



# Town of Fort Mill Digital Budget Book



**Proposed version**

Last updated 09/22/20





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# **INTRODUCTION**

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## Manager's Budget Message

To Mayor Savage and the Honorable Members of the Fort Mill Town Council:

I am pleased to present you with a copy of the recommended budget for Fiscal Year 2020/2021. Staff has worked diligently to provide a balanced budget that provides our departments with the resources needed to effectively serve our Town. The impact of COVID 19 presents quite a challenge as we continue to experience its impact. As such a more conservative approach was taken with regard to estimations of revenues and expenditures. . The plan is to re-visit the budget mid-year to assess and make additional determinations for the good of the Town and the citizens it serves.

As always, our department managers and financial staff were instrumental in this process. Our employee base of over 200 full and part-time employees continually strive to make Fort Mill a safe and beautiful place to live, work, and play. It is my privilege to work alongside such a dedicated group of employees.

The Town is dedicated to providing effective and efficient services to our residents and businesses. Our goal is to continue providing high quality services while remaining fiscally responsible.

Your support and leadership are very much appreciated. With your continued guidance, staff will utilize this budget to address the needs and challenges that face us during the next fiscal year.

# History of Fort Mill



The Town of Fort Mill, South Carolina (incorporated 1873) is located in northeastern York County, between the Catawba River and the North Carolina state line. The town's closest neighbors are Rock Hill, South Carolina, to the south and Charlotte, North Carolina, to the north. According to the 2019 Census Bureau population estimates, a total of 22,284 residents lived within the Town's corporate limits.

Originally home to the Catawba Indians, the Fort Mill area has been continuously settled since the arrival of Thomas "Kanawha" Spratt in the mid-1700's. Originally called "Little York," and later "Fort Hill," Fort Mill eventually took its name from a colonial-era British fort and a grist mill that operated on nearby Steele Creek. Fort Mill has long benefitted from its geographic location and access to major transportation routes, from the prehistoric Nation Ford Road and the Catawba River, to the Charlotte, Columbia and Augusta Railroad (now Norfolk Southern), U.S. Highway 21, and Interstate 77.

After the establishment of the Fort Mill Manufacturing Company in 1887, Fort Mill grew into a major center for textile manufacturing. For more than 100 years, the company (later called Springs Industries) expanded through various acquisitions and mergers. In 2006, Springs Industries merged with a Brazilian textile manufacturer, Coteminas, to form Springs Global and until recently still maintained some corporate presence in Fort Mill. While textiles are no longer the predominant industry in Fort Mill, the region's economy has continued to grow and diversify. Today, the Town of Fort Mill is home to major employers such as LPL Financial, Lash Group, Domtar, OneMain Financial, as well as countless locally owned businesses, shops and restaurants.

Much of Fort Mill's recent growth has been fueled in large part by the town's proximity to the Charlotte metropolitan area. With modern amenities, access to a major interstate highway, low taxes, affordable housing, excellent schools and an unmatched quality of life, it's easy to see why Fort Mill is one of the fastest growing communities in the State of South Carolina.



# Form of Government



The Town of Fort Mill operates under the council manager form of government, as outlined in Title 5, Chapter 13 of the Code of Laws of South Carolina, 1976, as amended. The town council consists of seven (7) members, including a Mayor who is elected at-large every four years, and six council members who serve staggered four year terms. Of the six council members, one member is elected to represent each of the town's four wards, and two are elected at-large. Municipal elections are held in November during odd numbered years, and new council members begin their terms in January of the following year.

The Town Council serves as the policy making body for the Town of Fort Mill. The council is charged with several statutory duties, including: adopting an annual budget; setting rates for taxes and fees; appointing town officials (such as the town manager, town attorney, and municipal judge); establishing citizen and other advisory committees; entering into contracts and debt service agreements; setting general policies for the town government; and enacting regulations, resolutions, and ordinances, consistent with the authority granted by the Constitution and general laws of the state of South Carolina.

Under the council-manager form of government, the council employs a professional manager to oversee the day-to-day operations of the town. The town manager is employed solely on the basis of his or her executive and administrative qualifications. The town manager serves at the will and pleasure of the town council.

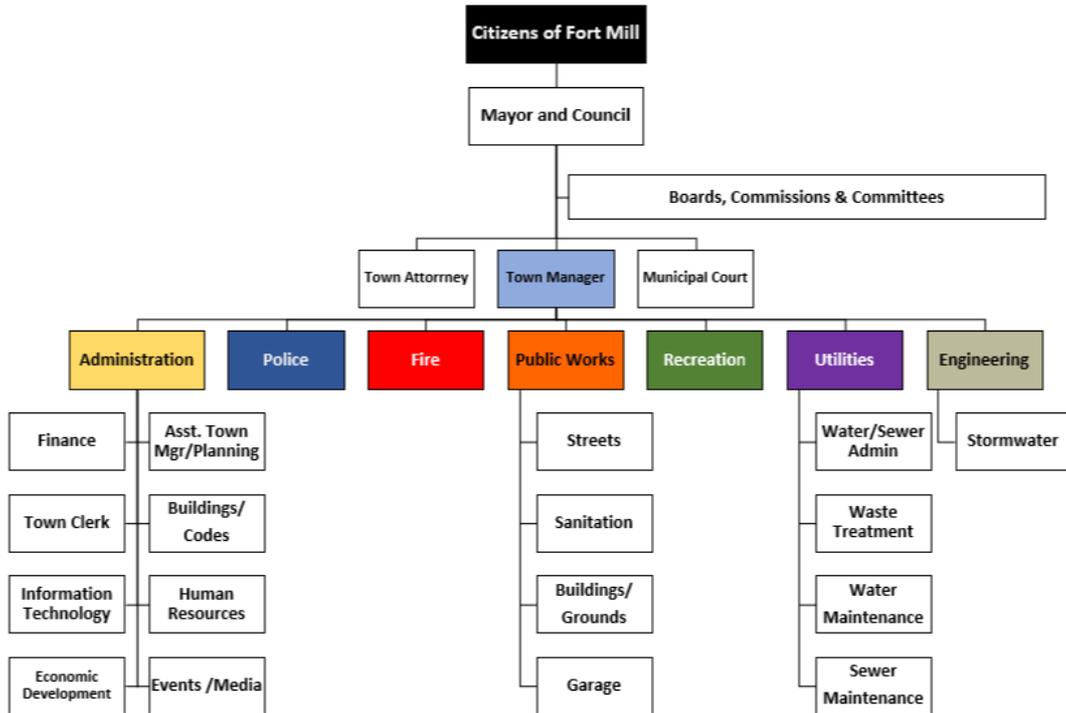
The town manager serves as the chief executive officer and head of the administrative branch of the town's government. The town manager is responsible to the town council for the proper administration of all affairs of the town, including:

- Appointing and removing officers and employees of the town;
- Fixing the salaries for officers and employees of the town;
- Preparing, submitting, and administering the annual budget;
- Providing reports to council on the financial and administrative activities of the town;
- Keeping the town council advised of the financial condition and future needs of the town;
- Ensuring the fair, consistent, and efficient application of town ordinances and policies; and
- Such other duties as may be prescribed by law or required by the town council.

In addition to the town manager, the council also appoints a town attorney and municipal judge. The town attorney is appointed for a two-year term concurrent with the term of the council. The town attorney acts as general counsel for the town and, when requested, may also act as prosecutor in criminal cases. The judge presides over the municipal court and is appointed for a term fixed by council not to exceed four years.

The Fort Mill Town Council also appoints several boards, commissions, and advisory committees, each of which is made up of citizen volunteers appointed by the mayor and council. Current boards, commissions, and advisory committees include, but are not limited to, the Planning Commission, Board of Zoning Appeals and Historic Review Board. Additional ad hoc committees may be created by the town council on an as-needed basis.

# Town of Fort Mill Organization Chart



# Fund Structure

## **Fund Accounting**

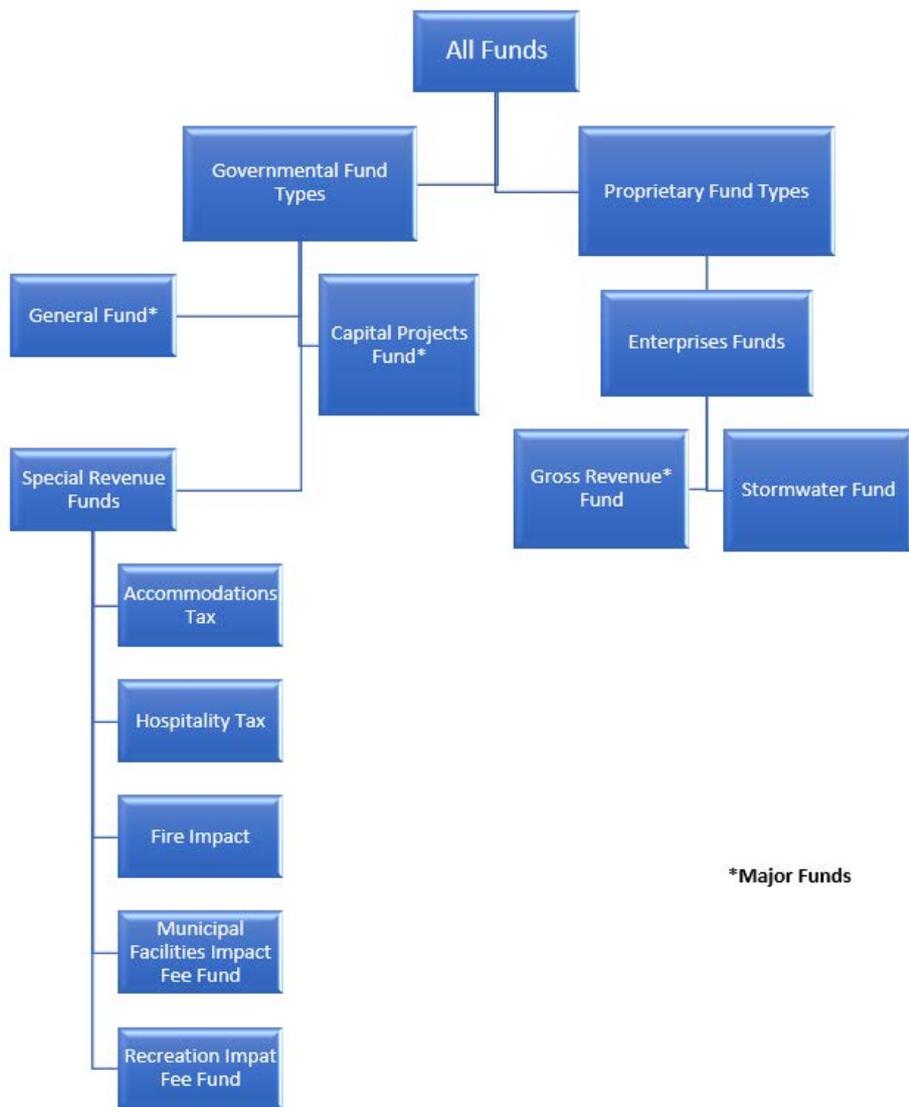
The accounts of the Town are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate.

The fund balance of each fund is the excess of an entity's assets over its liabilities. All funds are subject to appropriation. The Town has three major funds (general fund, gross revenue fund and capital projects fund). Major funds represent the significant activities of the Town and basically include any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget. The breakdown of major and non-major funds for the Town of Fort Mill is included below.

Governmental funds are used to account for all or most of a government's general activities. The Town maintains General and Special Revenue Funds.

- The **General Fund** is the general operating fund for the town and accounts for all revenues and expenditures of the town, except those required to be accounted for in another fund. The General Fund is considered a major fund and is used to account for general government services, such as: town council, municipal court, administration, police, fire, public works, parks and recreation, and debt service.
- The **Gross Revenue Fund** is an “enterprise” fund that is used to account for operations that are financed and operated in a manner similar to a private business. The Gross Revenue Fund is considered a major fund and is used to account for all activities related to the town's water and sewer operations.
- The **Capital Projects Fund** is used to account for financial resources expended for the acquisition, construction, or improvement of major capital facilities (other than utility projects, which are budgeted under the Gross Revenue Fund). These resources may be used for one-time capital costs or for specific projects spanning more than one fiscal year. The Capital Projects Fund is considered a major fund.
- The **Stormwater Utility Fund** is a non-major fund that is used to account for operations that are financed and operated in a manner similar to a private business. The Stormwater Utility Fund is used to account for all activities related to the town's stormwater operations.
- The **Municipal Facilities & Equipment Impact Fee Fund** is a special revenue fund established by the adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the municipal facilities and equipment system identified to serve new development
- The **Fire Protection Impact Fee Fund** is a special revenue fund established by adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the fire protection system identified to serve new development
- The **Parks & Recreation Impact Fee Fund** is a special revenue fund established by the adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the parks and recreation system identified to serve new development
- The **Accommodations Tax Fund** is a special revenue fund established for the collection and disbursement of said tax for tourism related activity
- The **Hospitality Tax Fund** is a special revenue fund established for the collection and disbursement of said tax for tourism related activity





**\*Major Funds**



# Budget Timeline

## BUDGET PROCESS AND BUDGET AMENDMENTS

### **Budget Process**

In accordance with the General Statutes of the State of South Carolina, the Town Council is required to adopt an annual balanced budget prior to October 1st. The Town uses the adopted budget as a management control device during the year. A balanced budget is achieved when the Town is able to equate the revenues with expenditures over the business cycles.

The budget process begins in May with instructions and directives from the town manager to all department directors. Over the next few months, the town manager, department directors and finance staff will work collaboratively to review budget requests, analyze revenue trends, prioritize needs, identify potential efficiencies and develop a draft budget. This draft budget is submitted to Council at formal budget work sessions held in August. The public has an opportunity to comment on the budget at a designated public hearing. A public hearing and two readings of a budget ordinance are required for formal adoption of the budget.

Amendments to the budget are allowable under South Carolina law and are made throughout the year as necessary. These amendments are approved by Town Council by ordinance.

### **Basis of Budgeting**

The basis of budgeting for the governmental funds is consistent with the basis of accounting for those funds which is modified accrual. Proprietary funds use the accrual basis of budgeting which is also consistent with their basis of accounting.

### **Budget Amendments**

The Town Manager is authorized to transfer any sum from one budget line item to another or from one department or division to another department or division; provided, however, that no such transfer shall (a) be made from one fund to another fund, (b) conflict with any existing Bond Ordinance, or (c) conflict with any previously adopted policy of the Town Council. Any change in the budget which would increase or decrease the total of all authorized expenditures must be approved by Town Council.

#### ANNUAL ADOPTED BUDGET FISCAL YEAR 2020-2021

BUDGET PREPARATION CALENDAR	
Town Manager Sends Budget Instructions/Directives	May 4, 2020
Department Request due to Town Manager	May 31, 2020
Town Manager & Department Directors Meetings on Departmental Requests	June 8-26, 2020
Budget Preparation	June 29-July 31, 2020
Draft Budget to Town Council	August 7, 2020
Council Budget Workshop	August 12, 2020
Town Manager's Recommended Budget to Council	September 11, 2020
Budget Public Hearing	September 14, 2020
Adopted Budget Ordinance First Reading	September 14, 2020
Adopted Budget Ordinance Second Reading	September 28, 2020
FY 2020-2021 Begins	October 1, 2020



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# **BUDGET OVERVIEW**

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**Executive Overview**

**Town Manager's  
Recommended  
Budget**

**Fiscal Year 2020/2021**

Submitted to Fort Mill Town Council  
September 11, 2020



# MEMORANDUM

TO: Mayor Savage & Members of Fort Mill Town Council

FROM: David Broom, Town Manager

DATE: September 11, 2020

SUBJECT: Fiscal Year 2020/21 Budget

To Mayor Savage and the Honorable Members of the Fort Mill Town Council:

I am pleased to present you with a copy of the recommended budget for Fiscal Year 2020/2021. Staff has worked diligently to provide a balanced budget that provides our departments with the resources needed to effectively provide services to the Town. COVID 19 presents a challenge relative to estimations of revenue and expenditures as we do not currently know its full impact. However, the plan is to re-visit the budget mid-year to review and evaluate.

As always, our department managers and financial staff were instrumental in this process. Our employee base of over 200 full and part-time employees continually strive to make Fort Mill a safe and beautiful place to live, work, and play. It is my privilege to work alongside such a dedicated group of employees.

The Town is dedicated to providing effective and efficient services to our residents and businesses. Our goal is to continue providing high quality services while remaining fiscally responsible.

Your support and leadership are very much appreciated. With your continued guidance, staff will utilize this budget to address the needs and challenges that face us during the next fiscal year.

## **BUDGET OVERVIEW**

The Town of Fort Mill's budget is comprised of three major funds, one non-major fund and five special revenue funds:

- The **General Fund** is the general operating fund for the town and accounts for all revenues and expenditures of the town, except those required to be accounted for in another fund. The General Fund is considered a major fund and is used to account for general government services, such as: town council, municipal court, administration, police, fire, public works, parks and recreation, and debt service.
- The **Gross Revenue Fund** is an "enterprise" fund that is used to account for operations that are financed and operated in a manner similar to a private business. The Gross Revenue Fund is considered a major fund and is used to account for all activities related to the town's water and sewer operations.
- The **Capital Projects Fund** is used to account for financial resources expended for the acquisition, construction, or improvement of major capital facilities (other than utility projects, which are budgeted under the Gross Revenue Fund). These resources may be used for one-time capital costs or for specific projects spanning more than one fiscal year. The Capital Projects Fund is considered a major fund.
- The **Stormwater Utility Fund** is a non-major fund that is used to account for operations that are financed and operated in a manner similar to a private business. The Stormwater Utility Fund is used to account for all activities related to the town's stormwater operations.
- The **Municipal Facilities & Equipment Impact Fee Fund** is a special revenue fund established by the adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the municipal facilities and equipment system identified to serve new development
- The **Fire Protection Impact Fee Fund** is a special revenue fund established by adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the fire protection system identified to serve new development



- The **Parks & Recreation Impact Fee Fund** is a special revenue fund established by the adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the parks and recreation system identified to serve new development
- The **Accommodations Tax Fund** is a special revenue fund established for the collection and disbursement of said tax for tourism related activity
- The **Hospitality Tax Fund** is a special revenue fund established for the collection and disbursement of said tax for tourism related activity

These major/non-major funds, along with the special revenue funds, make up the total combined budget for the Town of Fort Mill.

## **TOTAL COMBINED BUDGET SUMMARY**

As presented in the attached budget document, the total combined expenditures for FY 20/21 are budgeted at \$79,468,117. Compared to the previous fiscal year, the FY 20/21 budget is projected to increase by \$1,112,426, a net increase of 1.4% amongst all funds.

As required by state law, the recommended budgets for all funds – the General Fund, Gross Revenue Fund, Capital Projects Fund, Stormwater Utility Fund, Impact Fees Funds, Hospitality Tax and Accommodations Tax Fund – are in balance, with revenues equal to the total budgeted expenditures.

The General Fund budget, which supports the general governmental operations of the town, will decrease by \$240,865 (-1.1%) compared to the previous year.

The Gross Revenue Fund budget, which accounts for the town's water and sewer operations (including debt service on water and sewer capital projects), will decrease by \$1,896,934, or -5.4%, compared to FY 19/20.

The Capital Projects Fund budget, which provides single year appropriations for significant capital projects, will increase by \$1,601,129 or 11.3%, compared to last year's budget.

The Stormwater Utility Fund, which accounts for the Town's stormwater activity, will decrease by \$236,802 or -20.7% compared to FY 19/20.

The Hospitality Fund budget will decrease by \$28,634 (-.7%) over prior year.

The Accommodations Tax budget will increase by \$479,000 or 49.9% compared to FY 19/20.

The Fire Protection Impact Fee budget will decrease by \$429,775 or -68.2% compared to last year.

The Municipal Facilities Impact Fee budget will decrease by \$109,545 or -22.6% over prior year.

The Parks & Recreation Impact Fee budget will decrease by \$250,000 or -15.2% over prior year.

## **GENERAL FUND**

The General Fund budget for FY 20/21 is in balance at \$21,943,377.

### **General Fund Revenue Highlights**

The total revenues within the recommended General Fund budget are projected to decline by \$240,865 or -1.1%, compared to the previous fiscal year.

The majority may be attributed to several line items:

- *Property Taxes:* This year is a property re-assessment year. This act is performed by York County. State law dictates that a millage roll-back calculation be performed in a re-assessment year. The re-assessment process increased the value of a mill to \$148,000. When used as part of the roll-back calculation, the result yielded a decrease in millage from 86 to 75.2. Projected revenues from real and personal property taxes are expected to decrease by a combined \$41,500. This is due to an increase in the amount of taxable property within the town, such as new construction and more



vehicles coupled with a conservative estimate of collections because of the impact of COVID-19. **The recommendation is to remain at the roll-back rate of 75.2 mills.**

- *Building Permits:* Building permit revenues will decrease by \$200,000 or -16.7% over the prior fiscal year. The fee schedule remains unchanged.
- *Planning/Zoning Fees:* The recommended budget includes a revenue projection of \$165,000 which is a decrease of \$10,000 or -5.7% compared to the previous year's budget.
- *Business Licenses:* Nearly 60-70% of all businesses licensed within the Town of Fort Mill are classified as construction/contractors. The overwhelming majority of these businesses are not physically located within the town limits and are therefore subject to a higher license fee (2x the inside rate). As building permits have increased over the past years, so too has business income, and consequently, business license revenue. A conservative estimate approach was taken in this area as well. The recommended budget for business license revenue for FY 20/21 is \$3,000,000. This represents a reduction of \$700,000 or -18.9% over prior year. The business license fee schedule is recommended to remain unchanged for FY 20/21.
- *Hospitality Tax Transfer:* The recommended budget includes a transfer from the Hospitality Tax Fund to the General Fund to offset the cost of tourism-related expenditures. The recommended transfer for FY 20/21 is currently budgeted at \$171,400. The transfer is made up of salary and benefits of the town's Events & Media Coordinator, and a portion of employee salaries, benefits and overtime costs attributed to planning, organizing, securing and staging the SC Strawberry Festival. Additionally, a transfer of \$3,850,000 to the Capital Projects Fund will occur to underwrite, in part, the construction of Banks Athletics Park.
- *Fund Balance Appropriation:* The recommended budget appropriation for FY 20/21 is \$821,672 to purchase one-time capital items.
- *Parks and Recreation Funding - State*
  - SC State SC Department of Parks, Recreation & Tourism - expected to receive \$60,000 in PARD funds secured by S. C. House of Representatives Member, Raye Felder, for reimbursement for recreation projects.
- *Federal Grants:*
  - The public safety Federal grants have expired. No new awards are considered in this budget.
- *School Resource Officers - State*
  - This new funding source was put in place as of July 1, 2020 by the SC Department of Education to underwrite the cost for four (4) new school resource officers for Fort Mill School District #4. This represents \$297,000.
  -

### **General Fund Expenditure Highlights**

The total expenditures within the recommended General Fund budget are projected to decrease by \$240,865, or -1.1%, compared to FY 19/20. The largest year-over-year impact will be seen in the following departmental budgets: Public Works Administration (**+\$160,418, 37.8%**); Public Works Sanitation (**+\$387,569,34.3%**); Public Works Garage Services (**-\$311,007, -54.6%**); Public Works Buildings/Grounds (**-\$124,718, -10.4%**); Administration (**-439,292, -14.9%**).

The items below outline some of the significant changes from the FY 20/21 budget:

- *Cost-of-Living Adjustments:* The recommended budget does not include any cost-of-living adjustments
- *Personnel:* The budget requests included the following new positions or re-classifications; only those of school resource officers are recommended as they are fully funded by the SC Department of Education.



Position Title	Department
School Resource Officers (4)	Police
IT Coordinator	Administration/Police
Risk Manager*	Administration
Truck Driver	Street
Truck Driver	Sanitation
Mechanic I	Garage
Recycling Coordinator	Public Works Administration
Deputy Chief	Fire

\*Reclassification of an existing position that would warrant salary adjustment

Additionally, the budget does absorb fully salary and fringes for nine full-time firefighters and one full-time traffic officer.

- **Other Expenses:**

*Noteworthy Items:* The following operating/capital items have been included in the FY 20/21 recommended budget:

- Various Supplies and Services

Item	Department	Amount
Code Enforcement Abatement	Admin-Code Enfor	10,000
New Software Phase-ins	Admin-Finance	125,000
Smart Deploy Computer Imaging Svc	Admin-IT	5,000
Remote Support Software	Admin-IT	6,000
On-call Contracts -Transportation Svc	Admin - Planning	35,000
Flock Cameras	Admin	14,090
CAD Mobile Enterprise Project	Police- IT	449,000
End Point Security	Police-IT	10,000
Land Clearing Svc	PW-Street	100,000
Recycling Services	Sanitation	385,000
Turn-out Gear	Fire	39,200
New Site Assessment	Fire	25,000
Christmas Décor Expansion	PW - Bldgs/Grnds	20,000
Decorative Seasonal Banners	PW- Bldgs/Grnds	30,000

- Vehicles (12) - new or replacements

Item	Department	Amount
Cars (8) - Replacements/new	Police	283,372
Knuckle Boom Truck	Street	168,300
Fully Automated Sanitation Truck	Sanitation	370,000
Pickup Truck	PW-Bldgs/Grnds	25,500
Pickup Truck -Replacement (carryover from prior year)	Recreation	26,000

- Machinery & Equipment - new or replacements

Item	Department	Amount
Portable Radios (8)	Police	51,420
In-car Radios (8)	Police	48,552
Thermal Image Cameras (2)	Fire	17,000
Zero-turn Mower	PW - Bldgs/Grnds	8,500
Zero-turn Mower	Recreation	8,000

- Other Outlay



Item	Department	Amount
Town Hall Drive -thru Maintenance	Admin	30,000
New Generator	Police	145,425
FSU Lab Project	Police	14,386
Sprinkler System Repair	Police	9,901
New Ofc - Modular Unit	PW-Admin	100,000
Debris Site (5 acres)	PW-Admin	300,000
Baseball Infield Restoration-Doby's Bridge Park	Recreation	15,500
Roll-up Doors (2)	Garage	40,000

- These highlights are representative of a portion of the entire budget.
- *Contingency:* The recommended budget includes a significant appropriation to the Non-Departmental Contingency line item. This **\$569,593** appropriation may be used to cover unexpected costs that arise during the upcoming fiscal year, or alternatively, may roll into the fund balance at the end of FY 20/21 and be used for other items in subsequent budget years.

## **GROSS REVENUE FUND**

The recommended Gross Revenue Fund budget for FY 20/21 is in balance at \$33,377,282.

### **Gross Revenue Fund Revenue Highlights**

The total revenues within the recommended Gross Revenue Fund budget are projected to see a decrease of \$1,836,934, or -5.4%, compared to the previous fiscal year.

The FY 20/21 budget includes projections across several line items:

- *Water & Sewer Sales:* Water and sewer sales are projected to decrease by \$733,612 (-15.9%) and \$679,417 (-15.4%), The revenue figures do include a 7.5% increase in water and sewer rates but were conservatively budgeted based on COVID 19 impact.
- *Tap Fees:* The FY 20/21 recommended budget anticipates an increase of \$102,608 (14.9%) in revenue from water taps, and an increase of \$127,200 (14.9%) in revenue from sewer taps.
- The budget does not assume any changes to the water and sewer capacity fee schedule.
- *Bond Proceeds:* The FY 20/21 recommended budget does include \$21,590,950 in bond proceeds to cover the expenses incurred for the waste treatment plant upgrade, phase 2.

### **Gross Revenue Fund Expenditure Highlights**

The total expenditures within the recommended Gross Revenue Fund budget are projected to decrease by \$1,836,934 or -15.4%, compared to the previous fiscal year.

The largest year-over-year impact will be seen in the following departmental budget: Water Maintenance reflects a decrease of **\$2,684,311 or -55.4%** compared to the previous fiscal year. In addition to conservative estimates, the completion of the water tank plays a part as these expenses were recorded here.

The items below outline some of the significant changes from the 20/21 budget:

- *Cost-of-Living Adjustments:* The recommended budget does not include any cost-of-living adjustments.
- *Personnel:* The budget does not include any new positions.
- *Noteworthy Projects:* The following noteworthy projects have been recommended for funding in the FY 20/21 budget:
- Various Supplies and Services



Item	Department	Amount
GIS Coordination	Water/Sewer Adm	35,000
Water Tower Maintenance	Water Maint	3,000
Hydrant Testing	Water Maint	45,000
Water Meters	Water Maint	456,000
Lift Station Rehab-Engineering	Sewer Maint	60,350
R-O-W Maintenance	Sewer Maint	20,000
Root Control	Sewer Maint	20,000
Pipeline/Manhole Rehab	Sewer Maint	75,000
Landscaping	Sewer Maint	20,000
Unregulated Contaminants Samples	Water Maint	50,000
Division II Road Repair	WWTP	40,000
Meter Change-outs Phase II	Water Maint	100,000

- Vehicles (1) – new or replacements

Item	Department	Amount
Pick-up Truck	Sewer Maintenance	25,500

- Machinery & Equipment – new or replacements

Item	Department	Amount
Hydro-Excavator	Water Maint	37,500
Hydrant Valve Tool	Water Maint	10,000
Camera Inspection System & Van	Sewer Maint	255,000

- Other Outlay

Item	Department	Amount
WWTP Upgrade 2	Waste Treatment	20,670,403
Lift Station Rehab	Sewer Maint	630,314
Inflow Infiltration	Sewer Maint	150,000

These highlights are representative of a portion of the entire budget.

- *Gross Revenue Allocation:* The Gross Revenue Allocation covers expenses incurred in the General Fund and allocated to the Gross Revenue Fund. The Gross Revenue Allocation is set at 30% of the total expenditures incurred by the Administration and Council budgets. In FY 19/20, this amount is budgeted at **\$1,114,491**, a decrease of \$196,299 or -15%, from the previous fiscal year.
- *Contingency:* The recommended budget includes an appropriation to the Non-Departmental Contingency line item of **\$30,671** which may be used to cover unexpected costs that arise during the upcoming fiscal year, or alternatively, may roll into the fund balance at the end of FY 20/21 and be used for other items in subsequent budget years.

### Debt Coverage

The revenues and expenditures of the Gross Revenue Fund budget have been examined and projections provided by the town’s rate consultant. It is anticipated that the debt coverage ratio at the end of FY 20/21 will be approximately 3.50, which will meet the minimum coverage requirements of the town’s existing bond covenants of 1.20.

## **CAPITAL PROJECTS FUND**

The recommended Capital Projects Fund budget for FY 20/21 is in balance at \$15,806,129

### **Capital Projects Fund Revenue Highlights**

Capital Projects revenue is non-restricted and may be used for any capital expenditure

The recommended FY 20/21 budget anticipates a total of \$15,806,129 in revenues available for non-restricted capital projects. These funds are made up of a combination of an appropriation of the Capital Projects Fund Balance in the amount of \$6,793,129 and transfers from the special revenue funds totaling \$9,000,000. The FY 20/21 budget continues the practice of utilizing surplus funds from prior years to fund one-time capital expenditures. An additional \$10,000 is expected from the sale of spaces in the new mausoleum and interest income of \$3,000.



The Capital Projects Fund budget totals \$15,806,129 in revenues, an increase of \$1,601,129 or 11.3%, from FY 19/20.

**Capital Projects Fund Expenditure Highlights**

The total expenditures of \$15,806,129 within the recommended Capital Projects Fund budget are expected to increase by \$1,601,129, or 11.3%, compared to FY 20/21.

The expenditures include the following:

- Bond Debt Service Payment
  - General Obligations Bond Series 2019 - \$331,129
- Capital Projects
  - Banks Athletic Park - \$9,900,000
  - Walter Elisha Park Improvements - \$2,650,000
  - CMAQ Local Matches - \$125,000
  - Miscellaneous Sidewalk Projects - \$100,000
  - Facilities Improvements
    - Recreation Complex (YMCA) Facilities Maintenance- \$500,000
    - Recreation Complex Tennis Courts - \$500,000
    - Fort Mill Community Center - \$1,500,000
- Capital Projects Master Planning - \$200,000

**STORMWATER UTILITY FUND**

The recommended Stormwater Utility Fund budget for FY 20/21 is in balance at \$905,929.

**Stormwater Fund Revenue Highlights**

The total revenues within the recommended Stormwater Fund budget are projected to see a decrease of \$236,801 or -26.14%, compared to the previous year.

**Stormwater Fund Expenditure Highlights**

The total expenditures within the recommended Stormwater Fund budget are in balance with projected revenues and are expected to decrease by \$236,801 or -26.14%, compared to FY 19/20.

The items below outline some of the significant changes from the FY 20/21 budget:

- *Cost-of-Living Adjustments:* The recommended budget does not include any cost-of-living adjustments.
- *Personnel:* The recommended budget does not include any new positions.
- *Noteworthy Operating/Capital items:* The following noteworthy items have been recommended for funding in the FY 20/21 budget:
- **Other Expenses:**

Item	Amount
Tree Removal	5,000
Wildlife Control	6,000
Sidewalk and Asphalt Repair	10,000

- Vehicles (1) – new or replacement

Item	Amount
Utility Truck	39,000

These highlights are representative of a portion of the entire budget.

