

City of Collegedale



PROPOSED OPERATING BUDGET

FISCAL YEAR 2014-2015



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Mission Statement



“The City of Collegedale exists to serve its citizens by exemplifying and embracing our core tenets of Justice, Safety, and Efficiency by fostering an environment of diversity, community culture and effective use of resources.”



Executive Summary



Board of Commissioners,

May 20, 2014

I present this Executive Summary and fiscal 2015 budget for your review and consideration. This spending plan contains several large projects and our sound fiscal management, as well as the generous donations of valued community stakeholders, will allow for these projects to move forward.

Our revenues are enhanced this year among the various categories and as I have mentioned earlier, we will use several hundred thousand dollars from our *Capital Improvement Fund Balance* to accomplish the goals set forth. There is no requested tax increase.

We have budgeted for the Commission salary increases for the next term of Commissioners and for a 2% cost of labor adjustment for city staff. We have also budgeted for health insurance for the Commission and increased Recreation and Holiday programs for fireworks and donations to the ETSO. We plan to complete our Tyler Technologies software upgrades this year.



Continued....



Capital Outlay expenditures this year across several departments are extensive.

Police capital requests include additional fleet and security cameras, the last payment on the 8 vehicles purchased two years ago, additional portable radios for officers operating out of their vehicles, and as already discussed, \$50,000 for firing range improvements.

Public works is replacing their mechanical boom mower as the current one is completely out of service, adding an additional “hook lift” system, which helps us use chassis related vehicles for multiple uses, and the purchase of a new pickup truck to replace and retire an older one. We will complete the Prospect Church Road culverts this year with an 80/20 grant for \$460,000.



Continued....



Parks and Recreation will have substantial projects begin this year. We plan to replace and upgrade the Imagination Station Playground behind City Hall this year with this project costing almost half a million dollars. We will replace a mower, install additional outdoor exercise equipment, build a small pavilion at the nature nook, and increase some safety enhancements for the fence surrounding the soccer field at the Tucker Road recreation area.

We will invest \$100,000 of “seed money” toward the construction of a pavilion known as *Collegedale Commons*, which will be used to attract other seed money from private donations. We are negotiating a land deal which we hope will come to fruition in the very near future.

Projects for Waste collection and disposal include upgrading of “hook lift” systems to use with our trash trucks and knuckle booms.

Debt service retirement continues at an excellent pace as our general fund payments, leases and interest is at 5% of revenues generated.



Continued....



Sewer fund projects this year include continuing our system repair and enhancements, committing \$180,000, and also teaming up with TDOT to remove a pump station on Apison Pike converting to a gravity line. This is enhancing the system and this project will cost around \$900,000 and we will pay the “betterment portion”, which will be just under \$300,000 or about one third of the total project cost.

The Airport will see another milestone this year as they retire the debt service of the terminal. We continue to “dig out the Airport” from its cash and debt crunch and we have improved their cash flow and debt reduction every single year. We will apply for a grant to conduct an Airport Layout Design or ALD which will be a 5% match from us.

In short, we plan to accomplish a great many projects this year, all of which enhance the efficiency and effectiveness of city operations, upgrade vital infrastructure, and continue to prepare our City for better things to come!

I remain in your service,
City Manager Ted Rogers



Budget Overview

This budget brings all the departments of the city together, and with the help of the key managers and their team, the city's future will be enhanced and stabilized for the upcoming fiscal years.

The city is broken into three funds:

