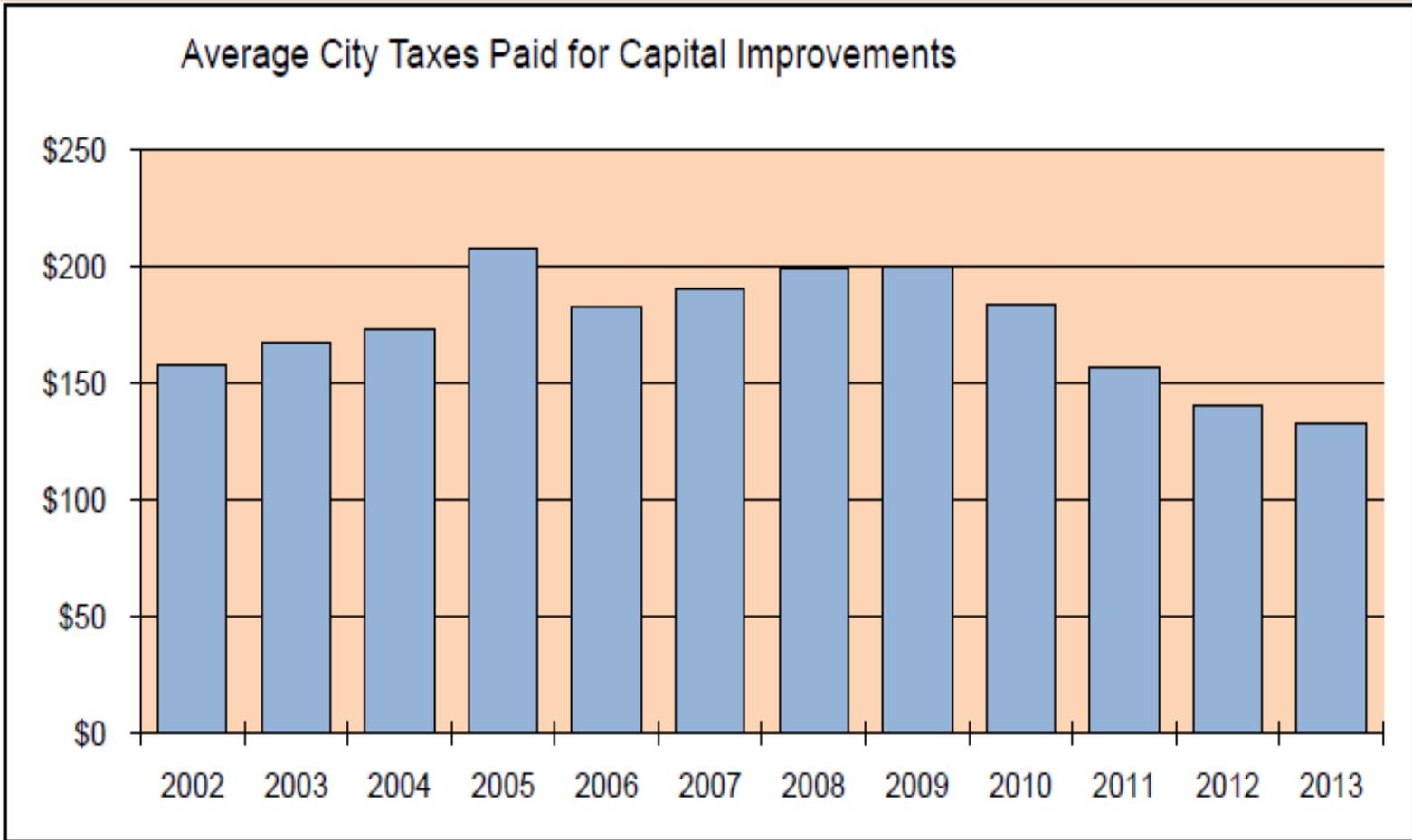
Ave. Res. City Taxes \$ 1,051 \$ 1,067 \$ 1,121 \$ 1,156 \$ 1,159 \$ 1,114 \$ 963 \$ 877 \$ 832