- *Contingency:* The recommended budget includes an appropriation to the Contingency line item of \$12,000 which may be used to cover unexpected costs that arise during the upcoming fiscal year, or alternatively, may roll into the fund balance at the end of FY 20/21 and be used for other items in subsequent budget years

**SPECIAL REVENUE FUNDS**



The recommended budgets for the special revenue funds are balanced with respect to each specific fund as indicated below:

Fund	Revenue	Expenses/Transfers
Accommodations Tax	1,439,000	1,439,000
Fire Protect Imp Fee	200,000	200,000
Municipal Svc Imp Fee	375,000	375,000
Recreation Imp Fee	1,400,000	1,400,000
Hospitality Tax	4,021,400	4,021,400

**In Conclusion**

It is my pleasure to prepare and present the budget for Fiscal Year 2020/21. Please feel free to contact me if you have any questions or comments about the contents of this document.



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# **FUND SUMMARIES**

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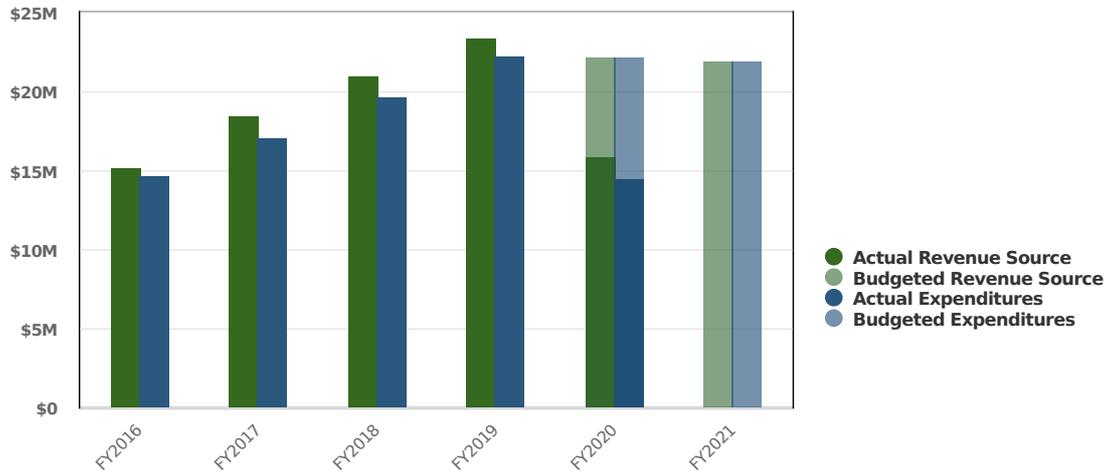


## General Fund

The **General Fund** is the general operating fund for the town and accounts for all revenues and expenditures of the town, except those required to be accounted for in another fund. The General Fund is considered a major fund and is used to account for general government services, such as: town council, municipal court, administration, police, fire, public works, parks and recreation, and debt service.

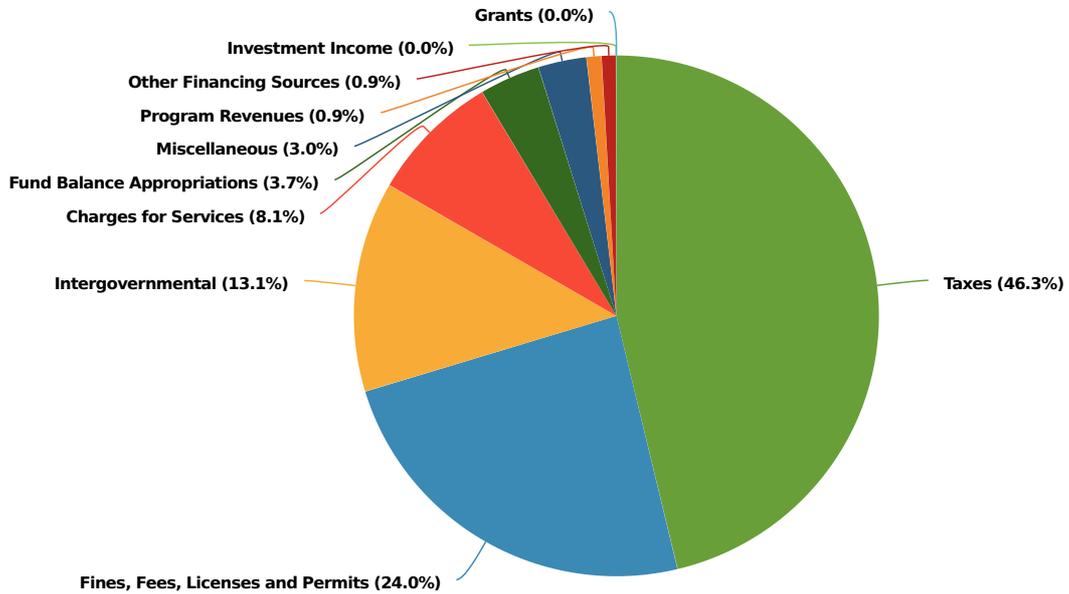
### Summary

The Town of Fort Mill is projecting \$21.94M of revenue in 2021, which represents a 1.1% decrease over the prior year. Expenditures are projected to decrease by 1.1% or \$240.87K to \$21.94M.

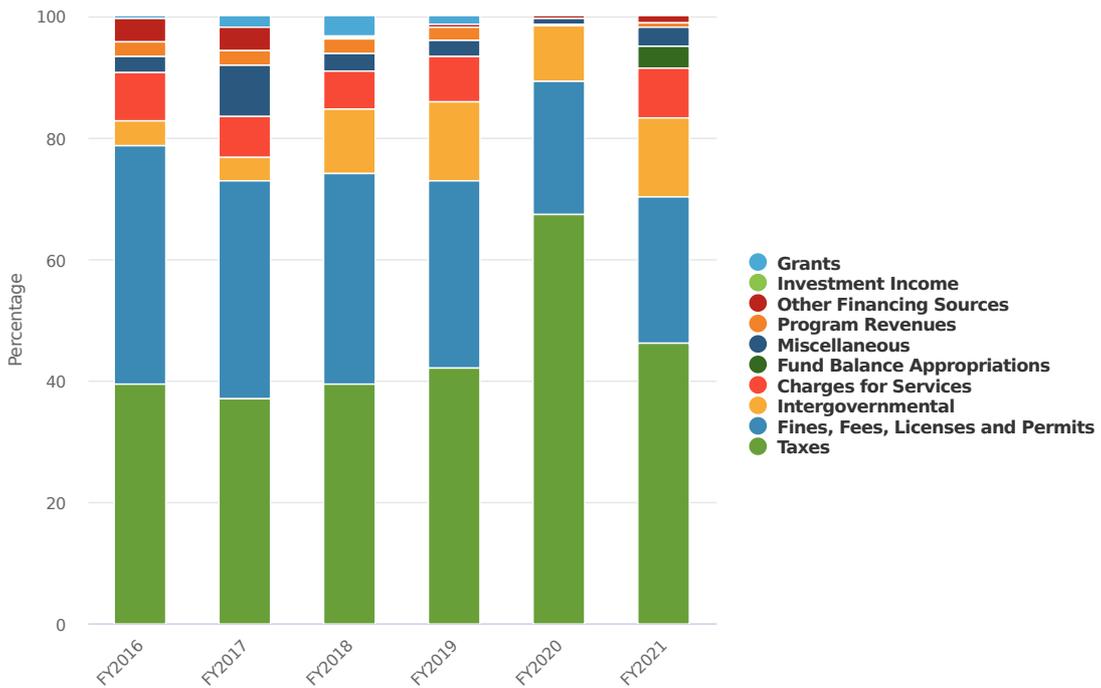


# Revenues

## Projected 2021 Revenues



## Budgeted and Historical 2021 Revenues

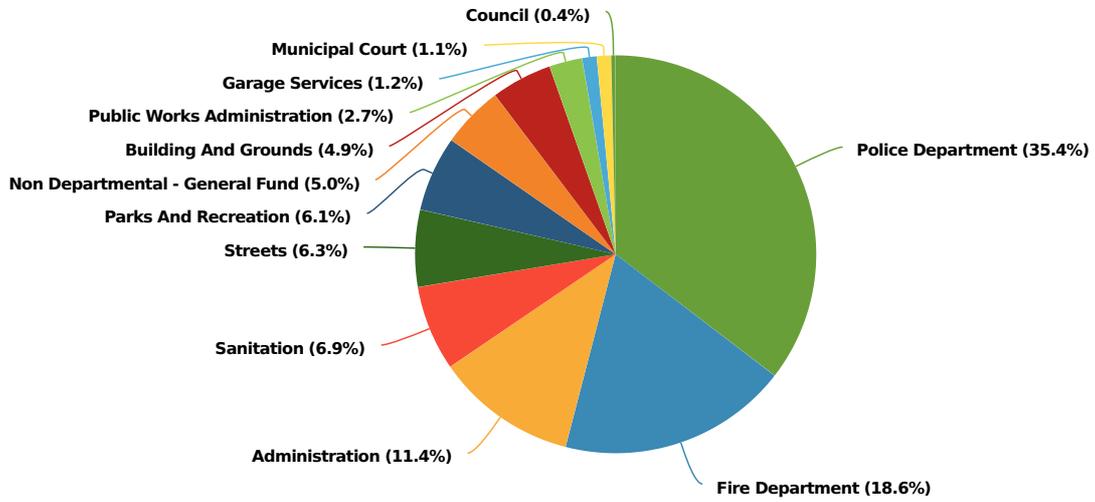


Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Revenue Source				
Taxes	\$9,853,792.13	\$10,194,500.00	\$10,153,000.00	-0.4%
Fund Balance Appropriations			\$821,672.00	
Program Revenues	\$468,656.92	\$405,000.00	\$202,500.00	-50%
Fines, Fees, Licenses and Permits	\$7,233,919.37	\$6,211,200.00	\$5,275,950.00	-15.1%
Charges for Services	\$1,720,492.14	\$1,584,050.00	\$1,771,586.00	11.8%
Intergovernmental	\$3,047,865.32	\$2,809,951.80	\$2,868,514.00	2.1%
Miscellaneous	\$653,415.59	\$454,006.00	\$653,255.00	43.9%
Grants	\$272,499.56	\$300,000.00	\$0.00	-100%
Investment Income	\$14,588.11	\$5,500.00	\$5,500.00	0%
Other Financing Sources	\$124,522.16	\$220,034.00	\$191,400.00	-13%
<b>Total Revenue Source:</b>	<b>\$23,389,751.30</b>	<b>\$22,184,241.80</b>	<b>\$21,943,377.00</b>	<b>-1.1%</b>

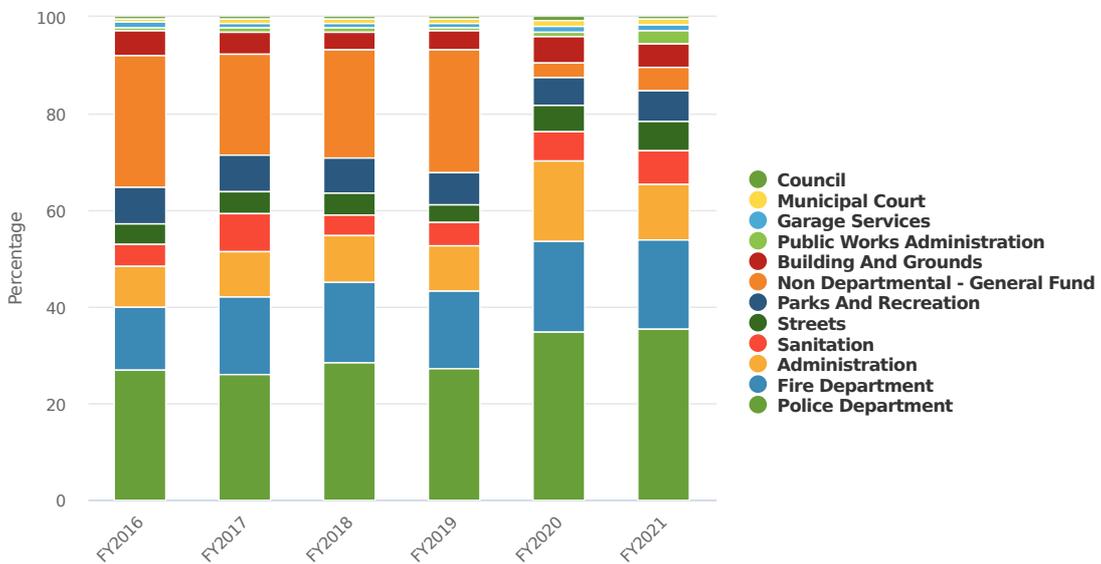


# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures				
Non Departmental - General Fund	\$5,675,085.99	\$967,620.00	\$1,099,346.00	13.6%
Administration	\$2,070,258.35	\$2,944,126.00	\$2,504,734.00	-14.9%
Police Department	\$6,039,095.84	\$7,497,377.00	\$7,778,527.00	3.7%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Public Works Administration	\$135,272.64	\$424,068.00	\$584,486.00	37.8%
Streets	\$854,703.10	\$1,273,783.00	\$1,372,062.00	7.7%
Sanitation	\$1,069,730.52	\$1,130,284.00	\$1,517,853.00	34.3%
Fire Department	\$3,618,320.60	\$4,192,825.00	\$4,077,631.00	-2.7%
Building And Grounds	\$891,412.65	\$1,203,259.00	\$1,078,541.00	-10.4%
Parks And Recreation	\$1,472,473.17	\$1,657,855.00	\$1,343,453.00	-19%
Garage Services	\$187,429.32	\$569,198.80	\$258,192.00	-54.6%
Municipal Court	\$204,284.33	\$239,724.00	\$250,803.00	4.6%
Council	\$72,913.76	\$84,124.00	\$77,749.00	-7.6%
<b>Total Expenditures:</b>	<b>\$22,290,980.27</b>	<b>\$22,184,243.80</b>	<b>\$21,943,377.00</b>	<b>-1.1%</b>



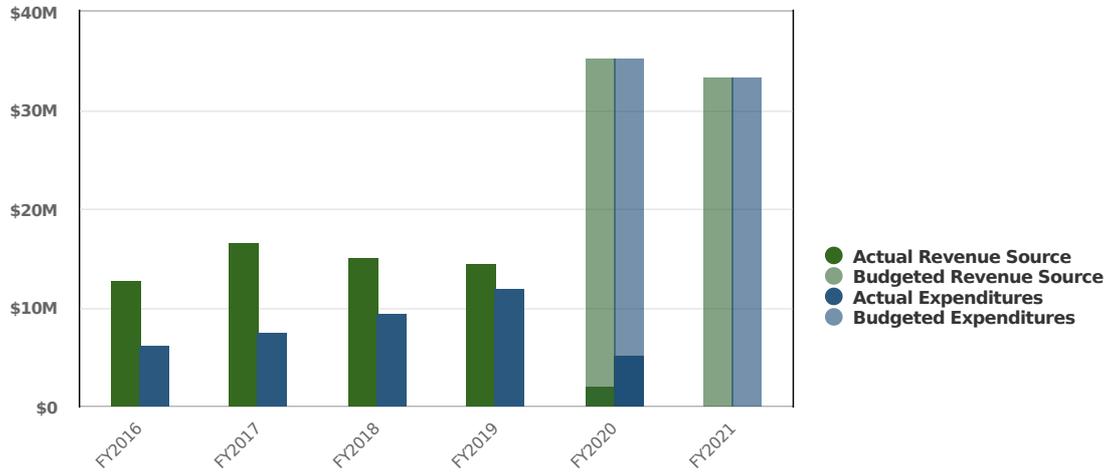


## Gross Revenue Fund

The **Gross Revenue Fund** is an “enterprise” fund that is used to account for operations that are financed and operated in a manner similar to a private business. The Gross Revenue Fund is considered a major fund and is used to account for all activities related to the town’s water and sewer operations.

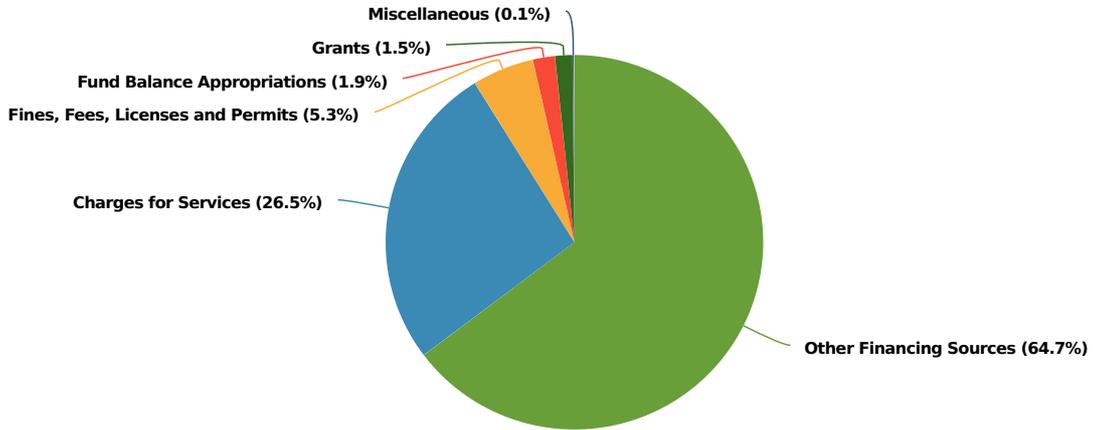
### Summary

The Town of Fort Mill is projecting \$33.38M of revenue in 2021, which represents a 5.4% decrease over the prior year. Expenditures are projected to decrease by 5.4% or \$1.9M to \$33.38M.

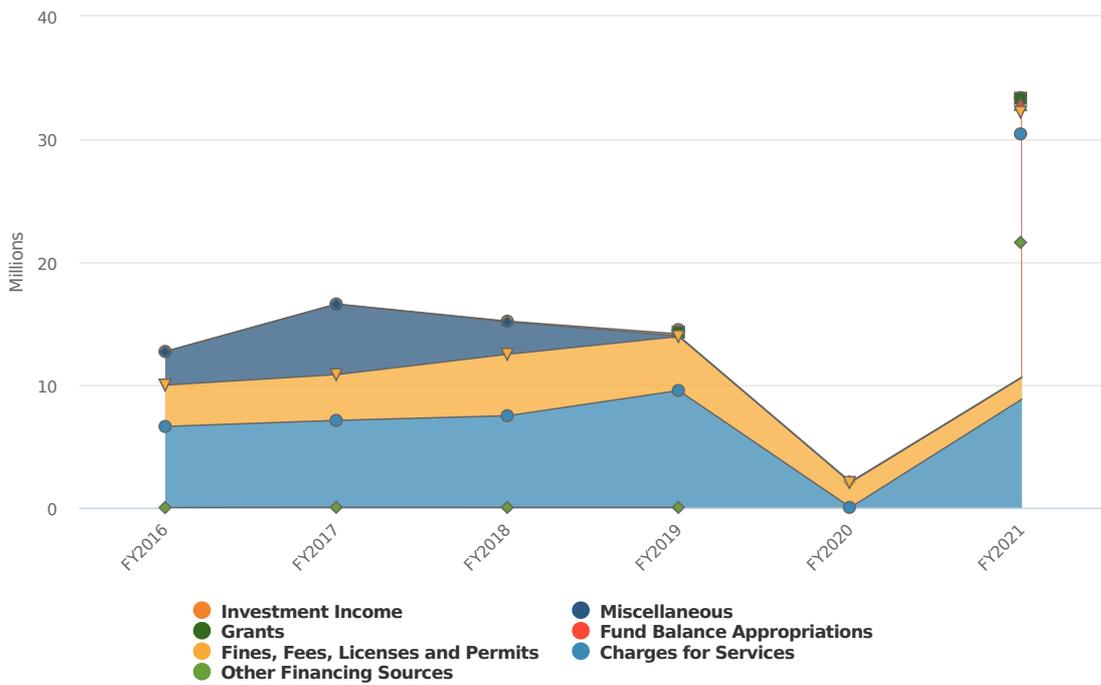


# Revenues

## Projected 2021 Revenues



## Budgeted and Historical 2021 Revenues

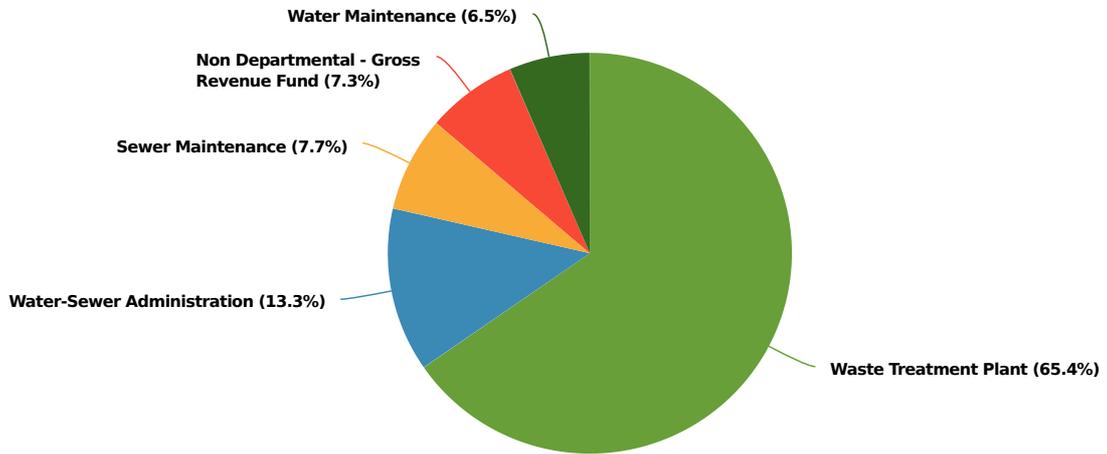


<b>Name</b>	<b>FY2019 Actual</b>	<b>FY2020 Budgeted</b>	<b>FY2021 Budgeted</b>	<b>FY2020 Budgeted vs. FY2021 Budgeted (% Change)</b>
Revenue Source				
Fund Balance Appropriations		\$2,560,557.00	\$630,314.00	-75.4%
Fines, Fees, Licenses and Permits	\$4,395,445.37	\$1,539,280.00	\$1,769,088.00	14.9%
Charges for Services	\$9,516,494.17	\$10,124,320.00	\$8,831,121.00	-12.8%
Miscellaneous	\$46,066.05	\$37,199.00	\$37,199.00	0%
Grants	\$352,443.87	\$0.00	\$500,000.00	
Investment Income	\$160,038.42	\$12,860.00	\$13,610.00	5.8%
Other Financing Sources	\$28,382.23	\$21,000,000.00	\$21,595,950.00	2.8%
<b>Total Revenue Source:</b>	<b>\$14,498,870.11</b>	<b>\$35,274,216.00</b>	<b>\$33,377,282.00</b>	<b>-5.4%</b>

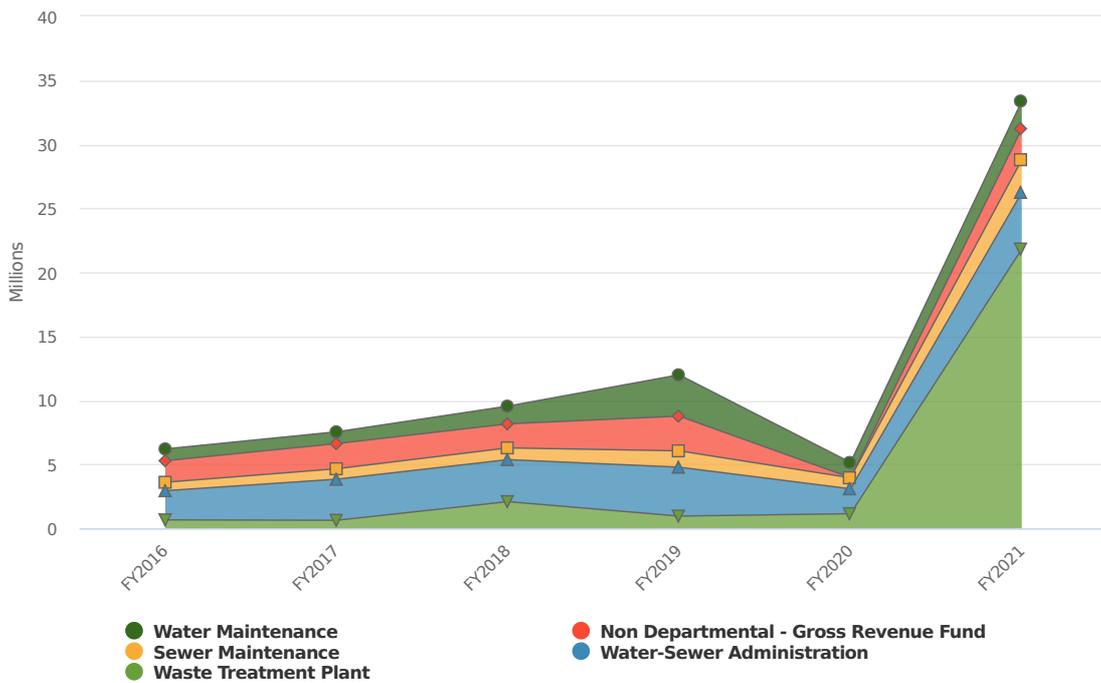


# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures				
Non Departmental - Gross Revenue Fund	\$2,714,465.34	\$3,639,523.88	\$2,423,631.00	-33.4%
Water-Sewer Administration	\$3,820,522.51	\$4,323,161.00	\$4,423,204.00	2.3%
Water Maintenance	\$3,223,542.85	\$4,844,575.00	\$2,160,264.00	-55.4%
Waste Treatment Plant	\$949,603.19	\$20,280,130.00	\$21,814,523.00	7.6%
Sewer Maintenance	\$1,276,411.51	\$2,186,825.00	\$2,555,660.00	16.9%
<b>Total Expenditures:</b>	<b>\$11,984,545.40</b>	<b>\$35,274,214.88</b>	<b>\$33,377,282.00</b>	<b>-5.4%</b>



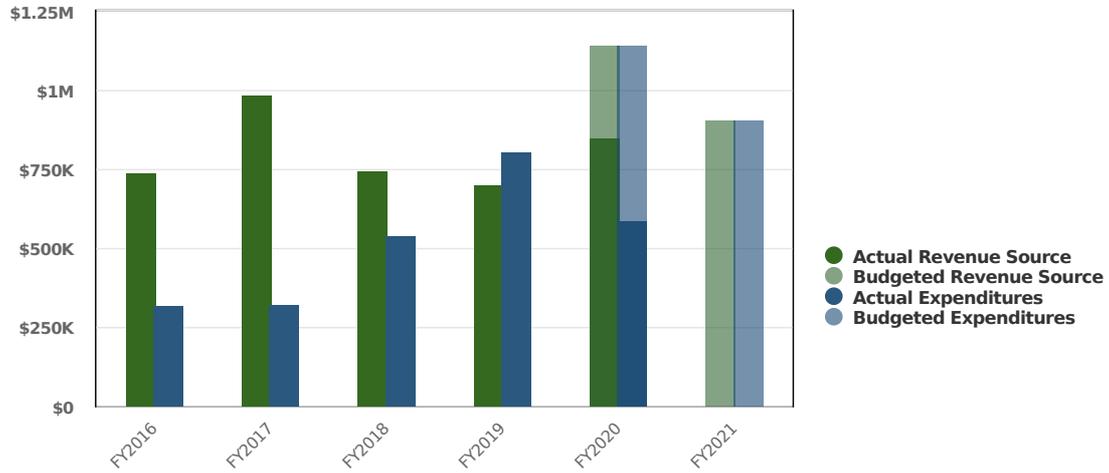


## Stormwater Utility Fund

The **Stormwater Utility Fund** is a non-major fund that is used to account for operations that are financed and operated in a manner similar to a private business. The Stormwater Utility Fund is used to account for all activities related to the town's stormwater operations.

### Summary

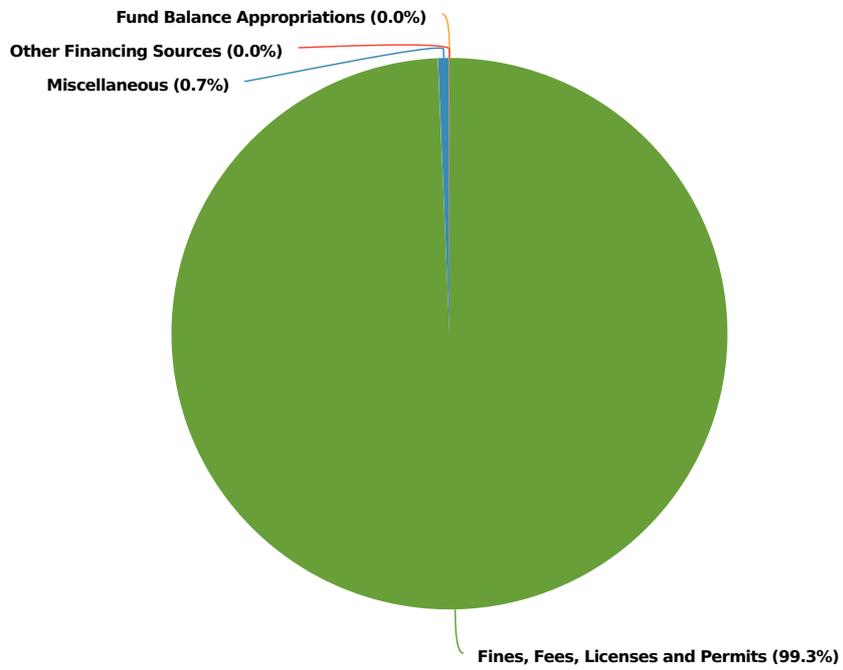
The Town of Fort Mill is projecting \$905.93K of revenue in 2021, which represents a 20.7% decrease over the prior year. Expenditures are projected to decrease by 20.7% or \$236.8K to \$905.93K.



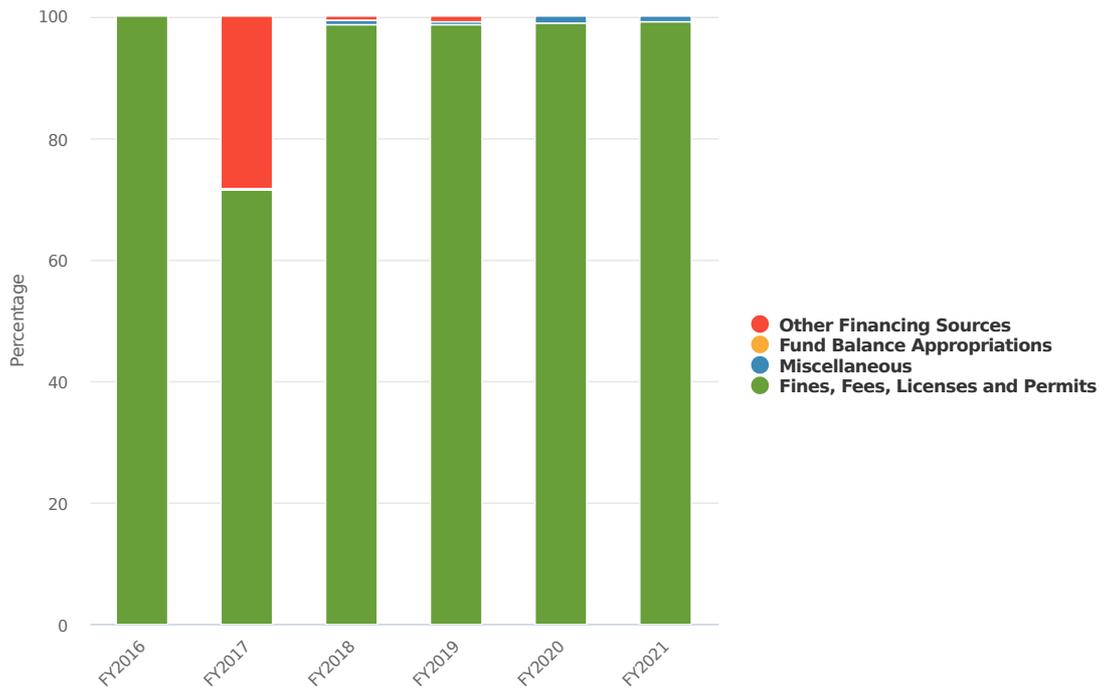
# Revenues

Stormwater revenues are made up of stormwater fees, land disturbance fees and other miscellaneous sources. FY 2020-2021 revenue decrease, in large part, was due to a conservative estimate based on the COVID-19 impact.