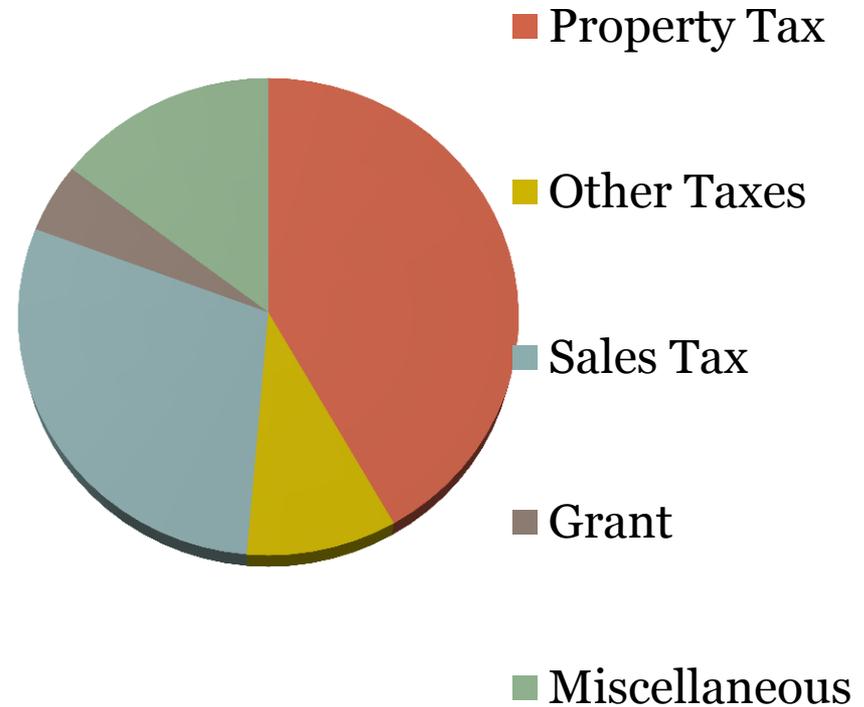
- General Fund
- Sewer Enterprise Fund
- Airport Enterprise Fund



General Fund Revenues Summary



Property Tax	\$3,610,000
Other Taxes	\$825,195
Sales Tax	\$2,535,600
Grant	\$405,000
Miscellaneous	\$1,261,370
Total	\$8,637,165



General Fund Revenues



COA	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
31110	Property Tax	\$3,315,397	\$3,610,000	\$294,603	9%
31120	Utility Tax	\$135,780	\$141,600	\$5,820	4%
31610	Local Sales Tax	\$1,958,220	\$1,962,000	\$3,780	0%
31800	Business Tax	\$131,700	\$135,700	\$4,000	3%
31911	Telephone Franchise Tax	\$15,829	\$11,760	(\$4,069)	(26%)
31912	Cable Franchise Tax	\$58,281	\$58,200	(\$81)	0%
32610	Building Permits	\$32,180	\$83,064	\$50,884	158%
33400	State Grants	\$0	\$365,000	\$365,000	_____
33420	Federal Law Enforcement Grant	\$19,678	\$40,000	\$20,322	103%
33510	State Sales Tax	\$561,434	\$573,600	\$12,166	2%
33520	State Income Tax	\$5,000	\$5,000	\$0	0%
33530	State Beer Tax	\$133,843	\$149,700	\$15,857	12%



