



BUDGET SUMMARY - ALL FUNDS

	FY 2010 Actual	FY 2011 Original Budget	FY 2012 Budget	% of Total	% +/- from FY 2011
REVENUES / SOURCES					
Ad Valorem Taxes	\$ 43,304,819	\$ 39,148,392	\$ 37,674,051	15.8%	-3.8%
Local Option Taxes	1,598,862	1,676,761	1,632,991	0.7%	-2.6%
Utility Services Taxes	6,758,401	6,278,600	6,358,500	2.7%	1.3%
Other General Taxes	5,394,486	5,204,424	4,881,575	2.0%	-6.2%
Permits, Fees & Special Assessments	20,008,904	20,834,361	21,103,277	8.8%	1.3%
Intergovernmental	13,349,610	15,016,214	16,379,096	6.9%	9.1%
Charges for Service	37,004,381	38,515,074	41,338,040	17.3%	7.3%
Judgments, Fines & Forfeits	866,006	596,650	591,800	0.2%	-0.8%
Miscellaneous	5,654,062	4,919,097	4,347,407	1.8%	-11.6%
Other Sources	1,335,629	59,299,062	104,590,379	43.8%	76.4%
TOTAL REVENUES	\$ 135,275,160	\$ 191,488,635	\$ 238,897,116	100.0%	24.8%
EXPENDITURES BY FUND TYPE					
General Fund	\$ 95,494,963	\$ 91,179,886	\$ 93,874,287	39.3%	3.0%
Special Revenue Funds	7,661,384	21,910,003	40,214,612	16.8%	83.5%
Enterprise Funds	15,218,780	62,146,270	87,167,538	36.5%	40.3%
Internal Service Funds	15,499,882	16,252,476	17,640,679	7.4%	8.5%
TOTAL EXPENDITURES	\$ 133,875,009	\$ 191,488,635	\$ 238,897,116	100.0%	24.8%

TRUTH IN MILLAGE (TRIM) ADVERTISEMENT

BUDGET SUMMARY					
Town of Davie - Fiscal Year 2011-2012					
ESTIMATED REVENUES	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL ALL FUNDS
Taxes:	Millage Per \$1000				
Ad Valorem Taxes	4.8122	\$ 30,146,483	\$ 2,604,320	\$ -	\$ 32,750,803
Ad Valorem Taxes (Voted Debt)	0.7885	4,923,248	-	-	4,923,248
Local Option Taxes	1,632,991	-	-	-	1,632,991
Utility Service Taxes	6,358,500	-	-	-	6,358,500
Other General Taxes	4,881,575	-	-	-	4,881,575
Permits, Fees, Special Asmts	21,016,277	87,000	-	-	21,103,277
Intergovernmental	8,403,010	6,842,042	1,077,044	57,000	16,379,096
Charges for Services	6,681,663	600,000	20,799,000	13,257,377	41,338,040
Judgments, Fines, Forfeits	591,800	-	-	-	591,800
Miscellaneous	2,166,907	37,000	209,000	1,934,500	4,347,407
Other Sources	2,020,000	-	-	-	2,020,000
TOTAL SOURCES	\$ 88,822,454	\$ 10,170,362	\$ 22,085,044	\$ 15,248,877	\$ 136,326,737
Transfers In	2,659,549	-	5,385,670	-	8,045,219
Fund Balances/Reserves/Net Assets	2,392,284	30,044,250	59,696,824	2,391,802	94,525,160
TOTAL REVENUES, TRANSFERS & BALANCES	\$ 93,874,287	\$ 40,214,612	\$ 87,167,538	\$ 17,640,679	\$ 238,897,116
EXPENDITURES	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL ALL FUNDS
Town Administrator	\$ 1,967,336	\$ -	\$ -	\$ -	\$ 1,967,336
Town Attorney	375,000	-	-	-	375,000
Law Enforcement Services	36,749,189	1,249,730	-	-	37,998,919
Fire Protection Services	22,812,232	-	-	-	22,812,232
Building Division	3,251,018	-	-	-	3,251,018
Engineering Division	1,012,744	-	-	-	1,012,744
Planning & Zoning Division	1,094,042	-	-	-	1,094,042
Public Works	7,268,596	-	-	-	7,268,596
Parks & Recreation	3,504,282	-	191,107	-	3,695,389
Special Events/Cultural Arts	834,890	-	-	-	834,890
Human Resources/Risk Mgt	2,080,581	-	-	9,652,691	11,733,272
Budget & Finance	1,521,179	338,939	-	-	1,860,118
Town Clerk	796,487	-	-	-	796,487
Housing & Community Dev.	411,060	7,298,742	-	-	7,709,802
Debt Service	7,526,249	-	8,080,615	-	15,606,864
Non-Departmental	1,129,371	-	-	-	1,129,371
Garage	-	-	-	3,606,896	3,606,896
Community Redev. Agency	-	24,121,901	-	-	24,121,901
Technology Info. Mgt.	-	-	-	1,864,843	1,864,843
Utility Services	-	-	73,510,146	-	73,510,146
TOTAL EXPENDITURES	\$ 92,334,256	\$ 33,009,312	\$ 81,781,868	\$ 15,124,430	\$ 222,249,866
Transfers Out	1,454,500	143,300	5,385,670	2,516,249	9,499,719
Fund Balances/Reserves/Net Assets	85,531	7,062,000	-	-	7,147,531
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES	\$ 93,874,287	\$ 40,214,612	\$ 87,167,538	\$ 17,640,679	\$ 238,897,116
The tentative, adopted, and/or final budgets are on file in the office of the above referenced taxing authority as a public record.					

Major Revenue Sources and Trends

Tables and charts summarizing the major revenue sources and expenditure uses for all funds, both combined and each fund individually have been provided in the Budget Summary area of this budget document and/or in the fund summary sections.

This section includes a discussion of the major revenue sources for the Town, including the underlying assumptions for each revenue estimate.

Ad Valorem Taxes - \$37,674,051

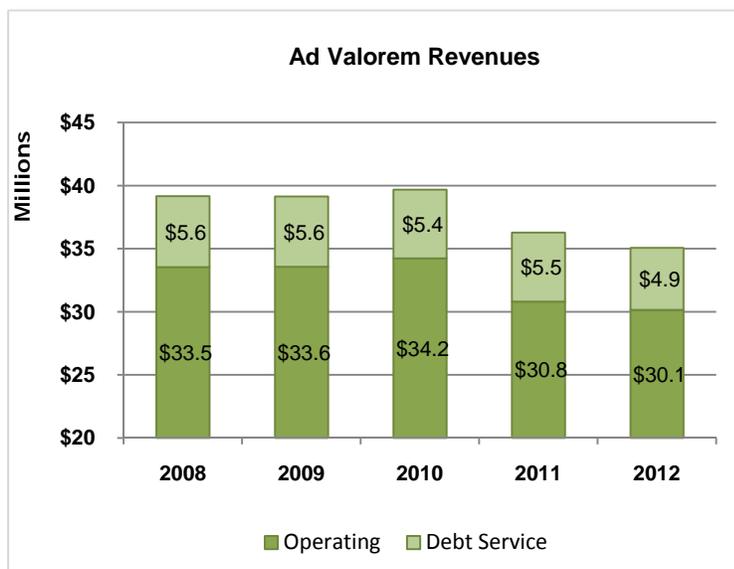
Ad Valorem is a tax levied on the taxable assessed value of real and personal property located within the Town. The Town adopts a millage rate, which is then applied as one dollar of tax for each \$1,000 of estimated taxable assessed value as determined by the Broward County Property Appraiser. For example, a tax rate of one mil produces one dollar of tax revenue on each \$1,000 of taxable property value.

Fiscal Year	Millage Rates			% Change
	Operating	Voted Debt	Total	
2008	4.1215	0.6945	4.816	-16.1%
2009	4.2456	0.7075	4.9531	2.8%
2010	4.8124	0.7825	5.5949	13.0%
2011	4.8124	0.8648	5.6772	1.5%
2012	4.8122	0.7885	5.6007	-1.3%

Two ad valorem millage rates are adopted – one for operating and one for voter-approved (voted) debt service. Ad valorem revenues are budgeted as the millage rate multiplied by the taxable value, less 5% for discounts provided for early payment and adjustments to assessed values determined by the Value Adjustment Board.

Ad valorem operating revenues are the largest revenue source for the General Fund, comprising 32% of the fund's budgeted revenues. Ad valorem revenues have mostly declined over the past five years due to property tax legislation passed in 2007, to constitutional changes to the homestead exemption adopted in 2008, and to rapid property value declines during the economic recession. Since FY 2008, the Town's taxable value has fallen by 23%.

Despite a 2% drop in the Town's taxable value in the past year, the operating millage rate will be nominally lowered for FY 2012, from 4.8124 mills in FY 2011 to 4.8122 mills. The Town pays the Davie CRA the TIF portion of its ad valorem operating revenues. For FY 2012, that amount is estimated at \$1,039,566.