3-Year Budget

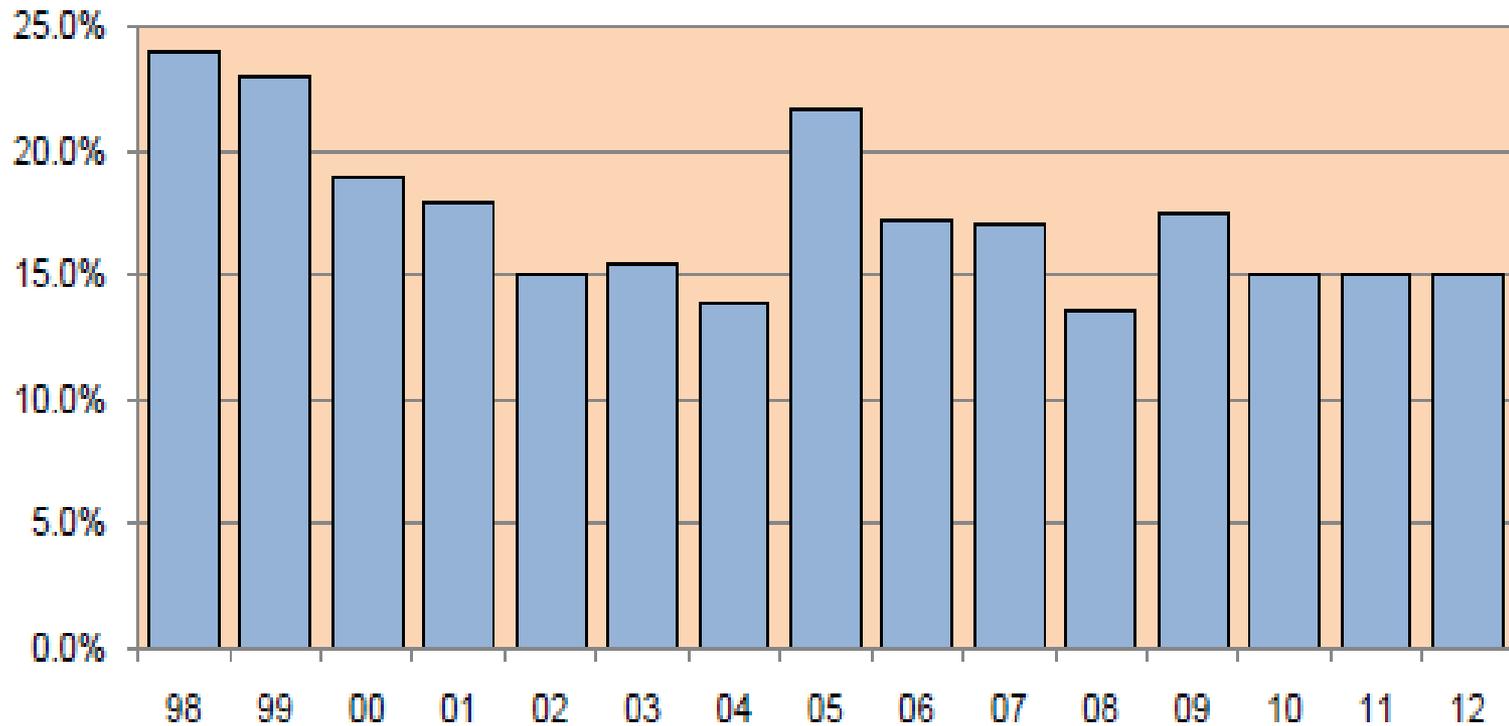


3-Year Budget

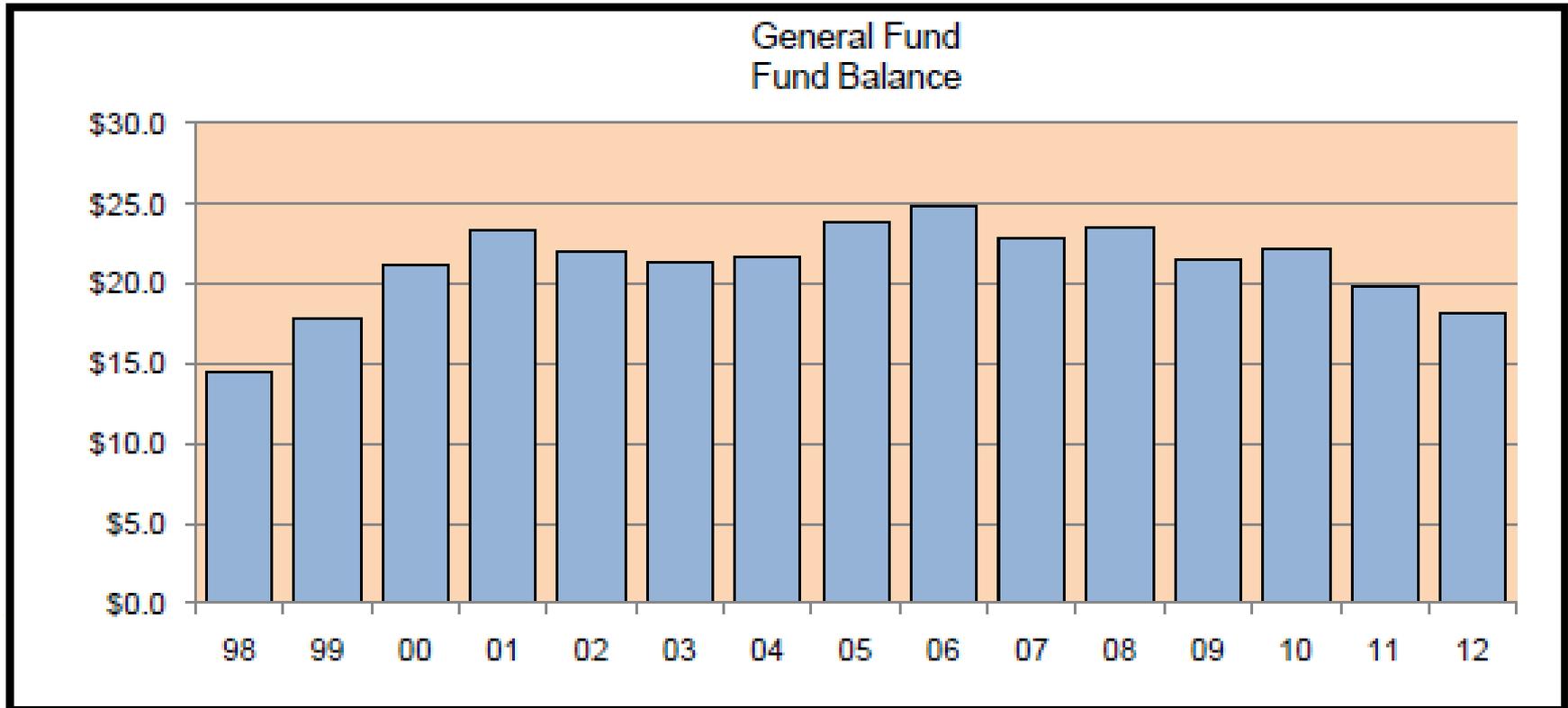


3-Year Budget

General Fund Unreserved/Undesignated Fund Balance as a Percentage of the Budget



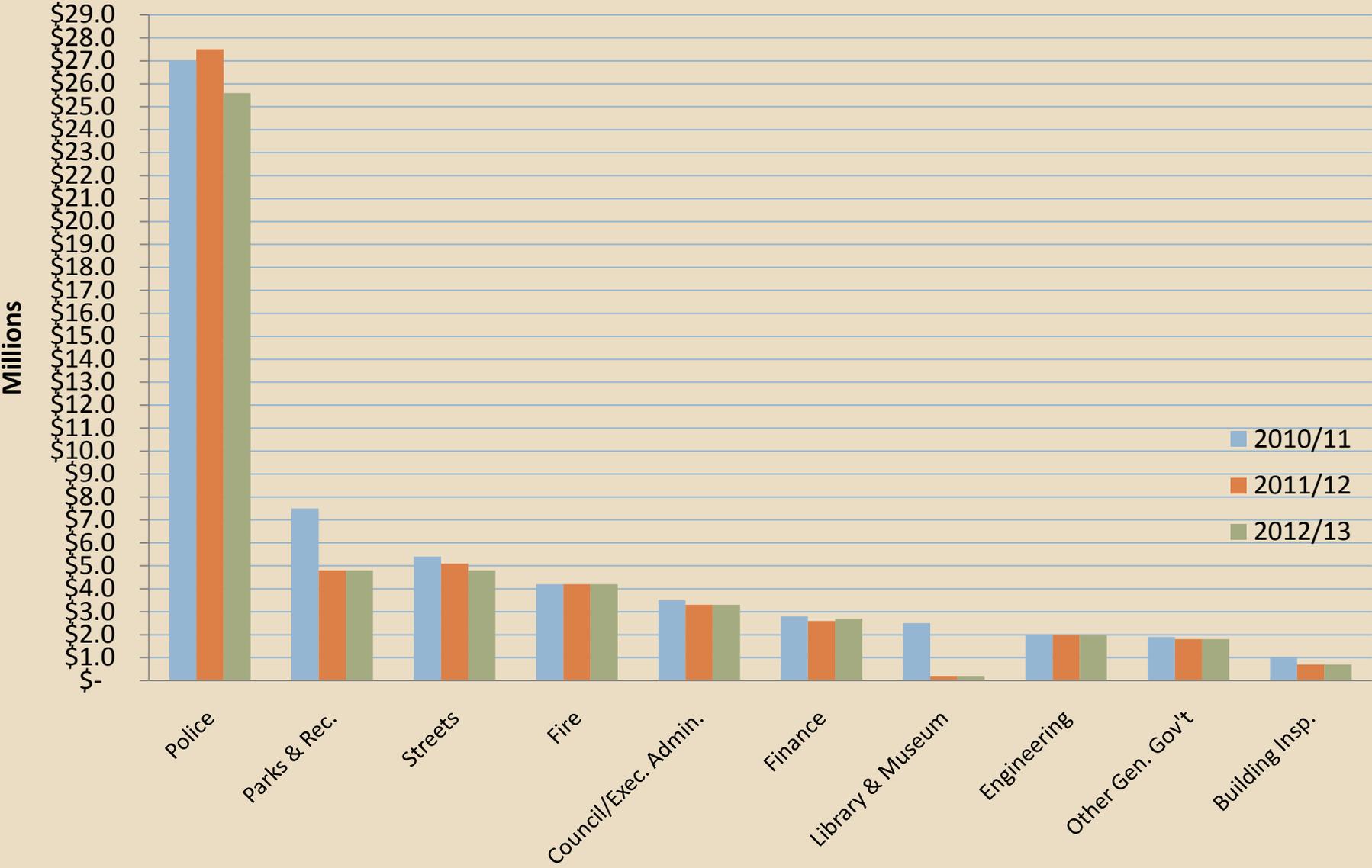
3-Year Budget



This chart depicts the cumulative result of excess revenues over or (under) expenditures in the General Fund.

How Troy Allocates Its Money

A 3-Year View



3-Year Budget

Personnel Summary

3-Year Budget

2011/12 Reduction Recap - 54 Full-time Positions

Department

Position

Building Inspection (6)

Director of Building
Building Inspector
Electrical Inspector
HVAC Inspector
Plumbing Inspector
Secretary II

Building Operations (3)

Building Maint. Specialist (3)

City Clerk's Office (2)

Office Assistant I
Office Assistant II

Golf Courses (5)

Director
Maintenance Specialist (3)
Superintendent of Greens

3-Year Budget

2011/12 Reduction Recap - 54 Full-time Positions

Department

Position

Human Resources (1)

Human Resources Specialist

Information Technology (1)

PC Specialist

Library (6)