General Fund Revenues



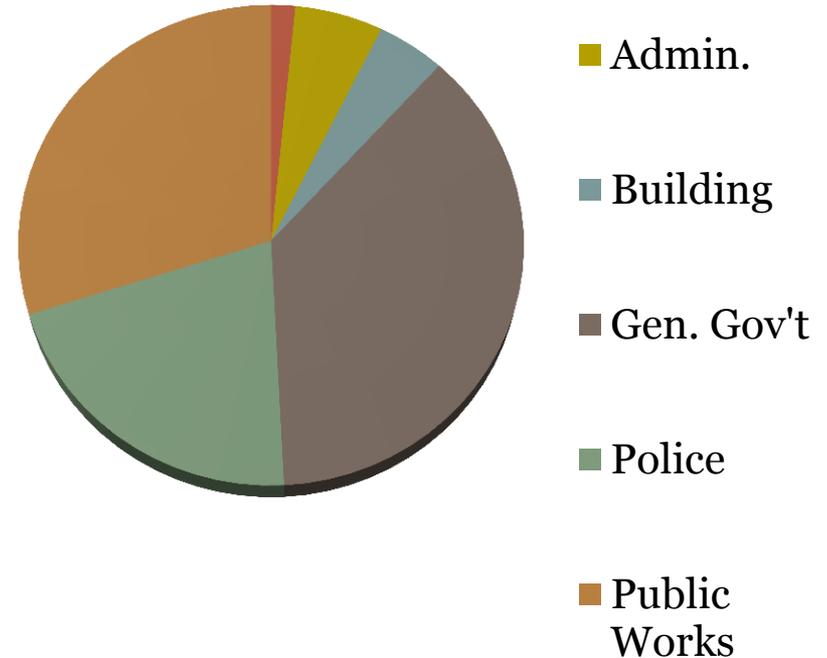
COA	Detail	FY 13/14	FY 14/15	Inc./ (Dec.)	%
33551	State Gas Tax	\$215,462	\$215,462	\$0	0%
33553	State Gas Inspection Fee	\$16,573	\$16,573	\$0	0%
33591	TVA Gross Receipts Tax	\$93,446	\$91,200	(\$2,246)	(2%)
34410	Refuse Collection Contract	\$15,000	\$15,000	\$0	0%
34762	Library	\$30,933	\$30,933	\$0	0%
35110	City Court Fines and Costs	\$334,536	\$305,500	(\$29,036)	(9%)
36100	Interest Earnings	\$30,100	\$28,900	(\$1,200)	(4%)
36330	Sale of Surplus Property	\$20,000	\$20,000	\$0	0%
36972	Appropriation from Sewer Fund	\$15,000	\$15,000	\$0	0%
36990	Miscellaneous Revenues	\$40,400	\$240,400	\$200,000	495%
xxxxx	Hotel/Motel Tax	\$0	\$1,900	\$1,900	_____
xxxxx	Transfer from Fund Balance	\$0	\$520,673	\$520,673	_____
	Total Revenues	\$7,178,792	\$8,637,165	\$1,458,373	20%



Expenditure Summary



Municipal Court	\$133,705
Administration	\$491,876
Municipal Building and Codes	\$382,064
General Government	\$3,205,766
Police Department	\$1,786,653
Public Works	\$2,564,026
Total	\$8,564,090



Legislative 41100



Acct	Detail	FY 13/14	FY 14/15	Inc./Dec.	%
171	Fees of Officials	\$2,700	\$2,700	\$0	0%
	Total	\$2,700	\$2,700	\$0	0%



Municipal Court 41210



As the place where justice starts, it is the mission of the Collegedale Municipal Court to serve the people of the City of Collegedale and the State of Tennessee by efficient and accessible administration of justice for all, and to treat all persons with integrity, fairness, and respect.



Municipal Court 41210



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
111	Salaries and Reserve Officers	\$76,031	\$83,019	\$6,988	9%
112	Overtime	\$140	\$140	\$0	0%
141	OASI	\$6,172	\$6,784	\$612	10%
252	Legal Services: Judge	\$33,770	\$41,087	\$7,317	22%
329	Other Operating Supplies	\$2,675	\$2,675	\$0	0%
	Total	\$118,788	\$133,705	\$14,917	13%



Election Expense 41400



Acct	Detail	FY 13/14	FY 14/15	Inc./Dec.	%
259	Election Expense	\$0	\$5,000	\$5,000	_____
	Total	\$0	\$5,000	\$5,000	_____



Administration 41600



The administration of the City of Collegedale strives to operate a cost-efficient, customer-oriented service whose actions are transparent to the taxpayers resulting in innovative solutions and quality results for the city.



Administration 41600



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
111	Salaries	\$436,750	\$447,754	\$11,004	3%
112	Overtime	\$990	\$990	\$0	0%
141	OASI	\$34,394	\$35,332	\$938	3%
533	Equipment Lease	\$7,800	\$7,800	0\$	0%
	Total	\$479,934	\$491,876	\$11,942	2%



Municipal Building & Codes 41810



The Collegedale Building & Codes Department strives to achieve excellence in all facets of building inspections through providing timely, efficient and thorough building inspections, as well as building a positive working relationship within the building community, consumers and citizens alike.