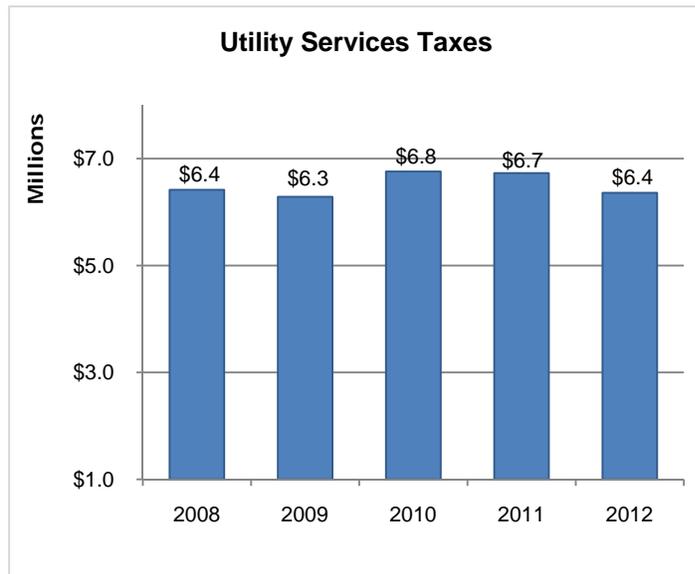


Voted debt ad valorem revenues have remained fairly consistent since FY 2007 when debt service began for the last general obligation bonds that were issued. However, due to declines in the tax base, the millage rate has had to increase. In FY 2012, the Town will appropriate \$617,500 from its "Reserve for Voted Debt Service" to assist with debt service payments and thereby lower the necessary millage rate. The FY 2012 adopted millage rate for voted debt will be .7885 mills. Without the reserve appropriation, the necessary millage rate would be .8869 mills. The Town expects to appropriate another \$617,500 from the reserve in FY 2013 to continue to provide tax relief for another year.

Utility Services Taxes - \$6,358,500

These General Fund revenues result from a tax levied on the purchase of electricity and natural gas within the city. Unlike other local municipalities, Davie does not levy a utility tax on water. This revenue is calculated as a percent applied to the taxable amounts charged by the service provider.

The primary factors in estimating these revenues are: 1) historic trends, with greater emphasis on the most recent 12 months; 2) projected increases/decreases in housing units and commercial facilities; 3) seasonal variations; and 4) known rate changes by service providers.



More than 97% of the Town's utility service tax revenue is from the 10% tax on electricity. In recent years, these revenues have become more difficult to project due to a decrease in housing units in Davie, consumer rebates made by the electric company, long negotiations regarding rate changes, and volatility in the price of oil/fuel used by the utility. Due to large fluctuations in monthly receipts during the past two years, these revenues continue to be budgeted conservatively. The FY 2012 budget for utility services taxes is approximately 1% higher than the amount budgeted for FY 2011. At present, FY 2011 receipts are projected to exceed budget by about 6%, largely due to a warm summer and an electric rate changes effective in March and June 2011.

Intergovernmental Revenues - \$16,379,096

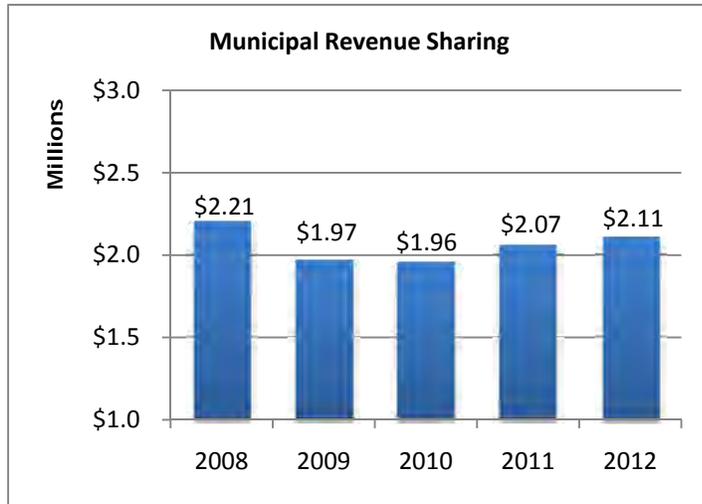
For FY 2012, the intergovernmental revenue category includes the following revenue sources:

- State Shared Revenues;
 - Municipal Revenue Sharing Program
 - Half-Cent Sales Tax
 - Mobile Home Licenses
 - Alcoholic Beverage Licenses
 - Firefighter Supplemental Compensation
 - Seminole Compact Revenue Sharing
- Federal, State and Local Grants; and
- Build America Bonds Subsidy.

Fifty-one percent (51%) of intergovernmental revenues are located in the General Fund, with a collection of Federal grants in the CDBG Fund (\$6,842,042) and a Federal Build America Bonds subsidy located in the Water & Sewer Capital Projects Fund (\$1,077,044). Budgets for the intergovernmental revenues in the CDBG and Water & Sewer Capital Projects Fund are entirely based on existing grant contracts or bond agreements and are not trend driven. Moreover, these revenues are restricted for a specific purpose or program and are not available to fund regular operational costs.

Municipal Revenue Sharing and Half Cent Sales Tax provide 82% of the intergovernmental revenues in the General Fund. Both are distributed by the State according to a predetermined formula based on population, sales tax collections, and the municipality's ability to raise revenue. Receipts for these distributions have been volatile during the past few years due to the economic recession and decreased consumer spending. Fiscal year projections made by the State have been off the actual by as much as 19% since FY 2008.

Municipal Revenue Sharing - \$2,106,802

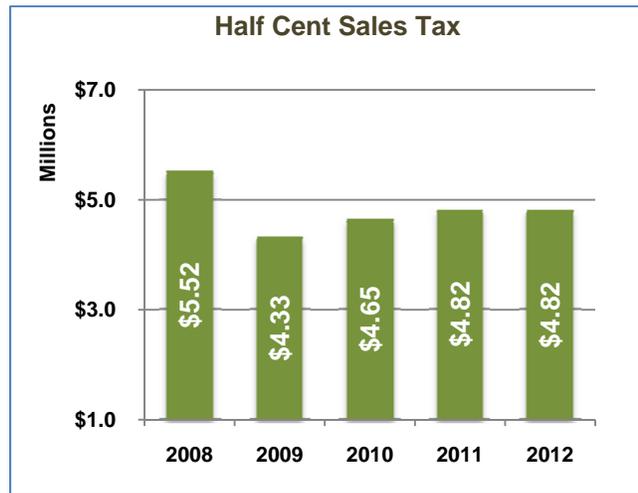


Municipal Revenue Sharing Program revenues are a distribution of state sales and use taxes, alternative fuel user decal fees, and the one-cent municipal fuel tax. The main factors used to project these General Fund revenues include: 1) the State's annual projection; 2) historical receipt rates and trends with an emphasis on the last 12 months; 3) current economic conditions; and 4) estimated population increases or decreases.

For FY 2012, receipts are anticipated to improve approximately 1% from the projected FY 2011 total.

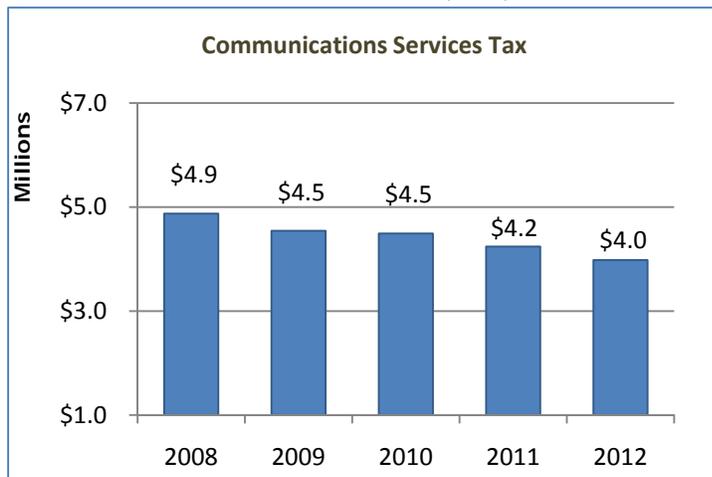
Half-Cent Sales Tax - \$4,819,028

This General Fund revenue is a distribution of state sales tax revenue and state communications services tax revenue to local governments according to a calculated allocation that is based on population. The main factors used to project these revenues include: 1) the State's annual projection; 2) historical receipt rates and trends with an emphasis on the last 12 months; 3) current economic conditions; and 4) estimated population increases or decreases. For FY 2012, budgeted revenues are approximately 4.5% greater than those budgeted for FY 2011 and slightly higher than the projected FY 2011 actual.



Communications Services Tax - \$3,981,575

The Communications Services Tax (CST) was enacted in FY 2003 to restructure seven different taxes



charged on telecommunications, cable, direct-to-home satellite services, and similar services into one tax. The tax is imposed on retail sales of communications services which originate or terminate in Florida and which are billed to an address within the Town's boundaries. The Town's current tax rate is 5.2%.

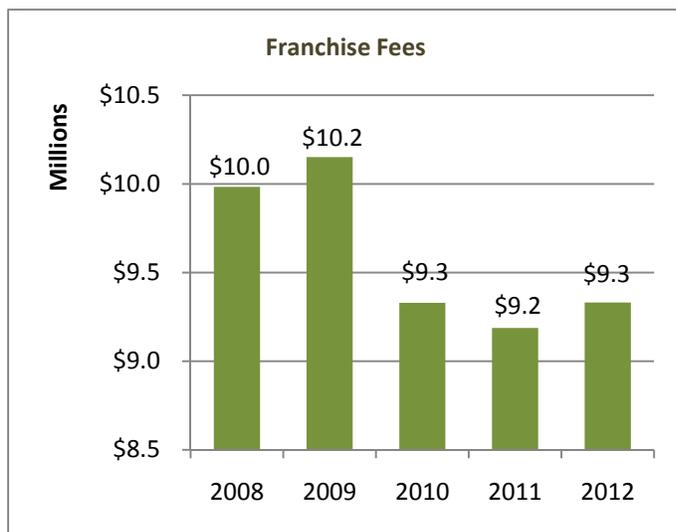
The main factors used to project these revenues include: 1) the State's annual projection; 2) historical receipt rates and trends with an emphasis on the last 12 months; 3) State legislative changes; and 3) current economic conditions.

