

City Council Work Session

5:30 PM
Council Chambers
May 2, 2011

ATTENDANCE:

Mayor/Council (please check) Hanel, Ronquillo, Gaghen, Cimmino, Pitman, McFadden, Ruegamer, Ulledalen, McCall, Astle, Clark.

ADJOURN TIME: 8:30 p.m.

Agenda

TOPIC #1	Budget Overview
PRESENTER	Tina Volek
NOTES/OUTCOME	

- **Tina:** Reviewed the FY 12 Budget Overview presentation (attached). Pitman: can we get a copy of budget revenue increases/decreases and percents, as read by Tina? Yes. Continued presentation. Pitman: other contracted services? Tina: it's the residential street plowing and arterial removal. Ronquillo: fuel price in the estimates? Use the predictions from various websites. Continued presentation. Astle: solid waste, sewer, etc are monthly fees? Annual cost increases. Continued presentation. Pitman: one or two foresters? Tina: one, in Parks. Ronquillo: will we keep this person busy? Tina: yes. Only one person in PRPL instead of three (3) person crew that was transferred to Street/Traffic. Continued presentation. Clark: if personnel were moved from one department to another, there should have been reductions shown in those departments. Continued presentation. Ronquillo: maxed on people in police and fire? Retirements? Tina: yes. PD has already seen most of theirs and fire will have 2-4 retirements. Continued presentation. Pitman: conservative projection at 1% tax increase, what is the more aggressive est.? About 2.8%. Pat: something more than shown on the graph not as drastic as 1%. Continued presentation. McCall: increase in personal services? 5.6% a reflection of step increases and insurance premiums. What is in the donations item increase? Don't know, will have to send that to you. Continued presentation. Ronquillo: where does the wastewater fee from Lockwood go? Tina: small amount each year into the wastewater fund, used for operations. Pitman: some reserves are used for capital? Yes. Ones that are in trouble? Building had 1.2 million reserve and will end up less than recommended reserve at end of FY 12. Clark: majority using reserves are using them for one-time projects, not operations? Yes. Pitman: did the roofing permits add to revenue? Candi: quite a few permits issued, helped revenues considerably, but most permits cost \$15/ea. and that doesn't cover issuance cost. Will propose to increase that to \$30 min. Continued presentation. Discussion on priority budgeting, such as can it be done here, models to use, etc. McCall: is it possible to see samples of priority based budgeting? Yes. Pitman: some want us to cut government indiscriminately.

- Public comments:
- Kevin Nelson, 4235 Bruce Avenue: ask that the budget presentation be posted on website and make it available to the public. Tina: will post the presentation

TOPIC #2	Budget – Legal
PRESENTER	Brent Brooks
NOTES/OUTCOME	

- Brent – Legal budget: Modest O&M budget. Brief presentation. Hanel: what is the number of warrants outstanding? Don't know because police do the arrests, and many people can't be found. Will ask Chief St. John for his stats. Cimmino: why were there so many jury trials in 2007? The State Public Defender system started that year. Discussion about municipal infractions. Gaghen: why does the number of trials seem to be high in 2011? Don't know but Brooks discusses what typically goes to trial and when. Ruegamer: where does the money come from and how much? Want to be shown the money earlier in the presentations. Pitman: do all legal matters have to come through the legal department or can departments go outside? Legal office except for representation for cases covered by insurance, bonding and cable TV. Discussion about reason for large increase in personal services is due to COLA (cost of living allowance) not being included in the FY 11 budget. Pitman: Ruegamer and I want to participate in the staff meeting to review/enforce SB 423, Medical Marijuana.
- Public comments: none
- Break – 7:25 – 7:35

TOPIC #3	Budget – Fire
PRESENTER	Paul Dextras
NOTES/OUTCOME	

- Dextras: Fire budget presentation. McFadden: what is our geographical responsibility for haz-mat? One geographical area, approximately 1/6 of the state. Clark: How many calls for haz-mat? Not many, maybe six (6) per year. Pitman: what is "good intent?" Citizens think there is a problem, but not sure what it is. False call? Someone calls but there isn't an emergency. A lot of medical calls with the QRVs? Yes, about 600 responses with the two (2) vehicles over the first four (4) months of the year. Clark: funding source for new building? 911 fee collected per line. McCall: BUFSA contract is for a significant amount of money, they're buying access, but how much actual service time goes to the area? Probably 5%-10%. Pitman: have potential liability for BUFSA area. Yes, but great benefit to stop hazards before they enter the city. Cimmino: how do you generate fireworks permits revenue? Fire prevention bureau charges a fee for firework stands that are outside the city but within BUFSA and for displays. Clark: response time? Five minutes to five minutes 15 second is the standard response time. McCall: limit the city's liability for costs of fighting fires in the BUFSA? Hanel: We also need to review which area has the priority if there's a disaster in the city and

simultaneously in the county. Pitman: lots of islands and zigzag boundaries in the Heights, so there are county islands in the BUFSAs? Probably, but even if they're not, the Billings FD has a moral obligation to respond to those types of fires.

- Public comments: none

Public comments on non-agenda items:

Kevin Nelson, 4235 Bruce Avenue: know that this may be too late. Tonight discussed expertise for bonding, cable franchises, etc. Think it would be smart to hire outside assistance for labor negotiations. Spend some money now to save money later; protect the taxpayers. Cimmino: can still act on the RFP responses? Didn't take formal action, so could act later. Tina: City now has outside counsel look at contracts after they're negotiated but before signing. Ruegamer: \$50,000 price tag is an uncertain and shifting target.

Additional Information:

Ruegamer: congratulations to everyone on removing the rocks from the Rims. Read that the Council "hinted" that the city would charge the owners for the rock removal. It has always been my intent to charge the owner. Clark: When will we know the total charge? Tina: we're preparing it. The rock removal is similar to removing a building that partially burns. Rock was continuing to move, so city had to mitigate the hazard. Removal of building materials to the landfill will also be charged to the owners. Pitman: can they rebuild on the property? What if they build and sell to someone else?

Gaghen: thanks to the Clarks for the May baskets.

McCall: meeting report on Community Conversations. Topic recommendations: PMD, library, trails, infill development, street work, priority budgeting, communications, etc. Recommended priorities for first session would be parks, trails and streets. Second set of meetings on infill development and possibly the library bond. Frequency of two (2) June and October or three (3) June, October and March sessions per year. Three (3) locations Height, Downtown/south Billings and Westend regardless of number per year. The facilitation of the meetings would be by the Leadership Montana Group. Vary the times of day. Pitman: need to get on this and keep it moving forward. Suggest daytime meeting for south side and downtown (business people). Westend and Heights meetings would be more beneficial in the evening. Tina: more formal discussion at May 10th work session? Yes.

Clark: compliments to the Planning Department for the infill workshop.

Ruegamer: MLCT committee meeting on Friday at 3:00 in the City Hall Conference Room.

Gaghen: mandatory Human Rights training for Council is May 12th at 3:30 in the City Hall Conference Room.

Adjourn at 8:30

City of Billings FY 12 Budget Overview

May 2nd, 2011

Budgetary Basis of Accounting

- **Governmental Fund Types**
 - **Modified accrual basis which is also used for external financial accounting**
- **Proprietary Fund Types**
 - **Modified accrual basis is used for the budget and full accrual accounting is used for external financial reporting**

Budget Practices

- Capitalization procedure
- Investment policy
- Capital replacement policies
 - Capital Improvement Plan (CIP)
 - Equipment Replacement Plan (ERP)
 - Technology Replacement Plan (TRP)
- Growth policy
- Balanced budget
- 0% O & M – 11th year
- Supplemental Budget Requests (SBRs)

Budget Practices (cont.)

- Recommended Reserves
- Five Year Projections
 - General Fund and Public Safety Fund
 - Other funds
- Vacancy Savings
- City Council's Strategic Goals

Reserve Requirements

- Legal Requirements
 - Bond reserves
 - State required reserves
 - State Cap on Reserves
 - Building - 1 year of budget
 - Internal Service Funds – 2 years of budget
- Cash flow needs
- Reserve Recommendations
 - Policy adopted by Council 02/22/10