Municipal Building & Codes 41810



Acct	Detail	FY 13/14	FY 14/15	Inc./ (Dec.)	%
111	Salaries	\$119,551	\$134,950	\$15,399	13%
112	Overtime	\$250	\$250	\$0	0%
141	OASI	\$9,360	\$10,598	\$1,238	13%
193	Janitorial Supplies	\$5,424	\$6,081	\$657	12%
241	Utilities	\$114,841	\$122,655	\$7,814	7%
245	Telephone/Cell Phones	\$49,755	\$54,341	\$4,586	9%
294	Inspection/Code Enforcement	\$6,782	\$4,750	(\$2,032)	(30%)
331	Vehicle Fuel	\$2,325	\$2,400	\$75	3%
332	Vehicle Parts and Repairs	\$1,839	\$2,589	\$750	41%
334	Safety Program	\$2,785	\$2,935	\$150	5%
335	Building Repair/Maintenance	\$31,924	\$40,515	8,591	27%
	Total	\$344,836	\$382,064	\$37,228	11%



Other General Government 41990



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
134	Retention and Incentive Plan	\$59,038	\$65,340	\$6,302	11%
135	Benefit Consulting Fees	\$2,121	\$3,100	\$979	46%
137	Health Reimbursement Arrangement	\$55,193	\$75,000	\$19,807	36%
138	Long Term Disability	\$12,639	\$13,645	\$1,006	8%
142	Medical Insurance	\$448,038	\$556,116	\$108,078	24%
143	Retirement	\$298,784	\$307,258	\$8,474	3%
145	Life Insurance	\$2,872	\$2,872	0\$	0%
146	Worker's Compensation	\$71,611	\$75,500	\$3,889	5%
147	Unemployment Taxes	\$7,300	\$7,300	0\$	0%
148	Training and Education	\$41,916	\$45,500	\$3,584	9%
180	Library Funding	\$409,780	\$418,363	\$8,583	2%
181	Local Option Sales Tax Commission	\$20,182	\$19,620	(\$562)	(3%)



Other General Government 41990



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
182	Flood Insurance	\$10,390	\$11,250	\$860	8%
190	Consulting Services	\$31,000	\$13,400	(\$17,600)	(57%)
191	City Attorney	\$35,883	\$37,677	\$1,794	5%
211	Postage	\$6,999	\$6,999	0\$	0%
231	Advertising and Newsletter	\$15,000	\$9,900	(\$5,100)	(34%)
238	Dues and Memberships	\$29,297	\$22,200	(\$7,097)	(24%)
239	Recreation and Holiday Programs	\$19,700	\$45,700	\$26,000	132%
252	Legal Services: Retainer	\$8,400	\$8,900	\$500	6%
254	Accounting and Auditing	\$27,600	\$26,975	(\$625)	(2%)
258	Humane Society	\$42,000	\$42,000	0\$	0%
298	Property Tax Commission	\$68,017	\$72,200	\$4,183	6%



Other General Government 41990



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
301	Computer Support	\$348,308	\$192,000	(\$156,308)	(45%)
308	Bank/Credit Card Fees	\$16,211	\$16,211	\$0	0%
309	Coffee Machine and Supplies	\$3,200	\$3,200	\$0	0%
310	Office Supplies	\$32,511	\$32,511	\$0	0%
510	TML Insurance	\$59,522	\$83,983	\$24,461	41%
xxx	Hotel/Motel Tax	\$0	\$100	\$100	_____
	Total	\$2,183,512	\$2,214,820	\$31,308	1%



Police Department 42100



It is the mission of the Collegedale Police Department to provide effective police services that will instill high public confidence, community trust, and support. Our goal is to enforce the laws fairly and impartially with integrity and professionalism. We will constantly strive to ensure peace and security through a sensitive, caring, and creative police service.