CST revenues comprise approximately 81.5% of revenues in the Other General Taxes category in the General Fund and have fallen consistently since their peak in FY 2008. These revenues continue to decrease due to increased competition in the wireless market, decreased demand for residential telephone and cable services, and the State taking an increasing share. Fiscal years 2008-2011 benefitted from additional receipts related to a State audit of prior years' distributions and a correction as to the appropriate municipality for tax revenues. These audit adjustment revenues will cease in March 2012 and CST revenues are projected to return near levels experienced in FY 2006. No growth is projected for these revenues for future years.

Franchise Fees - \$9,330,590

Franchise fees are charges to service providers for the right to operate within the Town's municipal boundaries. These negotiated fees may be levied as a percentage of gross receipts, or as a flat fee. In FY 2012, Franchise Fees revenue comprises 44% of the Permits, Fees and Special Assessments category and 10% of all General Fund revenues. The primary franchise fees charged in the Town are:

- Solid Waste Service
19.5% franchise fee
- Electric
5.9% franchise fee
- Towing - Flat fee of
\$230,000 per year

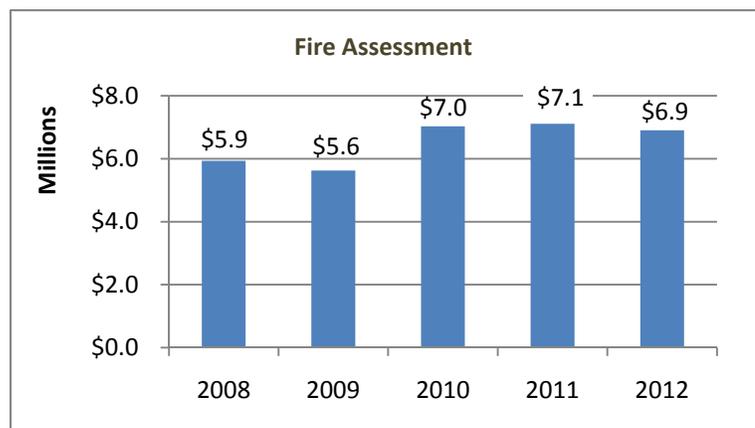


Excluding the Towing Franchise Fee, these revenues mostly increase or decrease with the economy and population of the Town. Revenues are estimated based on contracted rates, historical receipts, and economic trends. For FY 2012, solid waste franchise fees for residential service are projected to fall by approximately 21% due to reduced disposal fees, while franchise fees for commercial service are expected to remain fairly consistent with the previous three fiscal years. Electric franchise fee revenue is expected to start to rebound in FY 2012 due to an FPL rate increase. This projected revenue increase follows two years of revenue declines due to FPL's state-ordered rebate to customers and a prior year rate decrease.

Fire Assessment - \$6,906,271

Rates are adopted for this non-ad valorem special assessment each year following a special public hearing. Fire Assessment revenues are used to partially fund the fire services, facilities and programs of the Town, and cannot be used to support rescue/EMS services. As a non-ad valorem assessment, Fire Assessment rates are based on the type of property, not the value of the property.

Fire Assessment revenues are projected based on the assessment roll provided by the property appraiser's office, less 5% for early payment reductions provided. Estimates are also made for collection of delinquent accounts from prior tax years and for new construction.



For FY 2012, the Town's fire assessment rates will stay the same as FY 2011 with a residential assessment of \$130 per dwelling unit and varying rates per square foot for commercial, industrial, institutional and educational types of properties. These rates were last raised in FY 2010. In FY 2012, Fire Assessment revenues are projected to comprise about 33% of General Fund revenues in the Permits, Fees and Special Assessments category and 7% of total General Fund revenues.

Building Permits - \$3,609,695

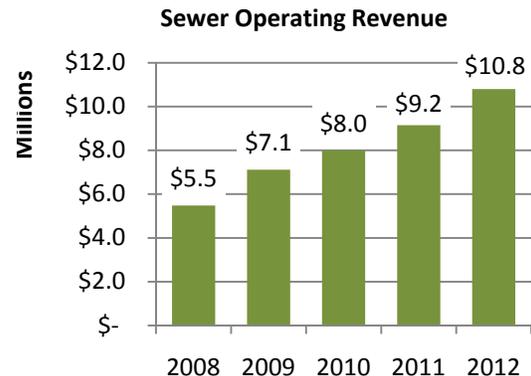
Building permit revenues are permit and inspection fees related to any construction, alteration, repair, or other activity requiring a permit by the Code of Ordinances or the South Florida Building Code. Revenues from Building Permits comprise approximately 17% of General Fund revenues in the Permits, Fees and Special Assessments category and are restricted by statute to enforcement of the building code. Revenues are projected based on an analysis of projects currently in the plan review-permitting-inspection pipeline and estimates for other permit activity.

Building permit revenue reached a peak of \$4.99 million in 2004 and has struggled during the past five years due to the housing crisis, economic recession and overall lack of new construction. Some recovery is being experienced in FY 2011, mostly due to a few large projects. Building permit revenue is expected to continue to recover in FY 2012 as building activity in the Town picks up given the existing project pipeline. In addition, large permit revenues are expected related to the Town's construction of a new water and sewer treatment plant.



Water and Sewer Operating Revenues - \$20,200,000

These charges for services revenues in the Water & Sewer Fund consist of a base charge to the Davie Utilities customer and a volume-based charge related to monthly water consumption. Water and sewer operating revenues are used to pay the cost of utility operations, as well as to fund capital improvement projects and debt service to meet bond obligations.



Following a rate study adopted in 2007, the Town has increased the rates charged to consumers in each year since 2008. In FY 2012, water rates charged to customers will increase 9%, and wastewater rates will increase 16%. After FY 2012, rate adjustments are tied to the Consumer Price Index for all urban consumers Miami/Ft. Lauderdale, or 3.5%, the lesser of the two.

Fund Balance/Fund Equity - \$94,525,160

Fund balance is the difference between a fund's assets and liabilities reported at the end of the fiscal year. Per the Town's financial policies, fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. However, balances exceeding policy targets may be budgeted judiciously as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis, or for specific and emergency purposes, as designated.

In FY 2012, the Town has budgeted an unprecedented use of fund balance. The largest components are an appropriation of bond proceeds received in a prior fiscal year to support large capital projects. In the Water & Sewer Capital Projects Fund, \$50,000,000 of prior year bond proceeds will be appropriated for the construction of the new water and water reclamation facility. In the CRA Fund, \$20,000,000 of prior year bond proceeds is appropriated for capital improvements, and the entire estimated CRA fund balance of \$8,455,581 is appropriated as required by Florida Statute.

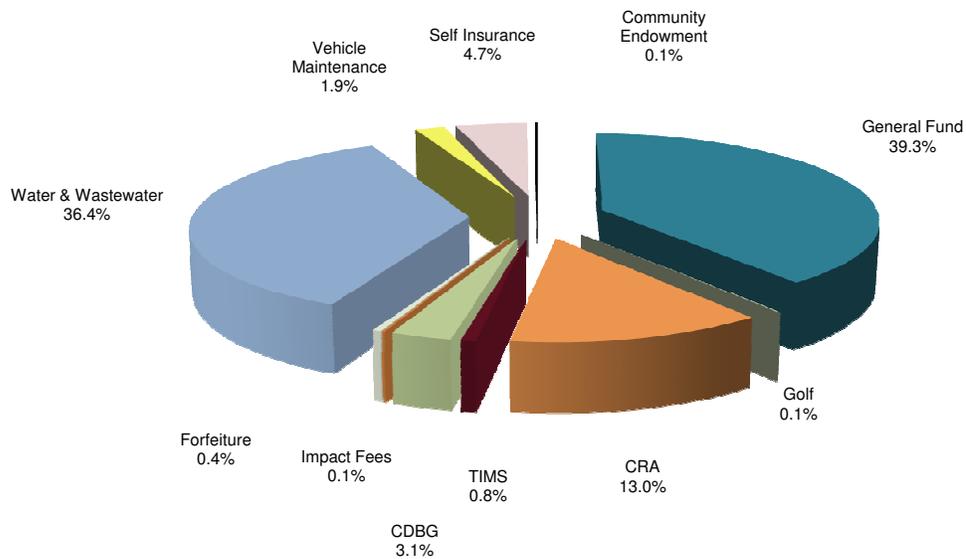
Other reserves are appropriated as one-time revenue sources to support the General Fund and avoid a tax increase or reduction in services. A similar appropriation is not anticipated for FY 2013 since property values appear to have stabilized and the community has begun to emerge from the economic recession, resulting in higher revenues for other taxes and fees. As previously discussed, the Town will also utilize \$614,500 from its Voted Debt Reserve toward general obligation debt service. A similar appropriation is anticipated for FY 2013 to continue to provide property tax relief and spend these designated revenues.

The chart below provides a summary of Fund Balance/Fund Equity budgeted in FY 2012.