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Billings
Montana**

For the Fiscal Year Beginning

July 1, 2010

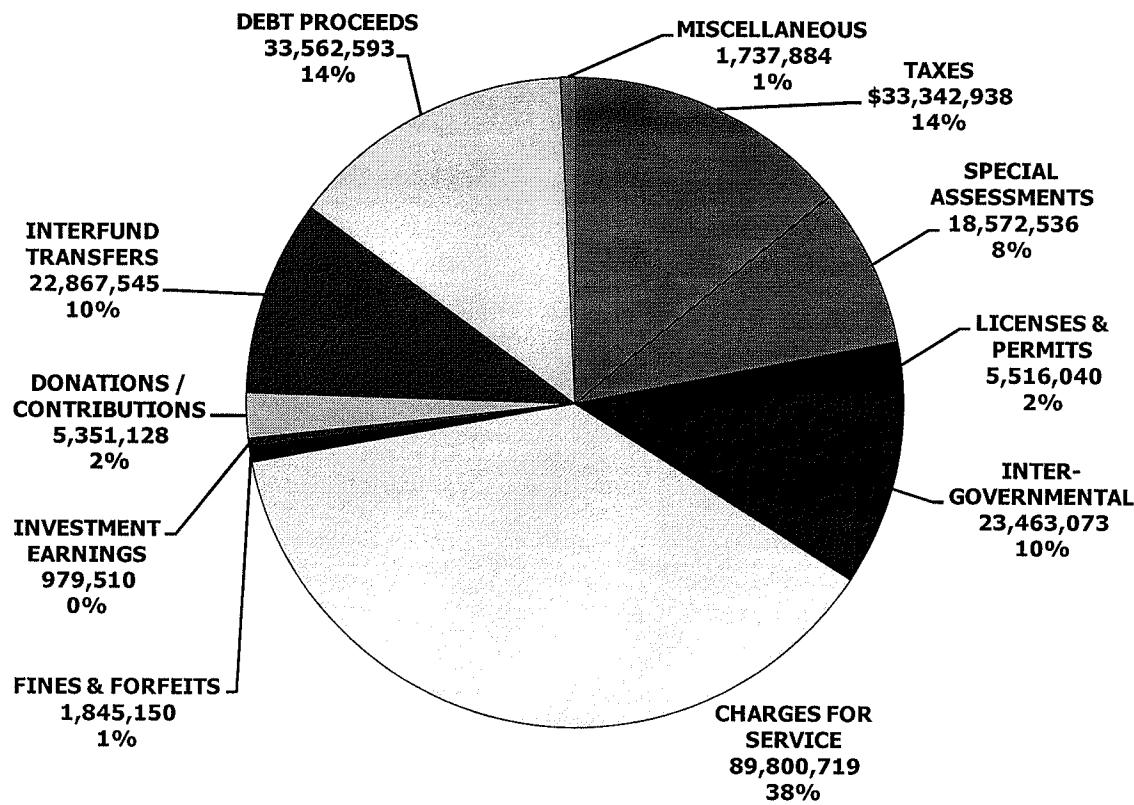
A handwritten signature in black ink, appearing to read "Jeffrey P. Brown".

President

Executive Director

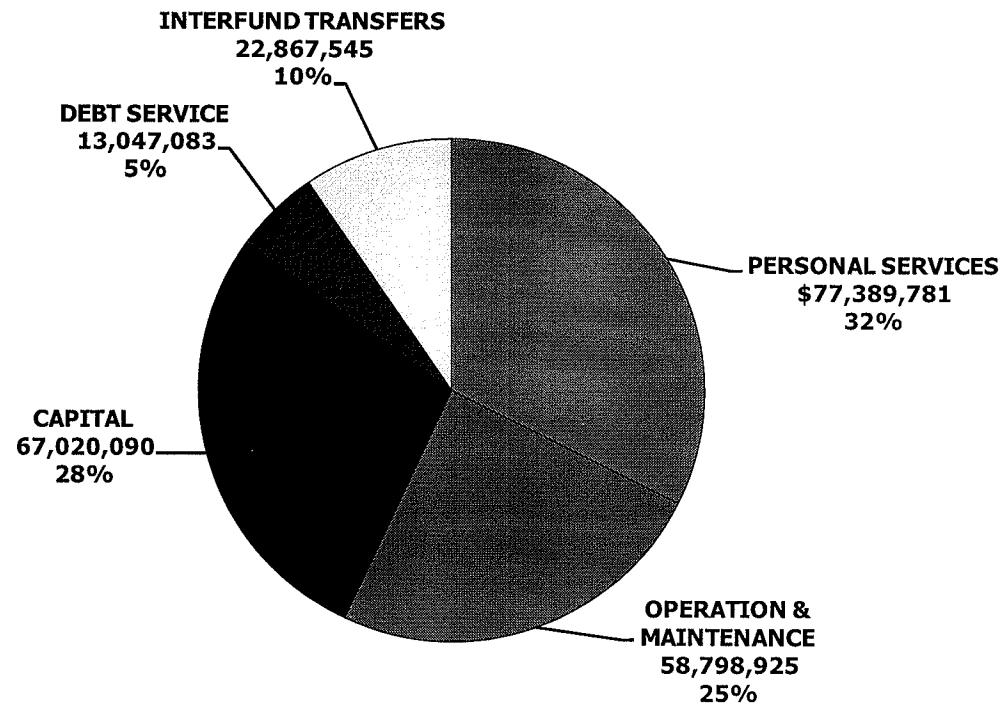
Revenues – All Funds

\$237,039,116



Expenditures – All Funds

\$239,123,424



Personal Services – All Funds

- Fire, Police and Teamsters are in negotiations
- Non-Bargaining will be determined when negotiations are completed

O & M – All Funds

Major changes 11 to 12	
Electricity	\$110,000
Fuel	\$400,000
Cost Allocation Plan Charges	\$340,000
Maintenance Services	\$200,000
Other Contract Services	\$543,000

O & M – All Funds, cont'd.

Engineering Charge for Services	\$116,000
Consultant Services	\$245,000
Other Repair and Maintenance	\$122,000
Retail Fuel Sales	\$242,000
Contingency	\$247,000
Street Charge for Services	\$731,000

O & M – All Funds, cont'd.

800 MHz Charge for Services	\$137,000
Vehicle Parts	\$104,000

Interfund Transfers – All Funds

Total Transfers	\$22,867,545
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Transfers are not “REAL” expenditures.

Major CIP Projects / Initiatives

- Runway 10L/28R Rehab Phase 2
- Fox Reservoir Storage Expansion
- 56th Street Water Line
- Design of New Wastewater Treatment Plant
- New Downtown Library Facility

Major ERP Replacements/Additions

- 10 Police Cars
- 2 Dump Trucks
- 1 Sweeper
- 7 Waste Collection Trucks
- 1 Snow Blower

Major Initiatives

- Second year for implementation of the Business Plan
- Continued Innoprise implementation
- PRPL City Wide Park District
- Library Building – 2011 Election
- Arterial Snow Removal
- Residential Plowing

Proposed Fee Changes

- Proposed Water - Resale
- Proposed Wastewater
- Solid Waste
- Arterial Fees
- Proposed Street Maintenance Fee
- Proposed Storm Sewer Fee
- Individual PMD rate changes
- Individual SLMD rate changes
- Building Permit Fees

Supplemental Budget Requests

- General and Public Safety Funds

Supplemental Budget Requests

- All Other Funds

FY 12 Staffing Positions Added

Number of Positions	Fund / Department	Position
2	Street/Traffic	Equipment Operator
1	Human Resources	HR Associate/Investigations
.5	Legal/Victim Witness	Administrative Assistant
1	PRPL	Forester

Other Funds Staffing Additions

	FY 04	FY 12	Change
	FTE	FTE	
OTHER FUNDS			
Planning	11.3	8.0	(3.3)
Library	29.6	31.7	2.1
Building	16.0	15.3	(0.7)
Attorney Grants	3.0	3.3	0.3
Development Serv. Block Grant	4.0	4.0	-
Street/Traffic Operating	39.0	45.0	6.0
Public Works Belknap	103.0	103.0	-
Solid Waste	50.0	63.5	13.5
Parking	14.8	15.3	0.5
Aviation	53.0	56.0	3.0
Transit	55.3	55.3	-
Property Insurance Fund	-	1.0	1.0
Facilities Management	1.0	6.0	5.0
Fleet Services	16.0	18.0	2.0
Public Works Administration	4.0	8.0	4.0
Public Works Engineering	18.0	23.0	5.0
Information Technologies	10.0	18.0	8.0
Central Telephone Services	1.0	1.0	-
TOTAL OTHER FUNDS	<u>429.0</u>	<u>475.4</u>	<u>46.4</u>

General and Public Safety Funds

	REQUESTED FY 12	PERCENT TO TOTAL
EXPENDITURES:		
MAYOR AND CITY COUNCIL	\$ 268,790	0.6%
CITY ADMINISTRATOR/CLERK	632,454	1.4%
HUMAN RESOURCES	634,185	1.4%
CITY ATTORNEY	1,256,947	2.9%
MUNICIPAL COURT	1,152,566	2.6%
FINANCE	1,256,125	2.9%
CODE ENFORCEMENT	246,580	0.6%
PARKS, RECREATION AND PUBLIC LANDS	4,001,188	9.1%
¹ NON-DEPARTMENTAL	762,523	1.7%
COUNCIL CONTINGENCY	65,000	0.1%
POLICE	19,154,064	43.5%
FIRE	<u>14,612,986</u>	<u>33.2%</u>
TOTAL EXPENDITURES	\$ 44,043,408	100.0%

¹ GF transfer to PS of \$18,620,000 and transfer of \$831,600 to Library removed

Activities Past 7 Years to Control Budgets

- Identified additional revenue sources
- Kept controllable O & M at 0%
- SBRs
- Limited staffing additions

Additional Revenue Sources

- Transferred \$2.3 million from SID Supplemental Revolving Fund
- Made a one time accounting change reducing PS Fund Balance by \$1.6 million

Kept Controllable O & M at 0%

- O & M Budget has increased in the FY 12 Proposed Budget \$623,500 from the FY 04 Approved Budget.