Police Department 42100



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
111	Salaries	\$933,258	\$977,689	\$44,431	5%
112	Overtime	\$35,000	\$45,000	\$10,000	29%
141	OASI	\$73,194	\$80,328	\$7,134	10%
148	Training and Education	\$62,426	\$68,197	\$5,771	9%
238	Dues and Memberships	\$1,535	\$1,535	\$0	0%
262	Repair/Maintenance: Equipment	\$11,313	\$16,846	\$5,533	49%
290	Records Management Fees	\$2,912	\$2,912	0\$	0%
293	Dispatch Contract	\$97,772	\$108,816	\$11,044	11%
319	Equipment and Supplies	\$56,464	\$67,933	\$11,469	20%
323	K-9 Unit	\$8,270	\$8,270	\$0	0%
326	Clothing and Uniforms	\$36,650	\$40,150	\$3,500	10%
329	Other Operating Supplies	\$13,370	\$14,508	\$1,138	9%



Police Department 42100



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
331	Vehicle Fuel	\$67,000	\$74,000	\$7,000	10%
332	Vehicle Parts and Repairs	\$41,630	\$46,620	\$4,990	12%
534	NCIC Computer Rental	\$18,790	\$20,790	\$2,000	11%
742	Public Relations	\$3,555	\$4,350	\$795	22%
743	Lease Payment: Vehicles	\$108,505	\$107,709	(\$796)	(1%)
900	Capital Outlay	\$0	\$101,000	\$101,000	_____
	Total	\$1,571,644	\$1,786,653	\$215,009	14%

*900-Firing Range Improvements (\$50,000)

Portable Radios & Cameras (\$51,000)



Fire Protection 42200



Acct	Detail	FY 13/14	FY 14/15	Inc./ (Dec.)	%
170	Confined Space Fees	\$5,300	\$5,725	\$425	8%
297	Fire Protection	\$575,131	\$636,899	\$61,768	11%
731	ISO Rating Adjustment	\$20,000	\$20,000	\$0	0%
	Total	\$600,431	\$662,624	\$62,193	10%



Public Works



43000

Public Works Department

43190

Parks and Recreation

43260

Waste Disposal and Collection



Public Works 43000



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
111	Salaries	\$447,050	\$455,231	\$8,181	2%
112	Overtime	\$2,115	\$2,115	\$0	0%
141	OASI	\$34,998	\$35,822	\$824	2%
247	Street Lighting	\$4,054	\$4,054	\$0	0%
326	Clothing and Uniforms	\$10,995	\$10,995	\$0	0%
329	Other Operating Supplies	\$4,970	\$8,860	\$3,890	78%
331	Vehicle Fuel	\$46,600	\$49,777	\$3,177	7%
332	Vehicle Parts and Repairs	\$32,250	\$32,250	\$0	0%
340	Other Repair/Maintenance Supplies	\$17,995	\$21,595	\$3,600	20%
342	Sign Parts and Supplies	\$4,497	\$4,497	\$0	0%
400	Road Repair Material	\$45,300	\$45,300	\$0	0%



Public Works 43000



Acct	Detail	FY 13/14	FY 14/15	Inc./ (Dec.)	%
410	Roads/Streets Resurfacing	\$191,000	\$191,000	\$0	0%
900	Capital Outlay	\$70,000	\$645,000	\$575,500	822%
	Total	\$911,824	\$1,506,996	\$595,172	65%

*900- V-Bottom Sander (\$24,500)
New 4x4 Crew Cab Diesel (\$40,000)
Boom Mower (\$121,000)
Prospect Church Project (\$460,000)



Parks & Recreation 43190



Acct	Detail	FY 13/14	FY 14/15	Inc./ (Dec.)	%
111	Salaries	\$91,737	\$125,600	\$33,863	37%
112	Overtime	\$250	\$250	\$0	0%
141	OASI	\$7,147	\$9,796	\$2,649	37%
236	Collegedale Recreation Program	\$17,000	\$17,000	\$0	0%
328	Landscaping Supplies	\$18,300	\$18,300	\$0	0%
329	Other Operating Supplies	\$1,760	\$1,997	\$237	13%
332	Vehicle Parts and Repairs	\$2,949	\$2,949	\$0	0%
340	Other Repair/Maintenance Supplies	\$12,000	\$12,000	\$0	0%
900	Capital Outlay	\$0	\$570,000	\$570,000	_____
	Total	\$151,143	\$757,892	\$606,749	401%

*900 –Pavilion at Nature Nook (\$2,500)
 Fence at Soccer Field (\$2,500)
 Outdoor Exercise Equipment (\$3,000)

Mower (\$9,300)
 Collegedale Commons (\$100,000)
 New Playground (\$450,000)