Library Director

Administrative Aide (2)

Circulation Supervisor

Librarian I

Librarian II

Museum (1)

Museum Manager

3-Year Budget

2011/12 Reduction Recap - 54 Full-time Positions

Department

Position

Parks and Recreation (13)

Aquatics Coordinator
Community Center Manager
Equipment Operator I (4)
Nature Center Manager
Parks Superintendent
Recreation Supervisor (3)
Superintendent of Recreation
Tree Specialist

Police (4)

Administrative Aide
Police Service Aide (2)
Records Clerk

3-Year Budget

2011/12 Reduction Recap - 54 Full-time Positions

Department

Position

Purchasing (2)

Associate Buyer
Buyer

Streets (10)

Equipment Operator I (10)

3-Year Budget

2011/12 Reduction Recap – 214 Part-time Positions

Department

Position

City Clerk's Office (2)

Clerk-typist (2)

Golf Courses (48)

Assistant Pro Shop Manager (2)

Cashier (8)

Laborer (19)

Starter/Ranger (19)

Human Resources (1)

Office Assistant

Library (64)

Librarian (11)

Library Aide (20)

Library Assistant (19)

Library Page (13)

Office Assistant

Museum (1)

Museum Aide

3-Year Budget

2011/12 Reduction Recap – 214 Part-time Positions

Department

Parks and Recreation (98)

Position

Community Center Attendant (14)

Instructor (1)

Lifeguard (77)

Seasonal Laborers (6)

3-Year Budget

2012/13 Reduction Recap - 17 Full-time Positions

Department

Position

Police (17)

Lieutenant

Police Officer (10)

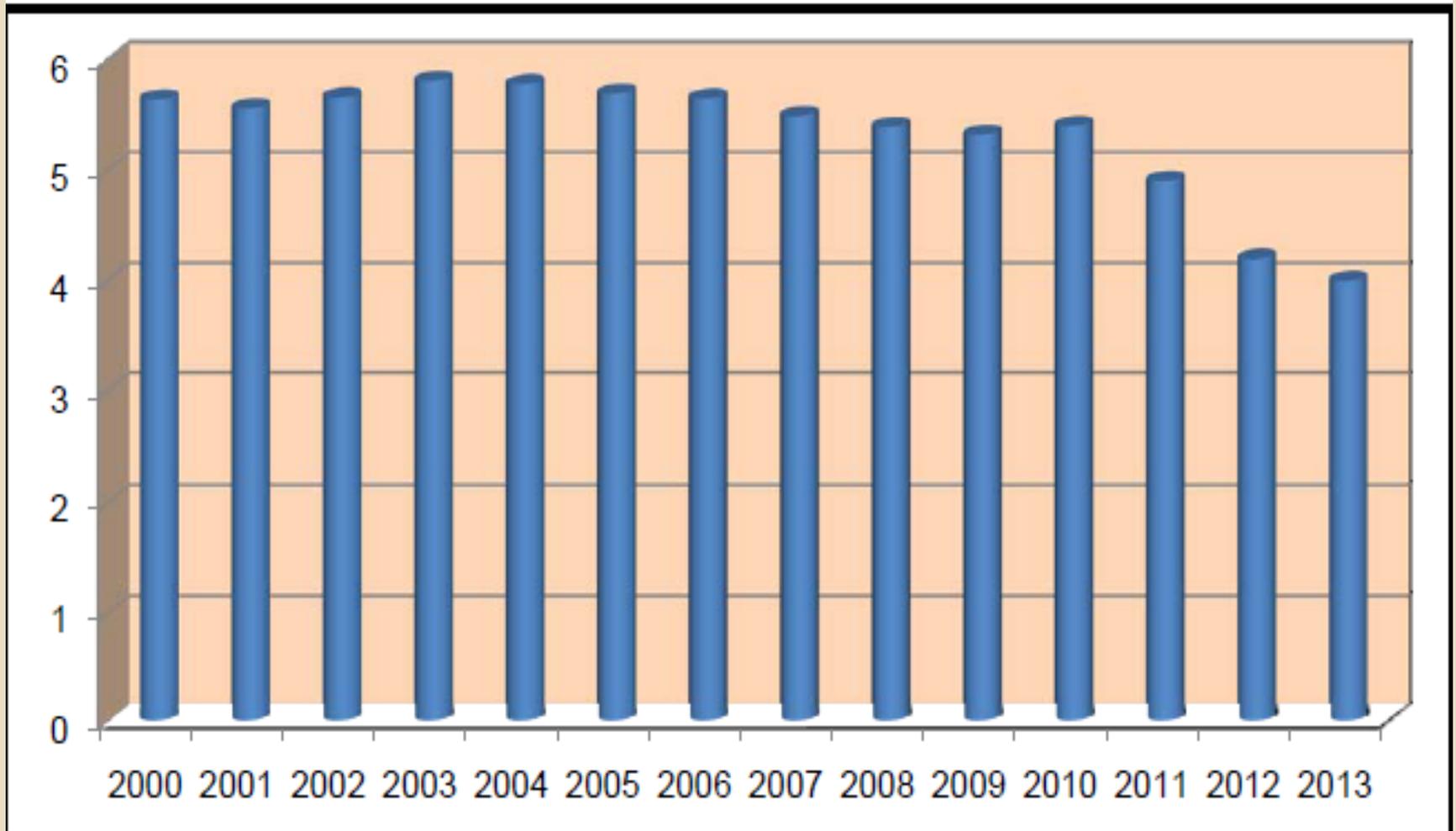
Police Service Aide (2)