Fund	Amount	Primary Purpose
General Fund Undesignated Reserve	\$1,169,500	To fund the FY 2012 Capital Improvements Plan
General Fund / Voted Debt Reserve	\$614,500	To provide tax relief through a lower millage rate assessed for voter approved, general obligation debt service
General Fund / Engineering Reserve	\$515,784	For engineering operations and specific capital projects
General Fund / Tree Preservation Reserve	\$92,500	For specific tree planting and landscaping projects
CRA Fund	\$20,000,000	Proceeds of 2010 Bonds appropriated for capital projects
CRA Fund	\$8,455,581	Entire fund balance is appropriated for special projects and capital projects
Police Impact Fees Fund	\$237,000	For purchase of police equipment and crime scene vehicle
Forfeiture Fund	\$1,012,730	For police training, equipment, community programs, and school resource officers
Community Endowment Fund	\$338,939	For donations to nonprofits providing services to the community
Water & Sewer Fund	\$9,639,717	For renewal/replacement projects, lift stations, force mains, plant refurbishments, equipment
Water & Sewer Capital Projects Fund	\$50,000,000	Proceeds of 2011 Bonds appropriated for construction of the new water and water reclamation facility
Golf Fund	\$57,107	To support first year operations of the golf course
Vehicle Maintenance Fund	\$571,113	Transfer to the General Fund to support current year operations
Self Insurance Fund	\$1,516,249	Transfer to the General Fund to support current year operations
Technology Information Management Fund	\$304,440	For capital outlay, replacement of computers, servers and other technology infrastructure
Total Budgeted	\$94,525,160	

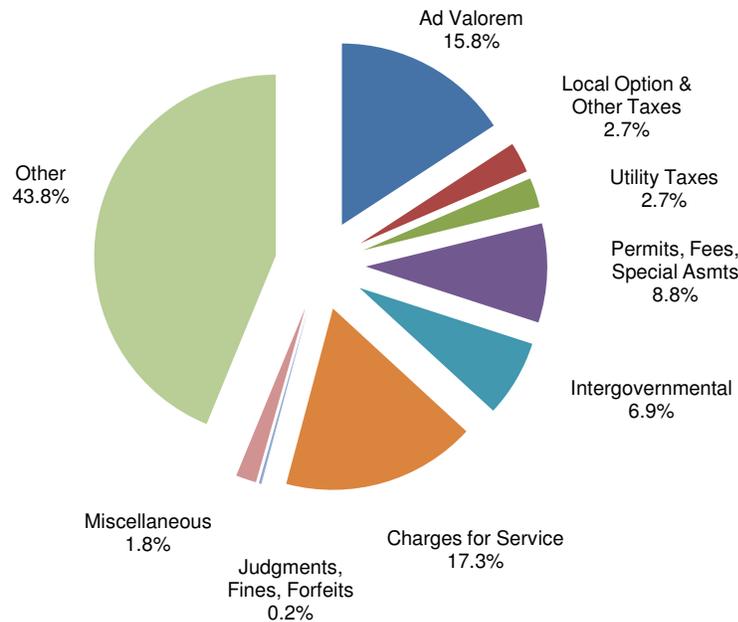
ESTIMATED REVENUES BY FUND

Fund	FY 2010 Actual	FY 2011 Original Budget	FY 2012 Budget	% of Total Budget	+/- From Prior Yr
General Fund	\$ 95,326,091	\$ 91,179,886	\$ 93,874,287	39%	3.0%
Community Redevelop. Agency	3,625,254	12,261,371	31,096,901	13%	153.6%
Community Dev. Block Grant	2,038,488	6,937,037	7,442,042	3%	7.3%
Park & Open Space Impact Fees	10,183	35,000	25,000	0%	-28.6%
Fire Impact Fees	23,016	30,000	30,000	0%	0.0%
Police Impact Fees	18,909	331,120	267,000	0%	-19.4%
General Govt. Impact Fees	1,689	2,000	2,000	0%	0.0%
Forfeiture	181,276	1,923,110	1,012,730	0%	-47.3%
Community Endowment	144,198	390,365	338,939	0%	-13.2%
Water & Wastewater	17,810,416	24,069,000	30,513,717	13%	26.8%
Water & Wastewater Capital Proj.	155,342	38,077,270	56,462,714	24%	48.3%
Golf Fund	-	-	191,107	0%	N/A
Vehicle Maintenance	3,621,845	4,079,864	4,606,896	2%	12.9%
Self Insurance	10,688,948	10,064,042	11,168,940	5%	11.0%
Technology Info. Management	1,629,504	2,108,570	1,864,843	1%	-11.6%
TOTAL ALL FUNDS	\$ 135,275,160	\$ 191,488,635	\$ 238,897,116	100%	24.8%



ESTIMATED REVENUES BY SOURCE

Revenue Source	FY 2010 Actual	FY2011 Original Budget	FY 2012 Budget	% of Total Budget	+/- From Prior Yr
Ad Valorem Taxes	\$ 43,304,819	\$ 39,148,392	\$ 37,674,051	16%	-3.8%
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Judgments, Fines, Forfeits	866,006	596,650	591,800	0%	-0.8%
Miscellaneous	5,654,062	4,919,097	4,347,407	2%	-11.6%
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EXPENDITURES SUMMARY & TRENDS

In FY 2012, Townwide expenditures will increase by 24.8% compared to the FY 2011 Original Budget and 4.7% compared to the FY 2011 Amended Budget. More than 92% of this increase is due to budgeting for construction of the new water and sewer facility and the CRA's new bond-funded capital projects. The Town's primary operating fund, the General Fund, will experience a 3.0% budget increase from the FY 2011 Original Budget. This increase primarily arises from increased personnel costs and higher operating costs for items such as fuel, electricity and communications.

The budget increases or decreases for each fund can be found in the summary tables on the following pages, and at a more detailed level in the sections for each fund. Below is a discussion of the primary factors impacting FY 2012 expenditures as well as any notable trends.

Personal Services

- Total budgeted full-time positions in all funds for FY 2012 is 598. Part-time and seasonal positions comprise another 63 positions. These figures compare to 600 full-time and 55 part-time and/or seasonal positions included in the FY 2011 Budget. Part time positions budgeted for the Mayor and Councilmembers remains consistent at 5.
- Labor cost increases will result from raises approved for employees in the police and general employee's collective bargaining units, with an approximate budget impact of \$700,000.
 - The Fraternal Order of Police contract provides for a 2.5% step increase on October 1st for officers who have been at the maximum salary of their pay grade for at least one year. All other officers will get a 3.5% or 5% step increase on their anniversary date.
 - The Fraternal Order of Police Civilian Bargaining Unit contract provides for a 2% pay increase on October 1st for those General Employees who have been topped out for at least one year. All other General Employees will receive a 5% step increase on their anniversary date.
 - Fire Fighters, Non-represented, Non-classified and Executive employees receive no salary increases.
- Expenditures for the Town's three pensions and the defined contribution plan will increase by approximately \$740,000. This increase results both from higher contribution rates due to plan performance or plan changes, as well as higher salaries for enrolled participants.
- For the first time, the Town has budgeted for the cash-in of sick and vacation accruals that are permitted under the police and fire collective bargaining agreements. Doing so increased budgeted payroll costs by \$904,260. In prior years, these costs were mainly covered by other budget savings at the end of the fiscal year.
- The Town has 169 fewer budgeted positions in FY 2012 than it did in FY 2004, a 20% decrease in the workforce. This downward trend in the number of employees will likely end in FY 2013 when the Town will begin hiring plant operators and other staff for its new water and water reclamation facility.

Personal service costs for FY 2012 total \$71.8 million, an increase of \$2.8 million, or 4% from FY 2011.

Operating Expenditures

- Operating expenditures in the General Fund have largely been kept flat for FY 2012. Some costs were reduced through the renegotiation of contractual services and the delay of facility maintenance, employee training, and the replacement of supplies or materials, but increases will be experienced for fuel, communications, some utilities, and various legal and actuary services.

Operating costs for FY 2012 total \$51.2 million, a \$2.5 million, or 4.8%, decline from FY 2011.

- The Townwide operating expenditures decrease is primarily located in the CRA Fund where the majority of the fund balance is now appropriated for specific capital projects and debt service instead of for operational costs or special projects.
- The Forfeiture Fund will see a decline in operating expenditures of more than \$900,000 since much of its fund balance was spent in FY 2010 and FY 2011 with the construction of the firearms facility.

Capital Outlay / Capital Expenditures

Capital expenditures include money spent to acquire, construct or upgrade physical assets such as buildings, infrastructure, machinery/equipment and land. In the annual budget, this includes both capital outlay and projects from the Capital Improvements Plan (CIP) in the appropriated funds.

Capital expenditures for FY 2012 total \$81.88 million, a 66% increase from FY 2011.

- 95% of the budgeted capital expenditures are CIP projects in the Water & Sewer Funds and the CRA Fund.
 - Construction of the new water & water reclamation facility comprises \$50 million, 61% of the budgeted total.
 - Other capital improvement projects in the Water & Sewer Fund total just under \$12 million, 14% of the total.
 - Capital improvement projects in the CRA Fund comprise more than \$16 million, 20% of the total.
- The Town adopted its 5-Year CIP for FY 2012-2016 on July 27, 2011. The adopted CIP can be found in the Appendix of this publication. CIP appropriations made in the Town's Capital Projects Funds (Fund 300 and Fund 310) are not included in the annual operating budget. CIP appropriations for all other funds are included in the annual budget.
- Capital outlay budgeted in the General Fund for FY 2012 is approximately \$880,000. This budget is primarily composed of grant-related expenditures, technology infrastructure and some minor sports/fitness equipment replacements. The FY 2012 budget is about 17% less than FY 2011.
- Significant nonrecurring capital expenditures included in the annual budget include:
 - ✓ Grant expenditures in the Police Department for equipment purchases - \$74,536;
 - ✓ Grant expenditures in Fire Rescue for equipment purchases - \$290,437;
 - ✓ Imaging storage repository in the Building Division - \$62,000;
 - ✓ Surveillance cameras and equipment for Parks & Recreation - \$9,000;
 - ✓ Grant expenditures in the CDBG Fund for the Disaster Recovery Program - \$692,000;
 - ✓ Police equipment purchases in the Police Impact Fees Fund, including a crime scene vehicle - \$237,000;
 - ✓ Replacement vehicles and garage equipment in the Vehicle Maintenance Fund - \$794,000; and
 - ✓ Capital projects budgeted for FY 2012 in the 5-Year CIP for the following funds:
 - *CRA Fund* – Roadway, drainage, and infrastructure improvements in the CRA district - \$16,000,000;
 - *Water & Sewer Fund* – Lift stations and force mains replacement, rehabilitation, and telemetry projects \$6,299,857; rehabilitation of raw water production wells \$392,000; meter replacements \$300,000; lime basin repair \$100,000; treatment plant refurbishment \$300,000.
 - *Water & Sewer Capital Projects Fund* - new water and water reclamation plant - \$50,000,000.