## Projected 2021 Revenues



### Budgeted and Historical 2021 Revenues

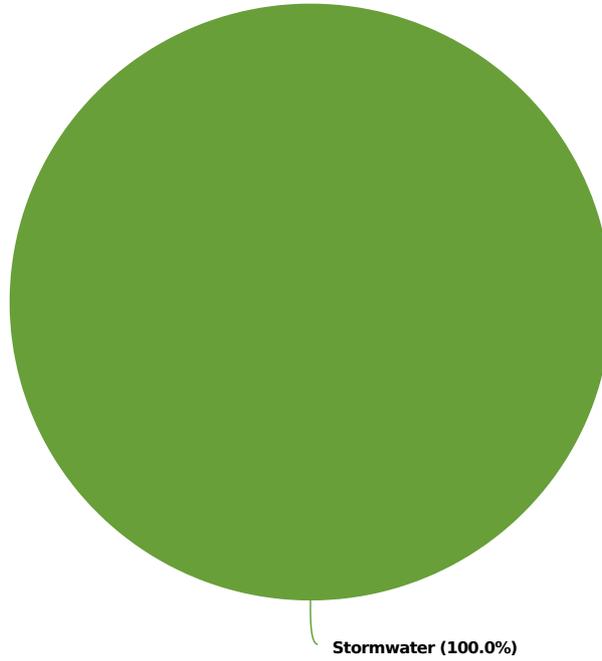


Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Revenue Source				
Fines, Fees, Licenses and Permits	\$693,745.99	\$1,136,802.00	\$900,000.00	-20.8%
Miscellaneous	\$4,180.58	\$5,929.00	\$5,929.00	0%
Other Financing Sources	\$5,025.14	\$0.00	\$0.00	
<b>Total Revenue Source:</b>	<b>\$702,951.71</b>	<b>\$1,142,731.00</b>	<b>\$905,929.00</b>	<b>-20.7%</b>

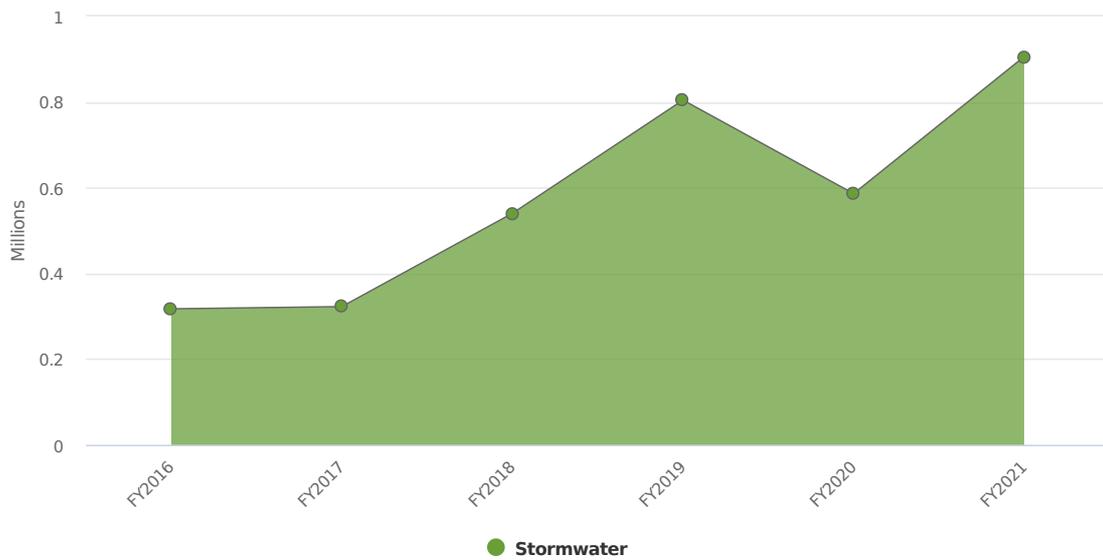


# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures				



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Stormwater	\$804,477.81	\$1,142,730.00	\$905,929.00	-20.7%
<b>Total Expenditures:</b>	<b>\$804,477.81</b>	<b>\$1,142,730.00</b>	<b>\$905,929.00</b>	<b>-20.7%</b>



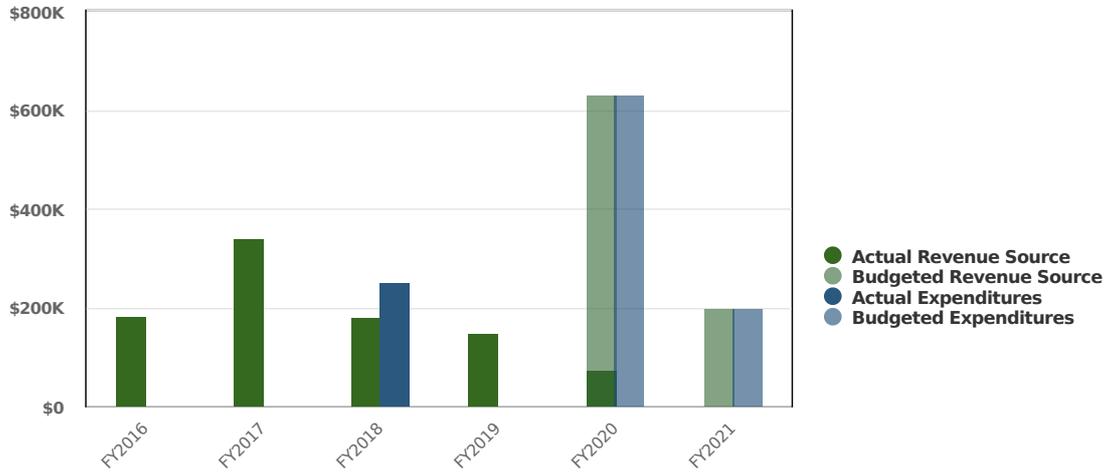


# Fire Protect Impact Fee Fund

The **Fire Protection Impact Fee Fund** is a special revenue fund established by adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the fire protection system identified to serve new development

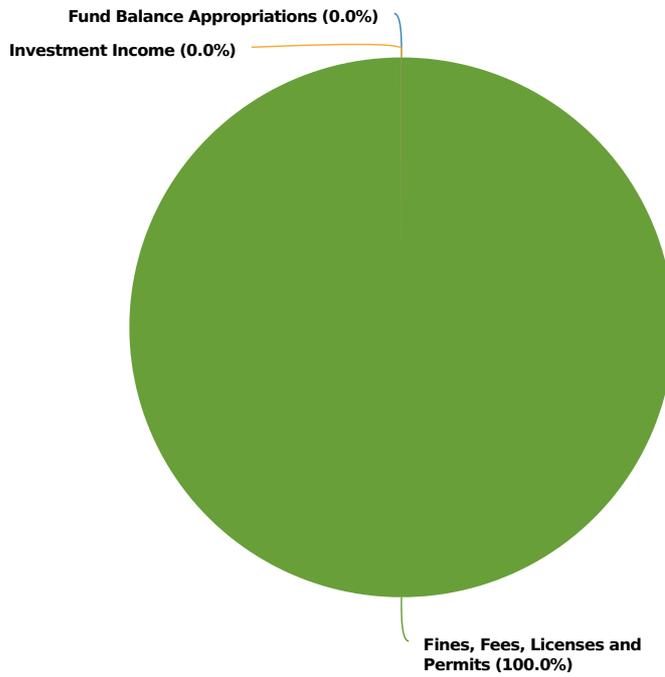
## Summary

The Town of Fort Mill is projecting \$200K of revenue in 2021, which represents a 68.2% decrease over the prior year. Expenditures are projected to decrease by 68.2% or \$429.78K to \$200K.

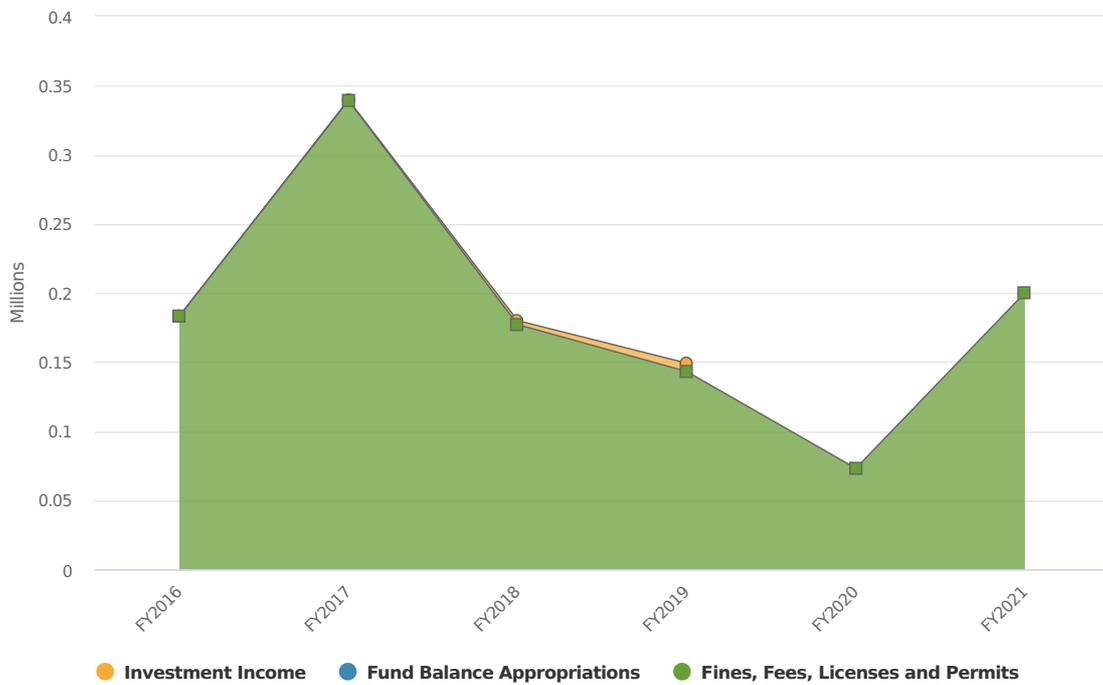


# Revenues

## Projected 2021 Revenues



## Budgeted and Historical 2021 Revenues

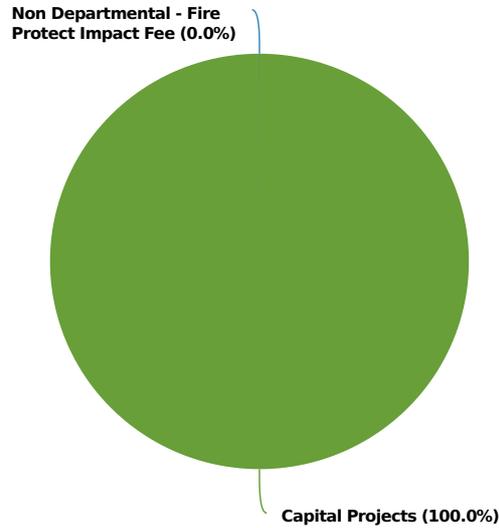


Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Revenue Source				
Fund Balance Appropriations		\$517,319.00	\$0.00	-100%
Fines, Fees, Licenses and Permits	\$143,028.00	\$112,456.00	\$200,000.00	77.8%
Investment Income	\$6,053.36	\$0.00	\$0.00	
<b>Total Revenue Source:</b>	<b>\$149,081.36</b>	<b>\$629,775.00</b>	<b>\$200,000.00</b>	<b>-68.2%</b>

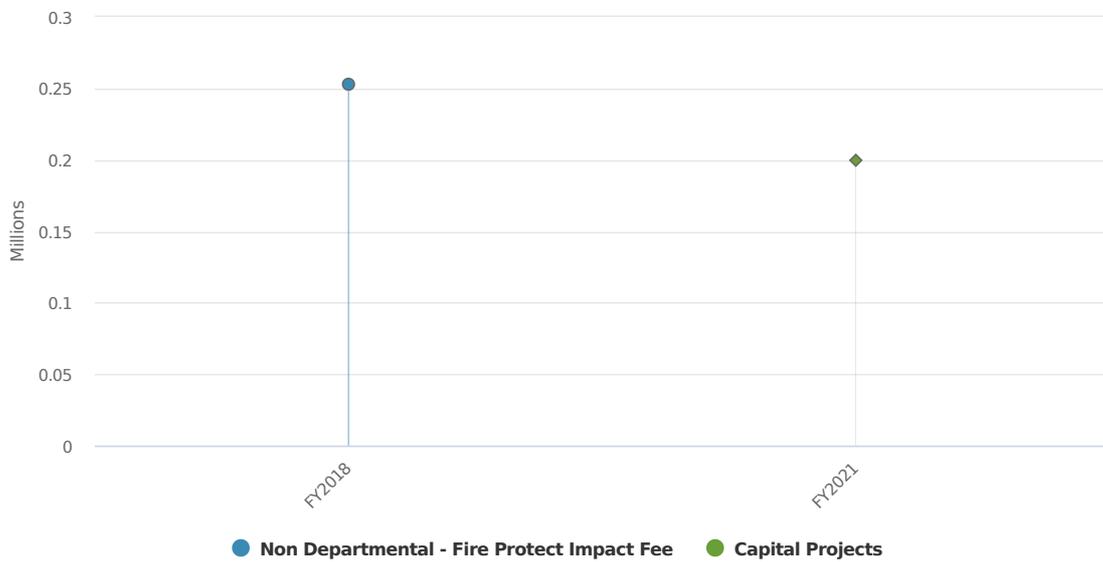


# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures			
Capital Projects		\$200,000.00	
Non Departmental - Fire Protect Impact Fee	\$629,775.00	\$0.00	-100%
<b>Total Expenditures:</b>	<b>\$629,775.00</b>	<b>\$200,000.00</b>	<b>-68.2%</b>





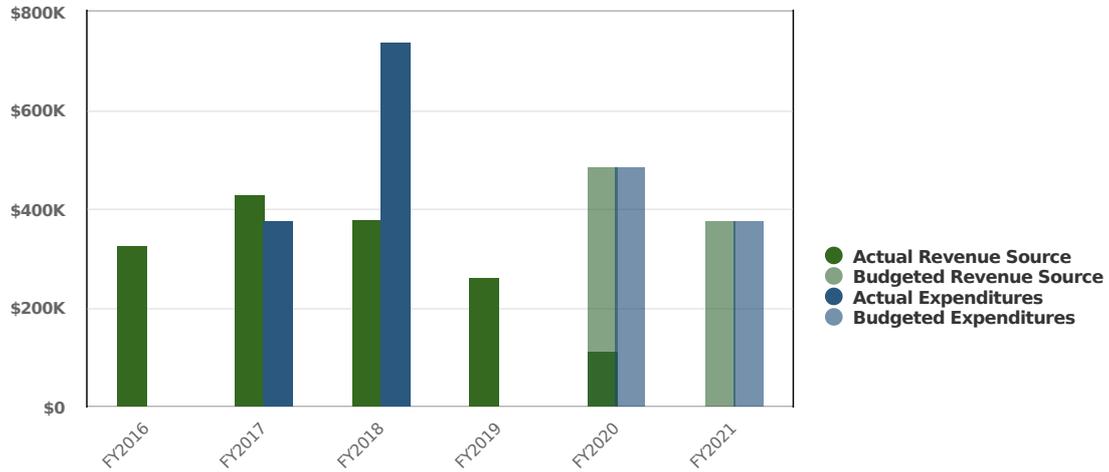


## Munic Facility- Eqp Impact Fee Fd

The **Municipal Facilities & Equipment Impact Fee Fund** is a special revenue fund established by the adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the municipal facilities and equipment system identified to serve new development

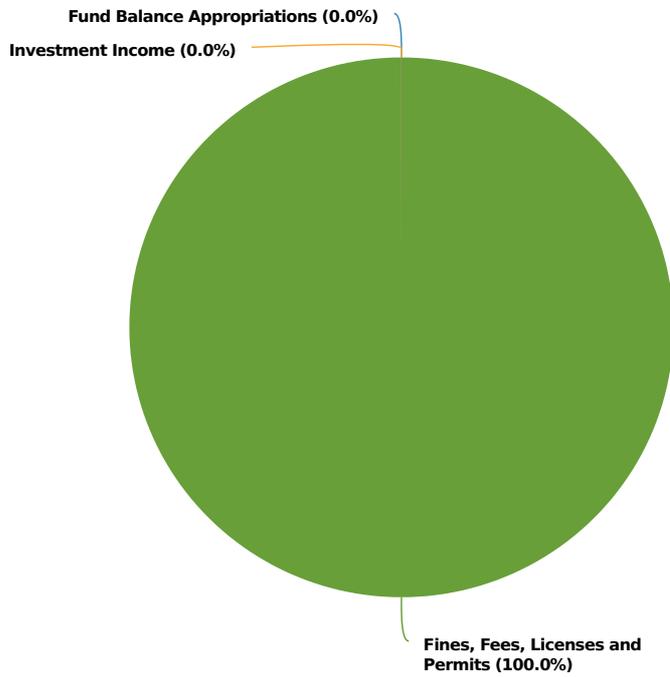
### Summary

The Town of Fort Mill is projecting \$375K of revenue in 2021, which represents a 22.6% decrease over the prior year. Expenditures are projected to decrease by 22.6% or \$109.55K to \$375K.

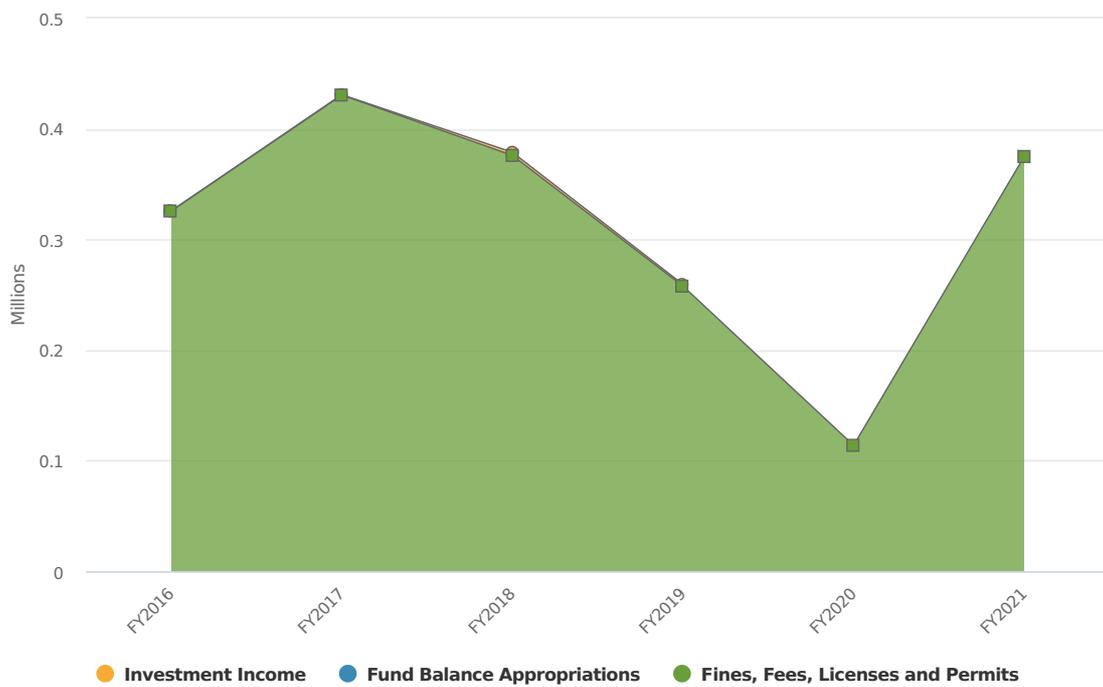


# Revenues

## Projected 2021 Revenues



## Budgeted and Historical 2021 Revenues

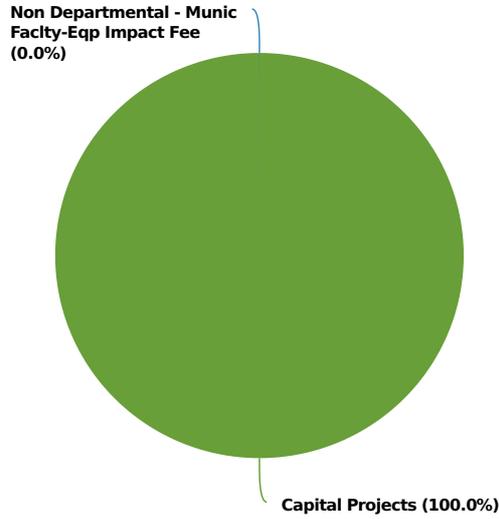


Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Revenue Source				
Fund Balance Appropriations		\$252,324.00	\$0.00	-100%
Fines, Fees, Licenses and Permits	\$257,758.03	\$232,221.00	\$375,000.00	61.5%
Investment Income	\$1,538.63	\$0.00	\$0.00	
<b>Total Revenue Source:</b>	<b>\$259,296.66</b>	<b>\$484,545.00</b>	<b>\$375,000.00</b>	<b>-22.6%</b>

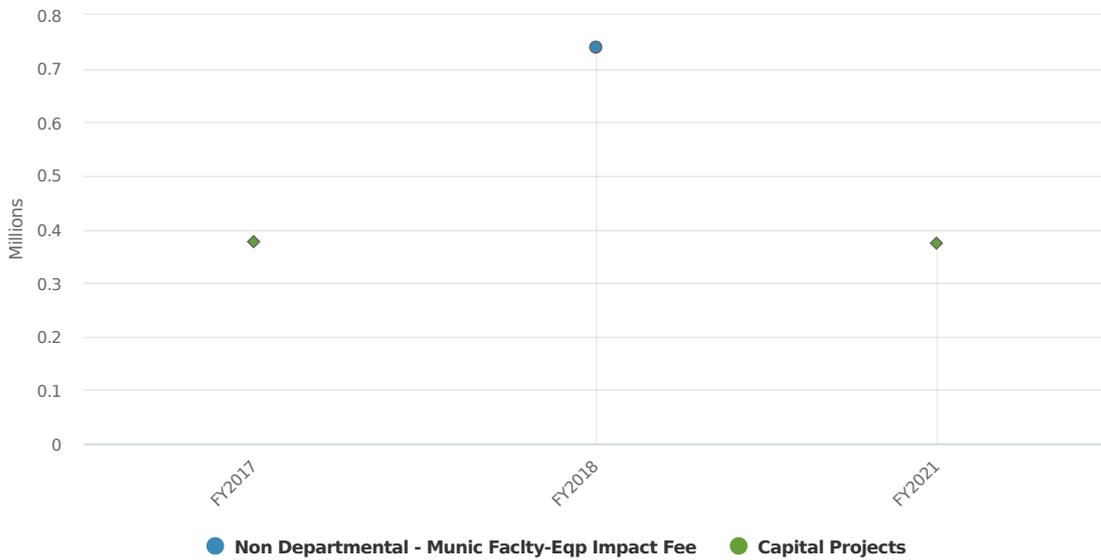


# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures			
Capital Projects	\$484,545.00	\$375,000.00	-22.6%
<b>Total Expenditures:</b>	<b>\$484,545.00</b>	<b>\$375,000.00</b>	<b>-22.6%</b>



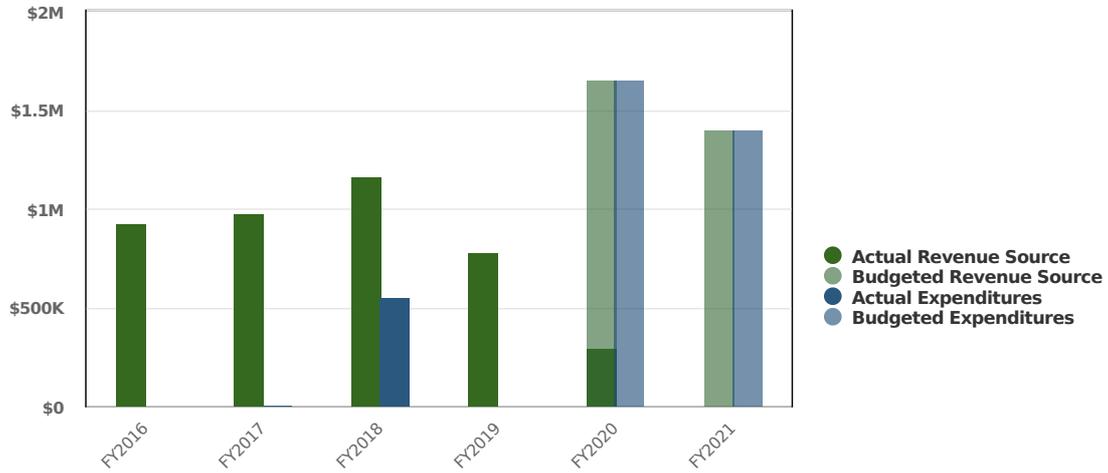


## Parks-Rec Impact Fee Fund

The **Parks & Recreation Impact Fee Fund** is a special revenue fund established by the adoption of Ordinance No. 2015-12 for the collection and disbursement of said impact fee for improvements to the parks and recreation system identified to serve new development

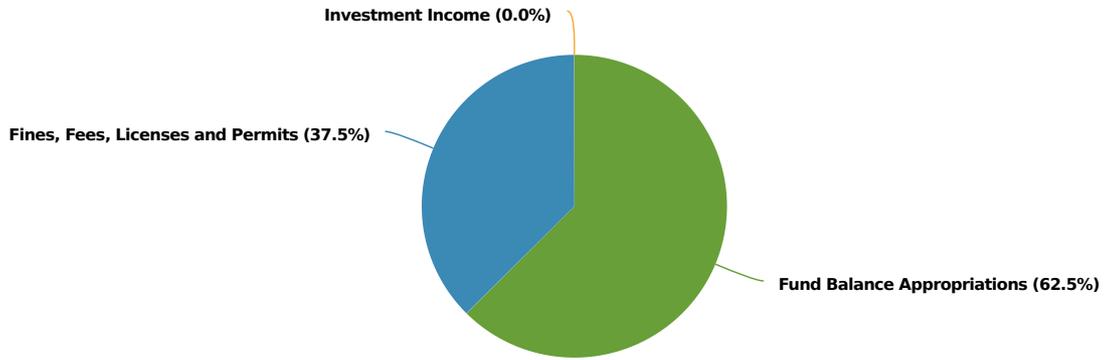
### Summary

The Town of Fort Mill is projecting \$1.4M of revenue in 2021, which represents a 15.2% decrease over the prior year. Expenditures are projected to decrease by 15.2% or \$250K to \$1.4M.

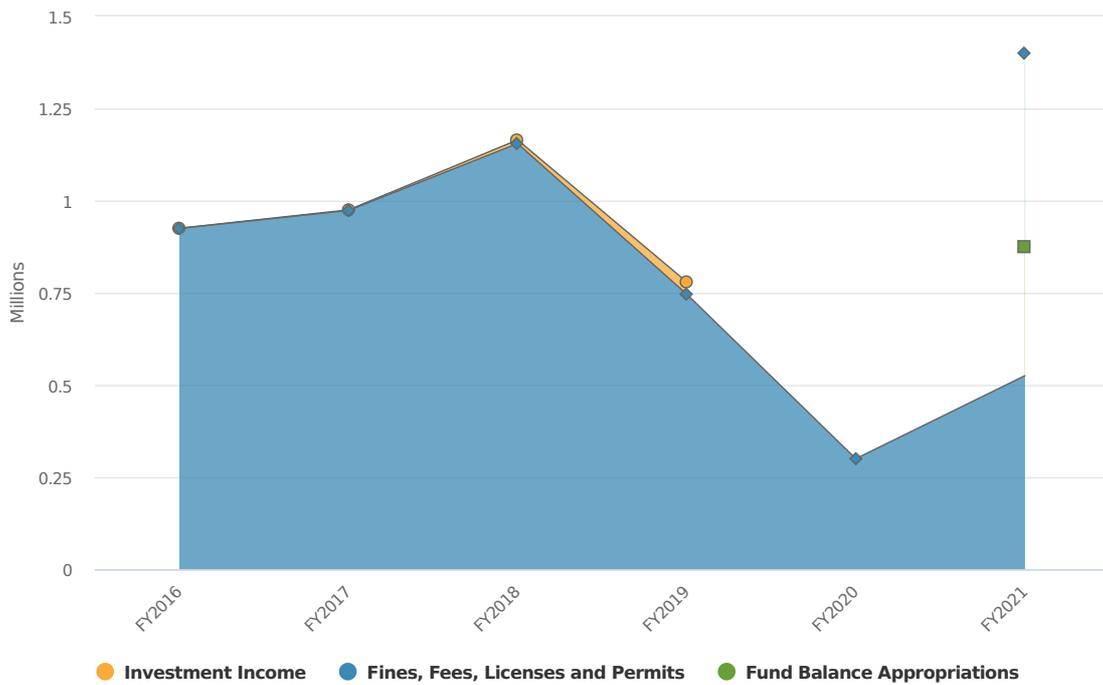


# Revenues

## Projected 2021 Revenues



## Budgeted and Historical 2021 Revenues

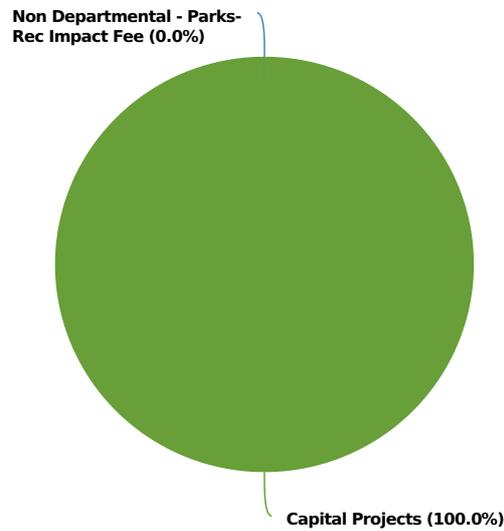


Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Revenue Source				
Fund Balance Appropriations		\$944,582.00	\$875,000.00	-7.4%
Fines, Fees, Licenses and Permits	\$746,067.83	\$705,418.00	\$525,000.00	-25.6%
Investment Income	\$33,344.70	\$0.00	\$0.00	
<b>Total Revenue Source:</b>	<b>\$779,412.53</b>	<b>\$1,650,000.00</b>	<b>\$1,400,000.00</b>	<b>-15.2%</b>

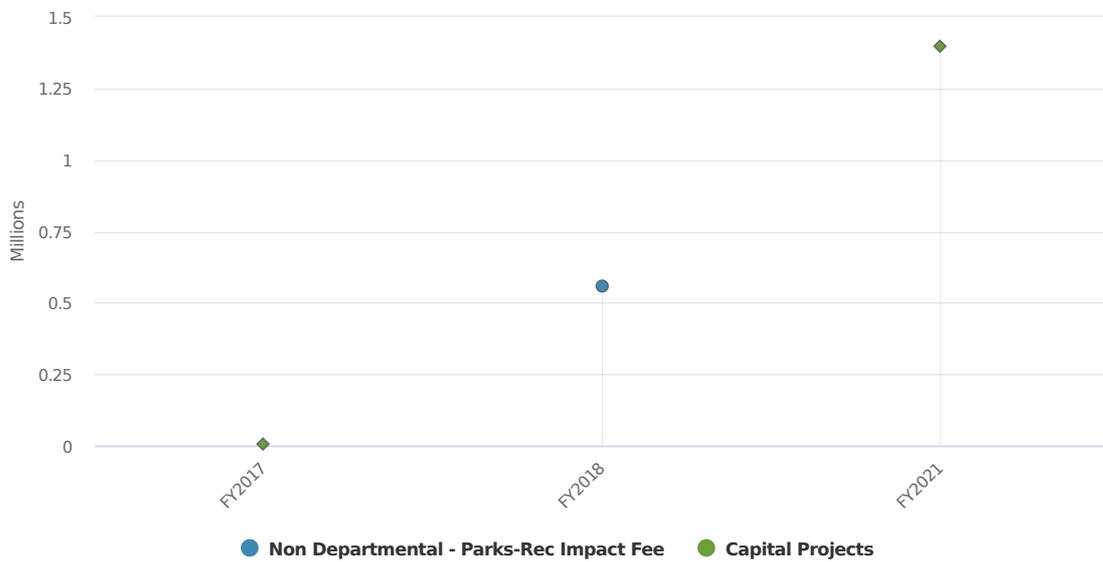


# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures			
Capital Projects	\$1,650,000.00	\$1,400,000.00	-15.2%
<b>Total Expenditures:</b>	<b>\$1,650,000.00</b>	<b>\$1,400,000.00</b>	<b>-15.2%</b>



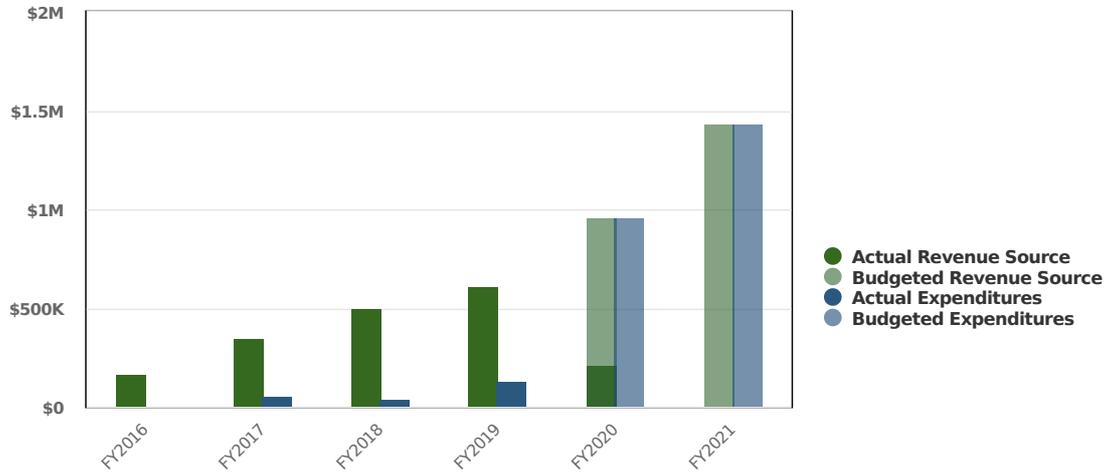


# Accommodations Tax

The **Accommodations Tax Fund** is a special revenue fund established for state and local collection and disbursement of said tax for tourism related activity

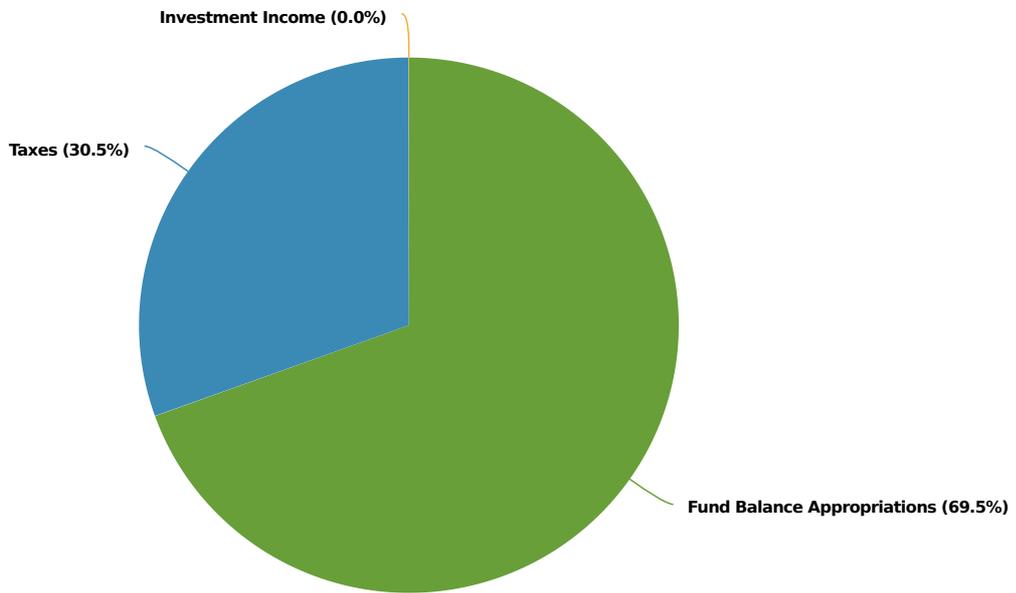
## Summary

The Town of Fort Mill is projecting \$1.44M of revenue in 2021, which represents a 49.9% increase over the prior year. Expenditures are projected to increase by 49.9% or \$479K to \$1.44M.