Records Clerk

Secretary

Sergeant (2)

Full-time Employees per 1,000 Population



3-Year Budget

2011/12 General Fund – Expenditure Highlights

- Closing of the Library, Community Center, Museum and Nature Center
- Utilize \$1.5 million from the Capital Fund to delay public safety lay-offs
- Decrease of \$5.6 million or 9.7% from the 2010/11 budget
- The 2nd of a 5-year estimated DB pension adjustment
- Return responsibility of winter maintenance on County roads to the Road Commission for Oakland County

3-Year Budget

General Fund - Expenditures by Object

2011/12	<u>\$ Change</u>	<u>% Change</u>
Personal Services	\$(4,125,917)	(10.1)%
Supplies	(507,990)	(20.3)%
Other Services/Charges	(966,353)	(6.7)%
	<u>\$(5,594,260)</u>	<u>(9.7)%</u>

3-Year Budget General Fund - Supplies

2011/12 Supplies	<u>\$ Change</u>	<u>% Change</u>
	\$(507,990)	(20.3)%
Office Supplies	(22,500)	(10.9)
Postage	(10,950)	(7.4)
Operating Supplies	(220,000)	(40.0)
Repair/Maintenance Supplies	(239,500)	(30.0)

3-Year Budget

General Fund – Other Services/Charges

2011/12	<u>\$ Change</u>	<u>% Change</u>
Other Services/Charges	\$(966,353)	(6.7)%
Computer Services	(460,030)	(36.3)
Contractual Services	935,790	26.5
Public Utilities	(405,290)	(17.2)
Professional Services	(507,790)	(44.5)
Rentals	(159,200)	(6.1)

3-Year Budget

2012/13 General Fund – Expenditure Highlights

- Decrease of \$2.1 million or 4% from 2011/12
- Transfer of \$2.2 million from the Capital Fund to reduce lay-offs in public safety areas
- Reduction of 17 full-time positions

3-Year Budget General Fund – Expenditures by Object

2012/13	<u>\$ Change</u>	<u>% Change</u>
Personal Services	\$(2,311,280)	(6.3)%
Supplies	-----	-----
Other Services/Charges	251,930	1.9%
	<u>\$(2,059,350)</u>	<u>(3.9)%</u>