Waste Collection & Disposal 43260



Acct	Detail	FY 13/14	FY 14/15	Inc./ (Dec.)	%
111	Salaries	\$125,597	\$97,701	(\$27,896)	(22%)
112	Overtime	\$150	\$150	\$0	0%
141	OASI	\$9,843	\$7,708	(\$2,135)	(22%)
295	Landfill Services	\$72,512	\$79,845	\$7,333	10%
296	Greenwaste Recycle	\$14,545	\$18,081	\$3,536	24%
329	Other Operating Supplies	\$970	\$1,067	\$97	10%
331	Vehicle Fuel	\$18,960	\$20,772	\$1,812	10%
332	Vehicle Parts and Repairs	\$9,953	\$12,289	\$2,336	23%
535	Commercial Waste Pick-Up	\$16,525	\$16,525	\$0	0%
900	Capital Outlay	\$150,000	\$45,000	(\$105,000)	(70%)
	Total	\$419,055	\$299,138	(\$119,917)	(29%)

*900- New hook under old garbage body (\$10,000)
 New hook lift (\$34,500)



Debt Service 49000



Acct	Detail	FY 13/14	FY 14/15	Inc./Dec.	%
633	Debt Service: Interest	\$78,742	\$71,428	(\$7,314)	(9%)
639	Debt Service: Principle	\$241,183	\$249,194	\$8,011	3%
	Total	\$319,925	\$320,622	\$697	0%



Sewer Enterprise Fund



Revenues & Expenditures



Sewer Enterprise Fund Revenues



COA	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
36100	Interest Earnings	\$6,000	\$5,300	(\$700)	(12%)
36213	Payment from Chattanooga	\$33,653	\$33,653	\$0	0%
37003	Transfer from Savings	\$140,000	\$245,000	\$105,000	75%
37210	Sewer Service Charges	\$701,100	\$719,850	\$18,750	3%
37296	Sewer Tap Fees	\$25,000	\$234,000	\$209,000	836%
37950	Debt Service from WWTA	\$22,527	\$22,527	\$0	0%
	Total	\$928,280	\$1,260,330	\$332,050	36%



Sewer Enterprise Fund Expenses 52211



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
111	Salaries	\$33,394	\$34,052	\$658	2%
112	Overtime	\$500	\$500	\$0	0%
134	Retention and Incentive Plan	\$501	\$681	\$180	36%
141	OASI	\$2,631	\$2,695	\$64	2%
241	Utilities	\$750	\$1,000	\$250	33%
320	Operating Supplies	\$3,110	\$6,110	\$3,000	96%
338	Operational Parts and Repairs	\$8,450	\$9,450	\$1,000	12%
900	Capital Outlay	\$150,000	\$471,000	\$321,000	214%
	Total	\$199,336	\$525,488	\$326,152	164%

*900-System Maintenance & Repair Project (\$180,000)
 Apison Pike Sewer Relocation Project (\$291,000)



Sewer Enterprise Fund Expenses 52213



Disposal & Treatment

Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
243	Sewer Treatment Payment	\$392,049	\$439,254	\$47,205	12%
	Total	\$392,049	\$439,254	\$47,205	12%



Sewer Enterprise Fund Expenses 52217



Administration

Acct	Detail	FY 13/14	FY 14/15	Inc./ (Dec.)	%
138	Long Term Disability	\$197	\$201	\$4	2%
142	Medical Insurance	\$10,354	\$3,926	(\$6,428)	(62%)
143	Retirement	\$4,610	\$4,491	(\$119)	(3%)
510	TML Insurance	\$2,451	\$2,499	\$48	2%
540	Depreciation	\$120,948	\$120,948	\$0	0%
633	Debt Service: Interest	\$22,800	\$17,969	(\$4,831)	(21%)
639	Debt Service: Principle	\$149,120	\$120,915	(\$28,205)	(19%)
760	Transfer to General Fund	\$15,000	\$15,000	\$0	0%
	Total	\$325,480	\$285,949	(\$39,531)	(12%)