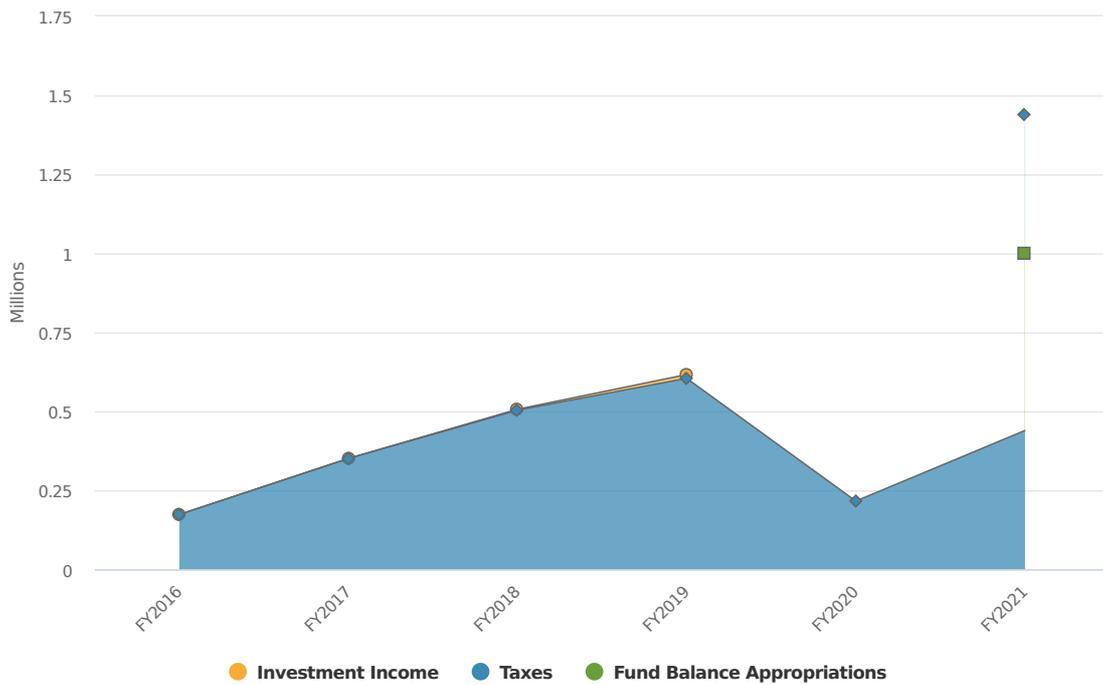


# Revenues

## Projected 2021 Revenues



## Budgeted and Historical 2021 Revenues

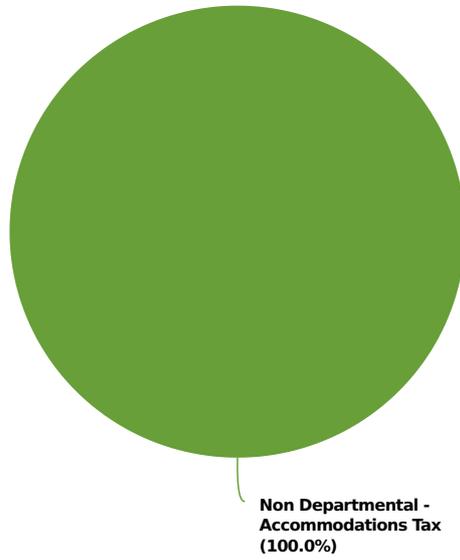


Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Revenue Source				
Taxes	\$603,954.56	\$560,000.00	\$439,000.00	-21.6%
Fund Balance Appropriations		\$400,000.00	\$1,000,000.00	150%
Investment Income	\$12,195.85	\$0.00	\$0.00	
<b>Total Revenue Source:</b>	<b>\$616,150.41</b>	<b>\$960,000.00</b>	<b>\$1,439,000.00</b>	<b>499%</b>

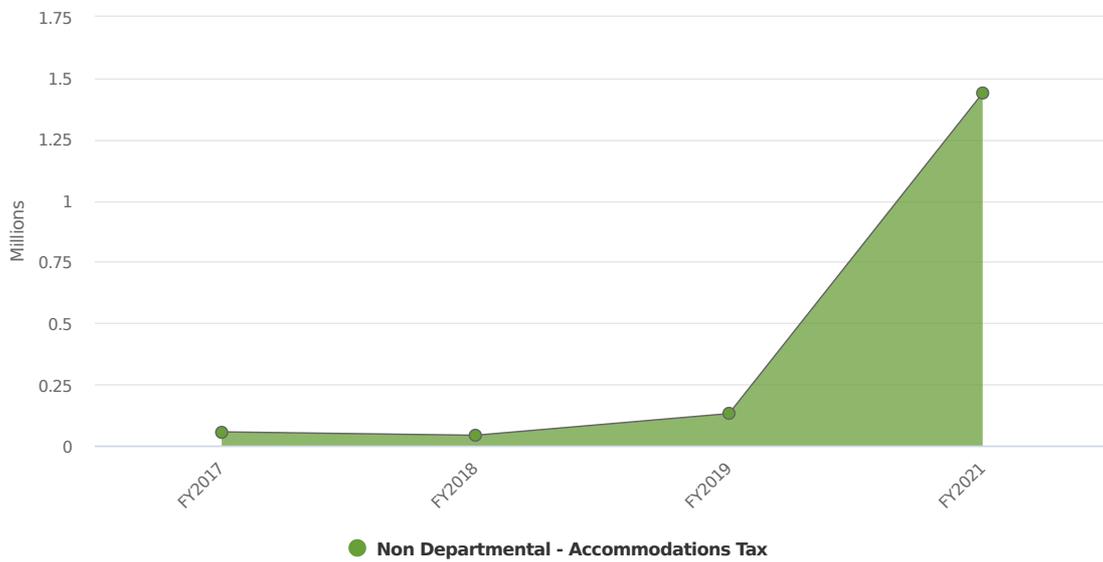


# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures				
Non Departmental - Accommodations Tax	\$130,455.90	\$960,000.00	\$1,439,000.00	49.9%
<b>Total Expenditures:</b>	<b>\$130,455.90</b>	<b>\$960,000.00</b>	<b>\$1,439,000.00</b>	<b>49.9%</b>

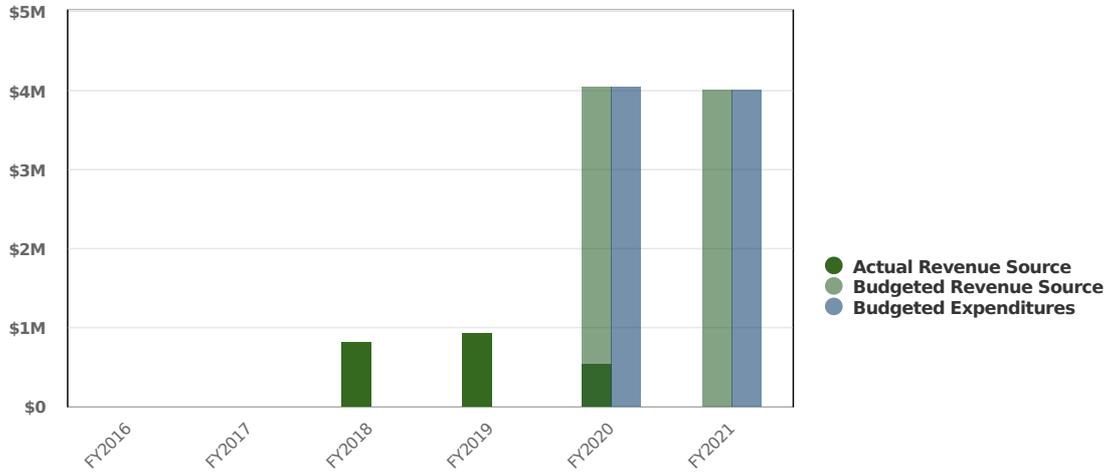






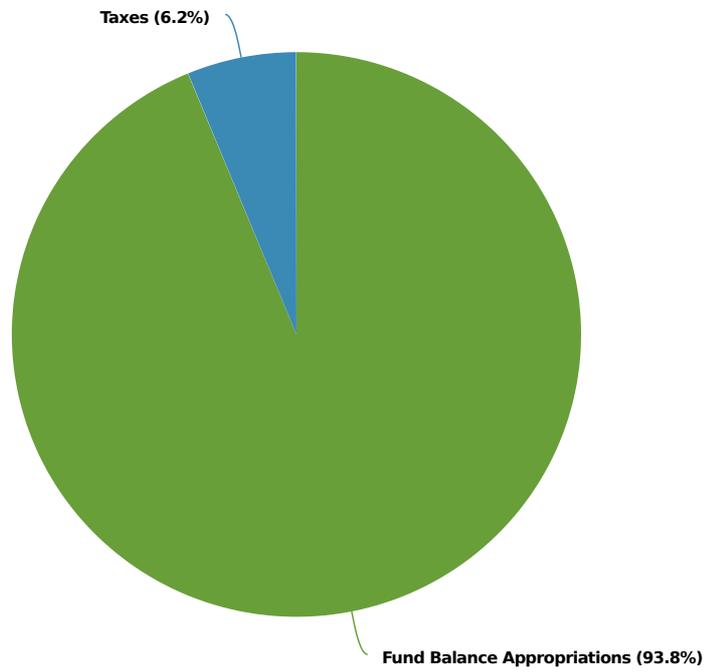
## Summary

The Town of Fort Mill is projecting \$4.02M of revenue in 2021, which represents a 0.7% decrease over the prior year. Expenditures are projected to decrease by 0.7% or \$28.63K to \$4.02M.

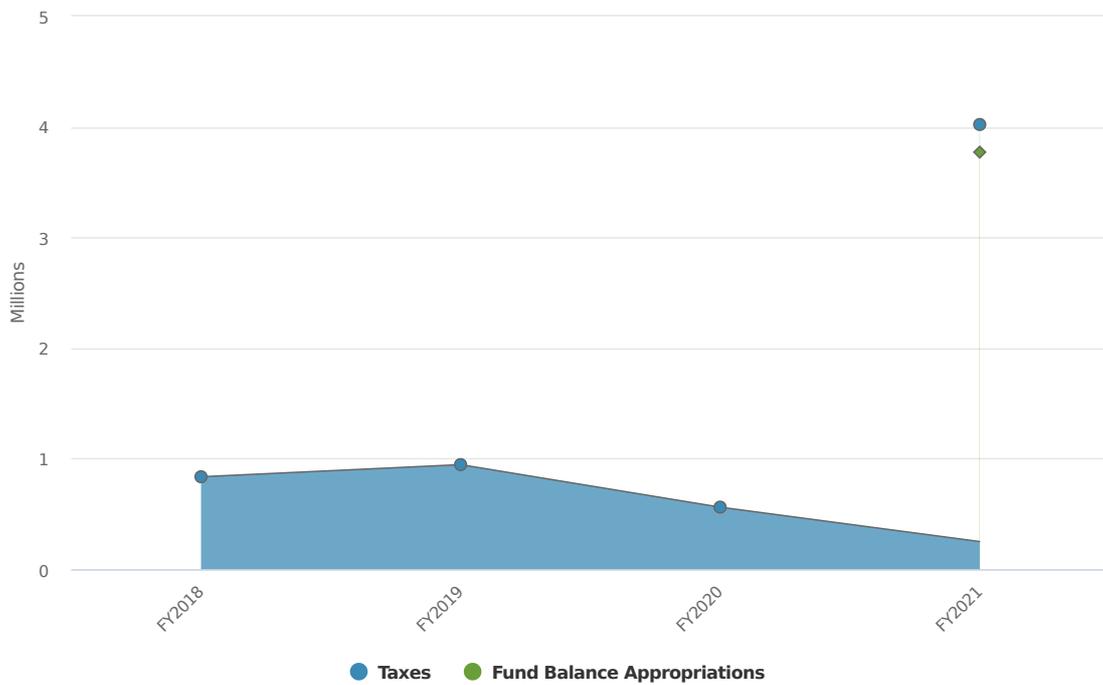


# Revenues

## Projected 2021 Revenues



## Budgeted and Historical 2021 Revenues

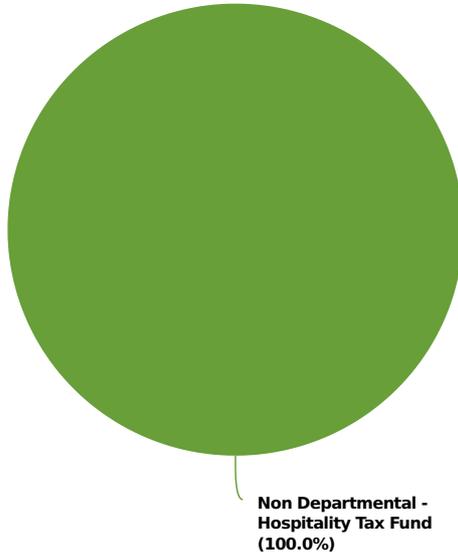


Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Revenue Source				
Taxes	\$945,661.75	\$850,000.00	\$250,000.00	-70.6%
Fund Balance Appropriations		\$3,200,034.00	\$3,771,400.00	17.9%
<b>Total Revenue Source:</b>	<b>\$945,661.75</b>	<b>\$4,050,034.00</b>	<b>\$4,021,400.00</b>	<b>-0.7%</b>



# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures			
Non Departmental - Hospitality Tax Fund	\$4,050,034.00	\$4,021,400.00	-0.7%
<b>Total Expenditures:</b>	<b>\$4,050,034.00</b>	<b>\$4,021,400.00</b>	<b>-0.7%</b>



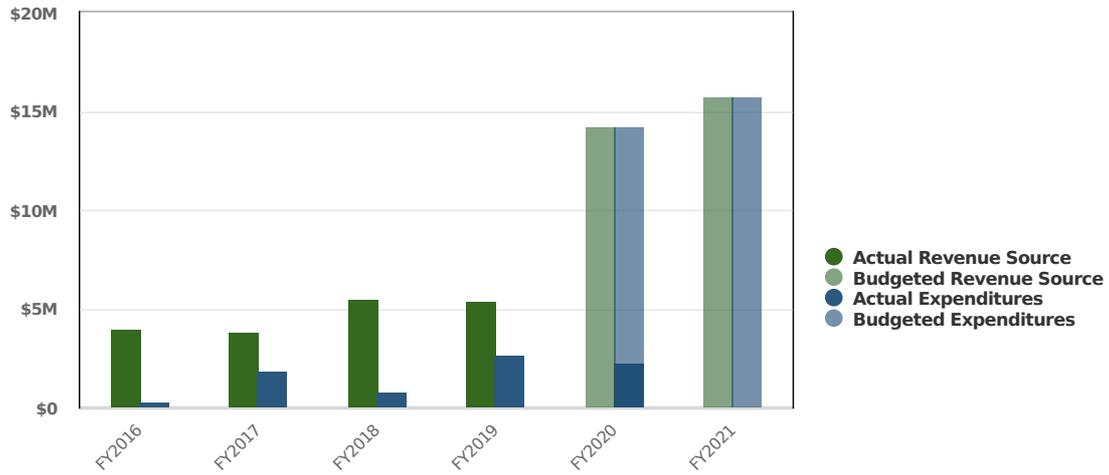


## Capital Projects

The **Capital Projects Fund** is used to account for financial resources expended for the acquisition, construction, or improvement of major capital facilities (other than utility projects, which are budgeted under the Gross Revenue Fund). These resources may be used for one-time capital costs or for specific projects spanning more than one fiscal year. The Capital Projects Fund is considered a major fund.

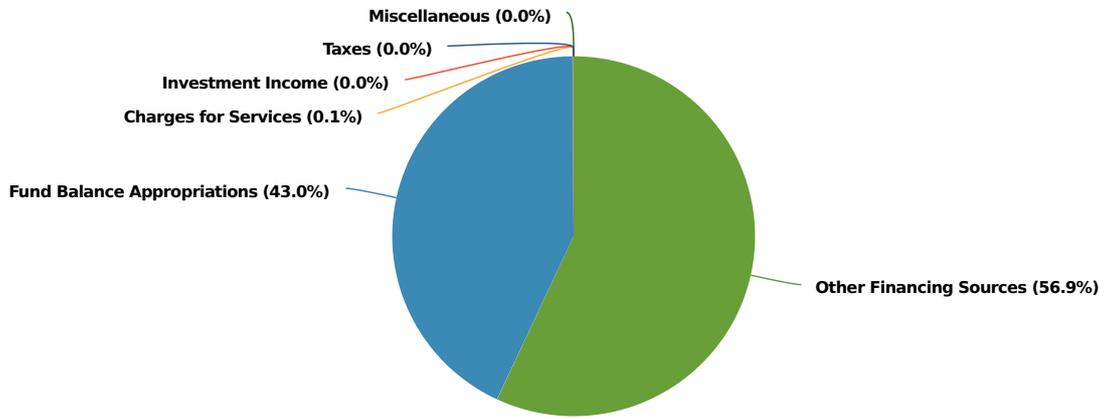
### Summary

The Town of Fort Mill is projecting \$15.81M of revenue in 2021, which represents a 11.3% increase over the prior year. Expenditures are projected to increase by 11.3% or \$1.6M to \$15.81M.



# Revenues

## Projected 2021 Revenues



## Budgeted and Historical 2021 Revenues

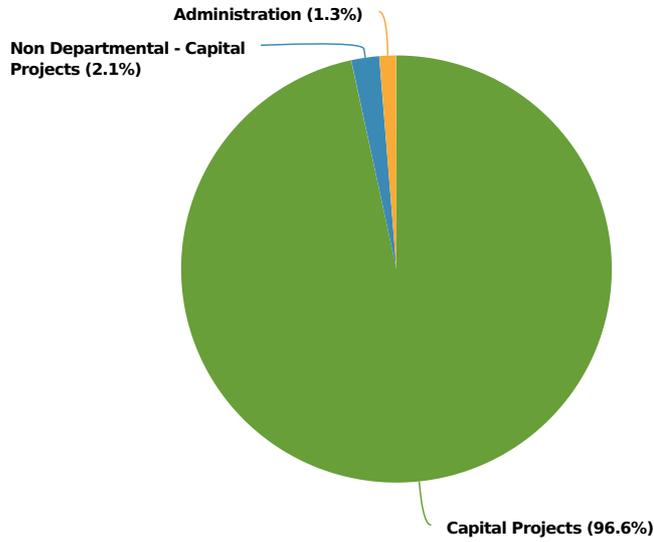


Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Revenue Source				
Taxes	-\$745.60	\$0.00	\$0.00	
Fund Balance Appropriations		\$3,827,680.00	\$6,793,129.00	77.5%
Charges for Services	\$5,000.00	\$10,000.00	\$10,000.00	0%
Investment Income	\$145,217.05	\$3,000.00	\$3,000.00	0%
Other Financing Sources	\$5,273,223.21	\$10,364,320.00	\$9,000,000.00	-13.2%
<b>Total Revenue Source:</b>	<b>\$5,422,694.66</b>	<b>\$14,205,000.00</b>	<b>\$15,806,129.00</b>	<b>11.3%</b>



# Expenditures

## Budgeted Expenditures



## Budgeted and Historical Expenditures



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
Expenditures				
Non Departmental - Capital Projects		\$0.00	\$331,129.00	
Administration			\$200,000.00	
Capital Projects	\$2,660,601.96	\$14,205,000.00	\$15,275,000.00	7.5%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Total Expenditures:</b>	<b>\$2,660,601.96</b>	<b>\$14,205,000.00</b>	<b>\$15,806,129.00</b>	<b>11.3%</b>



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# DEPARTMENTS

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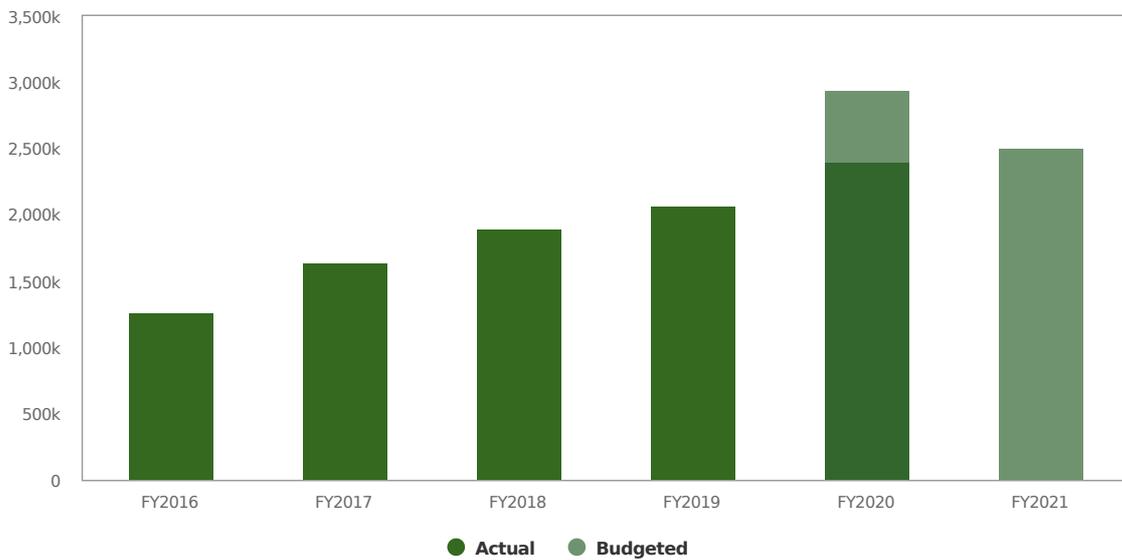
# Administration



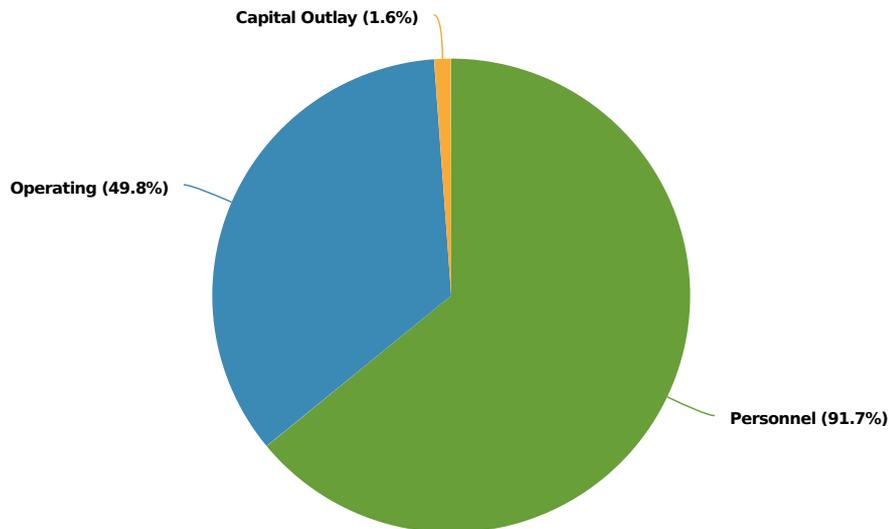
## Administration Budget

**\$2,504,734** **-\$439,392**  
(-14.92% vs. prior year)

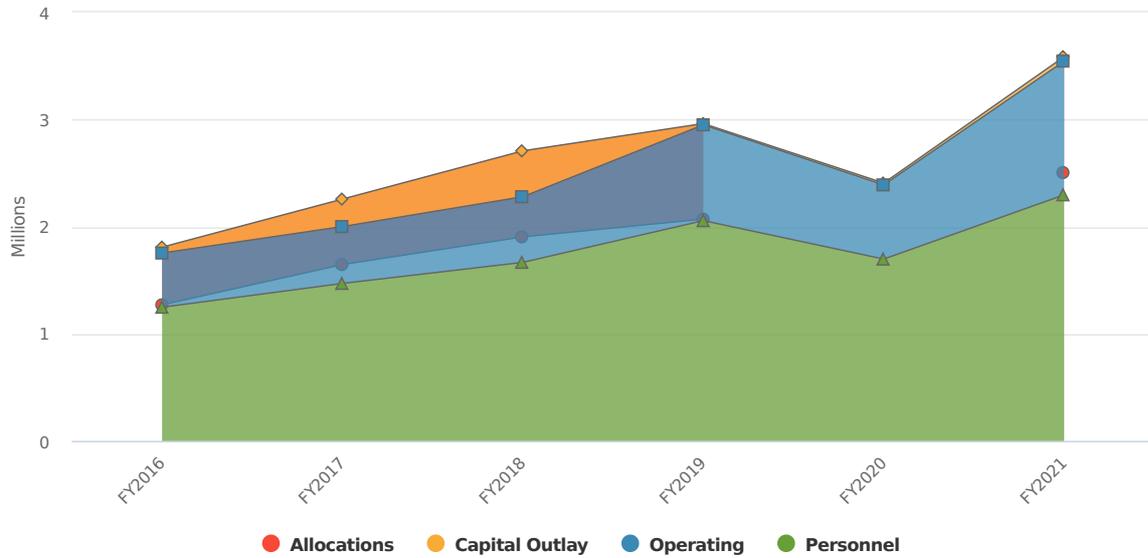
Administration Proposed and Historical Budget vs. Actual



Administration Budgeted Expenditures



### Administration Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Administration</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$1,520,587.56	\$1,733,473.00	\$1,686,469.00	-2.7%
SALARIES OVERTIME	\$850.45	\$2,000.00	\$2,000.00	0%
SOCIAL SECURITY	\$109,844.65	\$132,764.00	\$129,168.00	-2.7%
SC RETIREMENT	\$218,894.38	\$278,219.00	\$258,903.00	-6.9%
DEFERRED COMP MATCH	\$5,184.28	\$7,800.00	\$7,540.00	-3.3%
MEDICAL INSURANCE	\$189,727.99	\$211,204.00	\$203,238.00	-3.8%
WORKERS COMPENSATION	\$10,993.81	\$13,003.00	\$9,533.00	-26.7%
<b>Total Personnel:</b>	<b>\$2,056,083.12</b>	<b>\$2,378,463.00</b>	<b>\$2,296,851.00</b>	<b>-3.4%</b>
<b>Allocations</b>				
ALLOCATION TO GROSS REVENUE	-\$891,786.45	-\$1,275,209.00	-\$1,081,170.00	-15.2%
<b>Total Allocations:</b>	<b>-\$891,786.45</b>	<b>-\$1,275,209.00</b>	<b>-\$1,081,170.00</b>	<b>-15.2%</b>
<b>Capital Outlay</b>				
COMPUTER OUTLAY	\$0.00	\$29,000.00	\$11,000.00	-62.1%
OTHER OUTLAY	\$11,741.28	\$195,000.00	\$30,000.00	-84.6%
<b>Total Capital Outlay:</b>	<b>\$11,741.28</b>	<b>\$224,000.00</b>	<b>\$41,000.00</b>	<b>-81.7%</b>
<b>Operating</b>				
UNIFORMS	\$4,968.98	\$7,200.00	\$4,950.00	-31.2%
MATERIALS AND SUPPLIES	\$86,030.57	\$281,927.00	\$87,490.00	-69%
VEHICLE MAINTENANCE	\$3,053.30	\$3,500.00	\$3,500.00	0%
GAS, GREASE AND OIL	\$8,774.13	\$8,000.00	\$8,000.00	0%
ELECTRICITY	\$45,679.30	\$40,000.00	\$40,000.00	0%
TELEPHONE	\$44,024.18	\$53,000.00	\$65,000.00	22.6%
TRAVEL AND TRAINING	\$198,680.71	\$209,350.00	\$165,350.00	-21%
WATER AND HEAT	\$10,063.23	\$11,200.00	\$11,000.00	-1.8%
MEM-DUES-SUBSCR	\$32,391.54	\$55,635.00	\$57,341.00	3.1%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
AUDITOR FEES	\$46,250.00	\$42,000.00	\$42,000.00	0%
ATTORNEY FEES	\$36,000.00	\$36,000.00	\$36,000.00	0%
BANK SERVICE CHARGE	\$9,446.56	\$0.00	\$0.00	
ADVERTISING	\$1,844.85	\$9,500.00	\$9,500.00	0%
POSTAGE	\$5,043.39	\$10,000.00	\$10,000.00	0%
BLDGS-GRNDS MTC	\$21,307.69	\$17,000.00	\$17,000.00	0%
CUSTODIAL SERVICES	\$10,932.00	\$11,000.00	\$11,000.00	0%
MISCELLANEOUS EXPENSE	\$212.21	\$500.00	\$500.00	0%
FESTIVITIES	\$796.17	\$62,960.00	\$104,800.00	66.5%
PROFESSIONAL SERVICES	\$143,679.89	\$329,700.00	\$146,300.00	-55.6%
LEASE AGREEMENT	\$2,112.45	\$8,400.00	\$8,400.00	0%
CONTINGENCIES	\$606.76	\$5,000.00	\$5,000.00	0%
SERVICE CONTRACTS	\$106,217.33	\$109,000.00	\$116,922.00	7.3%
TAX HANDLING	\$11,041.95	\$10,000.00	\$12,000.00	20%
PRE-EMPLOYMENT EXPENSE	\$612.49	\$1,000.00	\$1,000.00	0%
CREDIT CARD PROCESS	\$59,450.72	\$60,000.00	\$60,000.00	0%
FACADE GRANT PROGRAM	\$5,000.00	\$15,000.00	\$15,000.00	0%
CONTRACTED SERVICES		\$20,000.00	\$10,000.00	-50%
SPRING FESTIVAL EXPENSES		\$200,000.00	\$200,000.00	0%
<b>Total Operating:</b>	<b>\$894,220.40</b>	<b>\$1,616,872.00</b>	<b>\$1,248,053.00</b>	<b>-22.8%</b>
<b>Total Administration:</b>	<b>\$2,070,258.35</b>	<b>\$2,944,126.00</b>	<b>\$2,504,734.00</b>	<b>-14.9%</b>