Approved SBR History

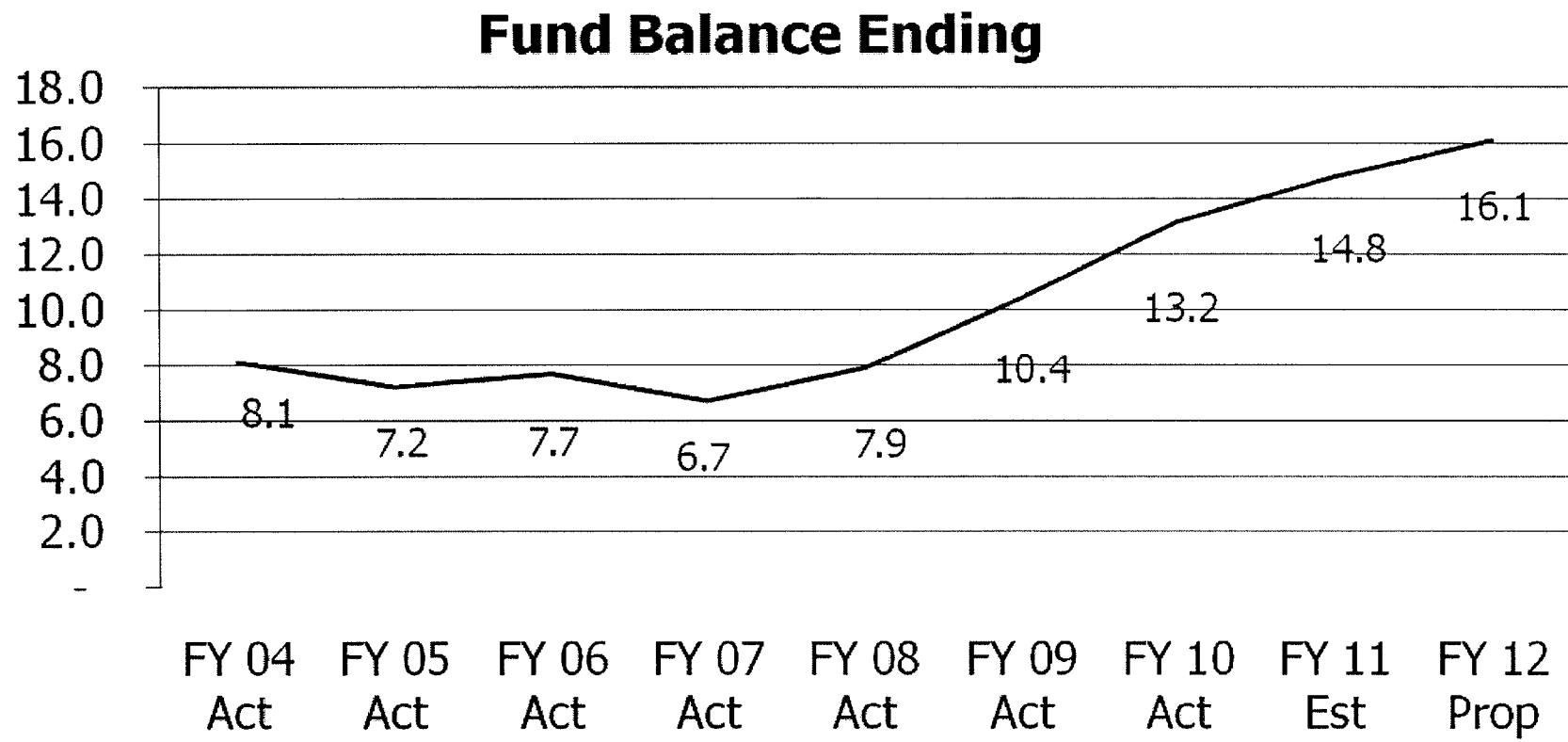
	Adopted FY 05	Adopted FY 06	Adopted FY 07	Adopted FY 08	Adopted FY 09	Adopted FY 10	Adopted FY 11	Proposed FY 12
On-Going	127,844	111,844	121,693	98,540	86,398	104,601	83,698	155,260
One-time	<u>301,288</u>	<u>143,459</u>	<u>43,592</u>	<u>63,130</u>	<u>73,000</u>	<u>120,021</u>	<u>380,000</u>	<u>132,740</u>
	429,132	255,303	165,285	161,670	159,398	224,622	463,698	288,000

GF & PSF Staffing Additions

	FY 04 FTE	FY 12 FTE	Proposed Difference FTE
Mayor and City Council	5.5	5.5	-
City Administrator	5.0	5.0	-
Human Resources	4.5	5.0	0.5
City Attorney	8.0	10.0	2.0
Municipal Court	11.5	17.0	5.5
Finance	11.0	11.0	-
Code Enforcement	3.3	3.3	-
Parks, Recreation and Public Land	24.0	24.0	-
Cemetery	4.0	4.0	-
Police	153.0	167.0	14.0
Animal Shelter	7.0	7.0	-
Fire	139.0	146.0	7.0
			-
TOTAL GENERAL and PUBLIC SAFETY FUNDS	<u>375.8</u>	<u>404.8</u>	<u>29.0</u>

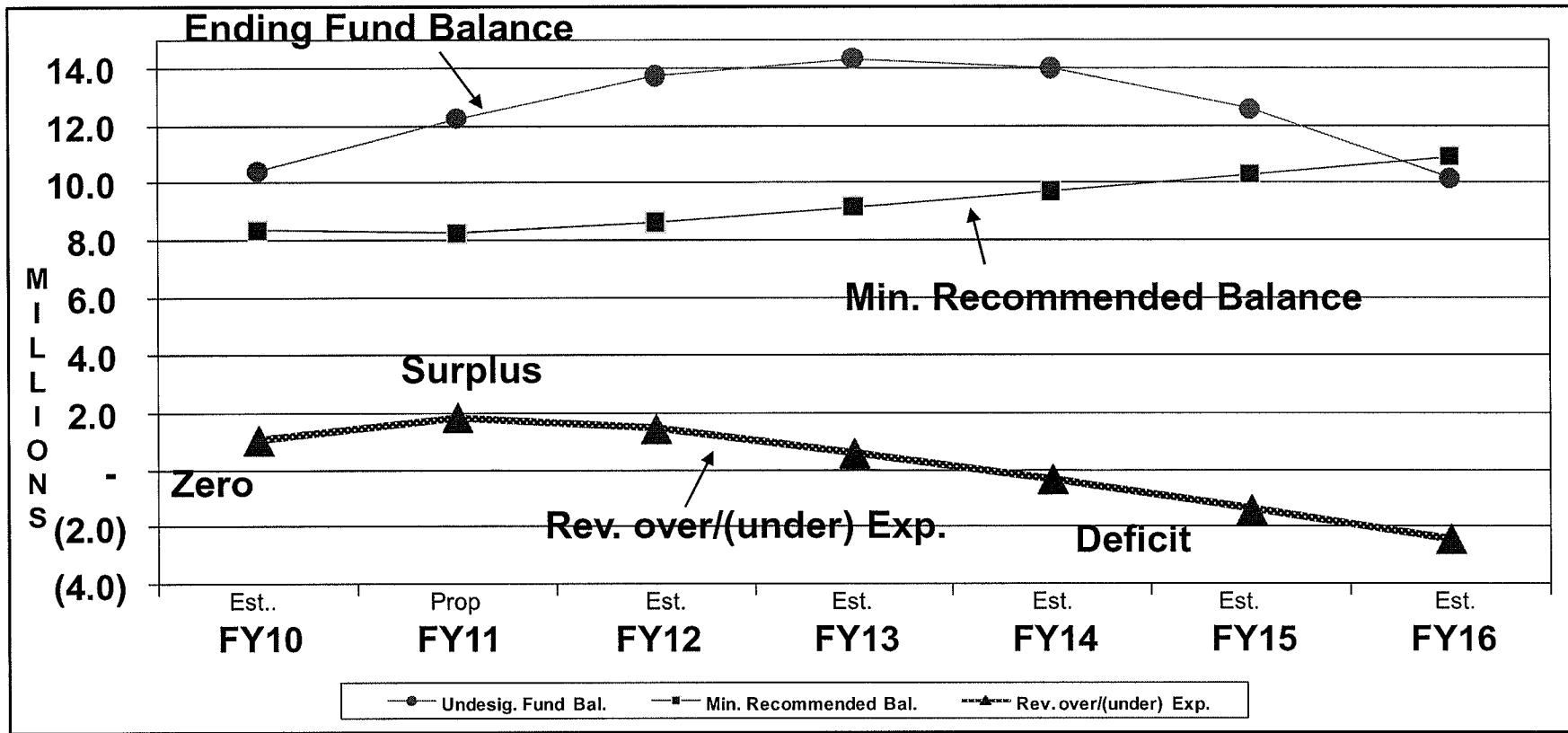
Fund Balance History

(Millions)