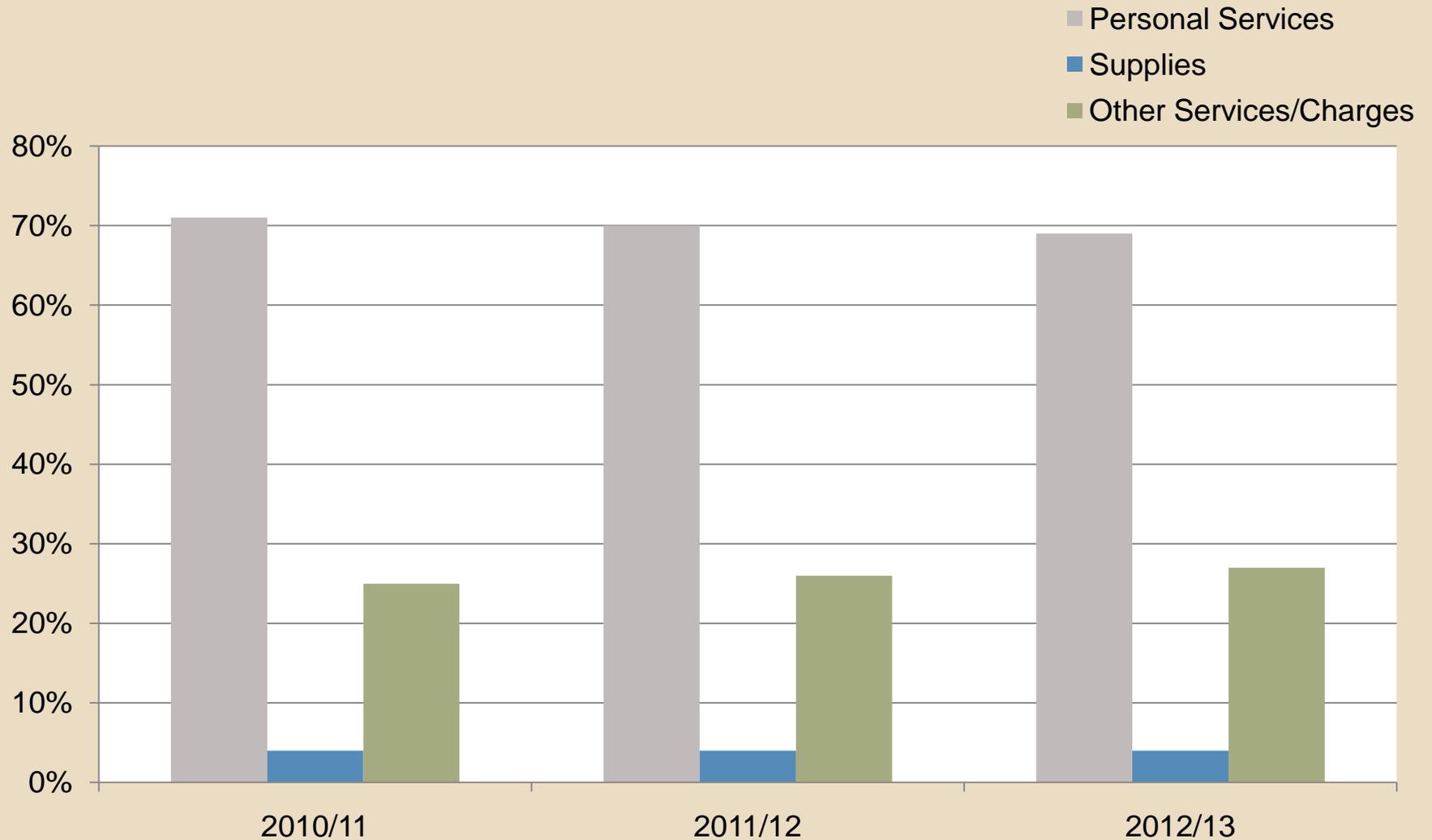
3-Year Budget

General Fund – Other Services/Charges

2012/13	<u>\$ Change</u>	<u>% Change</u>
Other Services/Charges	\$251,930	1.9%
Contractual Services	181,000	4.0
Public Utilities	68,930	3.5

3-Year Budget

General Fund – Expenditures by Object



This graph shows expenditures by object as a percent of the General Fund.