# Municipal Court



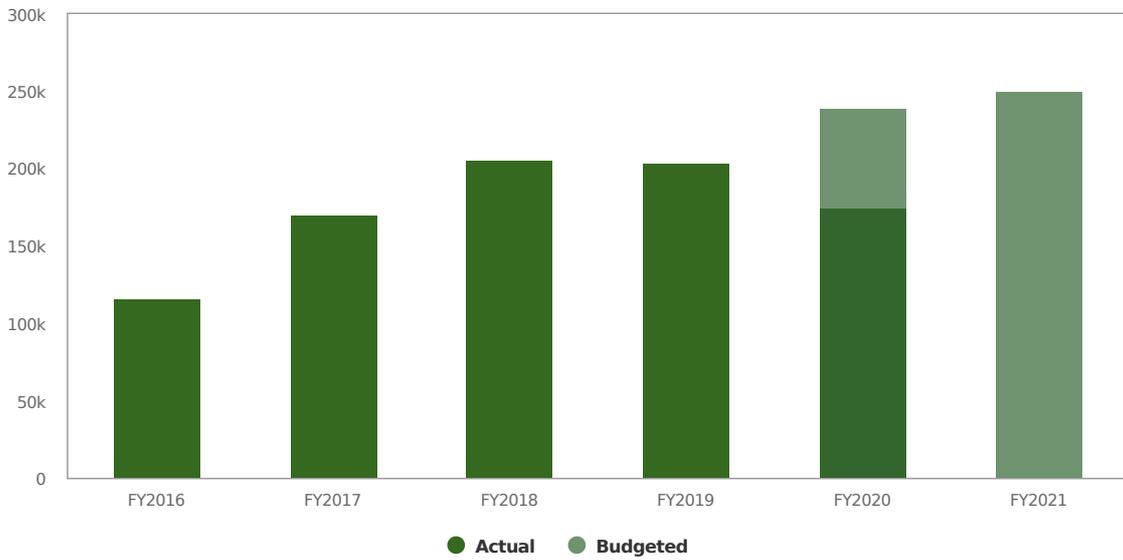
## Municipal Court Budget

**\$250,803**

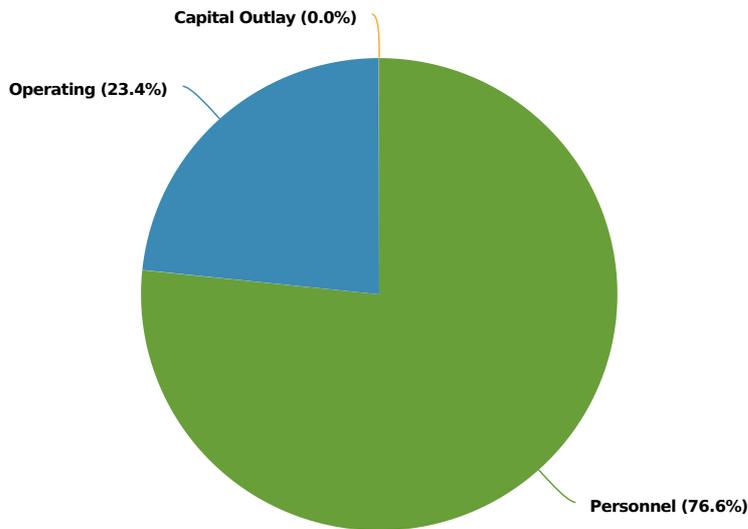
**\$11,079**

(4.62% vs. prior year)

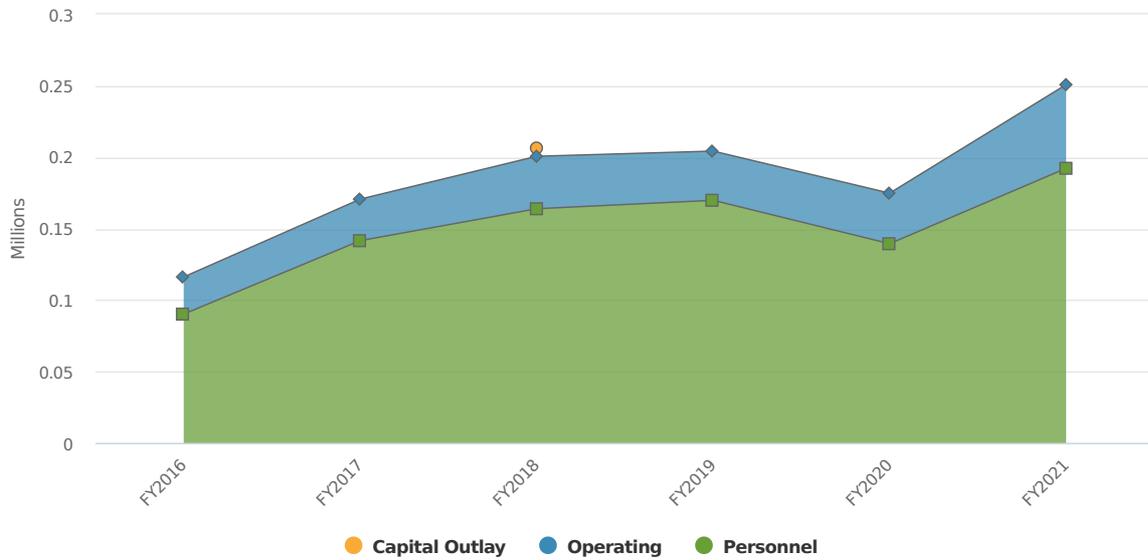
Municipal Court Proposed and Historical Budget vs. Actual



Municipal Court Budgeted Expenditures



### Municipal Court Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Municipal Court</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$134,113.32	\$141,209.00	\$143,010.00	1.3%
SALARIES OVERTIME	\$43.11	\$2,000.00	\$2,000.00	0%
SOCIAL SECURITY	\$8,542.83	\$10,955.00	\$11,093.00	1.3%
SC RETIREMENT	\$13,615.66	\$22,935.00	\$22,501.00	-1.9%
DEFERRED COMP MATCH	\$512.86	\$520.00	\$520.00	0%
MEDICAL INSURANCE	\$12,830.72	\$12,896.00	\$12,892.00	0%
WORKERS COMPENSATION	\$187.91	\$215.00	\$218.00	1.4%
<b>Total Personnel:</b>	<b>\$169,846.41</b>	<b>\$190,730.00</b>	<b>\$192,234.00</b>	<b>0.8%</b>
<b>Operating</b>				
UNIFORMS	\$557.33	\$800.00	\$800.00	0%
MATERIALS AND SUPPLIES	\$7,126.65	\$6,125.00	\$11,500.00	87.8%
TELEPHONE	\$2,029.05	\$4,500.00	\$6,500.00	44.4%
TRAVEL AND TRAINING	\$1,808.99	\$3,200.00	\$3,200.00	0%
MEM-DUES-SUBSCR	\$1,047.50	\$1,940.00	\$1,940.00	0%
POSTAGE	\$1,606.30	\$2,250.00	\$2,250.00	0%
MISCELLANEOUS EXPENSE	\$32.10	\$500.00	\$500.00	0%
PROFESSIONAL SERVICES	\$20,000.00	\$28,029.00	\$30,229.00	7.8%
JURY TRIALS	\$230.00	\$1,500.00	\$1,500.00	0%
LEASE AGREEMENT		\$150.00	\$150.00	0%
<b>Total Operating:</b>	<b>\$34,437.92</b>	<b>\$48,994.00</b>	<b>\$58,569.00</b>	<b>19.5%</b>
<b>Total Municipal Court:</b>	<b>\$204,284.33</b>	<b>\$239,724.00</b>	<b>\$250,803.00</b>	<b>4.6%</b>



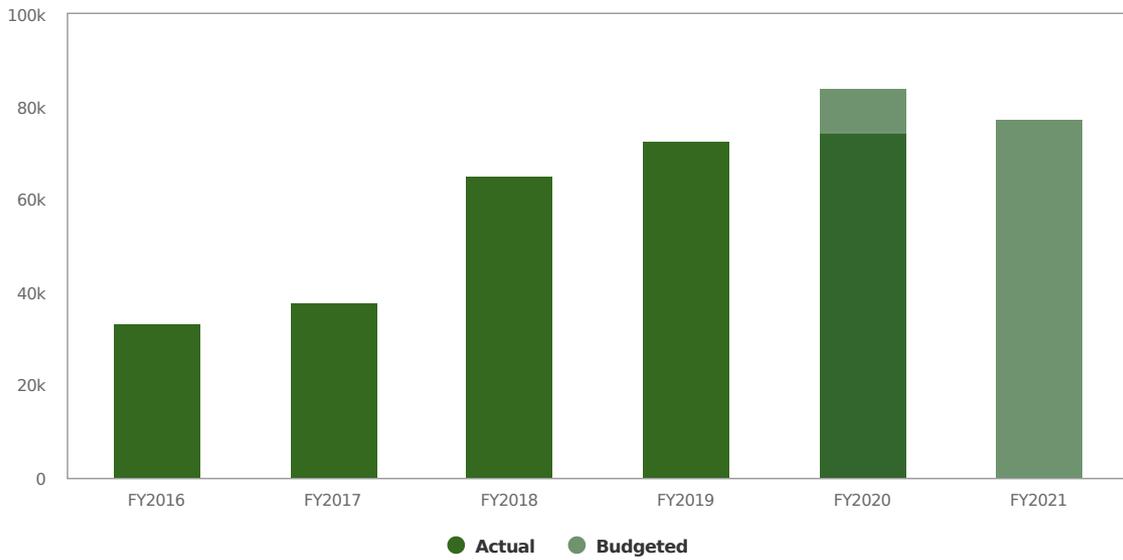
# Council



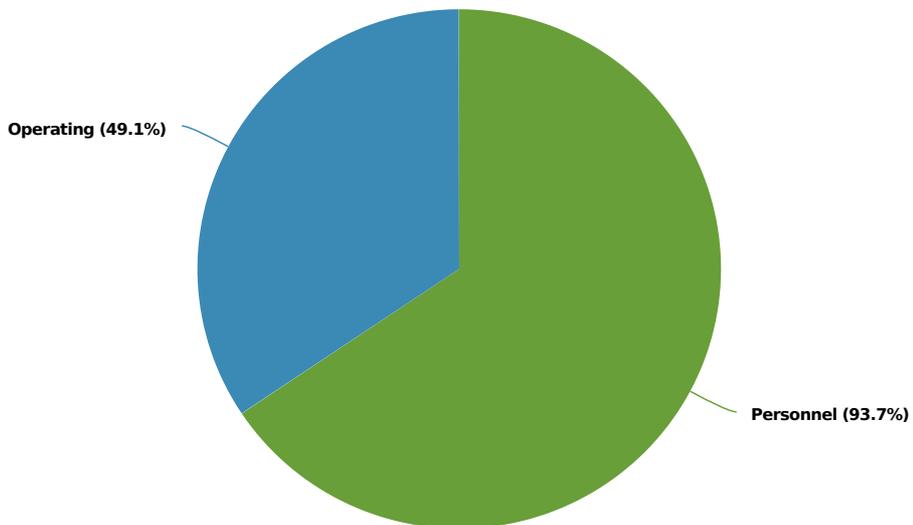
## Council Budget

**\$77,749** **-\$6,375**  
(-7.58% vs. prior year)

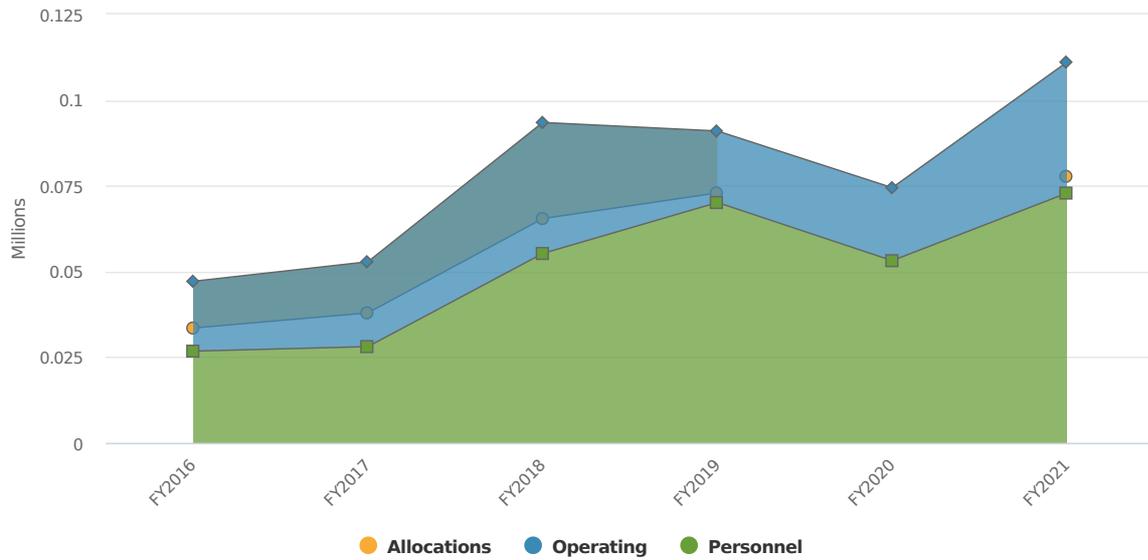
Council Proposed and Historical Budget vs. Actual



Council Budgeted Expenditures



### Council Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Council</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$56,983.03	\$52,600.00	\$52,600.00	0%
SOCIAL SECURITY	\$4,359.68	\$4,024.00	\$4,024.00	0%
SC RETIREMENT	\$8,471.99	\$8,448.00	\$8,185.00	-3.1%
WORKERS COMPENSATION	\$306.19	\$338.00	\$338.00	0%
DEFERRED COMP MATCH		\$0.00	\$240.00	
MEDICAL INSURANCE		\$0.00	\$7,488.00	
<b>Total Personnel:</b>	<b>\$70,120.89</b>	<b>\$65,410.00</b>	<b>\$72,875.00</b>	<b>11.4%</b>
<b>Allocations</b>				
ALLOCATION TO G REVENUE	-\$18,067.20	-\$35,581.00	-\$33,321.00	-6.4%
<b>Total Allocations:</b>	<b>-\$18,067.20</b>	<b>-\$35,581.00</b>	<b>-\$33,321.00</b>	<b>-6.4%</b>
<b>Operating</b>				
UNIFORMS	\$571.95	\$1,000.00	\$1,000.00	0%
MATERIALS AND SUPPLIES	\$1,001.81	\$21,600.00	\$5,500.00	-74.5%
TELEPHONE	\$3,962.75	\$5,500.00	\$5,500.00	0%
TRAVEL AND TRAINING	\$12,691.81	\$10,000.00	\$10,000.00	0%
MEM-DUES-SUBSCR	\$2,015.00	\$5,695.00	\$5,695.00	0%
MISCELLANEOUS EXPENSE	\$0.00	\$500.00	\$500.00	0%
FESTIVITIES	\$0.00	\$6,000.00	\$6,000.00	0%
CONTINGENCIES	\$616.75	\$3,000.00	\$3,000.00	0%
ADVERTISING		\$1,000.00	\$1,000.00	0%
<b>Total Operating:</b>	<b>\$20,860.07</b>	<b>\$54,295.00</b>	<b>\$38,195.00</b>	<b>-29.7%</b>
<b>Total Council:</b>	<b>\$72,913.76</b>	<b>\$84,124.00</b>	<b>\$77,749.00</b>	<b>-7.6%</b>



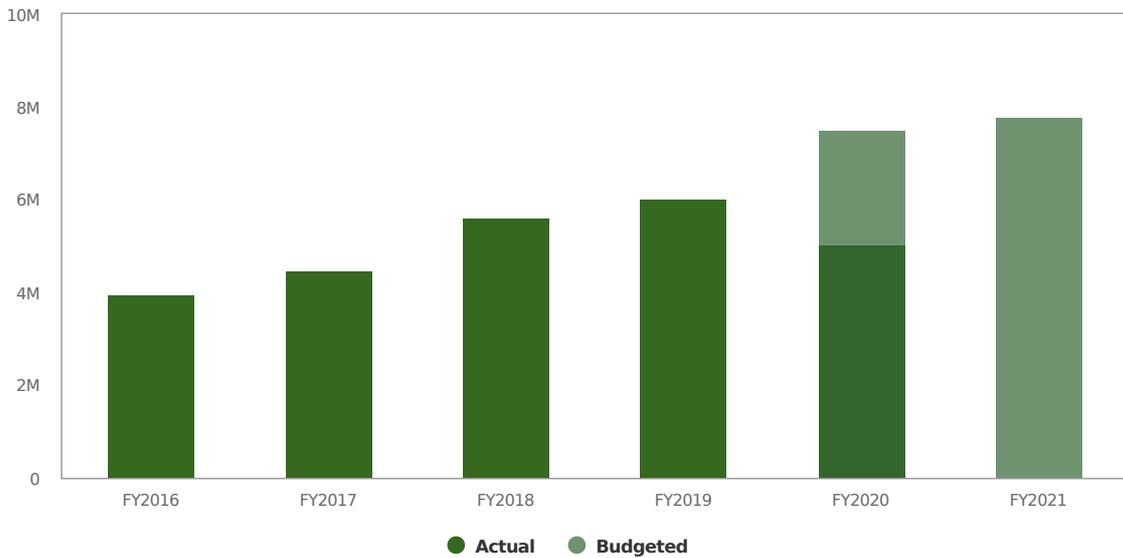
# Police Department



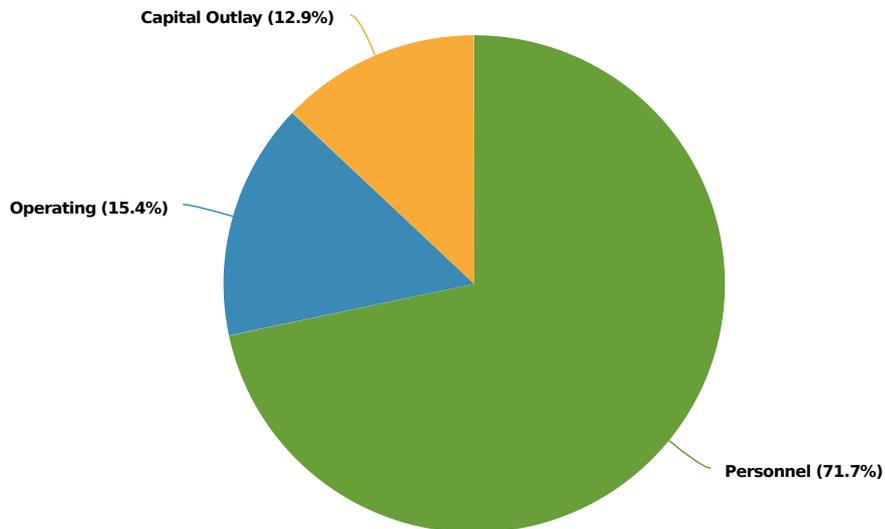
## Police Department Budget

**\$7,778,527** **\$281,150**  
(3.75% vs. prior year)

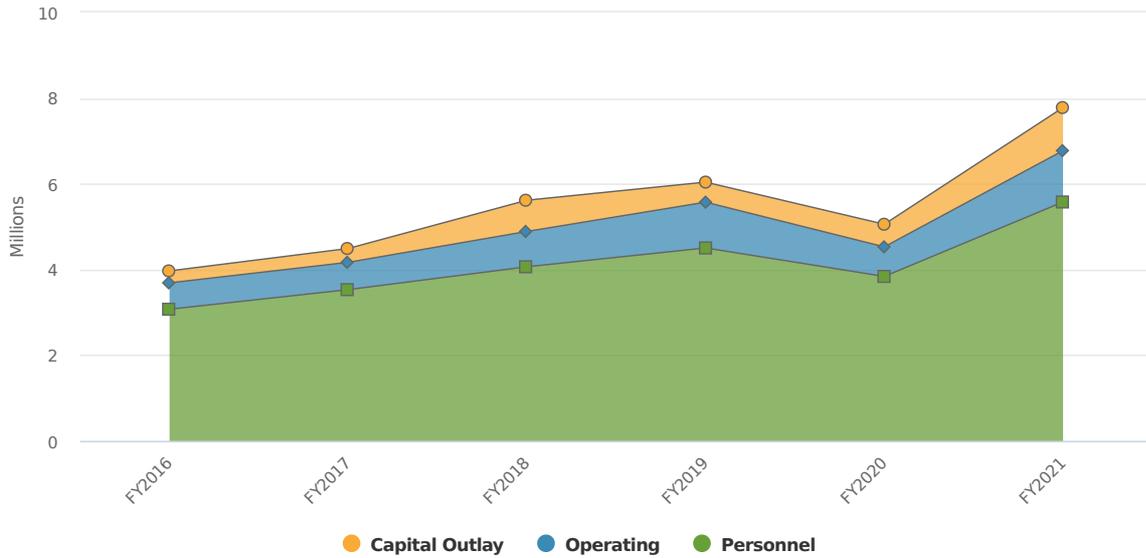
Police Department Proposed and Historical Budget vs. Actual



Police Department Budgeted Expenditures



### Police Department Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Police Department</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$3,095,667.01	\$3,589,921.00	\$3,796,008.00	5.7%
SALARIES OVERTIME	\$110,353.02	\$118,000.00	\$118,000.00	0%
SOCIAL SECURITY	\$231,348.79	\$283,656.00	\$299,422.00	5.6%
SC RETIREMENT	\$55,463.13	\$73,505.00	\$71,184.00	-3.2%
DEFERRED COMP MATCH	\$10,549.97	\$17,420.00	\$18,720.00	7.5%
LAW ENFORCEMENT RETIRE	\$472,018.02	\$607,838.00	\$630,509.00	3.7%
MEDICAL INSURANCE	\$436,208.72	\$483,941.00	\$521,855.00	7.8%
WORKERS COMPENSATION	\$91,037.23	\$112,908.00	\$119,907.00	6.2%
<b>Total Personnel:</b>	<b>\$4,502,645.89</b>	<b>\$5,287,189.00</b>	<b>\$5,575,605.00</b>	<b>5.5%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$235,024.00	\$199,606.00	\$283,372.00	42%
COMPUTER OUTLAY	\$70,846.74	\$70,000.00	\$462,000.00	560%
MACHINERY AND EQUIPMENT	\$156,470.14	\$241,436.00	\$99,972.00	-58.6%
OTHER OUTLAY	\$5,591.29	\$285,623.00	\$159,611.00	-44.1%
<b>Total Capital Outlay:</b>	<b>\$467,932.17</b>	<b>\$796,665.00</b>	<b>\$1,004,955.00</b>	<b>26.1%</b>
<b>Operating</b>				
UNIFORMS	\$74,479.72	\$79,800.00	\$80,400.00	0.8%
MATERIALS AND SUPPLIES	\$86,129.29	\$90,926.00	\$65,850.00	-27.6%
VEHICLE MAINTENANCE	\$62,725.47	\$88,620.00	\$94,528.00	6.7%
GAS, GREASE AND OIL	\$101,652.41	\$144,000.00	\$133,600.00	-7.2%
ELECTRICITY	\$29,167.18	\$50,000.00	\$40,000.00	-20%
TELEPHONE	\$81,159.04	\$129,205.00	\$135,714.00	5%
EQUIPMENT REPAIRS	\$10,935.19	\$8,400.00	\$8,400.00	0%
TRAVEL AND TRAINING	\$45,806.34	\$58,500.00	\$32,000.00	-45.3%
WATER AND HEAT	\$8,004.48	\$12,000.00	\$10,000.00	-16.7%
MEM-DUES-SUBSCR	\$20,180.59	\$35,480.00	\$31,270.00	-11.9%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
ADVERTISING	\$125.14	\$1,000.00	\$1,000.00	0%
POSTAGE	\$1,660.18	\$1,500.00	\$1,500.00	0%
BLDGS-GRNDS MTC	\$55,637.60	\$50,000.00	\$55,000.00	10%
PRISONERS EXPENSE	\$44,842.63	\$104,000.00	\$75,000.00	-27.9%
MISCELLANEOUS EXPENSE	\$1,783.11	\$2,500.00	\$2,500.00	0%
PROFESSIONAL SERVICES	\$10,582.19	\$27,286.00	\$15,336.00	-43.8%
LEASE AGREEMENT	\$14,495.09	\$28,037.00	\$20,000.00	-28.7%
SERVICE CONTRACTS	\$148,416.05	\$147,870.00	\$166,921.00	12.9%
SAFETY PATROL AND CADETS	\$1,020.26	\$1,000.00	\$4,227.00	322.7%
CRIME PREVENTION	\$4,127.04	\$4,000.00	\$2,000.00	-50%
VEHICLE ACCESSORY	\$155,371.67	\$238,246.00	\$129,666.00	-45.6%
PRE-EMPLOYMENT EXPENSE	\$8,254.37	\$16,002.00	\$12,000.00	-25%
WEAPONS AND AMMO	\$101,492.74	\$90,151.00	\$76,055.00	-15.6%
NARCOTICS EXPENSES	\$470.00	\$5,000.00	\$5,000.00	0%
<b>Total Operating:</b>	<b>\$1,068,517.78</b>	<b>\$1,413,523.00</b>	<b>\$1,197,967.00</b>	<b>-15.2%</b>
<b>Total Police Department:</b>	<b>\$6,039,095.84</b>	<b>\$7,497,377.00</b>	<b>\$7,778,527.00</b>	<b>3.7%</b>



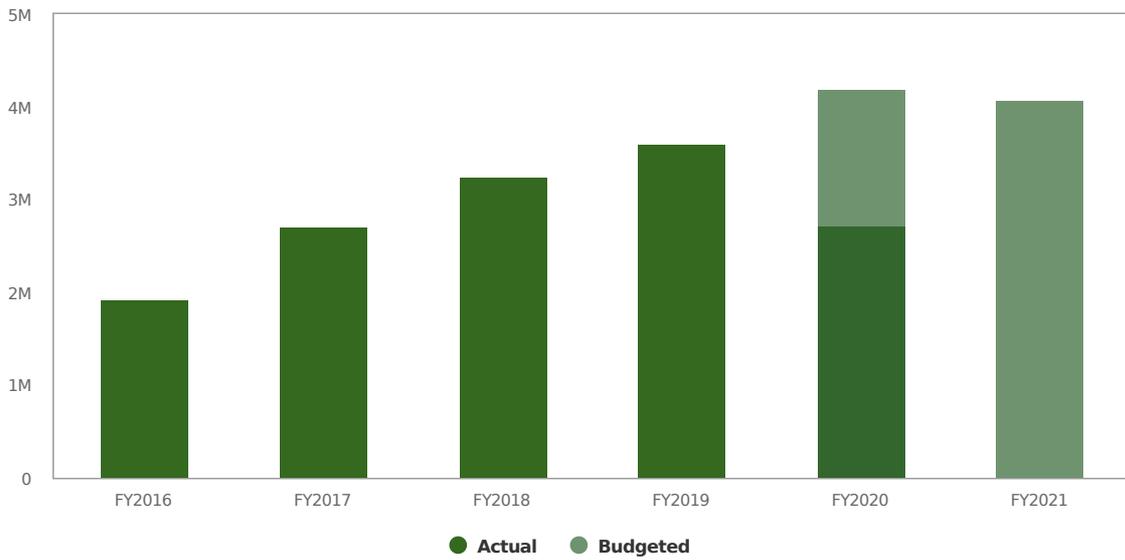
# Fire Department



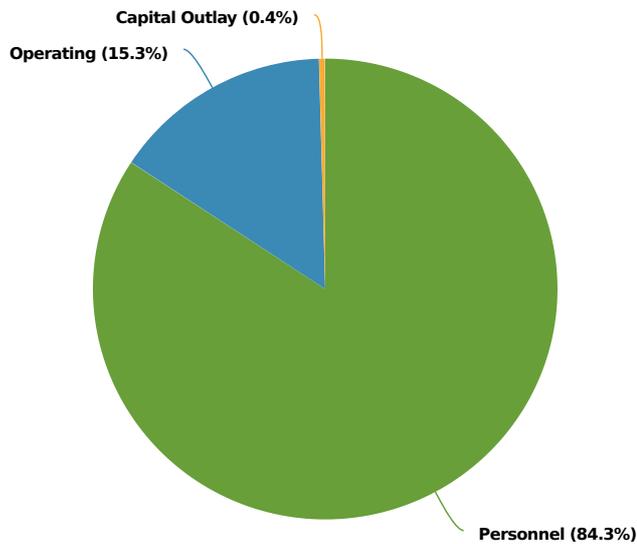
## Fire Department Budget

**\$4,077,631** **-\$115,194**  
(-2.75% vs. prior year)

Fire Department Proposed and Historical Budget vs. Actual



Fire Department Budgeted Expenditures



### Fire Department Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Fire Department</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$1,887,579.82	\$2,255,115.00	\$2,229,678.00	-1.1%
SALARIES OVERTIME	\$149,216.01	\$180,000.00	\$180,000.00	0%
SOCIAL SECURITY	\$145,172.00	\$186,286.00	\$184,340.00	-1%
SC RETIREMENT	\$6,010.49	\$5,901.00	\$5,718.00	-3.1%
DEFERRED COMP MATCH	\$8,149.27	\$11,180.00	\$11,180.00	0%
LAW ENFORCEMENT RETIRE	\$337,183.72	\$448,667.00	\$432,057.00	-3.7%
MEDICAL INSURANCE	\$260,070.67	\$318,131.00	\$335,793.00	5.6%
WORKERS COMPENSATION	\$48,199.71	\$61,355.00	\$57,715.00	-5.9%
<b>Total Personnel:</b>	<b>\$2,841,581.69</b>	<b>\$3,466,635.00</b>	<b>\$3,436,481.00</b>	<b>-0.9%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$162,218.29	\$60,000.00	\$0.00	-100%
MACHINERY AND EQUIPMENT	\$157,097.97	\$69,700.00	\$17,000.00	-75.6%
<b>Total Capital Outlay:</b>	<b>\$319,316.26</b>	<b>\$129,700.00</b>	<b>\$17,000.00</b>	<b>-86.9%</b>
<b>Operating</b>				
UNIFORMS	\$26,495.79	\$39,525.00	\$39,525.00	0%
MATERIALS AND SUPPLIES	\$216,676.22	\$202,600.00	\$194,500.00	-4%
VEHICLE MAINTENANCE	\$43,820.23	\$50,000.00	\$60,000.00	20%
GAS, GREASE AND OIL	\$28,631.66	\$30,000.00	\$30,000.00	0%
ELECTRICITY	\$17,606.28	\$30,000.00	\$30,000.00	0%
TELEPHONE	\$22,073.63	\$31,200.00	\$35,000.00	12.2%
EQUIPMENT REPAIRS	\$14,197.36	\$16,000.00	\$18,000.00	12.5%
TRAVEL AND TRAINING	\$16,886.03	\$31,600.00	\$25,600.00	-19%
WATER AND HEAT	\$15,894.19	\$25,000.00	\$30,000.00	20%
MEM-DUES-SUBSCR	\$12,176.15	\$21,190.00	\$22,150.00	4.5%
PHYSICALS	\$2,921.00	\$16,425.00	\$16,425.00	0%
POSTAGE	\$537.11	\$450.00	\$450.00	0%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
BLDGS-GRNDS MTC	\$20,369.13	\$52,000.00	\$52,000.00	0%
MISCELLANEOUS EXPENSE	\$282.35	\$500.00	\$500.00	0%
FESTIVITIES	\$3,054.06	\$5,000.00	\$6,000.00	20%
LEASE AGREEMENT	\$157.85	\$0.00	\$1,700.00	
SERVICE CONTRACTS	\$14,686.12	\$29,500.00	\$33,800.00	14.6%
VEHICLE ACCESSORY	\$0.00	\$12,000.00	\$0.00	-100%
PRE-EMPLOYMENT EXPENSE	\$957.49	\$3,000.00	\$3,000.00	0%
ADVERTISING		\$500.00	\$500.00	0%
PROFESSIONAL SERVICES			\$25,000.00	
<b>Total Operating:</b>	<b>\$457,422.65</b>	<b>\$596,490.00</b>	<b>\$624,150.00</b>	<b>4.6%</b>
<b>Total Fire Department:</b>	<b>\$3,618,320.60</b>	<b>\$4,192,825.00</b>	<b>\$4,077,631.00</b>	<b>-2.7%</b>