Financial Projections - GF

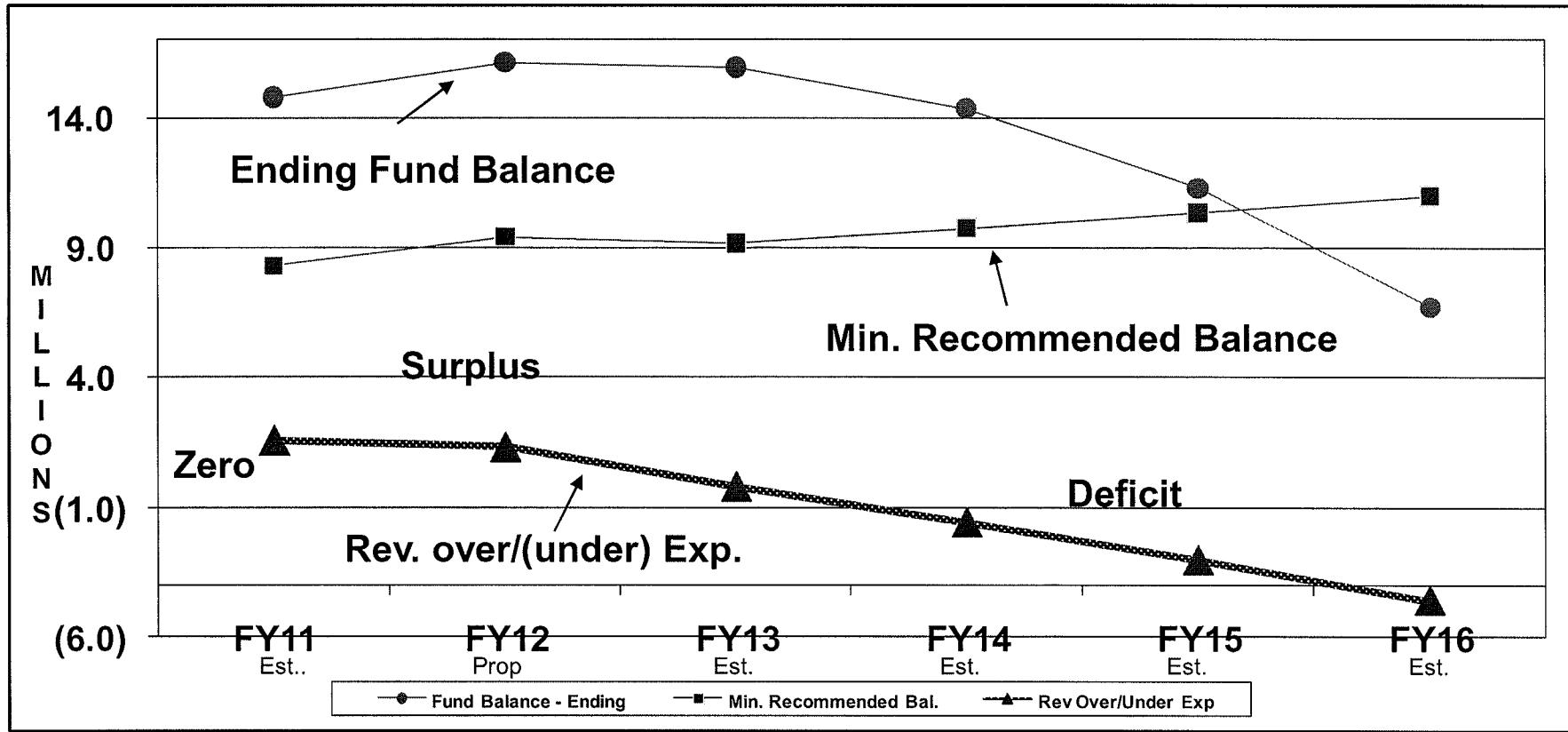
May 3, 2010



- 1.5% increase for taxes
- 3.0% increase for HB 124

Financial Projections - GF

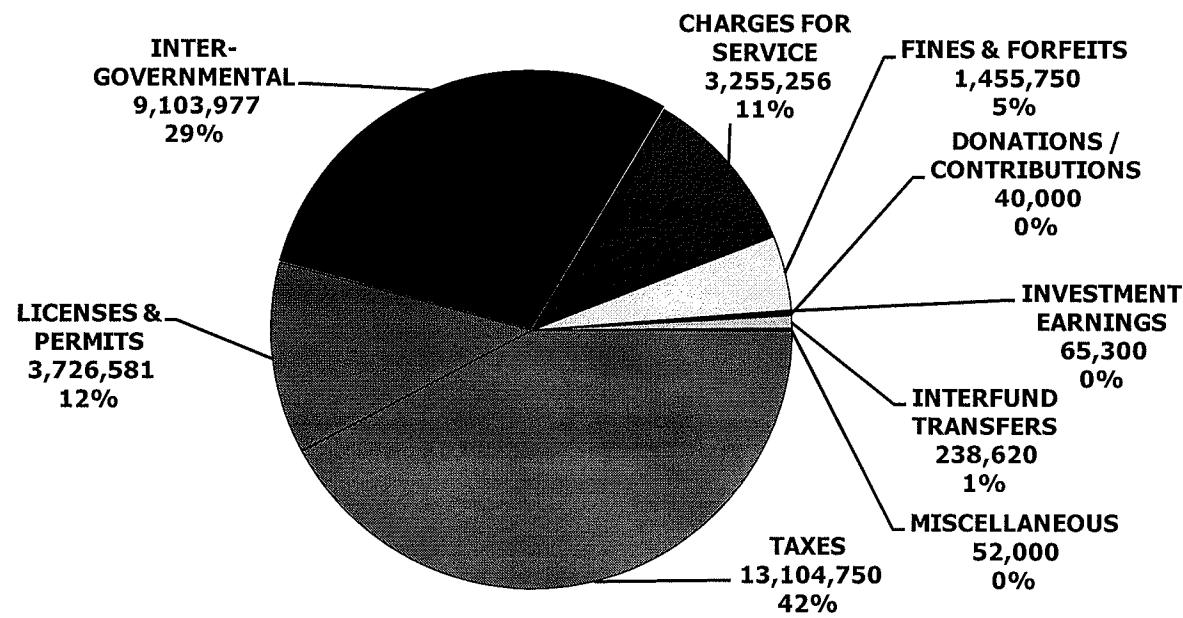
May 2, 2011



- 1.0% increase for taxes
- no increase in FY 12 & FY 13, 2.0% increase in FY 14 thru FY 16 for HB 124