- The non-recurring capital projects have varying affects on the current and future operating budget:
 - The new water and wastewater facility will have the largest budget impact. Hiring and training of new staff will begin with the FY 2013 budget. Full budget impact of the facility will hit in FY 2014 and is expected to increase the Water & Sewer Fund operating budget by approximately \$2 million per year. This impact could be mitigated substantially, however, if the Town decides to take offline an older plant that has exceeded its useful life.
 - Other Water & Sewer Fund capital projects are expected to reduce operational costs and prevent sewage backups and surcharges. These projects are primarily repairing or replacing old, insufficient, and/or malfunctioning equipment that have leakages, mechanical difficulties, or can't handle the necessary capacity. The budgeted projects will reduce repair/maintenance costs, staff time, and fees associated with the older infrastructure.
 - The CRA's roadway, drainage and infrastructure improvements are not expected to have a substantial impact to the annual budget. Maintenance costs of the completed improvements are projected at \$13,000 in the first full year (FY 2014), and \$18,000 in the second year (FY 2015). These projections do not incorporate budget savings that should be experienced from decreased roadway, stormwater system, and irrigation system maintenance. They also do not include any long-term positive property tax impacts that are hoped for related to redevelopment along the Davie Road corridor as the infrastructure is improved in the CRA district.
 - There are no significant ongoing budget impacts from the grant-related capital purchases since most projects entail the replacement of existing, old and outdated equipment.
 - The new crime scene vehicle is expected to impact the operating budget by approximately \$5,000 per year for maintenance and fuel.

Debt Service

Expenditures for debt service will increase by nearly \$5 million, or 4%, in FY 2012. This substantial increase is due to the issuance of \$20 million in bonds by the Community Redevelopment Agency in FY 2011, which will require \$1.7 million in debt service for FY 2012, and an estimated \$50 million bond issuance by the Water & Sewer Fund planned for October 2011. Debt service in the General Fund will decrease by approximately \$84,000 with the retirement of one bond issue in December 2011. The Debt Service Schedule for FY 2012 by fund and issue can be found on page 1-20 of this publication.

Debt service expenditures for FY 2012 total \$17.4 million, a 4% increase from FY 2011.

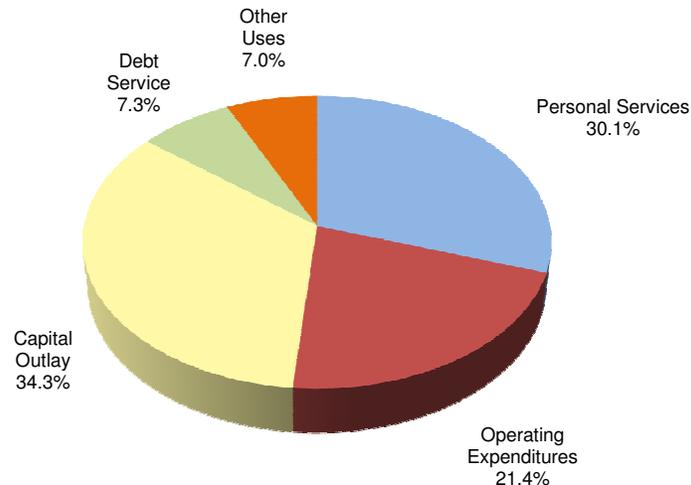
Other Uses

Other Uses total approximately \$17 million and comprise approximately 7% of the annual budget. The primary components of this expenditures category are interfund transfers and additions to fund balance. For FY 2012, notable interfund transfers include \$2.5 million in transfers from the Self Insurance and Vehicle Maintenance Funds to the General Fund, and \$1.5 million in transfers out of the General Fund to the Capital Projects Funds to pay for projects in the CIP. The primary additions to fund balance relate to anticipated impact fee and bond revenues that are expected to be received, but not be spent, this fiscal year. A schedule of budgeted transfers for FY 2012 can be found on page 1-19 of this publication.

Other uses expenditures for FY 2012 total \$16.6 million, a 136% increase from FY 2011.

APPROPRIATIONS BY FUND & EXPENDITURE TYPE

Allocation of Expenditures	Personal Services	Operating Expenditures	Capital Outlay	Debt Service	Other Uses	FY 2012 Budget
General Fund						
Town Administrator	\$ 1,106,075	\$ 852,104	\$ 9,157	\$ -	\$ -	1,967,336
Town Attorney	-	375,000	-	-	-	375,000
Law Enforcement Services	31,262,955	5,152,118	334,116	-	-	36,749,189
Fire Protection Services	20,244,026	2,240,052	328,154	-	-	22,812,232
Building Division	2,272,823	900,290	77,905	-	-	3,251,018
Engineering Division	656,958	353,107	2,679	-	-	1,012,744
Planning & Zoning Division	708,732	369,238	16,072	-	-	1,094,042
Public Works	4,295,482	2,967,757	5,357	-	-	7,268,596
Parks & Recreation	2,291,691	1,179,571	33,020	-	-	3,504,282
Special Events & Cultural Arts	554,557	273,554	6,779	-	-	834,890
Human Resources	553,757	211,938	12,884	-	-	778,579
Risk Management	79,502	1,172,500	50,000	-	-	1,302,002
Budget & Finance	1,436,427	84,752	-	-	-	1,521,179
Town Clerk	541,857	253,130	1,500	-	-	796,487
Housing & Community Dev.	336,551	71,830	2,679	-	-	411,060
Debt Service	-	-	-	7,526,249	-	7,526,249
Non-Departmental	-	1,129,371	-	-	1,540,031	2,669,402
SUBTOTAL GENERAL FUND	\$ 66,341,393	\$ 17,586,312	\$ 880,302	\$ 7,526,249	\$ 1,540,031	\$ 93,874,287
Other Funds						
Community Redevelopment Agency	\$ 310,413	\$ 6,027,489	\$ 16,027,679	\$ 1,756,320	\$ 6,975,000	\$ 31,096,901
Community Dev. Block Grant	286,366	5,357,311	1,655,065	-	143,300	7,442,042
Parks/OS Impact Fees	-	-	-	-	25,000	25,000
Fire Impact Fees	-	-	-	-	30,000	30,000
Police Impact Fees	-	-	237,000	-	30,000	267,000
General Govt. Impact Fees	-	-	-	-	2,000	2,000
Forfeiture	-	1,012,730	-	-	-	1,012,730
Community Endowment	-	338,939	-	-	-	338,939
Water & Wastewater	3,610,081	7,882,333	11,977,874	1,657,759	5,385,670	30,513,717
Water & Wastewater Capital Proj.	-	39,858	50,000,000	6,422,856	-	56,462,714
Golf Fund	68,007	123,100	-	-	-	191,107
Vehicle Maintenance	55,346	2,757,655	793,895	-	1,000,000	4,606,896
Self Insurance	158,859	9,493,832	-	-	1,516,249	11,168,940
Technology Information Management	1,013,504	543,889	307,450	-	-	1,864,843
SUBTOTAL OTHER FUNDS	\$ 5,502,576	\$ 33,577,136	\$ 80,998,963	\$ 9,836,935	\$ 15,107,219	\$ 145,022,829
TOTAL ALL FUNDS	\$ 71,843,969	\$ 51,163,448	\$ 81,879,265	\$ 17,363,184	\$ 16,647,250	\$ 238,897,116