# Public Works Administration



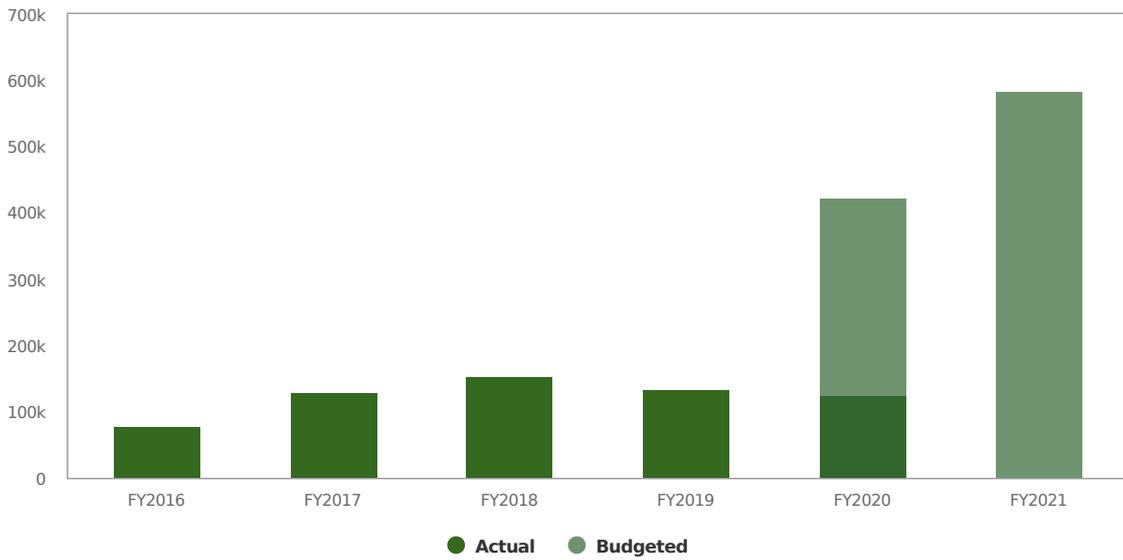
## Public Works Administration Budget

**\$584,486**

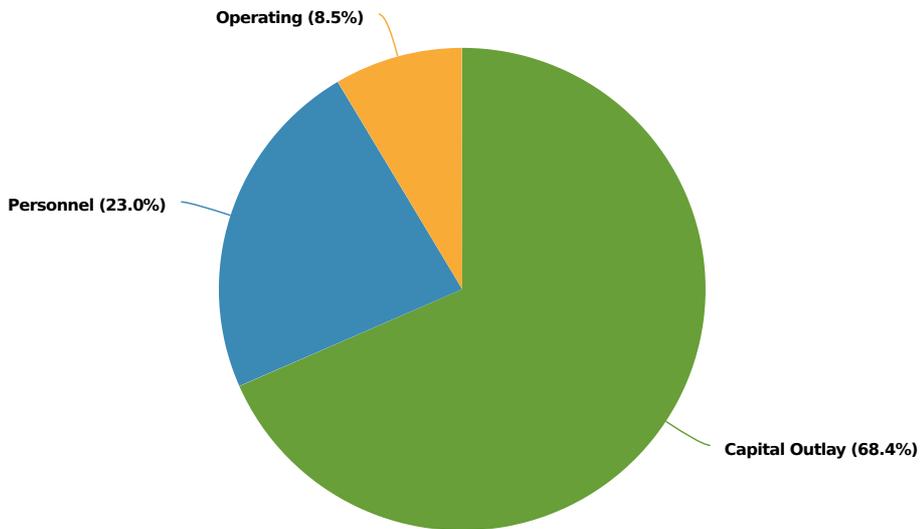
**\$160,418**

(37.83% vs. prior year)

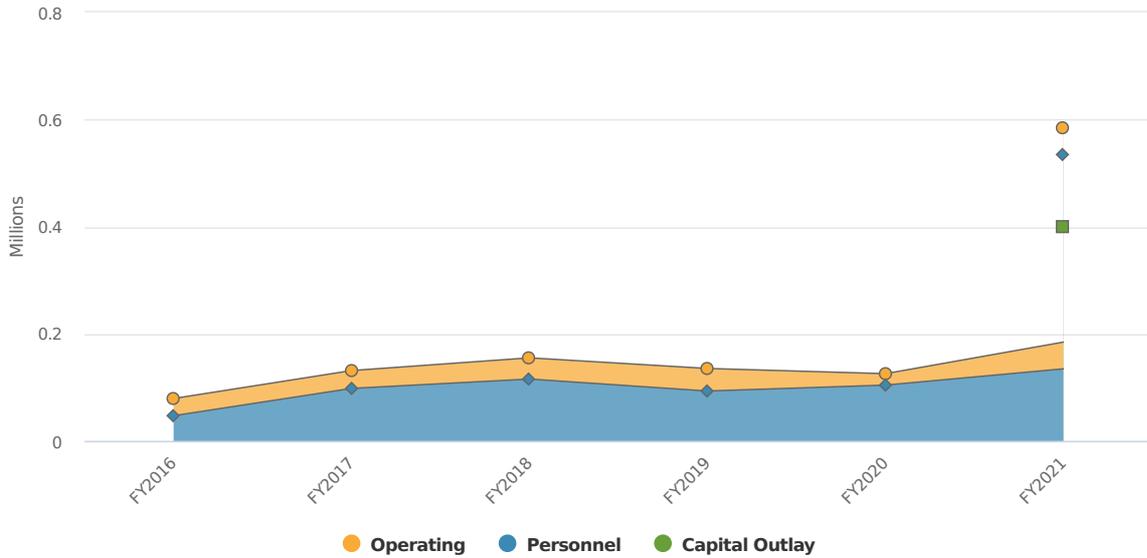
Public Works Administration Proposed and Historical Budget vs. Actual



Public Works Administration Budgeted Expenditures



### Public Works Administration Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Public Works Administration</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$68,484.18	\$97,060.00	\$97,060.00	0%
SALARIES OVERTIME	\$139.10	\$600.00	\$600.00	0%
SOCIAL SECURITY	\$4,878.36	\$7,471.00	\$7,471.00	0%
SC RETIREMENT	\$10,184.49	\$15,660.00	\$15,173.00	-3.1%
DEFERRED COMP MATCH	\$118.22	\$390.00	\$390.00	0%
MEDICAL INSURANCE	\$8,668.45	\$13,299.00	\$13,296.00	0%
WORKERS COMPENSATION	\$702.85	\$747.00	\$605.00	-19%
<b>Total Personnel:</b>	<b>\$93,175.65</b>	<b>\$135,227.00</b>	<b>\$134,595.00</b>	<b>-0.5%</b>
<b>Capital Outlay</b>				
OTHER OUTLAY		\$240,000.00	\$400,000.00	66.7%
<b>Total Capital Outlay:</b>		<b>\$240,000.00</b>	<b>\$400,000.00</b>	<b>66.7%</b>
<b>Operating</b>				
UNIFORMS	\$895.90	\$925.00	\$925.00	0%
MATERIALS AND SUPPLIES	\$7,479.96	\$7,000.00	\$7,000.00	0%
VEHICLE MAINTENANCE	\$124.78	\$2,000.00	\$3,000.00	50%
GAS, GREASE AND OIL	\$1,570.99	\$3,000.00	\$3,000.00	0%
ELECTRICITY	\$12,326.55	\$11,500.00	\$11,500.00	0%
TELEPHONE	\$7,889.49	\$4,000.00	\$5,200.00	30%
TRAVEL AND TRAINING	\$1,300.15	\$2,300.00	\$2,300.00	0%
WATER AND HEAT	\$3,010.61	\$3,861.00	\$3,861.00	0%
MEM-DUES-SUBSCR	\$1,448.57	\$3,455.00	\$2,105.00	-39.1%
ADVERTISING	\$362.04	\$500.00	\$1,000.00	100%
BLDGS-GRNDS MTC	\$1,241.75	\$7,000.00	\$7,000.00	0%
MISCELLANEOUS EXPENSE	\$215.88	\$500.00	\$500.00	0%
PROFESSIONAL SERVICES	\$90.00	\$1,500.00	\$1,500.00	0%
SERVICE CONTRACTS	\$4,064.32	\$800.00	\$300.00	-62.5%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
PRE-EMPLOYMENT EXPENSE	\$76.00	\$500.00	\$500.00	0%
POSTAGE			\$200.00	
<b>Total Operating:</b>	<b>\$42,096.99</b>	<b>\$48,841.00</b>	<b>\$49,891.00</b>	<b>2.1%</b>
<b>Total Public Works Administration:</b>	<b>\$135,272.64</b>	<b>\$424,068.00</b>	<b>\$584,486.00</b>	<b>37.8%</b>



# Streets



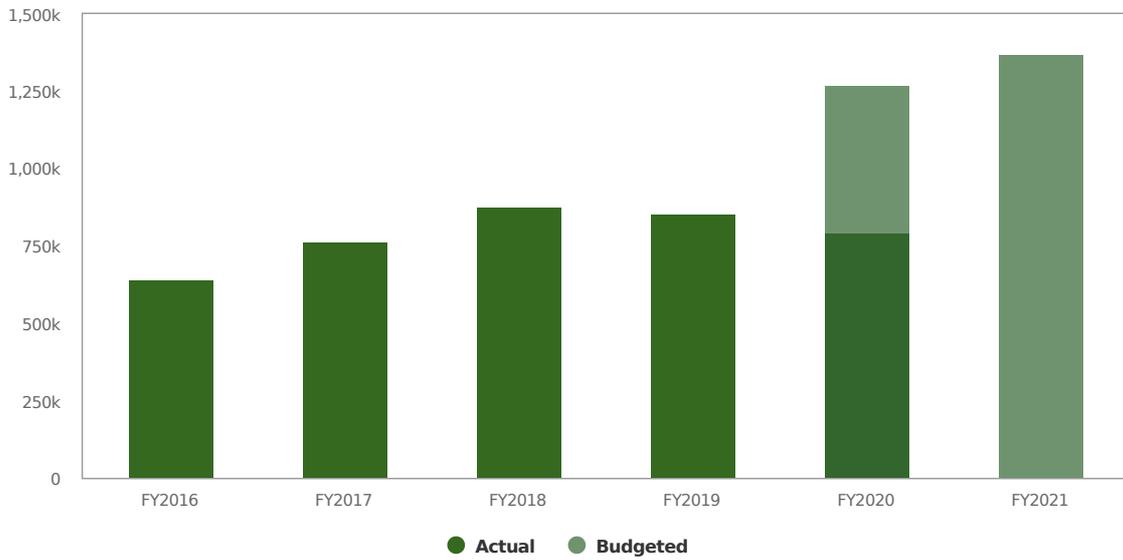
## Streets Budget

**\$1,372,062**

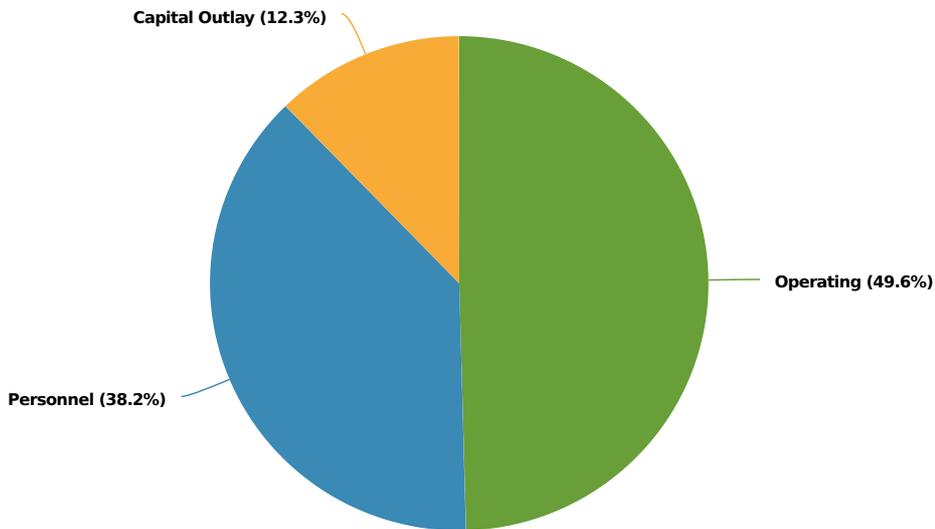
**\$98,279**

(7.72% vs. prior year)

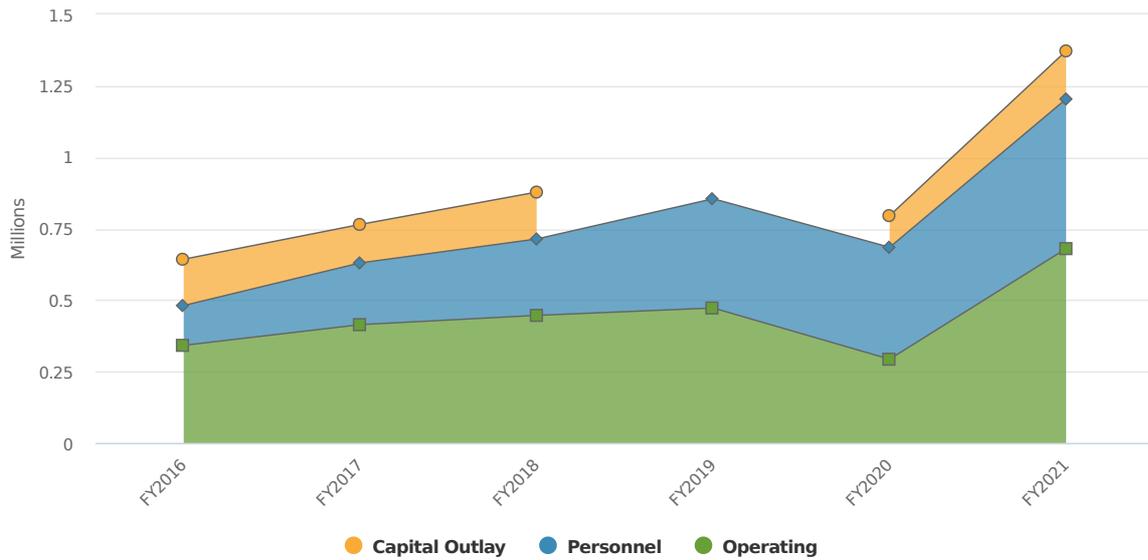
Streets Proposed and Historical Budget vs. Actual



Streets Budgeted Expenditures



### Streets Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Streets</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$258,181.41	\$360,492.00	\$358,954.00	-0.4%
SALARIES OVERTIME	\$7,433.95	\$4,000.00	\$4,000.00	0%
SOCIAL SECURITY	\$19,688.86	\$27,884.00	\$27,766.00	-0.4%
SC RETIREMENT	\$38,554.23	\$58,385.00	\$56,328.00	-3.5%
DEFERRED COMP MATCH	\$1,698.92	\$2,470.00	\$2,470.00	0%
MEDICAL INSURANCE	\$47,099.18	\$61,994.00	\$63,050.00	1.7%
WORKERS COMPENSATION	\$9,742.57	\$14,303.00	\$11,091.00	-22.5%
<b>Total Personnel:</b>	<b>\$382,399.12</b>	<b>\$529,528.00</b>	<b>\$523,659.00</b>	<b>-1.1%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$0.00	\$0.00	\$168,300.00	
MACHINERY AND EQUIPMENT	\$0.00	\$112,700.00	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$112,700.00</b>	<b>\$168,300.00</b>	<b>49.3%</b>
<b>Operating</b>				
UNIFORMS	\$4,313.02	\$7,235.00	\$6,783.00	-6.2%
MATERIALS AND SUPPLIES	\$14,785.91	\$19,800.00	\$21,000.00	6.1%
VEHICLE MAINTENANCE	\$24,157.07	\$32,000.00	\$35,000.00	9.4%
GAS, GREASE AND OIL	\$32,727.27	\$35,000.00	\$37,000.00	5.7%
ELECTRICITY	\$246,456.13	\$275,000.00	\$275,000.00	0%
TELEPHONE	\$2,147.63	\$4,000.00	\$4,500.00	12.5%
CONTRACTED SERVICES	\$35,919.00	\$100,000.00	\$100,000.00	0%
EQUIPMENT REPAIRS	\$16,470.00	\$35,000.00	\$52,500.00	50%
TRAVEL AND TRAINING	\$1,207.92	\$3,900.00	\$3,900.00	0%
MEM-DUES-SUBSCR	\$469.00	\$1,000.00	\$1,000.00	0%
TREE TRIMMING	\$8,500.00	\$15,000.00	\$15,000.00	0%
MISCELLANEOUS EXPENSE	\$101.63	\$500.00	\$500.00	0%
STREET REPAIRS	\$84,649.40	\$100,000.00	\$125,000.00	25%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
PRE-EMPLOYMENT EXPENSE	\$400.00	\$1,520.00	\$1,520.00	0%
SERVICE CONTRACTS		\$600.00	\$400.00	-33.3%
EQUIPMENT RENTAL		\$1,000.00	\$1,000.00	0%
<b>Total Operating:</b>	<b>\$472,303.98</b>	<b>\$631,555.00</b>	<b>\$680,103.00</b>	<b>7.7%</b>
<b>Total Streets:</b>	<b>\$854,703.10</b>	<b>\$1,273,783.00</b>	<b>\$1,372,062.00</b>	<b>7.7%</b>



# Sanitation



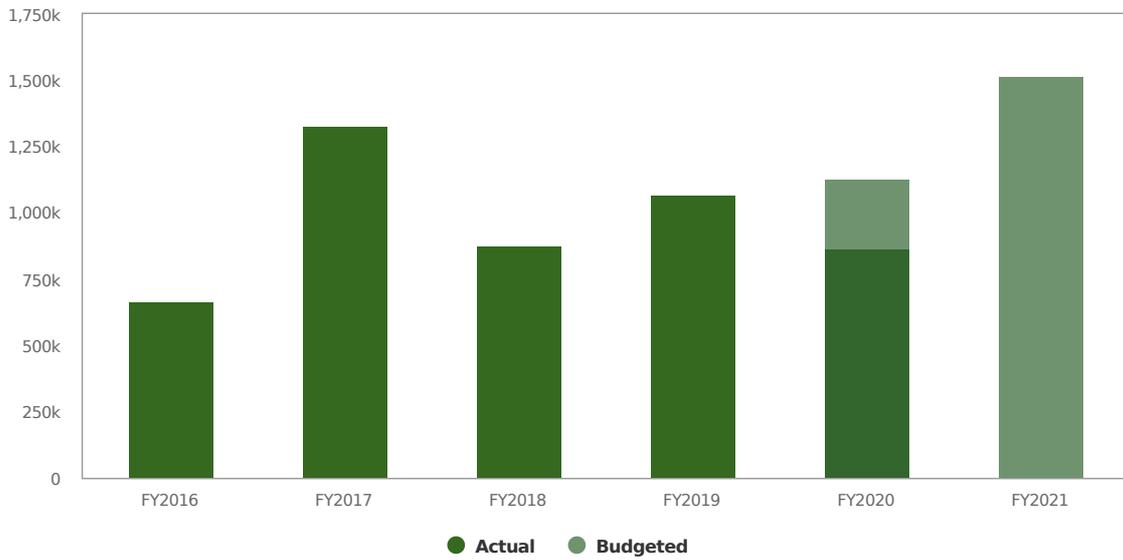
## Sanitation Budget

**\$1,517,853**

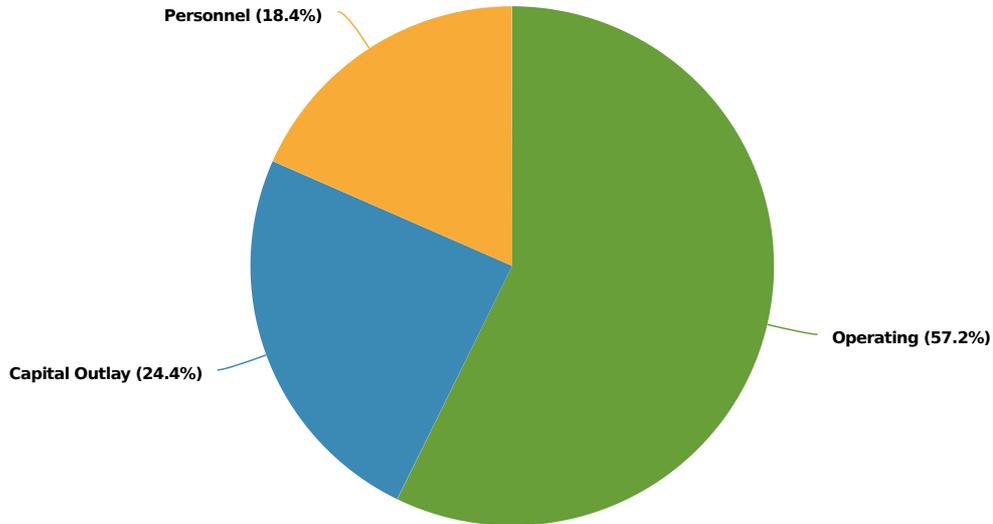
**\$387,569**

(34.29% vs. prior year)

Sanitation Proposed and Historical Budget vs. Actual



Sanitation Budgeted Expenditures



### Sanitation Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Sanitation</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$150,945.90	\$190,836.00	\$191,324.00	0.3%
SALARIES OVERTIME	\$3,078.83	\$3,000.00	\$3,000.00	0%
SOCIAL SECURITY	\$11,187.56	\$14,828.00	\$14,866.00	0.3%
SC RETIREMENT	\$22,389.52	\$31,058.00	\$30,167.00	-2.9%
DEFERRED COMP MATCH	\$854.64	\$1,170.00	\$1,170.00	0%
MEDICAL INSURANCE	\$25,315.80	\$30,829.00	\$30,820.00	0%
WORKERS COMPENSATION	\$6,533.16	\$7,606.00	\$7,625.00	0.2%
<b>Total Personnel:</b>	<b>\$220,305.41</b>	<b>\$279,327.00</b>	<b>\$278,972.00</b>	<b>-0.1%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$0.00	\$0.00	\$370,000.00	
<b>Total Capital Outlay:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$370,000.00</b>	
<b>Operating</b>				
UNIFORMS	\$2,746.07	\$3,097.00	\$4,221.00	36.3%
MATERIALS AND SUPPLIES	\$7,180.36	\$9,000.00	\$7,500.00	-16.7%
VEHICLE MAINTENANCE	\$57,834.65	\$55,000.00	\$60,000.00	9.1%
GAS, GREASE AND OIL	\$39,131.39	\$43,000.00	\$46,000.00	7%
TELEPHONE	\$1,297.81	\$4,000.00	\$4,500.00	12.5%
CONTRACTED SERVICES	\$407,766.41	\$396,200.00	\$401,200.00	1.3%
TRAVEL AND TRAINING	\$333.00	\$2,200.00	\$2,200.00	0%
MEM-DUES-SUBSCR	\$380.00	\$1,600.00	\$1,400.00	-12.5%
LANDFILL COSTS	\$272,620.73	\$275,000.00	\$280,000.00	1.8%
MISCELLANEOUS EXPENSE	\$377.62	\$500.00	\$500.00	0%
ROLLOUTS AND REPAIR KITS	\$59,420.62	\$60,000.00	\$60,000.00	0%
EQUIPMENT REPAIRS	\$64.95	\$0.00	\$0.00	
PRE-EMPLOYMENT EXPENSE	\$271.50	\$1,360.00	\$1,360.00	0%
<b>Total Operating:</b>	<b>\$849,425.11</b>	<b>\$850,957.00</b>	<b>\$868,881.00</b>	<b>2.1%</b>



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Total Sanitation:</b>	<b>\$1,069,730.52</b>	<b>\$1,130,284.00</b>	<b>\$1,517,853.00</b>	<b>34.3%</b>



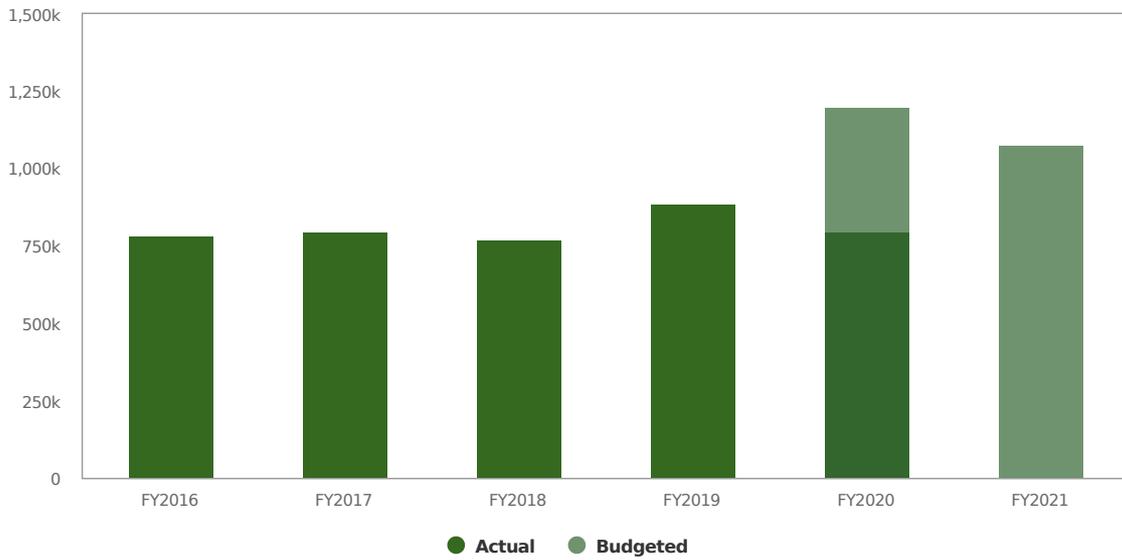
# Building And Grounds



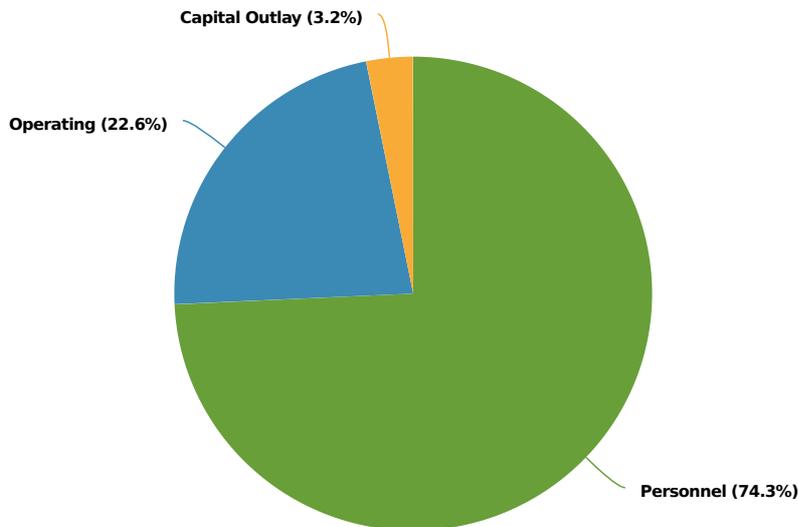
## Building And Grounds Budget

**\$1,078,541** **-\$124,718**  
(-10.37% vs. prior year)

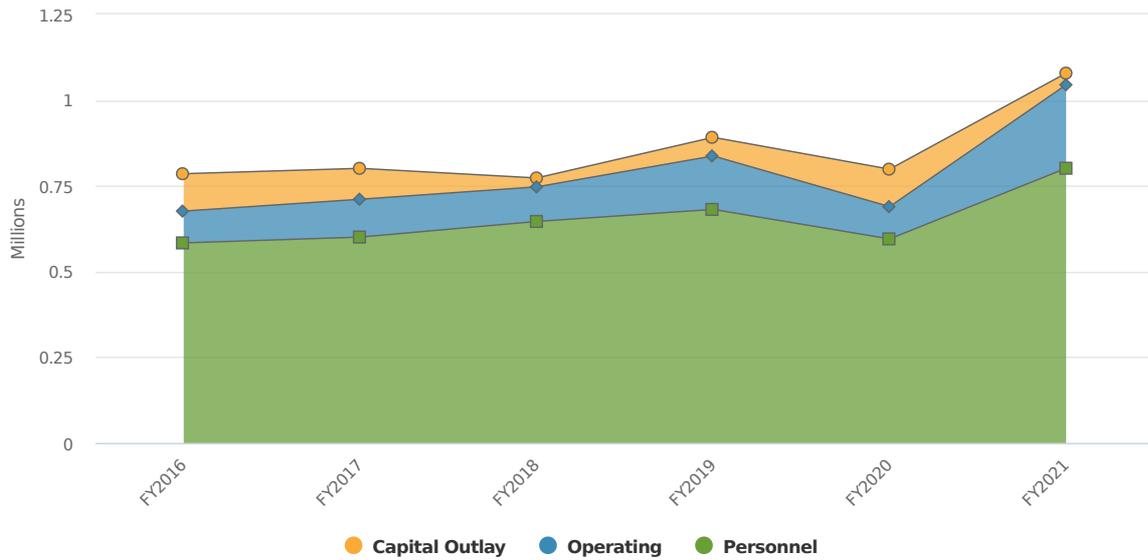
Building And Grounds Proposed and Historical Budget vs. Actual



Building And Grounds Budgeted Expenditures



### Building And Grounds Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Building And Grounds</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$460,503.03	\$563,268.00	\$530,901.00	-5.7%
SALARIES OVERTIME	\$17,907.41	\$25,000.00	\$25,000.00	0%
SOCIAL SECURITY	\$34,867.25	\$45,002.00	\$42,526.00	-5.5%
SC RETIREMENT	\$68,688.57	\$92,308.00	\$84,413.00	-8.6%
DEFERRED COMP MATCH	\$2,334.28	\$3,900.00	\$3,640.00	-6.7%
MEDICAL INSURANCE	\$78,503.25	\$100,346.00	\$93,870.00	-6.5%
WORKERS COMPENSATION	\$18,338.70	\$22,060.00	\$20,846.00	-5.5%
<b>Total Personnel:</b>	<b>\$681,142.49</b>	<b>\$851,884.00</b>	<b>\$801,196.00</b>	<b>-6%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$0.00	\$0.00	\$25,500.00	
MACHINERY AND EQUIPMENT	\$54,276.81	\$111,500.00	\$8,500.00	-92.4%
<b>Total Capital Outlay:</b>	<b>\$54,276.81</b>	<b>\$111,500.00</b>	<b>\$34,000.00</b>	<b>-69.5%</b>
<b>Operating</b>				
UNIFORMS	\$7,191.25	\$10,325.00	\$10,695.00	3.6%
MATERIALS AND SUPPLIES	\$89,061.94	\$112,500.00	\$112,000.00	-0.4%
VEHICLE MAINTENANCE	\$8,296.62	\$25,000.00	\$25,000.00	0%
GAS, GREASE AND OIL	\$17,280.77	\$25,000.00	\$27,000.00	8%
CONTRACTED SERVICES	\$14,336.66	\$25,000.00	\$25,000.00	0%
EQUIPMENT REPAIRS	\$13,272.84	\$25,000.00	\$27,000.00	8%
TRAVEL AND TRAINING	\$1,645.52	\$2,900.00	\$2,900.00	0%
MEM-DUES-SUBSCR	\$1,723.30	\$5,210.00	\$5,210.00	0%
MISCELLANEOUS EXPENSE	\$784.73	\$1,200.00	\$500.00	-58.3%
EQUIPMENT RENTAL	\$329.28	\$1,000.00	\$1,000.00	0%
PRE-EMPLOYMENT EXPENSE	\$1,234.47	\$1,240.00	\$1,240.00	0%
TELEPHONE	\$835.97	\$4,900.00	\$5,400.00	10.2%
SERVICE CONTRACTS		\$600.00	\$400.00	-33.3%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Total Operating:</b>	<b>\$155,993.35</b>	<b>\$239,875.00</b>	<b>\$243,345.00</b>	<b>1.4%</b>
<b>Total Building And Grounds:</b>	<b>\$891,412.65</b>	<b>\$1,203,259.00</b>	<b>\$1,078,541.00</b>	<b>-10.4%</b>