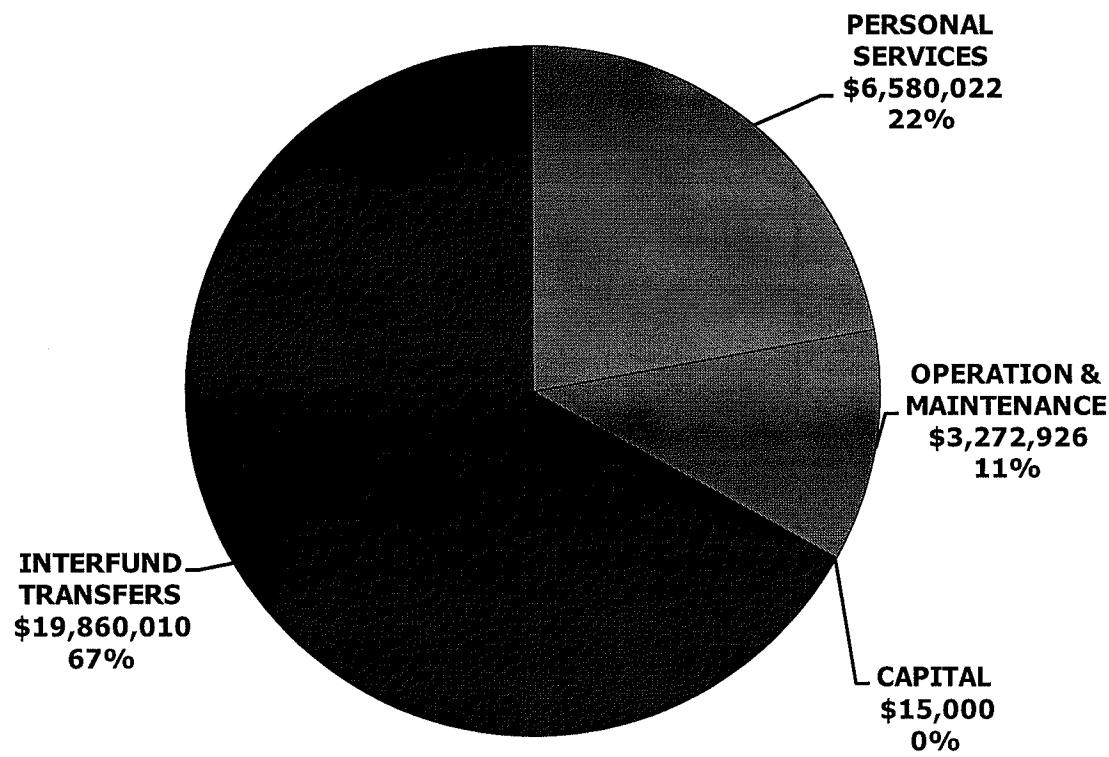
Revenues – General Fund

\$31,042,234

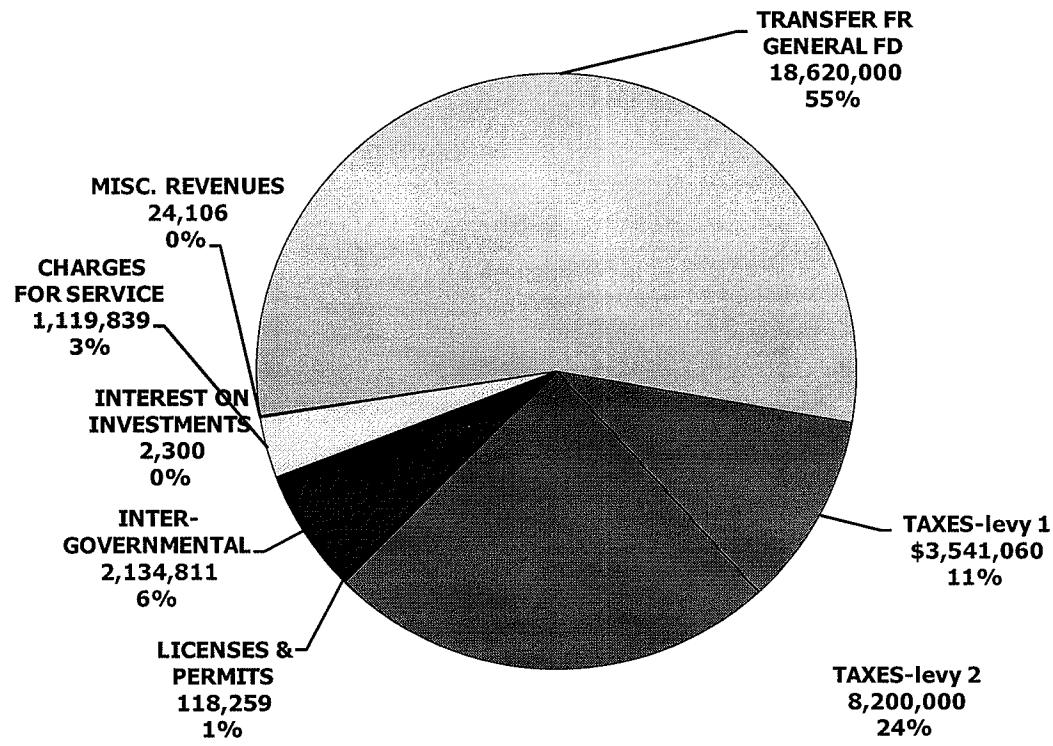


Expenditures – General Fund

\$29,727,958

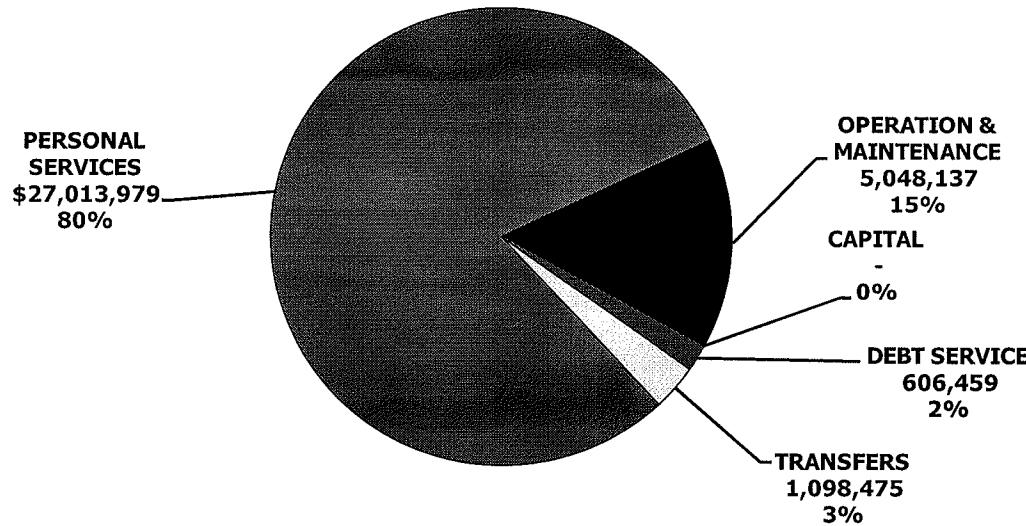


Revenues – Public Safety Fund \$33,760,375



Expenditures – Public Safety

Fund \$33,767,050



Operating Funds Using Reserves to Balance Budgets

- Library
- Building
- Planning
- Public Works Administration
- Water
- Wastewater
- Solid Waste
- Parking
- Information Technology
- Transit

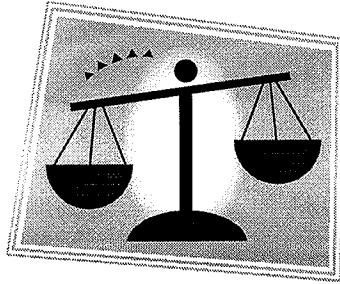
Council Decision Points

- Proposed Fee Increases
- Priority Based Budgeting

Questions?

City Attorney's Office Criminal and Civil Divisions

**Budget Presentation
for the
Billings City Council
May 2, 2011**



Thirteen Professionals in the City Attorney's Office Serve the City of Billings



City Attorney
Civil / Criminal

**Deputy
City Attorney**

Criminal Prosecution
(4)

Assistant City Attorney
(1)

**Deputy
City Attorney**

Civil Litigation / Advice
(2)

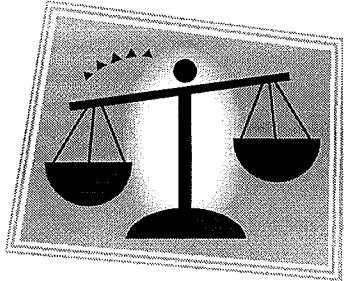
**Domestic
Violence Unit:**

Program Director
(1)

***Victim / Witness
Specialist***
(1)

Senior Legal Secretary
Office / Civil / Office Administration
(1)

Legal Secretary
Municipal Court
(2)



Serving the City of Billings



NAME	POSITION AND TENURE WITH CITY ATTORNEY'S OFFICE	13 years
Brent Brooks	City Attorney	13 years
Bonnie Sutherland	Assistant City Attorney	28 years
Kelly Addy	Deputy City Attorney	10 years
Curtis Bevolden	Deputy City Attorney	8 years
Craig Hensel	Deputy City Attorney	15 years
Melanie Pfeifer	Deputy City Attorney	7 years
Stacy Tenney	Deputy City Attorney	11 years
Teague Westrope	Deputy City Attorney	4 years
Karen Benner	Victim Witness Program Director	11 years
Charlee Marsh	Victim Witness Specialist	7 years
Laura Reyes	Senior Legal Assistant	17 years
Sharon Richardson	Legal Assistant	13 years
Jenny Eckerdt	Legal Assistant	6 years



Criminal Statistics in Calendar Year 2010



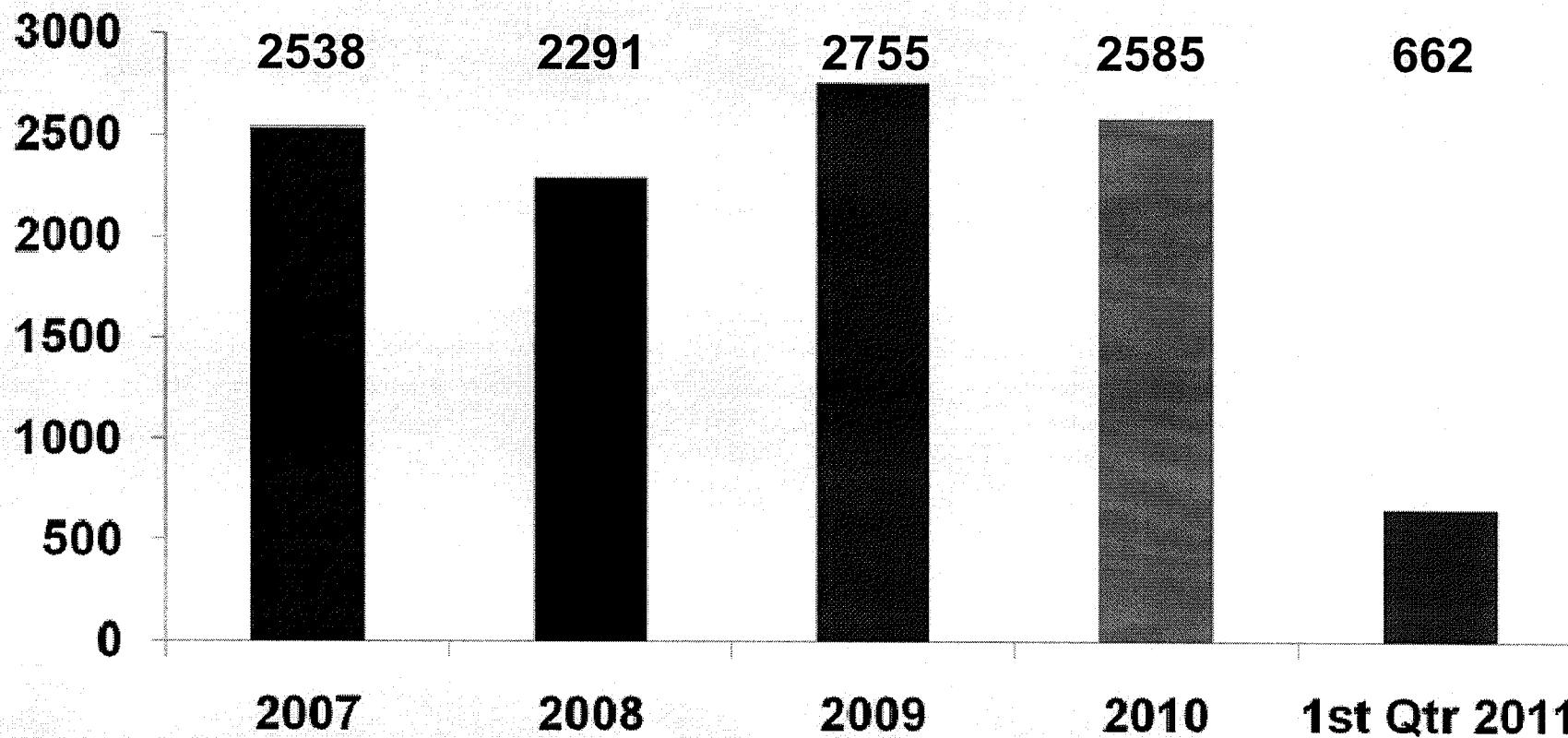
New Cases Opened	2585	➤ Non-traffic and traffic
Cases Reviewed for Possible Warrants	840	➤ 491 Warrants Issued
Cases Reviewed for Revocation of Sentence	2732	➤ 90% filed (Approx. 2459 warrants)