SUMMARY OF ADOPTED BUDGETS FY 2008 - FY 2012

Fund / Department	FY 2008 Original Budget	FY 2009 Original Budget	FY 2010 Original Budget	FY 2011 Original Budget	FY 2012 Budget	+ / - From Prior Year	+ / - From FY 2008
General Fund							
Town Administrator	\$ 2,467,619	\$ 2,267,864	\$ 1,990,594	\$ 1,900,832	\$ 1,967,336	3%	-20%
Town Attorney	555,000	599,741	482,590	368,000	375,000	2%	-32%
Law Enforcement Services	31,832,519	32,462,667	33,570,244	34,751,733	36,749,189	6%	15%
Fire Protection Services	23,329,167	21,863,571	22,036,464	21,783,345	22,812,232	5%	-2%
Building Division	4,045,699	3,628,393	2,727,546	2,672,767	3,251,018	22%	-20%
Development Services Admin.	345,136	-	-	-	-	N/A	-100%
Engineering Division	1,325,163	1,149,545	1,058,495	914,210	1,012,744	11%	-24%
Planning & Zoning Division	2,464,104	1,511,455	1,166,461	1,132,805	1,094,042	-3%	-56%
Code Enforcement Division	822,645	-	-	-	-	N/A	-100%
Public Works	6,838,455	7,503,771	7,528,284	7,840,144	7,268,596	-7%	6%
Parks & Recreation	4,503,111	4,276,542	3,618,766	3,544,145	3,504,282	-1%	-22%
Special Events & Cultural Arts	785,317	812,004	831,915	810,952	834,890	3%	6%
Human Resources	1,112,386	919,255	786,759	752,043	778,579	4%	-30%
Risk Management	-	-	1,502,137	1,372,791	1,302,002	-5%	N/A
Budget & Finance	1,446,401	1,332,323	1,331,573	1,284,628	1,521,179	18%	5%
Town Clerk	735,867	795,839	805,631	681,209	796,487	17%	8%
Housing & Community Dev.	445,825	422,924	395,099	414,177	411,060	-1%	-8%
Debt Service	8,423,228	8,528,065	7,587,997	7,610,401	7,526,249	-1%	-11%
Non-Departmental	4,760,009	3,620,425	3,611,083	3,345,704	2,669,402	-20%	-44%
Total General Fund	\$ 96,237,651	\$ 91,694,384	\$ 91,031,638	\$ 91,179,886	\$ 93,874,287	3.0%	-2%
Other Funds							
Community Redevelopment Agency	\$ 3,819,243	\$ 3,884,043	\$ 3,432,424	\$ 12,261,371	\$ 31,096,901	154%	714%
Community Dev. Block Grant	4,701,831	5,468,384	3,480,238	6,937,037	7,442,042	7%	58%
Parks/OS Impact Fees	-	40,000	25,000	35,000	25,000	-29%	N/A
Fire Impact Fees	-	50,000	539,332	30,000	30,000	0%	N/A
Police Impact Fees	-	125,000	80,000	331,120	267,000	-19%	N/A
General Govt. Impact Fees	-	-	-	2,000	2,000	0%	N/A
Forfeiture	-	665,250	2,963,334	1,923,110	1,012,730	-47%	N/A
Community Endowment	237,657	331,673	430,991	390,365	338,939	-13%	43%
Water & Wastewater	9,924,224	14,087,000	15,016,500	24,069,000	30,513,717	27%	207%
Water & Wastewater Capital Proj.	-	-	-	38,077,270	56,462,714	48%	N/A
Golf	-	-	-	-	191,107	N/A	N/A
Vehicle Maintenance	4,096,997	4,738,390	4,410,367	4,079,864	4,606,896	13%	12%
Self Insurance	8,146,615	7,365,000	10,328,971	10,064,042	11,168,940	11%	37%
Technology Information Management	2,290,617	1,767,943	2,960,841	2,108,570	1,864,843	-12%	-19%
SUBTOTAL OTHER FUNDS	\$ 33,217,184	\$ 38,522,683	\$ 43,667,998	\$ 100,308,749	\$ 145,022,829	45%	337%
TOTAL BUDGETED FUNDS	\$ 129,454,835	\$ 130,217,067	\$ 134,699,636	\$ 191,488,635	\$ 238,897,116	25%	85%

SCHEDULE OF BUDGETED TRANSFERS

Fund	Transfer From	Transfer To
General Fund	\$ 1,454,500	\$ 2,659,549
Community Development Block Grant	143,300	
Capital Projects Fund (CIP adopted separately)		1,454,500
Water & Wastewater	5,385,670	
Water & Wastewater Capital Projects		5,385,670
Vehicle Maintenance Fund	1,000,000	
Self Insurance Fund	1,516,249	
Total Transfers	\$ 9,499,719	\$ 9,499,719

DEBT SERVICE BUDGET

	Final Payment	FY 2012		
		Principal	Interest	Total Debt Svc
GENERAL FUND				
<i>General Obligation Debt (GO)</i>				
GO Open Space 1989 (Refunding 2008A)	7/1/2019	\$550,000	\$188,063	\$738,063
GO Public Safety 1997	2/1/2017	\$617,288	\$171,593	\$788,881
GO Parks 1998	3/1/2018	\$631,973	\$219,740	\$851,713
GO Parks 1999 (Refunding 2008B)	7/1/2020	\$104,450	\$45,510	\$149,960
GO Fire Bonds, Series 2006	8/1/2031	\$465,000	\$646,750	\$1,111,750
Limited GO Open Space, Series 2006	8/1/2026	\$1,005,000	\$892,550	\$1,897,550
<i>Revenue Bonds</i>				
PI Revenues Bonds, Series 1996	12/30/2011	\$30,000	\$348	\$30,348
PI Revenue Bonds, Series 1999 (Refunding 2008A)	9/1/2014	\$305,000	\$26,158	\$331,158
PI Revenue Bonds, Series 2001 (Refunding 2008B)	10/1/2016	\$640,000	\$122,778	\$762,778
PI Revenue Bonds, Series 2004	12/1/2019	\$630,951	\$233,097	\$864,048
Total General Fund		\$4,979,662	\$2,546,587	\$7,526,249
CRA FUND				
<i>Revenue Bonds</i>				
CRA Bonds, Series 2010	12/10/2025	\$1,030,554	\$725,766	\$1,756,320
WATER & SEWER FUND				
<i>Revenue Bonds, Enterprise Fund</i>				
W&S Revenue Bonds, Series 2003	10/1/2020		\$1,657,759	\$1,657,759
WATER & SEWER CAPITAL PROJECTS FUND				
<i>Revenue Bonds, Enterprise Fund</i>				
W&S Revenue Bonds, Series 2010*	10/1/2040		\$3,077,270	\$3,077,270
W&S Revenue Bonds, Series 2011 (Estimated)**			\$3,345,586	\$3,345,586
Total Water & Sewer Funds		\$0	\$8,080,615	\$8,080,615
Total Budgeted Debt Service		\$6,010,216	\$11,352,968	\$17,363,184

* The Town will receive a Federal Build America Bonds subsidy in FY 2012 for this issue totaling \$1,077,044.

** Bonds to be issued in October 2011.

FUND BALANCE SUMMARY

Governmental and Major Funds

FY 2012 Budget					
	Governmental Funds				Major Fund
	General Fund	Community Endowment	Other Nonmajor Funds	Total Governmental Funds	Water and Sewer Fund
Estimated Beginning Fund Balance	\$ 41,499,390	\$ 868,309	\$ 31,136,122	\$ 73,503,821	\$ 87,799,874
Revenues/Sources					
Taxes:					
Ad Valorem Taxes	\$ 30,146,483	\$ -	\$ 2,604,320	\$ 32,750,803	\$ -
Ad Valorem Taxes (Voted Debt)	4,923,248	-	-	4,923,248	-
Local Option Taxes	1,632,991	-	-	1,632,991	-
Utility Service Taxes	6,358,500	-	-	6,358,500	-
Other General Taxes	4,881,575	-	-	4,881,575	-
Permits, Fees, Special Assessments	21,016,277	-	87,000	21,103,277	-
Intergovernmental	8,403,010	-	6,842,042	15,245,052	1,077,044
Charges for Services	6,681,663	-	600,000	7,281,663	20,799,000
Judgments, Fines, Forfeits	591,800	-	-	591,800	-
Miscellaneous	2,166,907	-	37,000	2,203,907	75,000
Other Sources	2,020,000	-	-	2,020,000	-
Transfers In	2,659,549	-	-	2,659,549	5,385,670
Total Revenue/Sources	\$ 91,482,003	\$ -	\$ 10,170,362	\$ 101,652,365	\$ 27,336,714
Expenditures/Uses					
Town Administrator	\$ 1,967,336	\$ -	\$ -	\$ 1,967,336	\$ -
Town Attorney	375,000	-	-	375,000	-
Law Enforcement Services	36,749,189	-	1,249,730	37,998,919	-
Fire Protection Services	22,812,232	-	-	22,812,232	-
Building Division	3,251,018	-	-	3,251,018	-
Engineering Division	1,012,744	-	-	1,012,744	-
Planning & Zoning Division	1,094,042	-	-	1,094,042	-
Public Works	7,268,596	-	-	7,268,596	-
Parks & Recreation	3,504,282	-	-	3,504,282	-
Special Events/Cultural Arts	834,890	-	-	834,890	-
Human Resources/Risk Mgt	2,080,581	-	-	2,080,581	-
Budget & Finance	1,521,179	338,939	-	1,860,118	-
Town Clerk	796,487	-	-	796,487	-
Housing & Community Dev.	411,060	-	7,298,742	7,709,802	-
Debt Service	7,526,249	-	-	7,526,249	8,080,615
Non-Departmental	1,129,371	-	-	1,129,371	-
Community Redevelopment Agency	-	-	24,121,901	24,121,901	-
Utility Services	-	-	-	-	73,510,146
Transfers Out	1,454,500	-	143,300	1,597,800	5,385,670
Total Expenditures/Uses	\$ 93,788,756	\$ 338,939	\$ 32,813,673	\$ 126,941,368	\$ 86,976,431
Excess (Deficit) Revenues over Expenditures	\$ (2,306,753)	\$ (338,939)	\$ (22,643,311)	\$ (25,289,003)	\$ (59,639,717)
Other Sources / (Uses)					
Sources - Fund Balances/Reserves/Net Assets	2,392,284	338,939	29,705,311	32,436,534	59,639,717
Uses - Balances/Reserves/Net Assets	(85,531)	-	(7,062,000)	(7,147,531)	-
Total Other Sources / (Uses)	\$ 2,306,753	\$ 338,939	\$ 22,643,311	\$ 25,289,003	\$ 59,639,717
Estimated Ending Fund Balance	\$ 39,192,637	\$ 529,370	\$ 8,492,811	\$ 48,214,818	\$ 28,160,157