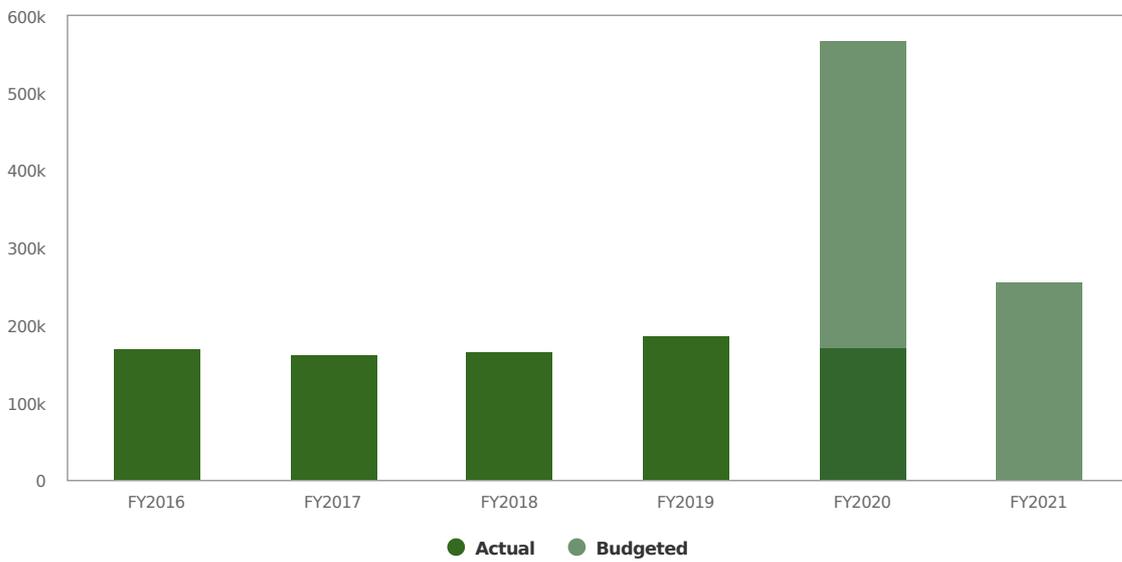
# Garage Services



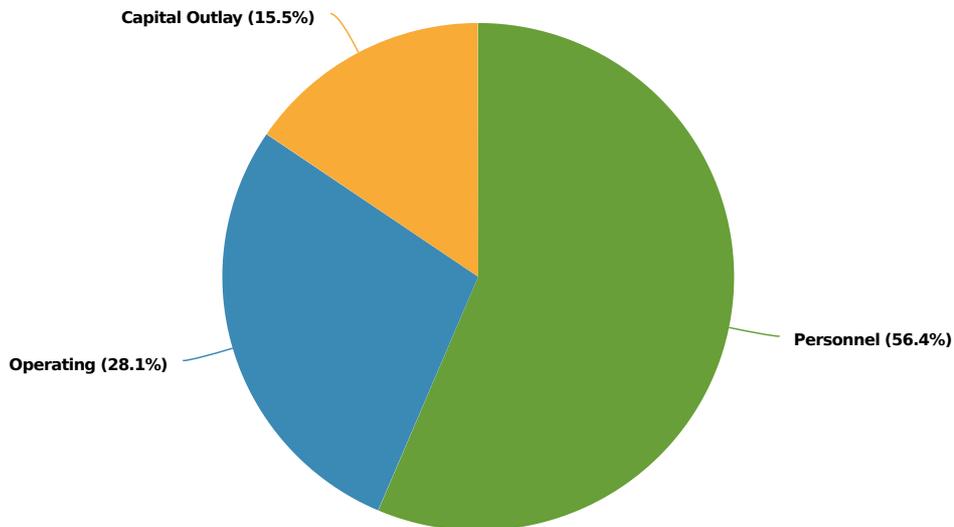
## Garage Services Budget

**\$258,192** **-\$311,007**  
 (-54.64% vs. prior year)

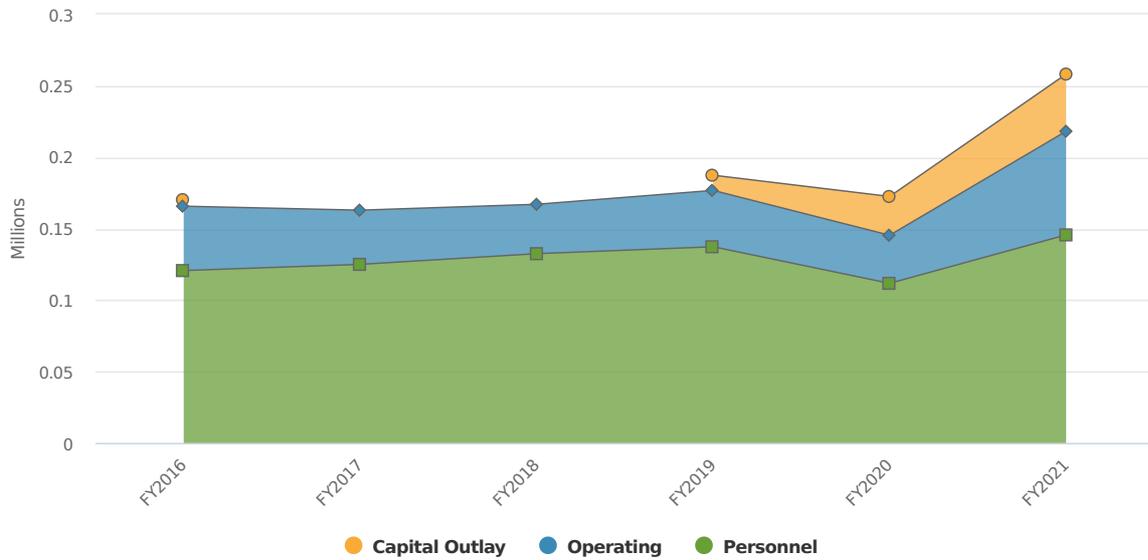
Garage Services Proposed and Historical Budget vs. Actual



Garage Services Budgeted Expenditures



### Garage Services Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Garage Services</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$94,476.76	\$99,640.00	\$99,639.00	0%
SALARIES OVERTIME	\$3,381.57	\$3,000.00	\$3,000.00	0%
SOCIAL SECURITY	\$6,745.39	\$7,852.00	\$7,852.00	0%
SC RETIREMENT	\$14,193.48	\$16,452.00	\$15,940.00	-3.1%
DEFERRED COMP MATCH	\$512.86	\$520.00	\$520.00	0%
MEDICAL INSURANCE	\$16,162.95	\$16,522.80	\$16,519.00	0%
WORKERS COMPENSATION	\$1,852.27	\$2,162.00	\$2,162.00	0%
<b>Total Personnel:</b>	<b>\$137,325.28</b>	<b>\$146,148.80</b>	<b>\$145,632.00</b>	<b>-0.4%</b>
<b>Capital Outlay</b>				
MACHINERY AND EQUIPMENT	\$0.00	\$15,000.00	\$0.00	-100%
COMPUTER OUTLAY	\$6,995.00	\$0.00	\$0.00	
OTHER OUTLAY	\$3,639.65	\$346,000.00	\$40,000.00	-88.4%
<b>Total Capital Outlay:</b>	<b>\$10,634.65</b>	<b>\$361,000.00</b>	<b>\$40,000.00</b>	<b>-88.9%</b>
<b>Operating</b>				
UNIFORMS	\$1,440.51	\$2,000.00	\$3,075.00	53.8%
MATERIALS AND SUPPLIES	\$11,789.23	\$10,000.00	\$16,500.00	65%
VEHICLE MAINTENANCE	\$2,341.34	\$2,000.00	\$3,000.00	50%
GAS, GREASE AND OIL	\$4,522.65	\$8,000.00	\$9,000.00	12.5%
ELECTRICITY	\$5,686.53	\$7,000.00	\$7,000.00	0%
TELEPHONE	\$219.30	\$5,500.00	\$6,000.00	9.1%
TRAVEL AND TRAINING	\$1,299.82	\$4,300.00	\$4,300.00	0%
WATER AND HEAT	\$5,832.64	\$9,000.00	\$9,000.00	0%
MEM-DUES-SUBSCR	\$2,453.96	\$6,170.00	\$6,605.00	7.1%
BLDGS-GRNDS MTC	\$3,721.28	\$7,000.00	\$7,000.00	0%
MISCELLANEOUS EXPENSE	\$101.64	\$500.00	\$500.00	0%
PRE-EMPLOYMENT EXPENSE	\$60.49	\$580.00	\$580.00	0%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Total Operating:</b>	<b>\$39,469.39</b>	<b>\$62,050.00</b>	<b>\$72,560.00</b>	<b>16.9%</b>
<b>Total Garage Services:</b>	<b>\$187,429.32</b>	<b>\$569,198.80</b>	<b>\$258,192.00</b>	<b>-54.6%</b>



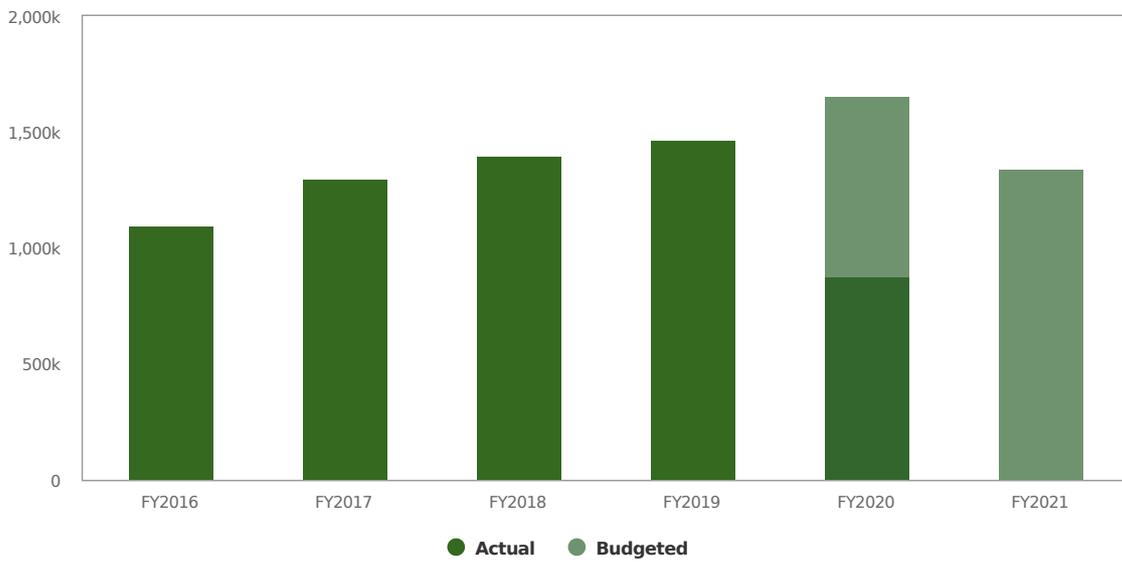
# Parks And Recreation



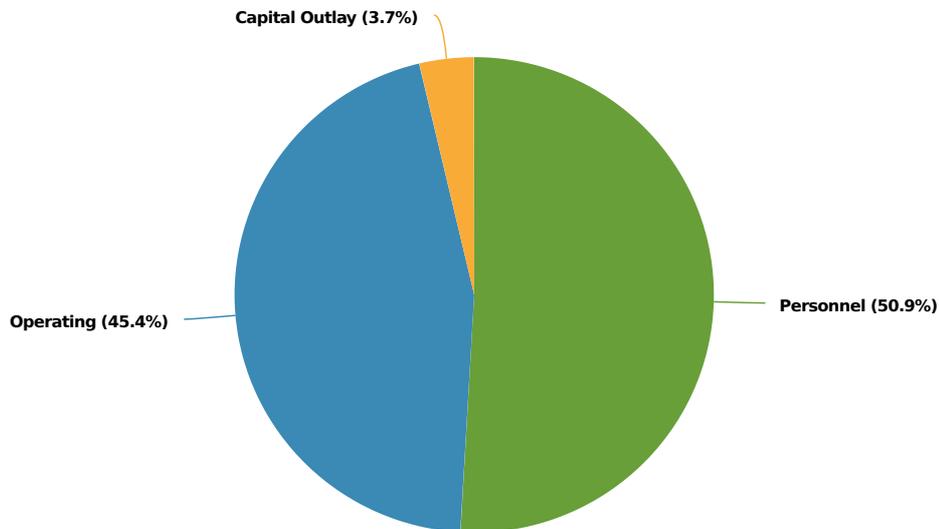
## Parks And Recreation Budget

**\$1,343,453** **-\$314,402**  
 (-18.96% vs. prior year)

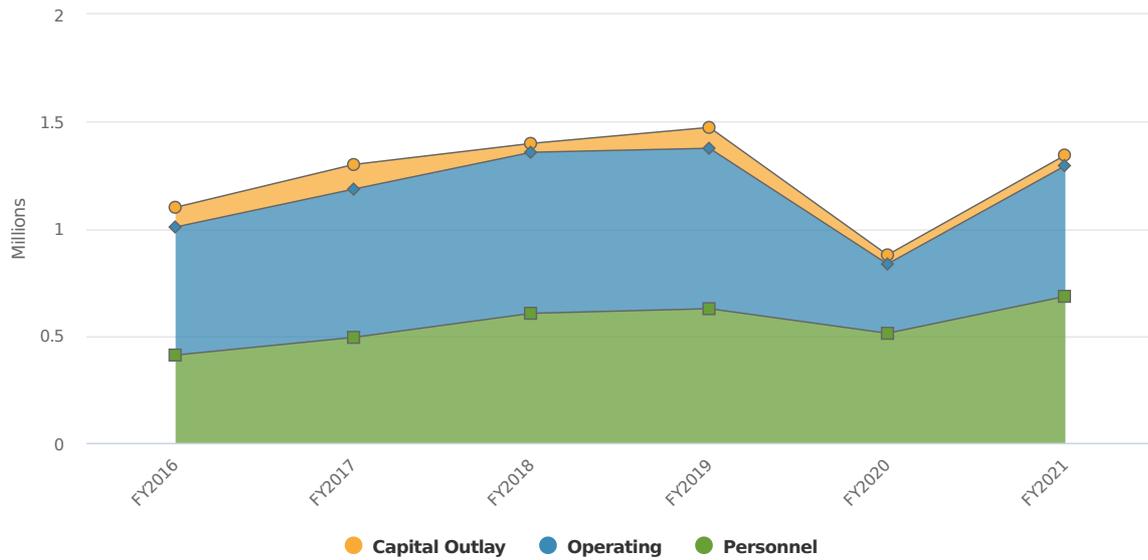
Parks And Recreation Proposed and Historical Budget vs. Actual



Parks And Recreation Budgeted Expenditures



### Parks And Recreation Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Parks And Recreation</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$454,447.91	\$495,568.00	\$493,936.00	-0.3%
SALARIES OVERTIME	\$5,085.08	\$6,000.00	\$6,000.00	0%
SOCIAL SECURITY	\$33,650.56	\$38,370.00	\$38,245.00	-0.3%
SC RETIREMENT	\$59,643.88	\$72,361.00	\$69,854.00	-3.5%
DEFERRED COMP MATCH	\$1,749.99	\$2,600.00	\$2,600.00	0%
MEDICAL INSURANCE	\$66,109.52	\$67,192.00	\$67,172.00	0%
WORKERS COMPENSATION	\$5,764.37	\$8,153.00	\$6,361.00	-22%
<b>Total Personnel:</b>	<b>\$626,451.31</b>	<b>\$690,244.00</b>	<b>\$684,168.00</b>	<b>-0.9%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$24,195.00	\$26,000.00	\$26,000.00	0%
MACHINERY AND EQUIPMENT	\$73,204.00	\$35,000.00	\$8,000.00	-77.1%
OTHER OUTLAY	\$0.00	\$250,000.00	\$15,500.00	-93.8%
<b>Total Capital Outlay:</b>	<b>\$97,399.00</b>	<b>\$311,000.00</b>	<b>\$49,500.00</b>	<b>-84.1%</b>
<b>Operating</b>				
UNIFORMS	\$2,098.15	\$2,695.00	\$2,695.00	0%
MATERIALS AND SUPPLIES	\$37,559.51	\$74,975.00	\$55,475.00	-26%
VEHICLE MAINTENANCE	\$2,718.13	\$3,000.00	\$3,000.00	0%
GAS, GREASE AND OIL	\$13,042.87	\$10,000.00	\$10,000.00	0%
ELECTRICITY	\$45,766.12	\$43,000.00	\$43,000.00	0%
TELEPHONE	\$11,859.97	\$10,800.00	\$13,000.00	20.4%
CONTRACTED SERVICES	\$123,243.53	\$129,950.00	\$124,430.00	-4.2%
EQUIPMENT REPAIRS	\$5,239.31	\$15,500.00	\$10,000.00	-35.5%
TRAVEL AND TRAINING	\$7,549.42	\$8,050.00	\$7,550.00	-6.2%
WATER AND HEAT	\$13,108.34	\$30,600.00	\$30,600.00	0%
MEM-DUES-SUBSCR	\$5,801.14	\$9,070.00	\$10,200.00	12.5%
ADVERTISING	\$6,085.21	\$7,000.00	\$7,000.00	0%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
ATHLETICS PGM SUPPLIES	\$103,610.39	\$167,921.00	\$153,385.00	-8.7%
BLDGS-GRNDS MTC	\$22,146.31	\$32,000.00	\$32,000.00	0%
MISCELLANEOUS EXPENSE	\$166.05	\$500.00	\$500.00	0%
FESTIVITIES	\$43,930.13	\$0.00	\$0.00	
PROFESSIONAL SERVICES	\$95,657.35	\$89,000.00	\$89,500.00	0.6%
SERVICE CONTRACTS	\$9,797.43	\$16,850.00	\$13,650.00	-19%
SPRING FESTIVAL EXPENSES	\$197,914.54	\$0.00	\$0.00	
PRE-EMPLOYMENT EXPENSE	\$370.98	\$1,100.00	\$1,100.00	0%
LEASE AGREEMENT	\$882.42	\$3,600.00	\$1,700.00	-52.8%
EQUIPMENT RENTAL	\$75.56	\$1,000.00	\$1,000.00	0%
<b>Total Operating:</b>	<b>\$748,622.86</b>	<b>\$656,611.00</b>	<b>\$609,785.00</b>	<b>-7.1%</b>
<b>Total Parks And Recreation:</b>	<b>\$1,472,473.17</b>	<b>\$1,657,855.00</b>	<b>\$1,343,453.00</b>	<b>-19%</b>



# Non Departmental



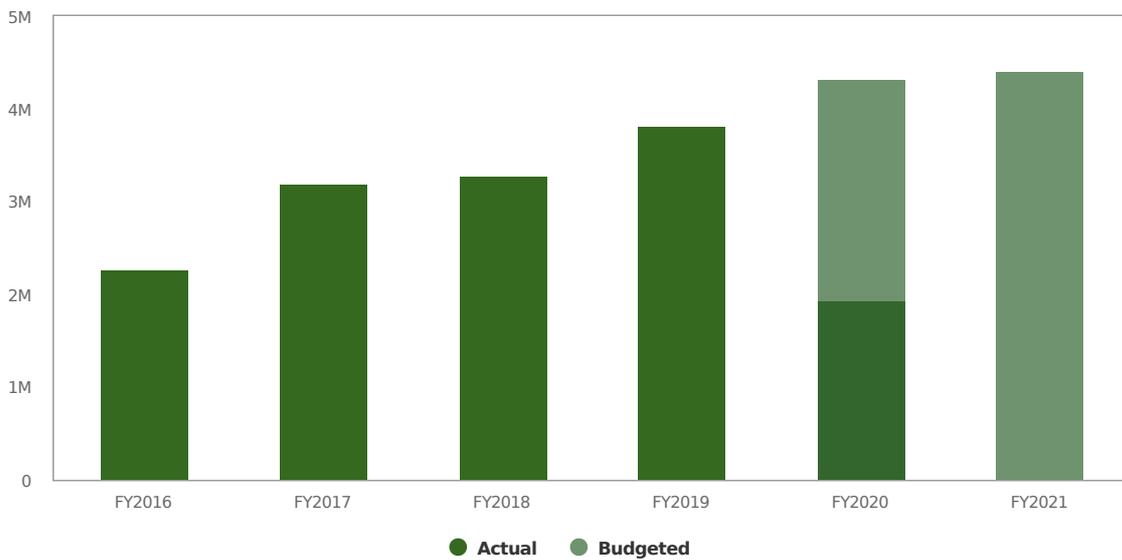
# Water-Sewer Administration



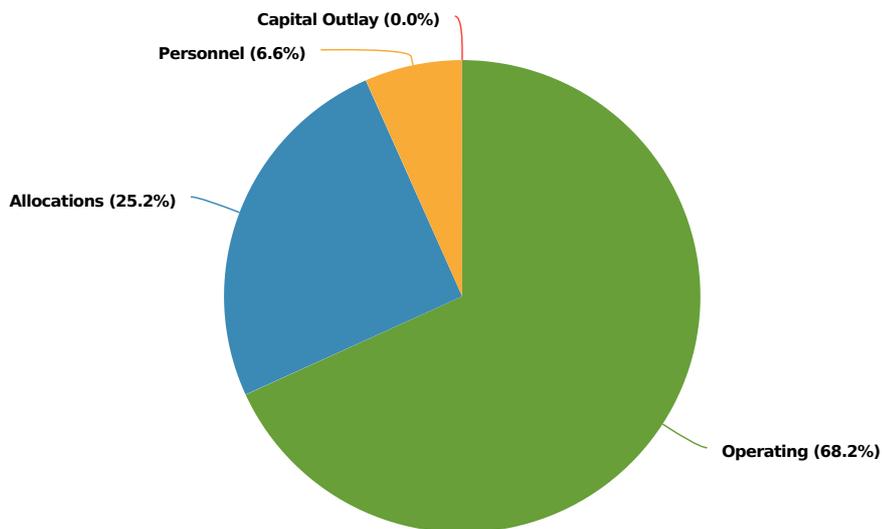
## Water-Sewer Administration Budget

**\$4,423,204** **\$100,043**  
(2.31% vs. prior year)

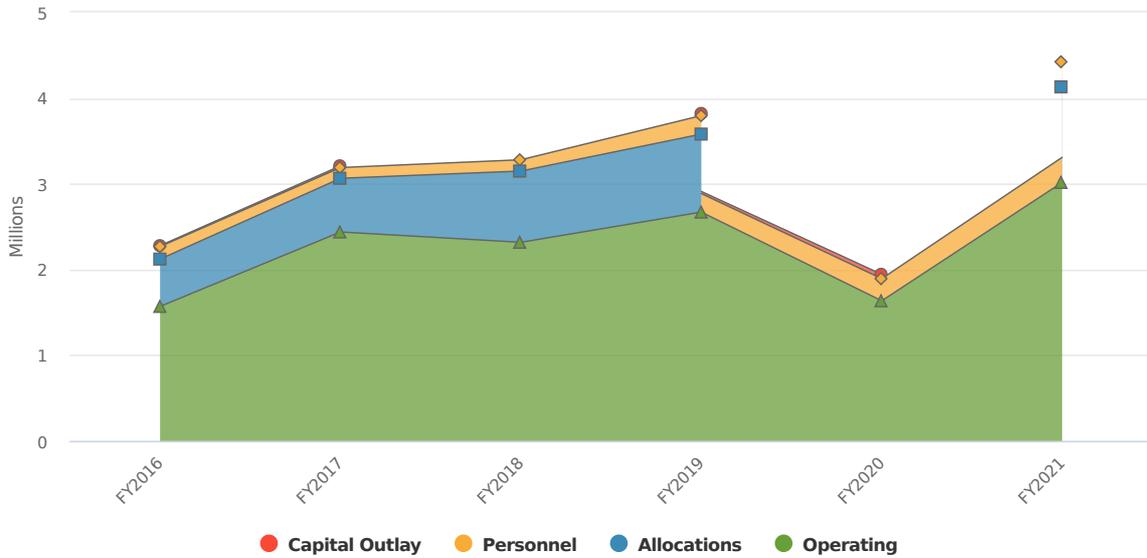
Water-Sewer Administration Proposed and Historical Budget vs. Actual



Water-Sewer Administration Budgeted Expenditures



### Water-Sewer Administration Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Water-Sewer Administration</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$157,265.78	\$259,612.00	\$214,098.00	-17.5%
SALARIES OVERTIME	\$3,743.43	\$600.00	\$600.00	0%
SOCIAL SECURITY	\$11,564.02	\$19,906.00	\$16,424.00	-17.5%
SC RETIREMENT	\$23,457.09	\$41,766.00	\$33,353.00	-20.1%
DEFERRED COMP MATCH	\$374.64	\$1,170.00	\$910.00	-22.2%
MEDICAL INSURANCE	\$18,000.22	\$30,493.00	\$26,188.00	-14.1%
WORKERS COMPENSATION	\$1,516.81	\$2,229.00	\$1,462.00	-34.4%
<b>Total Personnel:</b>	<b>\$215,921.99</b>	<b>\$355,776.00</b>	<b>\$293,035.00</b>	<b>-17.6%</b>
<b>Allocations</b>				
GROSS REVENUE ALLOCATION	\$909,853.65	\$1,310,790.00	\$1,114,491.00	-15%
<b>Total Allocations:</b>	<b>\$909,853.65</b>	<b>\$1,310,790.00</b>	<b>\$1,114,491.00</b>	<b>-15%</b>
<b>Capital Outlay</b>				
TRANSPORTATON	\$24,967.29	\$46,000.00	\$0.00	-100%
COMPUTER OUTLAY		\$3,000.00	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$24,967.29</b>	<b>\$49,000.00</b>	<b>\$0.00</b>	<b>-100%</b>
<b>Operating</b>				
UNIFORMS	\$1,780.98	\$4,795.00	\$1,250.00	-73.9%
MATERIALS AND SUPPLIES	\$26,245.83	\$35,880.00	\$38,000.00	5.9%
VEHICLE MAINTENANCE	\$355.44	\$2,000.00	\$2,000.00	0%
GAS, GREASE AND OIL	\$2,277.13	\$5,000.00	\$5,000.00	0%
ELECTRICITY	\$4,834.44	\$4,000.00	\$4,000.00	0%
TELEPHONE	\$11,401.21	\$6,760.00	\$12,540.00	85.5%
TRAVEL AND TRAINING	\$3,639.66	\$11,000.00	\$11,000.00	0%
WATER AND HEAT	\$2,477.44	\$2,500.00	\$5,000.00	100%
MEM-DUES-SUBSCR	\$48,586.84	\$24,830.00	\$25,370.00	2.2%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
PERMITS	\$0.00	\$15,550.00	\$15,550.00	0%
ADVERTISING	\$4,422.60	\$4,000.00	\$4,000.00	0%
POSTAGE	\$53,210.92	\$60,000.00	\$250.00	-99.6%
BLDGS-GRNDS MTC	\$7,020.83	\$6,500.00	\$6,500.00	0%
MISCELLANEOUS EXPENSE	\$73.10	\$1,000.00	\$500.00	-50%
PROFESSIONAL SERVICES	\$82,533.82	\$160,000.00	\$160,000.00	0%
BULK WATER	\$2,389,468.48	\$2,223,800.00	\$2,685,238.00	20.7%
SERVICE CONTRACTS	\$30,472.44	\$38,260.00	\$37,760.00	-1.3%
PRE-EMPLOYMENT EXPENSE	\$96.00	\$1,000.00	\$1,000.00	0%
LEASE AGREEMENT	\$882.42	\$720.00	\$720.00	0%
<b>Total Operating:</b>	<b>\$2,669,779.58</b>	<b>\$2,607,595.00</b>	<b>\$3,015,678.00</b>	<b>15.6%</b>
<b>Total Water-Sewer Administration:</b>	<b>\$3,820,522.51</b>	<b>\$4,323,161.00</b>	<b>\$4,423,204.00</b>	<b>2.3%</b>



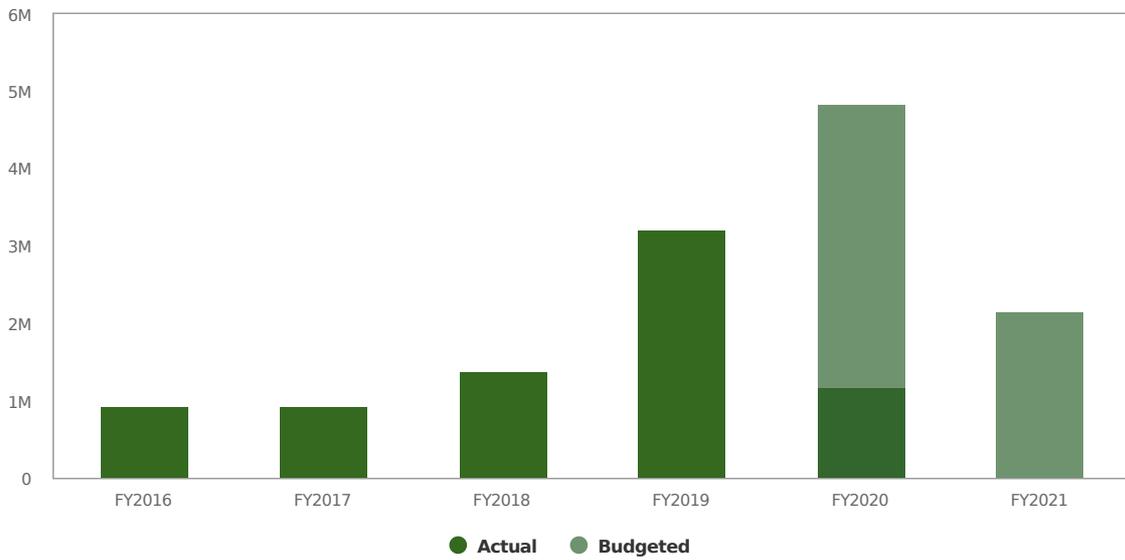
# Water Maintenance



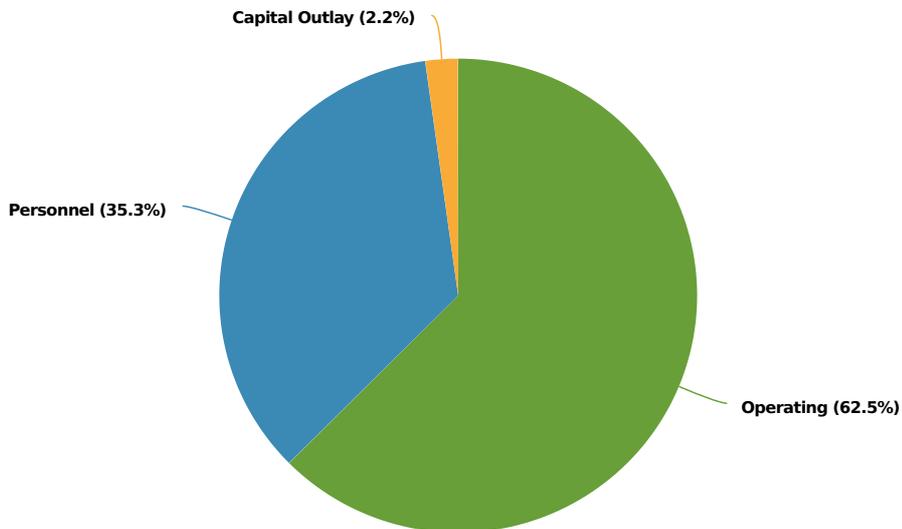
## Water Maintenance Budget

**\$2,160,264** **-\$2,684,311**  
(-55.41% vs. prior year)

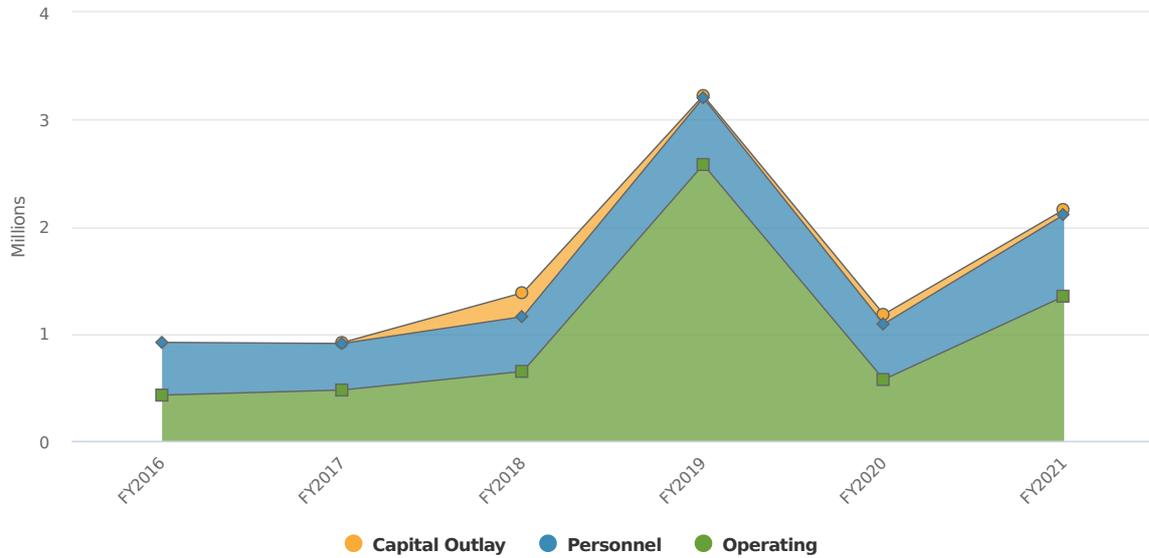
Water Maintenance Proposed and Historical Budget vs. Actual