Criminal Case Statistics Calendar Years 2007-2011



CASES OPENED: NON-TRAFFIC & TRAFFIC

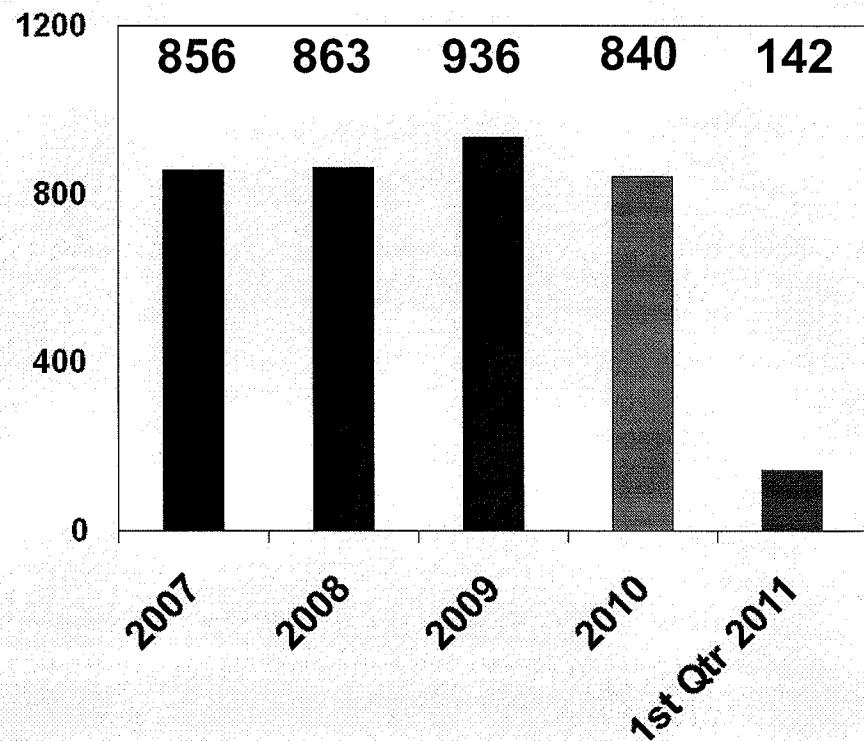




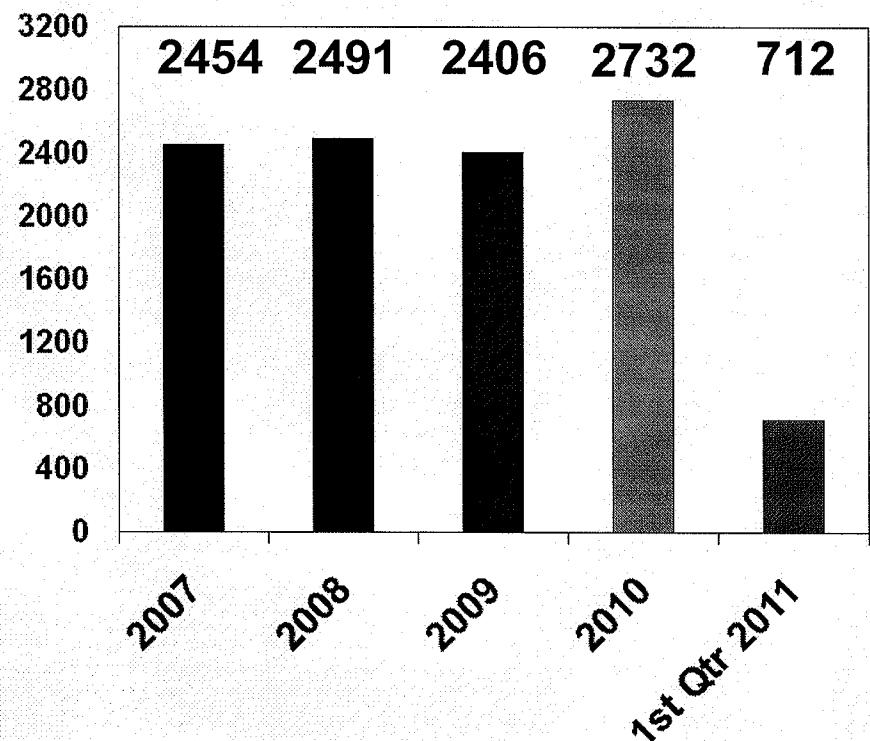
Warrant and Revocation Requests Since 2007

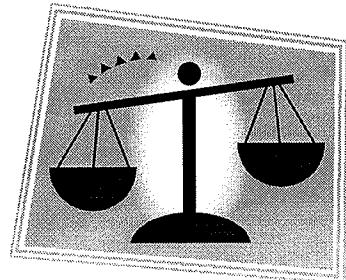


WARRANT REQUESTS



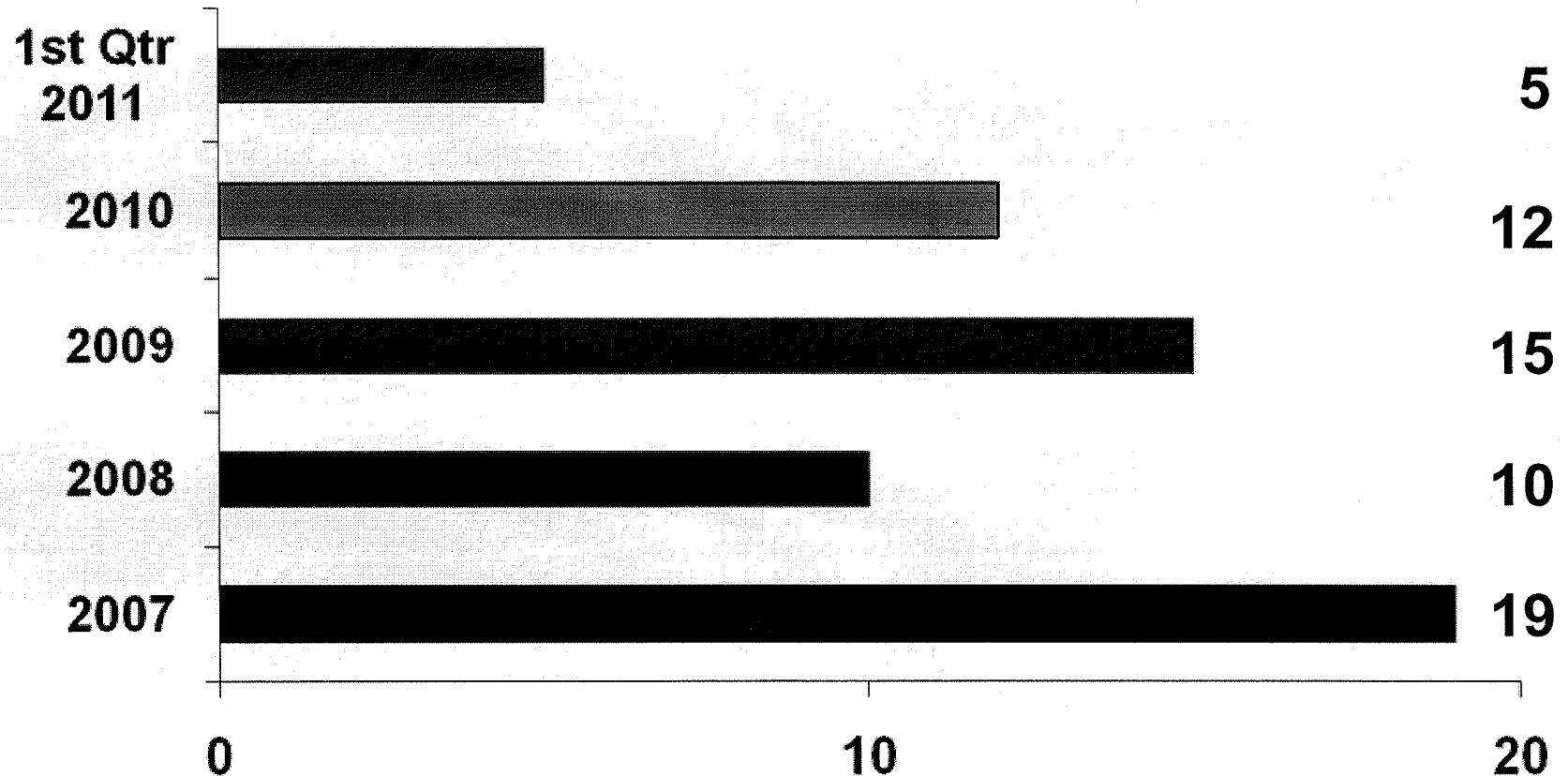
REVOCATION REQUESTS





Jury Trials

Five Year Comparison





Four Funding Sources for the City Attorney Office



General Fund
+
AT/PW

**DV Grant
from
Montana
Board of
Crime
Control**

**City
Attorney
Funding
Sources**

**Statutory
Surcharges
MCA
46-18-236(7)**



Four Funding Sources for the City Attorney Office



**STATE/MC
SURCHARGES** 4.0%
\$ 60,000

5.0% **A&T/PW FUND (1 CIVIL ATTY.)**
\$ 76,000

**BOCC
GRANTS** 6.0%
\$ 90,000

GENERAL FUND
85.5%

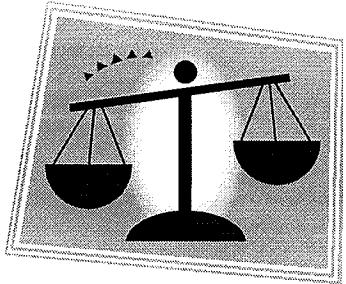
**Note: No direct revenue produced;
however, prosecution of criminal cases
generates municipal court fines.**