MULTI-YEAR COMPARISON OF BUDGETED POSITIONS BY DEPARTMENT

Department Title of Position	FY 2007 Funded Positions	FY 2008* Revised Positions	FY 2009 Funded Positions	FY 2010 Funded Positions	FY 2011 Funded Positions	FY 2012 Funded Positions
Town Administrator						
Mayor	1	1	1	1	1	1
Council Members	4	4	4	4	4	4
Administrative Aide	2	3	2	2	2	2
Assistant Town Administrator	1	1	1	1	1	1
Executive Asst. to TA	1	0	1	0	0	0
Town Administrator	1	1	1	1	1	1
Clerk Typist I	1	0	0	0	0	0
Economic Dev Manager	0	0	1	1	1	1
GIS Manager	1	1	1	1	1	0
Grants Specialist	1	1	1	0	0	0
Grants Coordinator	0	0	0	1	1	1
Intergovernmental Affairs Manager	0	0	0	0	0	1
Program Manager	2	2	2	1	1	0
Public Information Officer	1	1	1	1	1	0
Public Relations Coordinator	1	1	1	1	1	1
Secretary (Conf.)	1	1	1	1	1	1
Dept. Subtotal	18	17	18	16	16	14
Budget & Finance						
Accountant I	1	1	1	1	1	1
Accountant II	2	1	1	1	1	1
Accounting Manager	1	1	1	1	1	1
Administrative Aide	1	1	1	1	0	0
Budget & Finance Director	1	1	1	1	1	1
Budget Assistant PT	0	0	0	0	0	1
Budget Manager	0	0	1	1	1	1
Buyer	2	2	2	2	2	2
Cashier/Receptionist	2	2	2	2	2	2
Clerk Customer Relations I	1	1	1	1	1	1
College Intern	4	4	4	0	1	1
Customer Relations Supervisor	1	1	1	1	1	1
Deputy Budget & Finance Dir.	1	1	1	1	1	1
Finance & Budget Analyst	1	1	0	0	0	0
Finance Clerk I	2	2	2	2	2	2
Finance Clerk II	1	1	1	1	1	1
Finance Coordinator	0	0	0	0	1	1
Fixed Asset Specialist PT	0	0	0	0	0	1
Payroll Supervisor	0	0	0	0	1	1
Payroll Assistant	1	1	1	1	0	0
Payroll Technician	1	1	1	1	1	1
Permit Clerk	0	0	0	1	0	0
Procurement Manager	1	1	1	1	1	1
Dept. Subtotal	24	23	23	20	20	22
TIMS						
Administrative Secretary	1	1	1	1	0	0
College Intern	1	1	1	1	1	1
GIS Manager	0	0	0	0	0	1
Information Specialist I	4	4	4	4	4	4

MULTI-YEAR COMPARISON OF BUDGETED POSITIONS BY DEPARTMENT

Department Title of Position	FY 2007 Funded Positions	FY 2008* Revised Positions	FY 2009 Funded Positions	FY 2010 Funded Positions	FY 2011 Funded Positions	FY 2012 Funded Positions
Information Specialist II	1	1	1	1	1	1
Information Systems Director	1	1	1	1	1	1
Information Systems Supervisor	1	1	1	1	1	1
MIS Librarian	0	0	0	0	1	1
Network Support Technician	0	0	0	1	1	1
Dept. Subtotal	9	9	9	10	10	11
Town Clerk						
Administrative Secretary	1	1	1	1	1	1
Assistant Town Clerk	1	1	1	1	1	1
Graduate Intern	1	0	0	0	0	0
Office Assistant	2	2	2	3	3	3
Secretary	1	1	1	0	0	0
Town Clerk	1	1	1	1	1	1
Dept. Subtotal	7	6	6	6	6	6
Human Resources						
Administrative Aide	1	1	1	1	1	1
Assistant HR Director	1	1	0	0	0	0
High School Intern	2	0	0	0	0	0
HR Analyst	1	1	1	1	1	1
HR Labor Relations	1	0	0	0	0	0
HR Assistant	3	3	1	1	1	1
HR Coordinator	0	1	2	2	2	2
HR Director	1	1	1	1	1	1
HR Technician	1	1	1	1	0	0
Risk Management Technician	0	0	0	0	1	1
Risk Manager	0	0	0	1	1	1
Dept. Subtotal	11	9	7	8	8	8
Development Services						
Code						
Administrative Secretary	1	1	0	0	0	0
Chief Code Compliance Inspector	1	1	0	0	0	0
Clerk Typist II	1	1	0	0	0	0
Code Compliance Inspector	4	3	0	0	0	0
Code Compliance Inspector II	1	1	0	0	0	0
Code Compliance Officer	1	1	0	0	0	0
Secretary	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal</i>	10	9	0	0	0	0
Engineering						
Administrative Secretary	1	1	0	0	0	0
Asst. Town Engineer	1	1	1	1	0	1
Chief Engineering Inspector	1	1	1	1	1	1
Engineering Inspector	3	3	3	3	3	3
Engineer II	1	1	0	0	0	0
Office Supervisor	0	0	1	1	1	1
Permit Clerk	1	1	1	1	1	1
Town Eng./Asst. Dev Svc Dir.	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal</i>	9	9	8	7	6	7

MULTI-YEAR COMPARISON OF BUDGETED POSITIONS BY DEPARTMENT

Department Title of Position	FY 2007 Funded Positions	FY 2008* Revised Positions	FY 2009 Funded Positions	FY 2010 Funded Positions	FY 2011 Funded Positions	FY 2012 Funded Positions
Planning & Zoning						
Administrative Secretary	1	1	1	0	0	0
Chief Landscape Inspector	1	1	1	0	0	0
College Intern	0	1	0	0	0	0
Deputy Planning & Zoning Manager	1	1	1	1	1	1
Landscape Inspector	1	1	1	1	0	0
Office Supervisor	1	1	1	1	1	1
Permit Clerk	1	1	1	0	1	1
Planner I	2	1	1	1	1	1
Planner II	3	3	2	2	1	1
Planner III	1	1	1	1	1	1
Planning Supervisor	0	0	0	0	0	0
Planning & Zoning Manager	1	1	1	1	1	1
Urban Forester	1	1	0	0	0	0
Zoning Clerk	1	1	1	0	0	0
Zoning Inspector	1	1	1	0	0	0
Zoning Tech I	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal</i>	17	17	13	8	7	7
Administration						
Asst to Dev Svcs Director	1	1	0	0	0	0
Director Dev Svc/Engineer	1	1	0	0	0	0
Economic Development	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal</i>	3	2	0	0	0	0
Building						
Administrative Secretary	1	1	0	0	0	0
Building Inspector	11	9	0	0	0	0
Building Official	1	1	0	0	0	0
Bldg Plans Examiner	9	8	0	0	0	0
Chief Bldg. Inspector	1	1	0	0	0	0
Chief Electrical Inspector	1	1	0	0	0	0
Chief Mechanical Inspector	1	1	0	0	0	0
Chief Plumbing Inspector	1	1	0	0	0	0
Clerk Typist I	2	1	0	0	0	0
College Intern	1	0	0	0	0	0
Deputy Building Official	1	1	0	0	0	0
Electrical Inspector	2	2	0	0	0	0
Mechanical Inspector	2	1	0	0	0	0
Office Supervisor	1	1	0	0	0	0
Permit Clerk	8	7	0	0	0	0
Permit Examiner	1	1	0	0	0	0
Plumbing Inspector	<u>2</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal</i>	46	38	0	0	0	0
Dept. Subtotal	85	75	21	15	13	14
Law Enforcement						
Administrative Aide	1	1	1	1	1	1
Administrative Secretary	4	4	5	5	4	4

MULTI-YEAR COMPARISON OF BUDGETED POSITIONS BY DEPARTMENT

Department Title of Position	FY 2007 Funded Positions	FY 2008* Revised Positions	FY 2009 Funded Positions	FY 2010 Funded Positions	FY 2011 Funded Positions	FY 2012 Funded Positions
Chief Code Compliance Inspector	0	0	1	1	1	1
Chief of Police	1	1	1	1	1	1
College Intern	3	3	3	0	0	0
Clerk Typist II PT	0	0	1	1	1	1
Code Compliance Inspector	0	0	3	3	3	3
Code Compliance Inspector II	0	0	1	1	1	1
Code Compliance Official	0	0	1	1	1	1
Community Affairs Rep PT	1	1	1	1	1	0
Crime Analyst	0	0	0	0	0	1
Crime Scene Technician	3	2	2	2	2	2
Dispatch Supervisor	0	0	0	0	2	1
Dispatcher	0	0	0	0	13	13
Finance Clerk I	2	1	1	1	1	1
Finance Clerk I PT	1	1	1	1	0	0
Finance Clerk II	1	1	1	1	1	1
Human Resources Coordinator	1	1	1	1	1	1
Office Supervisor	4	4	4	4	2	2
Police Captain	3	3	0	0	0	3
Police Lieutenant	9	7	7	6	6	3
Police Major	2	1	3	3	3	2
Police Officer	149	140	140	135	136	143
Police Reserve	6	6	0	0	0	0
Police Program Specialist	0	1	1	1	1	1
Police Sergeant	20	20	20	20	20	20
Police Service Aide	13	12	12	11	11	11
Police Service Aide, Special Assignment	36	34	34	32	19	14
Property Clerk	0	0	0	0	0	2
Property Supervisor	0	0	0	0	0	1
Secretary	0	0	1	0	0	0
Victim Advocate	0	0	0	0	0	1
Dept. Subtotal	260	244	246	233	232	236
Fire Protection						
Administrative Aide	1	1	0	1	1	1
Administrative Secretary	1	1	1	1	1	1
Assistant Fire Chief	3	3	2	2	2	2
Assistant to DS Director	0	0	1	0	0	0
Assistant Town Administrator	0	0	0	1	1	0
Clerk Typist I	2	2	2	2	1	1
Clerk Typist II	2	2	2	2	3	3
Deputy Fire Chief	1	1	1	1	1	1
Fire Administrative Analyst	0	0	1	1	1	1
Fire Admin Services Manager	1	1	0	0	0	0
Fire Battalion Chief	7	6	6	6	6	6
Fire Captain	5	5	6	6	21	21
Fire Chief	1	1	1	0	0	1
Fire Driver Engineer	26	24	24	24	24	24
Fire Inspector	4	4	4	4	3	3
Fire Inspector Supervisor	1	1	1	1	1	1
Fire Lieutenant	25	21	21	21	20	21