Water Maintenance Budgeted Expenditures



### Water Maintenance Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Water Maintenance</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$373,180.06	\$469,183.00	\$501,545.00	6.9%
SALARIES OVERTIME	\$74,718.98	\$30,000.00	\$30,000.00	0%
SOCIAL SECURITY	\$32,663.07	\$38,187.00	\$40,663.00	6.5%
SC RETIREMENT	\$65,291.15	\$80,000.00	\$82,514.00	3.1%
DEFERRED COMP MATCH	\$1,229.64	\$3,250.00	\$3,510.00	8%
MEDICAL INSURANCE	\$68,586.04	\$83,352.00	\$90,849.00	9%
WORKERS COMPENSATION	\$7,804.61	\$11,204.00	\$12,956.00	15.6%
<b>Total Personnel:</b>	<b>\$623,473.55</b>	<b>\$715,176.00</b>	<b>\$762,037.00</b>	<b>6.6%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$26,177.00	\$32,000.00	\$0.00	-100%
MACHINERY AND EQUIPMENT	\$0.00	\$6,000.00	\$47,500.00	691.7%
OTHER OUTLAY	-\$5,887.38	\$2,460,557.00	\$0.00	-100%
COMPUTER OUTLAY		\$5,000.00	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$20,289.62</b>	<b>\$2,503,557.00</b>	<b>\$47,500.00</b>	<b>-98.1%</b>
<b>Operating</b>				
UNIFORMS	\$8,675.20	\$10,837.00	\$12,537.00	15.7%
MATERIALS AND SUPPLIES	\$108,151.85	\$139,600.00	\$157,000.00	12.5%
VEHICLE MAINTENANCE	\$7,371.82	\$9,000.00	\$12,000.00	33.3%
GAS, GREASE AND OIL	\$23,796.37	\$20,000.00	\$20,000.00	0%
TELEPHONE	\$4,612.27	\$11,000.00	\$13,000.00	18.2%
CONTRACTED SERVICES	\$19,825.00	\$655,000.00	\$260,000.00	-60.3%
WATER METER REPLACEMENT	\$2,018,419.46	\$0.00	\$0.00	
EQUIPMENT REPAIRS	\$4,083.57	\$20,000.00	\$20,000.00	0%
TRAVEL AND TRAINING	\$5,807.95	\$15,300.00	\$5,800.00	-62.1%
MEM-DUES-SUBSCR	\$816.38	\$2,340.00	\$2,155.00	-7.9%
MISCELLANEOUS EXPENSE	\$253.58	\$1,000.00	\$500.00	-50%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
PROFESSIONAL SERVICES	\$5,355.92	\$97,000.00	\$102,000.00	5.2%
STREET REPAIRS	\$38,036.33	\$100,000.00	\$100,000.00	0%
PRE-EMPLOYMENT EXPENSE	\$200.00	\$2,000.00	\$2,000.00	0%
HYDRANT REPAIRS AND MTC	\$33,388.64	\$60,000.00	\$60,000.00	0%
WATER METERS	\$225,985.34	\$456,000.00	\$456,000.00	0%
SERVICE CONTRACTS	\$75,000.00	\$21,765.00	\$21,765.00	0%
RENTALS		\$5,000.00	\$5,000.00	0%
POSTAGE			\$250.00	
LEASE AGREEMENT			\$720.00	
WATER LINE REHAB/ MTC			\$100,000.00	
<b>Total Operating:</b>	<b>\$2,579,779.68</b>	<b>\$1,625,842.00</b>	<b>\$1,350,727.00</b>	<b>-16.9%</b>
<b>Total Water Maintenance:</b>	<b>\$3,223,542.85</b>	<b>\$4,844,575.00</b>	<b>\$2,160,264.00</b>	<b>-55.4%</b>



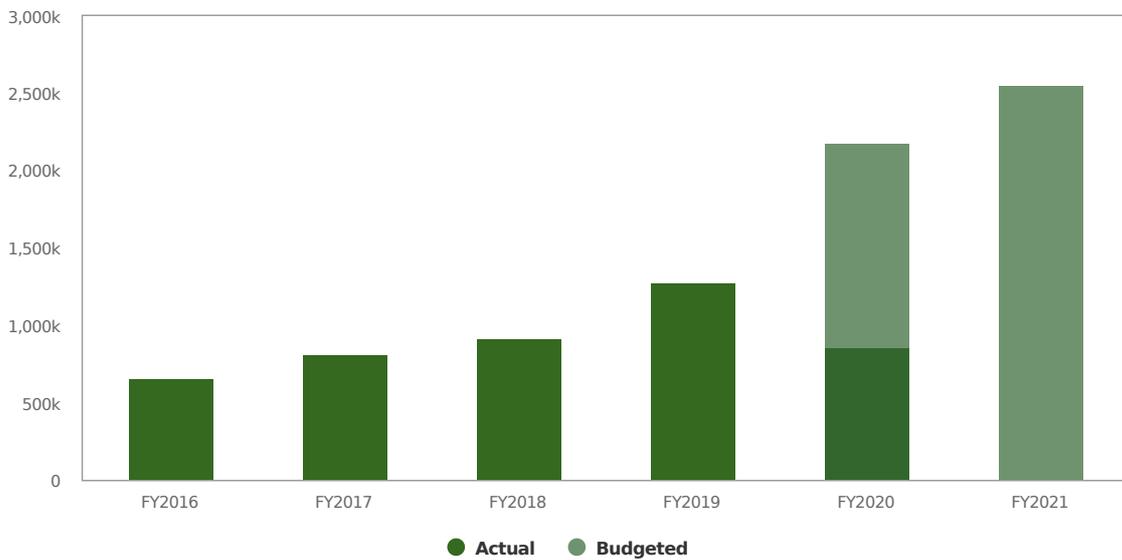
# Sewer Maintenance



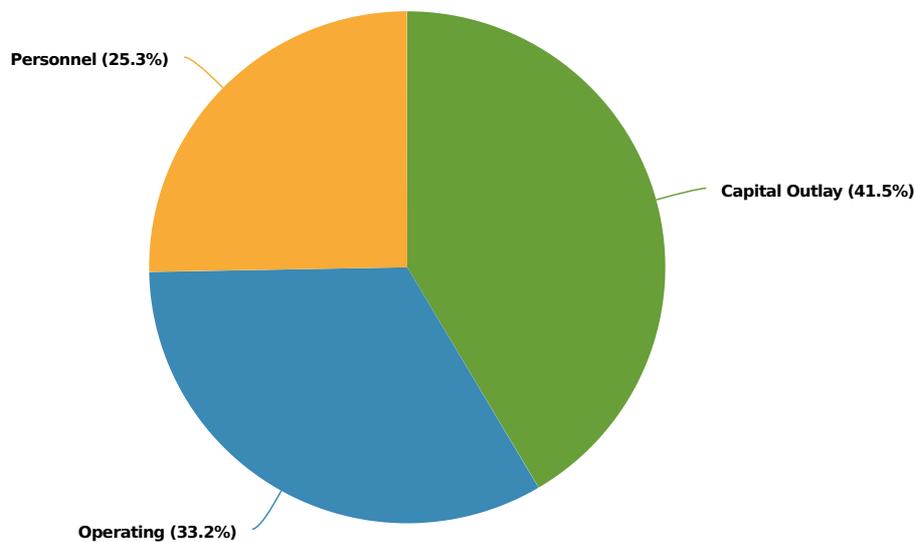
## Sewer Maintenance Budget

**\$2,555,660**    **\$368,835**  
 (16.87% vs. prior year)

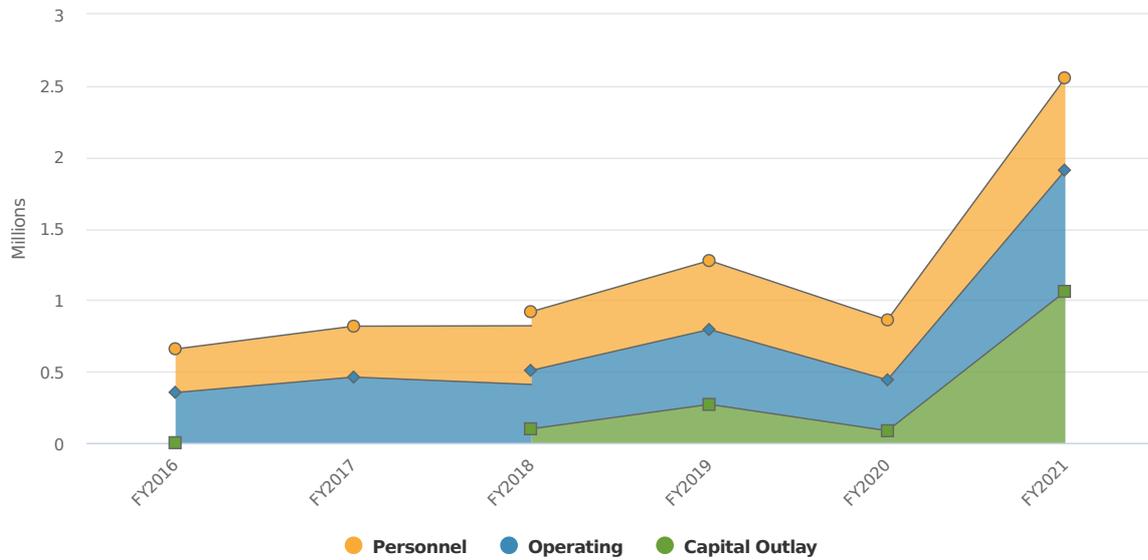
Sewer Maintenance Proposed and Historical Budget vs. Actual



Sewer Maintenance Budgeted Expenditures



### Sewer Maintenance Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Sewer Maintenance</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$307,920.16	\$419,000.00	\$425,301.00	1.5%
SALARIES OVERTIME	\$31,512.96	\$20,000.00	\$20,000.00	0%
SOCIAL SECURITY	\$24,836.26	\$33,583.00	\$34,066.00	1.4%
SC RETIREMENT	\$49,551.31	\$70,351.00	\$69,110.00	-1.8%
DEFERRED COMP MATCH	\$1,410.36	\$2,990.00	\$2,990.00	0%
MEDICAL INSURANCE	\$59,919.74	\$77,818.00	\$81,403.00	4.6%
WORKERS COMPENSATION	\$7,250.22	\$10,536.00	\$13,279.00	26%
<b>Total Personnel:</b>	<b>\$482,401.01</b>	<b>\$634,278.00</b>	<b>\$646,149.00</b>	<b>1.9%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$26,177.00	\$25,000.00	\$25,500.00	2%
MACHINERY AND EQUIPMENT	\$93,681.12	\$0.00	\$255,000.00	
OTHER OUTLAY	\$150,000.00	\$750,000.00	\$780,314.00	4%
COMPUTER OUTLAY		\$2,500.00	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$269,858.12</b>	<b>\$777,500.00</b>	<b>\$1,060,814.00</b>	<b>36.4%</b>
<b>Operating</b>				
UNIFORMS	\$8,832.11	\$10,837.00	\$11,037.00	1.8%
MATERIALS AND SUPPLIES	\$68,220.04	\$100,000.00	\$102,500.00	2.5%
VEHICLE MAINTENANCE	\$7,797.59	\$5,000.00	\$5,000.00	0%
GAS, GREASE AND OIL	\$21,308.92	\$21,000.00	\$21,000.00	0%
TELEPHONE	\$3,316.78	\$9,800.00	\$12,000.00	22.4%
CONTRACTED SERVICES	\$29,382.55	\$117,000.00	\$162,000.00	38.5%
EQUIPMENT REPAIRS	\$13,426.43	\$20,000.00	\$20,000.00	0%
TRAVEL AND TRAINING	\$4,979.74	\$10,700.00	\$6,500.00	-39.3%
MEM-DUES-SUBSCR	\$741.53	\$3,210.00	\$2,290.00	-28.7%
MISCELLANEOUS EXPENSE	\$110.85	\$500.00	\$500.00	0%
ELECTRICITY LIFT STATIONS	\$79,218.41	\$96,000.00	\$100,000.00	4.2%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
PUMP STATION REPAIRS	\$151,696.59	\$150,000.00	\$150,000.00	0%
YORK CO. SEWER PROCESSING	\$114,274.79	\$110,000.00	\$135,000.00	22.7%
TEGA CAY SWR TRANSP-TRTMT	\$6,640.36	\$10,000.00	\$15,000.00	50%
PRE-EMPLOYMENT EXPENSE	\$408.49	\$2,000.00	\$500.00	-75%
PUMP STATION MONITORING	\$11,872.20	\$24,000.00	\$24,000.00	0%
OTHER REPAIRS AND MAINTENANCE	\$1,850.00	\$0.00	\$0.00	
BLDGS-GRNDS MTC	\$75.00	\$5,000.00	\$0.00	-100%
RENTALS		\$5,000.00	\$5,000.00	0%
PROFESSIONAL SERVICES		\$75,000.00	\$75,350.00	0.5%
LEASE AGREEMENT			\$720.00	
SERVICE CONTRACTS			\$300.00	
<b>Total Operating:</b>	<b>\$524,152.38</b>	<b>\$775,047.00</b>	<b>\$848,697.00</b>	<b>9.5%</b>
<b>Total Sewer Maintenance:</b>	<b>\$1,276,411.51</b>	<b>\$2,186,825.00</b>	<b>\$2,555,660.00</b>	<b>16.9%</b>



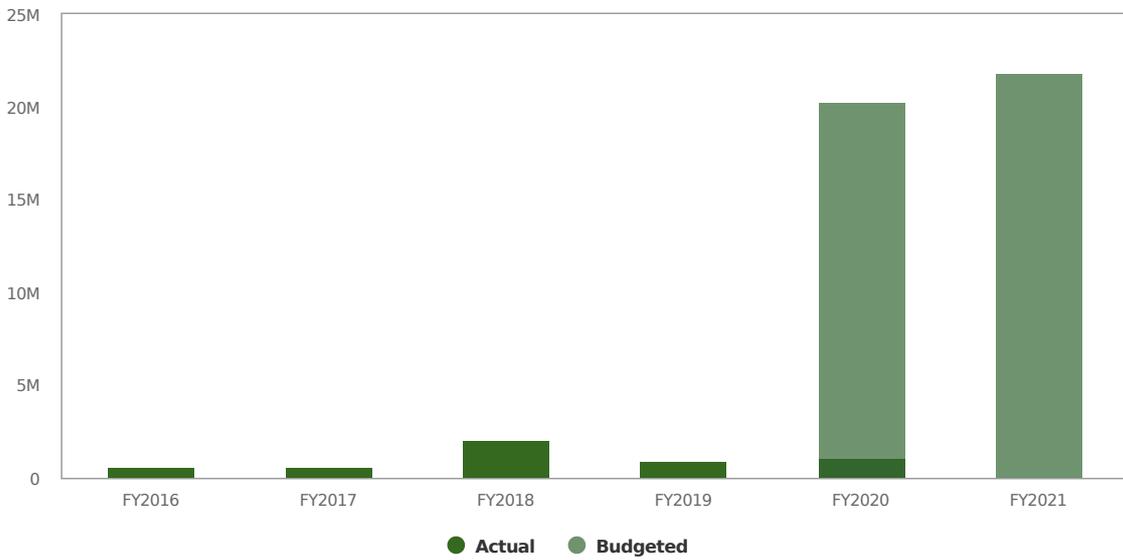
# Waste Treatment Plant



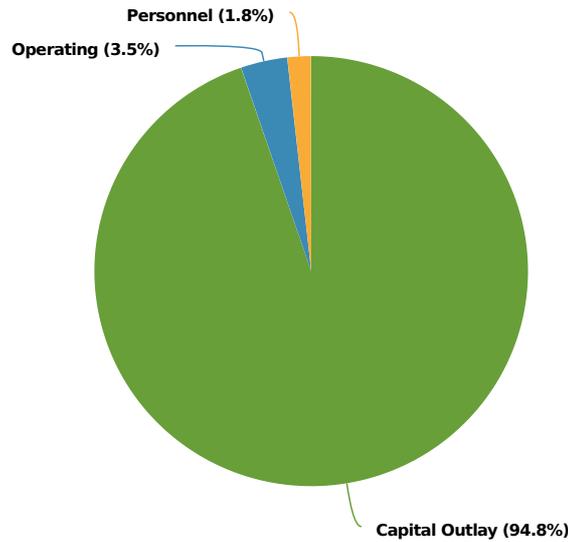
## Waste Treatment Plant Budget

**\$21,814,523**    **\$1,534,393**  
(7.57% vs. prior year)

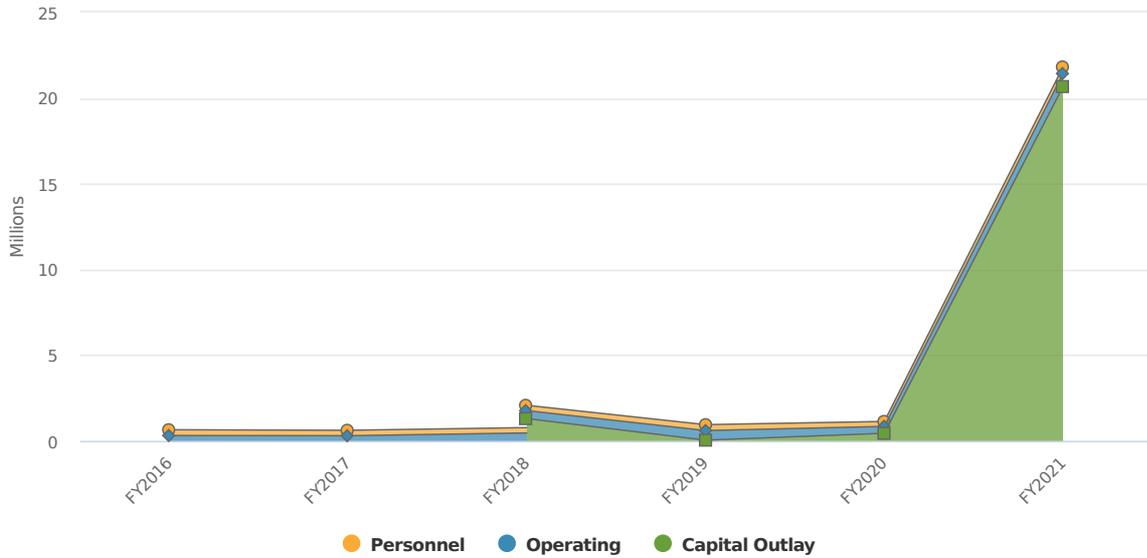
Waste Treatment Plant Proposed and Historical Budget vs. Actual



Waste Treatment Plant Budgeted Expenditures



### Waste Treatment Plant Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Waste Treatment Plant</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$237,814.94	\$259,460.00	\$260,360.00	0.3%
SALARIES OVERTIME	\$9,255.69	\$15,000.00	\$15,000.00	0%
SOCIAL SECURITY	\$17,897.33	\$20,996.00	\$21,065.00	0.3%
SC RETIREMENT	\$35,959.47	\$43,998.00	\$42,768.00	-2.8%
DEFERRED COMP MATCH	\$1,282.14	\$1,300.00	\$1,300.00	0%
MEDICAL INSURANCE	\$35,026.18	\$35,867.00	\$35,856.00	0%
WORKERS COMPENSATION	\$6,712.76	\$8,020.00	\$8,046.00	0.3%
<b>Total Personnel:</b>	<b>\$343,948.51</b>	<b>\$384,641.00</b>	<b>\$384,395.00</b>	<b>-0.1%</b>
<b>Capital Outlay</b>				
MACHINERY AND EQUIPMENT	\$45,248.65	\$0.00	\$0.00	
OTHER OUTLAY	\$0.00	\$19,192,014.00	\$20,670,403.00	7.7%
COMPUTER OUTLAY		\$2,500.00	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$45,248.65</b>	<b>\$19,194,514.00</b>	<b>\$20,670,403.00</b>	<b>7.7%</b>
<b>Operating</b>				
UNIFORMS	\$4,225.50	\$4,200.00	\$1,500.00	-64.3%
MATERIALS AND SUPPLIES	\$24,953.59	\$23,500.00	\$27,500.00	17%
VEHICLE MAINTENANCE	\$2,487.12	\$3,000.00	\$3,000.00	0%
GAS, GREASE AND OIL	\$4,053.92	\$6,000.00	\$6,000.00	0%
ELECTRICITY	\$162,791.55	\$175,000.00	\$175,000.00	0%
TELEPHONE	\$5,866.65	\$8,000.00	\$14,500.00	81.3%
CONTRACTED SERVICES	\$4,108.82	\$6,000.00	\$8,000.00	33.3%
EQUIPMENT REPAIRS	\$33,988.83	\$50,000.00	\$100,000.00	100%
TRAVEL AND TRAINING	\$2,446.58	\$6,800.00	\$2,000.00	-70.6%
WATER AND HEAT	\$821.36	\$4,100.00	\$4,100.00	0%
MEM-DUES-SUBSCR	\$1,580.00	\$5,375.00	\$2,875.00	-46.5%
PERMITS	\$171.16	\$3,500.00	\$4,500.00	28.6%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
BLDGS-GRNDS MTC	\$1,539.59	\$6,000.00	\$6,000.00	0%
MISCELLANEOUS EXPENSE	\$50.00	\$500.00	\$500.00	0%
LAB SUPPLIES	\$8,335.85	\$15,000.00	\$20,000.00	33.3%
PROFESSIONAL SERVICES	\$35,673.74	\$66,000.00	\$66,000.00	0%
LANDFILL FEES SLUGE	\$193,002.89	\$192,000.00	\$192,000.00	0%
CHEMICALS	\$28,410.16	\$50,000.00	\$50,000.00	0%
SERVICE CONTRACTS	\$49.22	\$10,000.00	\$10,000.00	0%
LIME	\$26,873.50	\$30,000.00	\$30,000.00	0%
ALUM	\$18,896.00	\$35,000.00	\$35,000.00	0%
PRE-EMPLOYMENT EXPENSE	\$80.00	\$1,000.00	\$1,000.00	0%
POSTAGE			\$250.00	
<b>Total Operating:</b>	<b>\$560,406.03</b>	<b>\$700,975.00</b>	<b>\$759,725.00</b>	<b>8.4%</b>
<b>Total Waste Treatment Plant:</b>	<b>\$949,603.19</b>	<b>\$20,280,130.00</b>	<b>\$21,814,523.00</b>	<b>7.6%</b>



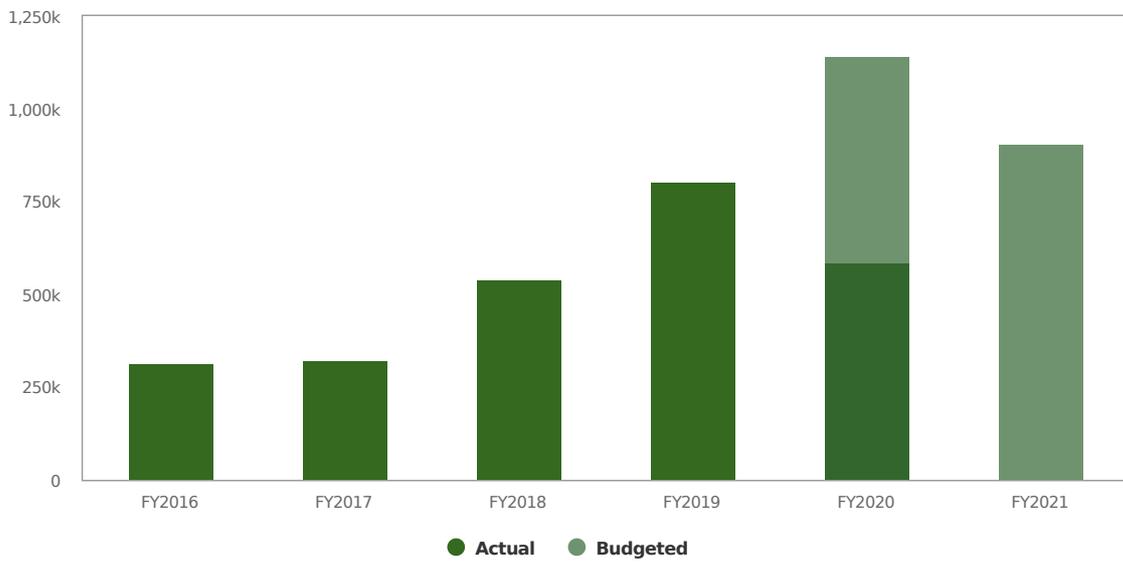
# Stormwater



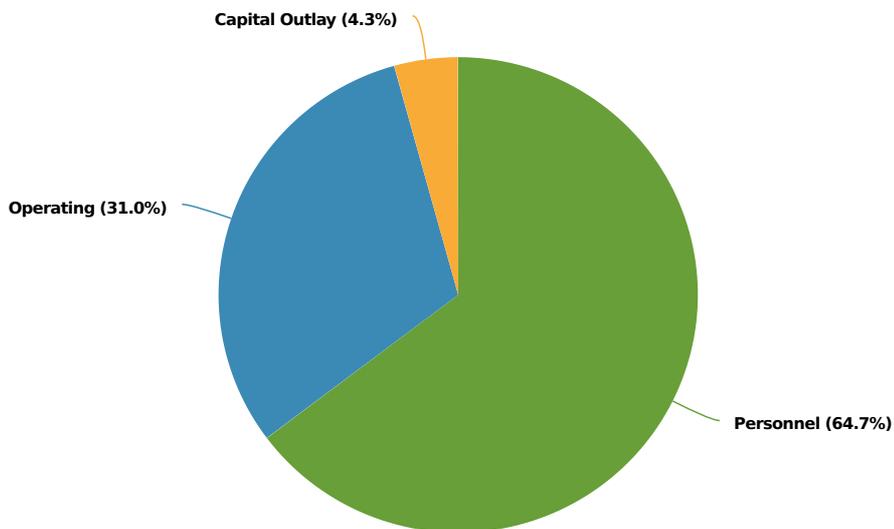
## Stormwater Budget

**\$905,929** **-\$236,801**  
(-20.72% vs. prior year)

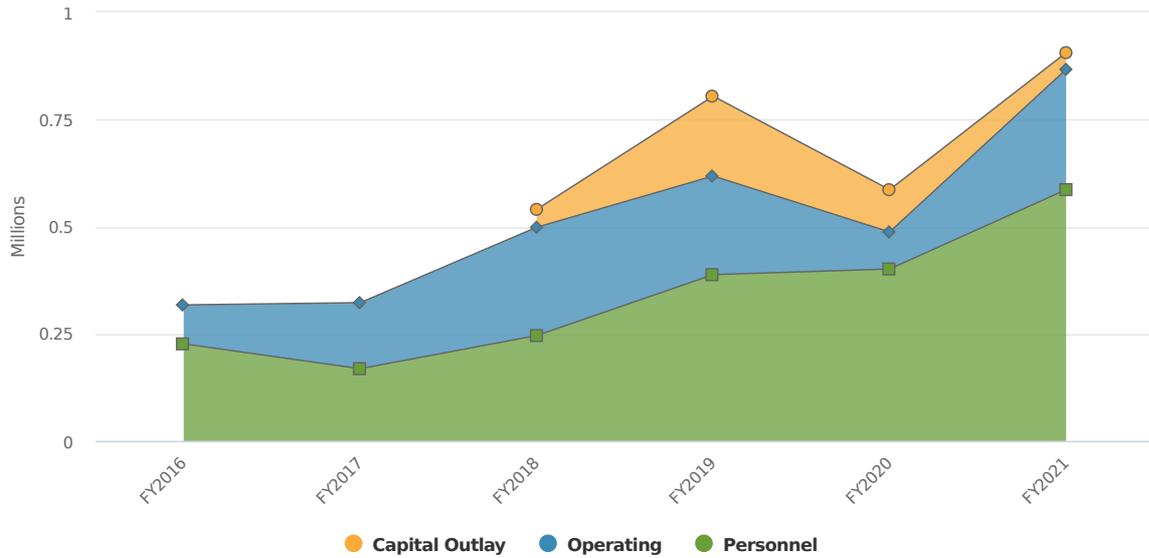
Stormwater Proposed and Historical Budget vs. Actual



Stormwater Budgeted Expenditures



### Stormwater Historical and Budgeted Expenditures Over Time



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
<b>Stormwater</b>				
<b>Personnel</b>				
SALARIES REGULAR	\$278,114.25	\$415,287.00	\$414,973.00	-0.1%
SALARIES OVERTIME	\$1,129.75	\$2,000.00	\$2,000.00	0%
SOCIAL SECURITY	\$21,039.03	\$31,922.00	\$31,898.00	-0.1%
SC RETIREMENT	\$40,861.12	\$66,872.00	\$64,741.00	-3.2%
DEFERRED COMP MATCH	\$1,396.43	\$2,340.00	\$2,340.00	0%
GROUP INSURANCE	\$37,337.11	\$55,882.00	\$58,013.00	3.8%
WORKERS COMPENSATION	\$8,130.58	\$12,443.00	\$12,434.00	-0.1%
<b>Total Personnel:</b>	<b>\$388,008.27</b>	<b>\$586,746.00</b>	<b>\$586,399.00</b>	<b>-0.1%</b>
<b>Capital Outlay</b>				
TRANSPORTATION	\$115,324.83	\$0.00	\$39,000.00	
MACHINERY AND EQUIPMENT	\$70,974.00	\$105,000.00	\$0.00	-100%
<b>Total Capital Outlay:</b>	<b>\$186,298.83</b>	<b>\$105,000.00</b>	<b>\$39,000.00</b>	<b>-62.9%</b>
<b>Operating</b>				
UNIFORMS	\$5,629.43	\$11,635.00	\$4,560.00	-60.8%
MATERIALS AND SUPPLIES	\$25,981.99	\$86,600.00	\$49,050.00	-43.4%
VEHICLE REPAIRS	\$2,440.14	\$2,500.00	\$2,500.00	0%
GAS, GREASE AND OIL	\$7,475.02	\$8,000.00	\$8,000.00	0%
TELEPHONE	\$5,247.80	\$13,800.00	\$12,000.00	-13%
TRAVEL AND TRAINING	\$7,534.89	\$15,000.00	\$1,000.00	-93.3%
MEM-DUES-SUBSCR	\$3,491.93	\$7,910.00	\$5,095.00	-35.6%
PERMITS	\$2,000.00	\$2,000.00	\$2,000.00	0%
BLDGS-GRNDS MTC	\$0.00	\$10,031.00	\$0.00	-100%
MISCELLANEOUS EXPENSE	\$106.70	\$500.00	\$500.00	0%
PROFESSIONAL SERVICES	\$14,770.55	\$100,000.00	\$84,348.00	-15.7%
CONTINGENCIES	\$4,055.65	\$49,954.00	\$12,000.00	-76%
STORMSEWER MAINTENANCE	\$5,239.05	\$85,000.00	\$25,000.00	-70.6%



Name	FY2019 Actual	FY2020 Budgeted	FY2021 Budgeted	FY2020 Budgeted vs. FY2021 Budgeted (% Change)
DEPRECIATION EXPENSE	\$100,516.01	\$0.00	\$0.00	
PRE-EMPLOYMENT EXPENSE	\$230.00	\$500.00	\$500.00	0%
STORMSEWER MAINTENANCE	\$5,707.11	\$0.00	\$0.00	
OTHER INS EXPENSE	\$39,744.44	\$38,464.00	\$40,387.00	5%
ELECTRICITY		\$3,570.00	\$3,570.00	0%
LEASE AGREEMENT		\$720.00	\$720.00	0%
CONTRACTED SERVICES			\$21,000.00	
SERVICE CONTRACTS		\$14,800.00	\$8,300.00	-43.9%
<b>Total Operating:</b>	<b>\$230,170.71</b>	<b>\$450,984.00</b>	<b>\$280,530.00</b>	<b>-37.8%</b>
<b>Total Stormwater:</b>	<b>\$804,477.81</b>	<b>\$1,142,730.00</b>	<b>\$905,929.00</b>	<b>-20.7%</b>



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# DEBT

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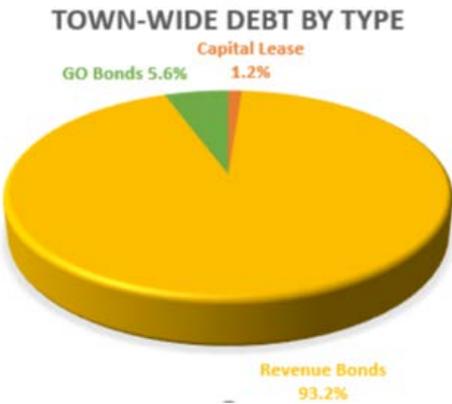
# Debt Service

Debt Service is established to account for the accumulation of resources for and the payment of, general long-term debt: general obligation, state revolving loans, or revenue bonds as well as major capital lease purchases. The Town has decided to account for all debt in their respective funds and not in a debt service fund. Where feasible, the Town develops and utilizes revenues, special fees, or other revenue in lieu of debt.

Total general obligation bonded debt will not exceed 8% of the assessed value of taxable property in the Town without referendum, as prescribed by Title 5, Chapter 21, Article 1 of the Code of Laws of the State of South Carolina.

The Town finances major capital equipment and facilities based on the asset life of the capital equipment. It is not prudent to spend operating cash on assets that have lives greater than 5 years because long-lived capital items are paid for gradually over their useful lives by an annual depreciation charge to the current accounting period. This is a requirement for the governmental funds under GASB 34 rules, but depreciation has always been charged to the proprietary funds. Any projects financed through the issuance of debt are financed for a period not to exceed the useful life of the facility or equipment.

Long-term financing is not used to support current operating expenditures and the Town does not issue notes or debt to finance operating deficiencies.



# Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.



**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.



**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.



**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.



**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