Personal Services



PERSONAL SERVICES (SALARY & BENEFITS)	FISCAL YEAR 2011	FISCAL YEAR 2012	DIFFERENCE
	\$ 942,933	\$ 985,549	+ \$42,616*
	\$ 235,625 Domestic Violence Grant	\$ 252,152 Domestic Violence Grant	+ \$16,527*
TOTAL	\$ 1,178,558	\$1,237,701	+ \$59,143*



O & M Comparison FY 11 & FY 12



	FISCAL YEAR 2011	FISCAL YEAR 2012	DIFFERENCE
	\$ 171,152	\$ 167,518	- \$ 3,634
	\$ 1,800 Domestic Violence Grant	\$ 1,800 Domestic Violence Grant	\$ 0
TOTAL	\$ 172,952	\$ 169,318	- \$ 3,634



Additional Domestic Violence Grant Information



GRANT FUNDS		CITY MATCH	
FY 2011	\$ 90,000	FY 2011	\$ 147,425
FY 2012	\$ 90,000	FY 2012	\$ 163,886*
TOTAL FISCAL YEAR 2012: \$ 253,886*			



FY 2011 Selected Goals Accomplished/In Progress



- Assumption/management of most public document requests
- Assign civil staff attorney to most MMIA-defended cases for assistance/more thorough status updates to Council
- Assign civil attorney for FY 12 and future CBA teams-Asst. City Attorney Bonnie Sutherland
- Continued proactive liability insurance/risk management cooperation with MMIA/Claims Comm.



Legal Department Goals Based Upon Current City Council Strategic Plan/Goals



ASSIST WITH:

- Infill land use/land acquisition/sale policies
- Medical Marijuana-Changes Due to SB 423-Pending Governor Signature
- Future annexation costs/revised policy
- Land Use Issues-Collaboration with Planning Dept- e.g. Shiloh Corridor
- Research-Funding Strategies: Impact fees, PMDs, street maintenance, park fees



Future Challenges



CRIMINAL DIVISION:

- **Steady increase in DV/Stalking/OP violation cases-since 2005 as DV Unit role has expanded**
- **Staffing for three Special Purpose courts- Drug/DUI/Mental Health**
- **Volume of Misdemeanor cases generally/Municipal Infractions—one year old Ord. to handle minor offenses**
- **Stop /Treat repeat offenders-DV/DUI/Drugs**
- **Cultivate Increased Cooperation with County Attorney**

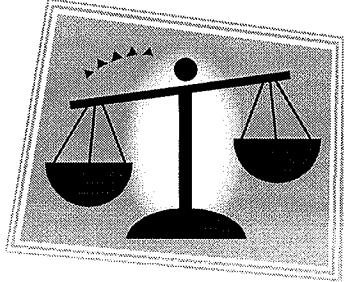


Future Challenges (Cont.)



CIVIL DIVISION:

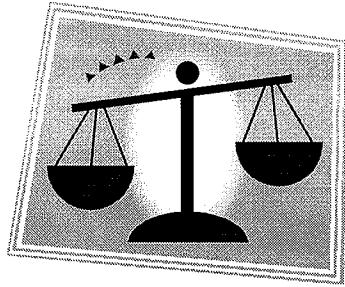
- **Shiloh Corridor/Other Land Use Issues Across City as They Arise**
- **CBA renewals in calendar year 2011: Teamsters/BFD/BPD**
- **Economic instability-potential criminal and civil consequences**
- **Increasingly litigious society**
- **Continued liability insurance/risk mgmt vigilance**



New Ideas / Refining Current Duties

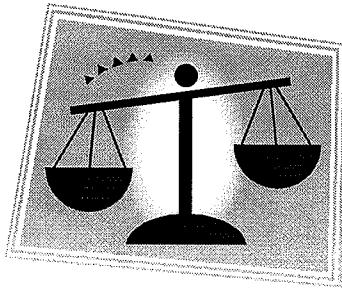


IDEA	BRIEF EXPLANATION
Land Use 101	Handbook in collaboration with Planning Department
Contracts 101	Basics presented to LT and/or Council
Litigation 101	Basics presented to LT and/or Council (2008)
Insurance 101	Basics presented to LT and/or Council
Quarterly Reports	Litigation Criminal statistics Civil statistics • (type and number of documents prepared or reviewed)