Sewer Enterprise Fund Overview



● REVENUES \$1,260,330

● EXPENSES

52211: General Sewer Expense	\$525,488
52213: Disposal & Treatment	\$439,254
52217: Administration	\$285,949
TOTAL EXPENSES:	\$1,250,691

SURPLUS \$9,639



Airport Enterprise Fund



Revenues & Expenditures



Airport Enterprise Fund Revenues



COA	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
33400	Grant Revenue	\$47,749	\$38,000	(\$9,749)	(20%)
36990	Miscellaneous Revenues	\$500	\$1,100	\$600	120%
37512	Hanger Rentals	\$220,951	\$218,625	(\$2,326)	(1%)
37521	State Maintenance Reimbursement	\$13,500	\$14,000	\$500	4%
37531	Sale of Aviation Fuel	\$183,750	\$165,375	(\$18,375)	(10%)
37532	Sale of Jet Fuel	\$19,094	\$9,547	(\$9,547)	(50%)
37538	Sale of Oil	\$5,536	\$4,188	(\$1,348)	(24%)
37539	Sale of Other Supplies	\$1,700	\$1,026	(\$674)	(40%)
	Total	\$492,780	\$451,861	(\$40,919)	(8%)



Airport Enterprise Fund Expenses 52000



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
111	Salaries	\$58,063	\$58,657	\$594	1%
112	Overtime	\$300	\$550	\$250	83%
134	Retention and Incentive Plan	\$1,645	\$1,662	\$17	1%
138	Long Term Disability	\$439	\$448	\$9	2%
141	OASI	\$4,568	\$4,656	\$88	2%
142	Medical Insurance	\$15,540	\$15,540	\$0	0%
143	Retirement	\$10,401	\$10,086	(\$315)	(3%)
145	Life Insurance	\$101	\$101	\$0	0%
146	Worker's Compensation	\$5,666	\$5,775	\$109	2%
147	Unemployment Taxes	\$500	\$500	\$0	0%
237	Advertising	\$750	\$1,200	\$450	60%
241	Utilities	\$13,500	\$9,200	(\$4,300)	(32%)



Airport Enterprise Fund Expenses 52000



Acct	Detail	FY 13/14	FY 14/15	Inc./(Dec.)	%
245	Telephone	\$4,518	\$2,350	(\$2,168)	(48%)
266	Repair/Maintenance: Building	\$21,480	\$27,180	\$5,700	27%
310	Office Supplies	\$625	\$625	\$0	0%
329	Other Operating Supplies	\$4,809	\$4,325	(\$484)	(10%)
331	Vehicle Fuel	\$2,400	\$2,650	\$250	10%
332	Vehicle Parts and Repairs	\$750	\$950	\$200	27%
340	Other Parts, Tools & Repairs	\$5,120	\$5,400	\$280	5%
355	Oil for Resale	\$3,742	\$1,871	(\$1,871)	(50%)
357	Fuel for Resale: Jet Fuel	\$14,144	\$7,072	(\$7,072)	(50%)
358	Fuel for Resale: AvGas	\$147,000	\$132,300	(\$14,700)	(10%)
359	Other Items for Resale	\$975	\$1,275	\$300	31%
510	TML Insurance	\$1,820	\$1,680	(\$140)	(8%)



Airport Enterprise Fund Expenses 52000



Acct	Detail	FY 13/14	FY 14/15	Inc./Dec.	%
633	Debt Service: Interest	\$11,870	\$8,263	(\$3,607)	(30%)
639	Debt Service: Principle	\$90,976	\$95,132	\$4,156	5%
900	Capital Outlay	\$52,999	\$0	(\$52,999)	(100%)
xxx	ALD 95% State 5% Local	\$0	\$40,000	\$40,000	—
	Total	\$474,701	\$439,448	(\$35,253)	(7%)



Airport Enterprise Fund Overview



• <u>REVENUES</u>	\$451,861
• <u>EXPENSES</u>	\$439,448
SURPLUS:	\$12,413



The End



In conclusion, the key management and their fellow staff members, in conjunction with the finance department, have developed a budget with compiling documents to create a plan for their departments as well as the upcoming year for the City of Collegedale.

The teamwork and efficiency from all within are timeless and commendable.