3-Year Budget

Refuse and Recycling Fund

	2011	2012	2013
<u>Revenues</u>			
Taxes	\$4,092,000	\$4,216,640	\$4,345,140
Charges for Service	4,500	4,500	4,500
Interest and Rents	24,450	20,000	15,000
Operating Transfer In	-----	-----	-----
Total Revenues	<u>\$4,120,950</u>	<u>\$4,241,140</u>	<u>\$4,364,640</u>
<u>Expenditures</u>			
Contractor – Curbside	\$ 590,000	\$ 607,000	\$ 625,000
Disposal Fees	1,031,000	1,062,000	1,094,000
Refuse Collection Contractor	2,300,000	2,369,000	2,440,000
Expenditures	<u>\$3,921,000</u>	<u>\$4,038,000</u>	<u>\$4,159,000</u>
<u>Recycling</u>	126,410	127,707	128,135
<u>Other Refuse Expense</u>	73,540	75,433	77,505
Total Expenditures	<u>\$4,120,950</u>	<u>\$4,241,140</u>	<u>\$4,364,640</u>

3-Year Budget Debt Service Fund

	2011	2012	2013
<u>Revenues</u>			
Taxes	\$2,350,000	\$2,158,000	\$2,050,000
Interest and Rents	45,000	40,000	35,000
Operating Transfer In	827,200	959,870	1,093,020
Total Revenues	<u>\$3,222,200</u>	<u>\$3,157,870</u>	<u>\$3,178,020</u>
<u>Expenditures</u>			
Other Services/Charges	\$ 73,000	\$ 74,500	\$ 76,500
Operating Transfer Out:			
Proposal A Debt Service	851,140	833,170	885,370
Proposal B Debt Service	1,539,960	1,503,700	1,470,550
Proposal C Debt Service	758,100	746,500	745,600
Total Expenditures	<u>\$3,222,200</u>	<u>\$3,157,870</u>	<u>\$3,178,020</u>

3-Year Budget Capital Projects Fund

	2011	2012	2013
<u>Revenues</u>			
Taxes	\$ 7,190,000	\$ 6,605,000	\$ 6,273,000
Charges for Service	272,000	272,000	272,000
State Grants	9,787,500	560,000	880,000
Interest and Rents	207,200	207,200	157,200
Contributions – Local	200,000	-----	-----
Fines and Forfeitures	209,000	209,000	209,000
Operating Transfers	10,174,190	4,054,370	3,821,700
Total Revenues	<u>\$28,039,890</u>	<u>\$11,907,570</u>	<u>\$11,612,900</u>

3-Year Budget

Capital Projects Fund, continued

	2011	2012	2013
<u>Expenditures</u>			
Drains	\$496,140	\$1,685,570	\$1,375,900
Community Affairs	50,000	50,000	-----
Fire Vehicles	525,000	500,000	-----
Fire Buildings & Repair	11,500	-----	-----
Library	425,000	-----	-----
Museum	75,000	-----	-----
Other General Government	9,953,200	-----	-----
Police	602,500	209,000	209,000
Parks and Recreation	3,917,640	-----	-----
Major Streets	7,715,000	4,023,000	3,950,000
Local Streets	3,150,000	3,150,000	3,150,000

3-Year Budget

Capital Projects Fund, continued

	2011	2012	2013
<u>Expenditures, continued</u>			
Sidewalks	500,000	500,000	500,000
Public Works	548,000	215,000	125,000
Transfer Out			
IT Fund	70,910	75,000	75,000
General Fund	-----	1,500,000	2,228,000
Total Expenditures	<u>\$28,039,890</u>	<u>\$11,907,570</u>	<u>\$11,612,900</u>

3-Year Budget

How do you wish to allocate the \$3.8 million of quality of life reserves?

What's Next?

- April ✓ Overview of Budget and General Fund, Special Revenue, Internal Service and Debt Service Funds**
- May ✓ Capital Projects, Enterprise Funds, 3-Year Budget & Wrap-up**
- May 10 Public Hearing and Adoption**