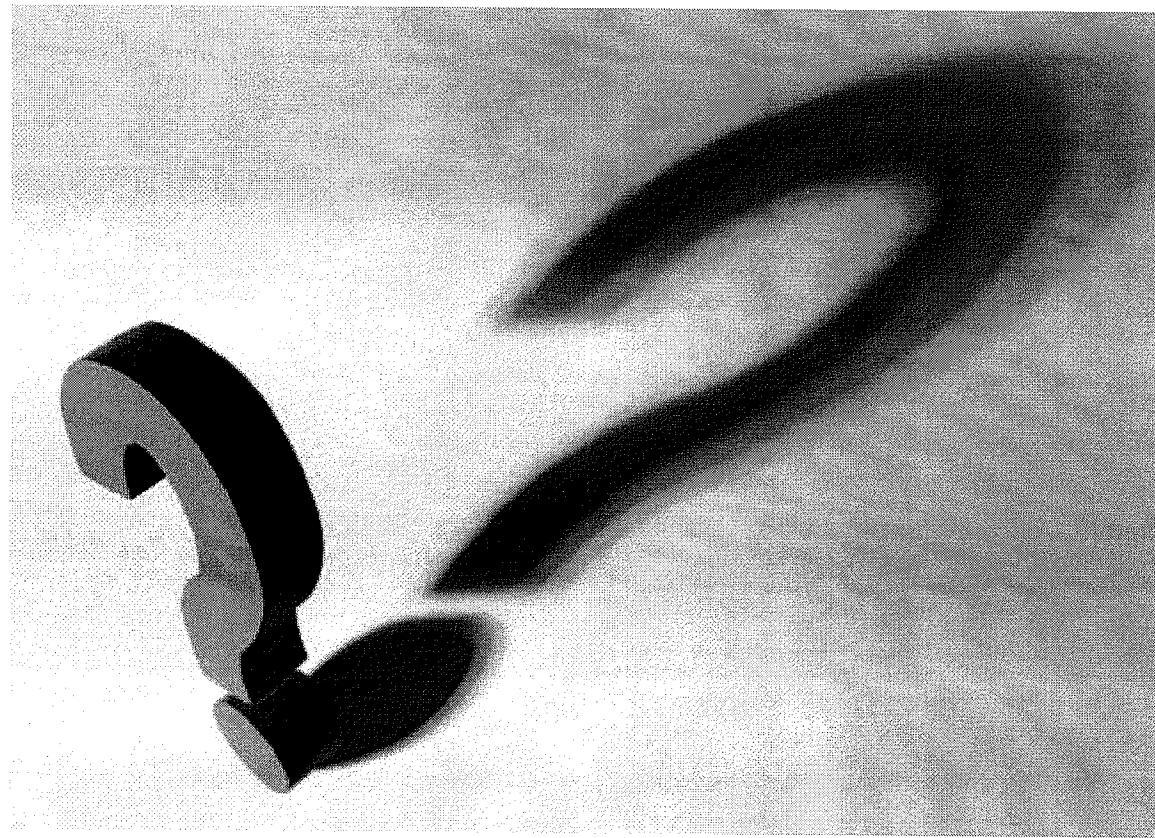


Why We Live and Work Here





Questions

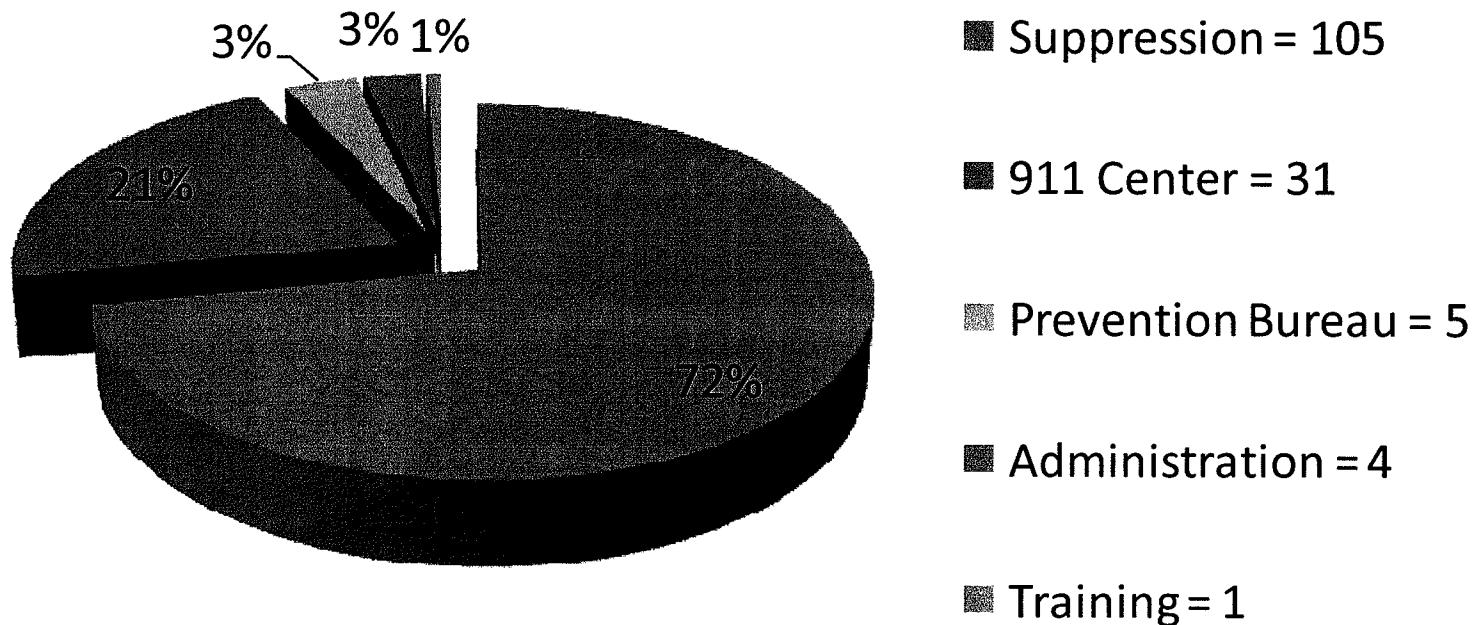


BILLINGS FIRE DEPARTMENT- ORGANIZATIONAL STRUCTURE

ADMINISTRATION	4
SUPPRESSION	105
FIRE PREVENTION BUREAU	5
COMMUNICATIONS CENTER	31
TRAINING DIVISION	1
TOTAL:	<u>146</u> FTE

STAFFING AUTHORIZATION

Total Department Personnel: 146 FTE



ESSENTIAL SERVICES PROVIDED THROUGH SEVEN FIRE STATIONS

- FIRE SUPPRESSION
- EMERGENCY MEDICAL CARE
- CODE ENFORCEMENT
- FIRE INVESTIGATION
- INSPECTIONS
- PUBLIC EDUCATION
- SPECIAL RESCUES
- HAZARDOUS MATERIAL MITIGATION
- MULTI AGENCY COMMUNICATIONS
- CUSTOMER SERVICE AND DATA COLLECTION

PARTNERSHIPS

- BUFSA [BILLINGS URBAN FIRE SERVICE AREA]
- LAW ENFORCEMENT
- AMERICAN MEDICAL RESPONSE
- BUILDING AND PLANNING DEPARTMENT
- CITY DEPARTMENTS
- COUNTY DEPARTMENTS
- STATE AGENCIES

ANNUAL STATISTICS

TOTAL CALLS (2010) 10,208

■ TOTAL FIRES	312	3.07%
■ BUILDING: 80 VEHICLE: 68 OTHER:164		
■ EMS / RESCUE	7,006	68.62%
■ SERVICE CALLS	683	6.69%
■ HAZARDOUS CONDITION	211	2.07%
■ GOOD INTENT	1,494	14.63%
■ FALSE CALLS	491	4.81%
■ MISC./UNCLASSIFIED CALLS	8	.08%

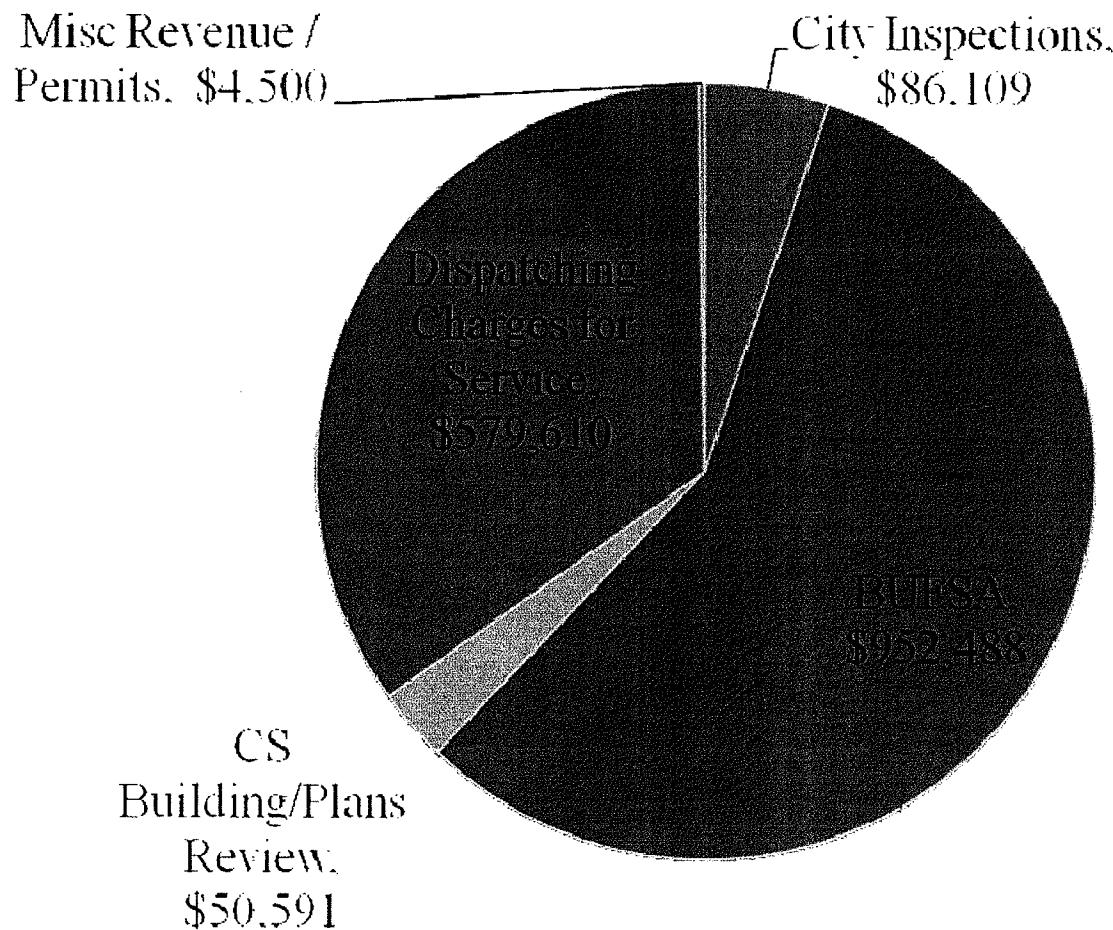
KEY ISSUES AND GOALS

- FUTURE GROWTH
- STAFFING / WORK SCHEDULE
- BUDGET LIMITATIONS
- INCREASED DEMAND FOR MEDICAL RESPONSE
- TRAINING REQUIREMENTS & FACILITY
- RADIO SYSTEM
- COMMUNICATIONS CENTER RELOCATION

FY12 ESTIMATED REVENUE SUMMARY

• CITY INSPECTIONS	\$ 86,109
• BUFSA CONTRACT	\$ 952,488
• C.S. BUILDING/PLANS REVIEWS	\$ 50,591
• 911 DISPATCHING CHARGES FOR SERVICE	\$ 579,610
– YSTN Co. SHERIFF	\$555,610
– AMR	\$ 24,000
• MISC REVENUE/PERMITS ISSUED	\$ 4,500
– WILDLAND URBAN INTERFACE	
– FIREWORKS PERMITS	
TOTAL	\$1,673,608

FY12 Estimated Revenue Summary



FIRE DEPARTMENT

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	REQUEST
	FY 09	FY 10	FY 11	FY 11	FY 12
PERSONAL SERVICES	\$ 11,094,286	\$ 11,494,988	\$ 11,887,925	\$ 12,037,700	\$ 12,461,882
O & M	1,062,558	1,104,493	1,277,403	1,277,000	1,284,121
CAPITAL	-	6,667	36,905	40,000	-
DEBT SERVICE	566,050	506,818	1,046,439	1,046,439	473,005
TRANSFERS	477,592	363,851	345,751	346,000	364,978
TOTAL EXPENDITURES	\$ 13,200,486	\$ 13,476,817	\$ 14,594,423	\$ 14,747,139	\$ 14,583,986

FY12 EXPENDITURE SUMMARY