MULTI-YEAR COMPARISON OF BUDGETED POSITIONS BY DEPARTMENT

Department Title of Position	FY 2007 Funded Positions	FY 2008* Revised Positions	FY 2009 Funded Positions	FY 2010 Funded Positions	FY 2011 Funded Positions	FY 2012 Funded Positions
Fire Marshal	1	1	1	1	1	1
Fire Plans Examiner	1	1	0	0	0	0
Fire Support Services Coordinator	0	0	0	0	0	1
Fire Support Services Manager	1	1	1	1	1	0
Fire Rescue Captain	0	0	0	0	6	6
Fire Training Officer	1	1	0	0	0	0
Fire Rescue Service Aide	2	2	2	2	2	1
Firefighter/Paramedic	<u>86</u>	<u>82</u>	<u>74</u>	<u>70</u>	<u>50</u>	<u>49</u>
<i>Subtotal</i>	172	161	151	147	146	145
<i>Buidling</i>						
Administrative Secretary	0	0	1	1	1	1
Building Inspector	0	0	6	2	2	2
Building Official	0	0	1	1	1	1
Bldg Plans Examiner	0	0	8	6	6	6
Chief Bldg. Inspector	0	0	1	1	1	1
Chief Electrical Inspector	0	0	1	1	1	1
Chief Mechanical Inspector	0	0	1	1	1	1
Chief Plumbing Inspector	0	0	1	1	1	1
Clerk Typist I	0	0	1	0	0	0
Electrical Inspector	0	0	1	1	1	1
Mechanical Inspector	0	0	1	0	0	0
Office Supervisor	0	0	1	1	1	1
Permit Clerk	0	0	7	6	5	5
Permit Examiner	0	0	1	1	1	1
Program Manager	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<i>Subtotal</i>	0	0	33	24	23	23
<i>Dept. Subtotal</i>	172	161	184	171	169	168
<i>Public Works</i>						
Administrative Aide	0	0	0	0	1	1
Assistant Public Works Director	0	0	1	1	1	1
Assistant Public Works Manager	2	2	0	0	0	0
Caretaker	1	1	1	1	1	1
Chief Landscape Inspector	0	0	0	0	1	1
Clerk Typist I	1	1	1	0	0	0
Clerk Typist II	2	2	1	1	1	1
Construction Technician	1	1	1	1	1	1
Crew Leader	8	7	8	8	8	8
Equipment Operator	1	1	2	2	2	3
Laborer PT Seasonal	4	0	0	0	0	0
Landscape Inspector	0	0	0	0	1	1
Maintenance Technician I, Will Call	0	0	0	1	1	1
Maintenance Services Supervisor	1	1	4	4	0	0
Maintenance Technician I, PT	0	0	0	0	2	1
Maintenance Technician I	36	34	32	31	29	27
Maintenance Technician II	0	0	0	0	0	1
Maintenance Technician III	1	1	1	1	1	1
Office Supervisor	1	1	1	1	0	0
Operations Supervisor	8	8	3	3	3	2

MULTI-YEAR COMPARISON OF BUDGETED POSITIONS BY DEPARTMENT

Department Title of Position	FY 2007 Funded Positions	FY 2008* Revised Positions	FY 2009 Funded Positions	FY 2010 Funded Positions	FY 2011 Funded Positions	FY 2012 Funded Positions
Project Manager	2	2	2	2	2	1
Public Works/Capital Proj Dir	1	1	1	1	1	1
Superintendent	0	0	0	0	4	4
Urban Forester	0	0	1	1	1	1
Dept. Subtotal	70	63	60	59	61	58
Special Projects						
Administrative Secretary	1	1	1	1	1	1
Equipment Operator	1	1	1	1	1	1
Events Specialist	1	1	1	1	1	1
Maintenance Technician	2	2	2	2	2	2
Recreation Leader	1	1	1	1	1	1
Special Projects Director	1	1	1	1	1	1
Dept. Subtotal	7	7	7	7	7	7
Parks & Recreation						
Activity Leader	11	0	0	0	0	0
Administrative Secretary	1	1	1	1	1	0
Clerk Typist I	1	1	1	0	0	0
Clerk Typist II	2	2	2	2	2	2
Counselor	24	0	0	0	0	0
Crew Leader	6	6	6	5	5	5
Fitness Coordinator	1	1	1	1	1	1
Fitness Specialist	1	1	1	1	1	1
Fitness Technician	1	1	1	1	1	1
Golf Course Manager PT	0	0	0	0	0	1
Junior Counselor	4	0	0	0	0	0
Maintenance Tech I, Will Call	1	1	1	0	0	0
Maintenance Tech I	3	3	3	0	0	0
Operations Supervisor	2	2	2	1	1	1
Park Ranger FT	1	2	2	4	4	3
Park Ranger PT	11	6	5	5	5	7
Parks & Recreation Director	1	1	1	1	1	1
Pool Lifeguard, BBR PT Seasonal	0	0	0	4	4	4
Pool Lifeguard, PT Regular	10	10	10	6	6	6
Pool Lifeguard, PT Seasonal	18	18	18	18	18	18
Program Supervisor	13	0	0	0	0	0
Recreation Attendant PT	14	13	11	11	11	11
Recreation Attendant, Will Call	5	1	1	0	0	0
Recreation Coordinator	2	2	2	1	1	1
Recreation Leader FT	6	6	6	2	2	2
Recreation Leader PT	6	3	3	3	3	3
Recreation Leader, Will Call	3	1	1	0	0	0
Secretary PT	0	0	0	0	0	1
Secretary	1	1	1	1	1	1
Dept. Subtotal	149	83	80	68	68	70
Water & Sewer (Utilities)						
Administrative Aide	1	1	1	1	1	1
Assistant Town Engineer	0	0	0	0	1	0
Assistant Utilities Director/Town Engineer	0	0	1	1	1	1
Field Customer Service	2	2	2	2	2	2

MULTI-YEAR COMPARISON OF BUDGETED POSITIONS BY DEPARTMENT

Department Title of Position	FY 2007 Funded Positions	FY 2008* Revised Positions	FY 2009 Funded Positions	FY 2010 Funded Positions	FY 2011 Funded Positions	FY 2012 Funded Positions
Lead Operator	2	2	2	2	2	2
Lift Station Operator	3	3	3	3	3	4
Lift Station Trainee	0	0	1	1	1	0
Office Assistant	1	1	1	1	1	1
Plant Operator I	7	7	7	7	10	10
Plant Operator II	7	7	7	7	4	4
Plant Operator Trainee	1	1	1	1	1	1
Plant Operator Will Call	0	0	0	0	0	1
Superintendent of Operations, UT	2	2	2	2	2	2
Util Field Technicians I /Trainees	4	4	5	5	8	8
Util Field Technician II	4	4	4	4	1	1
Util Maintenance Mechanic	1	1	1	1	1	1
Util Maintenance Supervisor	1	1	1	1	1	1
Utilities Director	1	1	1	1	1	1
Utilities Engineer	0	0	0	1	0	0
Dept. Subtotal	37	37	40	41	41	41
Housing & Community Development						
Assistant to Department Director	0	0	0	1	1	1
Crew Leader	1	1	0	0	0	0
Housing & Community Dev. Dir.	1	1	1	1	1	1
Neighborhood Resource Spec	2	2	2	2	2	2
Neighborhood Revit Pgm	1	1	1	0	0	0
Office Supervisor	1	1	1	1	0	0
Program Manager PT	0	0	0	0	0	1
Programs Specialist	1	1	1	1	1	1
Programs Specialist PT	0	0	0	0	0	2
Secretary PT	0	0	0	0	1	1
Recreation Leader	1	0	0	0	0	0
Youth Coordinator	1	1	0	0	0	0
Dept. Subtotal	9	8	6	6	6	9
Community Redevelopment Agency						
Administrative Aide	0	0	0	0	1	1
Assistant to Department Director	1	1	1	1	0	0
Code Compliance Inspector	1	1	1	0	0	0
Planner II	1	0	0	0	0	0
Planner III	0	0	1	1	1	0
Redevelopment Administrator	1	1	1	1	1	1
Dept. Subtotal	4	3	4	3	3	2
Positions Subtotal	862	745	711	663	660	666
FF/PO Retiree through payroll	1	1	1	1	1	1
TOTAL POSITIONS	863	746	712	664	661	667

* During FY2008, 11 vacant sworn positions were eliminated in the Police Department related to execution of a new Collective Bargaining Agreement with the Fraternal Order of Police. 52 summer/seasonal positions were eliminated from the Parks & Recreation Department due to the private contracting of the Town's summer camp programs.