BOROUGH OF BOGOTA CURRENT FUND - BUDGET PREPARATION

Surplus Anticipated as a Percentage of Original Budgets - Five Year Summary (2007 through 2011)

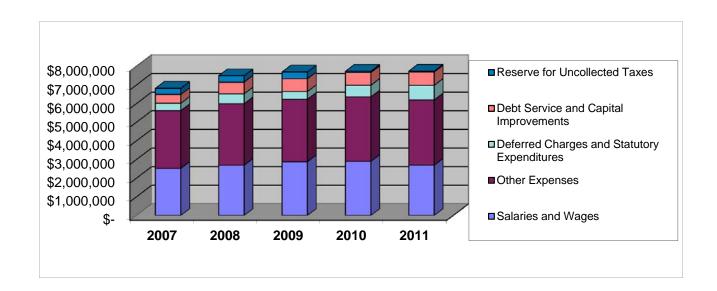
	Original Budget	Surplus Anticipated	% of Budget
2007	\$ 6,816,457	\$ 232,000	3.40%
2008	7,493,724	195,000	2.60%
2009	7,692,562	52,000	0.68%
2010	7,729,576	-	0.00%
2011	7,739,758	-	0.00%

Fund Balance Regenerated, Utilized and Retained for the calendar years 2006 through 2010

	Opening Balance	generated Fund Balance	d Balance Jtilized	''Pr	Net ofit/Loss''	Ending Balance
2006	\$ 354,359	\$ 266,004	\$ 325,000	\$	(58,996)	\$ 295,363
2007	295,363	204,832	232,000		(27,168)	268,195
2008	268,195	82,113	195,000		(112,887)	155,308
2009	155,308	33,960	52,000		(18,040)	137,268
2010	137,268	48,923	-		48,923	186,191

Salaries and Wages Other Expenses Deferred Charges and Statutory Expenditures Debt Service and Capital Improvements Reserve for Uncollected Taxes

<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
\$ 2,525,886	\$ 2,697,662	\$ 2,884,518	\$ 2,900,932	\$ 2,698,781
\$ 3,096,084	\$ 3,296,490	\$ 3,348,375	\$ 3,458,419	\$ 3,502,715
\$ 395,656	\$ 530,044	\$ 416,414	\$ 625,381	\$ 781,562
\$ 470,328	\$ 628,475	\$ 686,217	\$ 682,823	\$ 715,700
\$ 328,503	\$ 341,053	\$ 357,038	\$ 62,021	\$ 41,000
\$ 6,816,457	\$ 7,493,724	\$ 7,692,562	\$ 7,729,576	\$ 7,739,758



Salaries and Wages	<u>2007</u>	2008	<u>2009</u>	<u>2010</u>	<u>2011</u>
Administration of Government	\$ 151,000	\$ 131,288	\$ 174,583	\$ 166,362	\$ 170,000
Grants Person	3,000	-	-	-	-
Mayor and Council	-	-	-	16,275	16,275
Financial Administration	43,615	45,080	89,170	90,567	71,990
Collection of Taxes	41,180	42,417	42,667	44,770	44,705
Assessment of Taxes	13,113	10,773	13,506	13,914	13,920
Legal Services and Costs	1,800	1,800	1,800	-	-
Planning Board	11,685	11,685	11,685	5,000	5,000
Board of Health	-	-	-	4,500	4,500
Department of Police	1,790,000	1,940,000	2,005,000	1,990,000	1,886,200
First Aid Organization	200	200	200	200	200
Rescue Squad	100	100	100	100	100
Fire (Volunteer Fire Company)	4,100	2,500	2,500	2,500	2,500
Fire Alarms	3,090	-	500	-	-
Fire Official	16,550	16,664	20,664	20,940	28,270
Municipal Prosecutor	8,642	6,925	6,925	7,135	7,135
Road Repairs and Maintenance	274,435	326,252	337,504	360,661	326,145
Recreation Commission RS 40:12-1	30,000	31,442	31,442	32,550	33,000
Senior Citizens Committee	-	4,500	4,500	12,000	-
Municipal Court	70,725	63,794	63,794	55,851	29,061
Public Defender	2,782	2,782	2,782	2,865	2,800
Construction Code Officials	59,869	49,460	49,043	62,742	56,980
CDBG - Senior Citizens Bus Driver	-	10,000	10,000	12,000	-
Salaries and Wage Adjustment	 	 	 16,153	 	 <u>-</u>
Total - Salaries and Wages	\$ 2,525,886	\$ 2,697,662	\$ 2,884,518	\$ 2,900,932	\$ 2,698,781

Other Expenses	<u>2007</u>		<u>2008</u>		<u>2009</u>		<u>2010</u>		<u>2011</u>
Administration of Government	\$ 55,00) \$	50,000	\$	43,500	\$	39,150	\$	35,000
Codification of Ordinances	Ψ 22,00	- -	-	Ψ	3,000	Ψ	3,000	Ψ	3,000
Financial Administration	32,00)	23,000		28,000		25,200		25,200
Elections	32,00	_	-		-		-		7,000
Annual Audit	30,50)	31,000		31,000		31,000		31,000
Collection of Taxes	10,00		10,000		17,500		17,000		17,000
Assessment of Taxes	3,20		3,000		3,400		3,000		3,000
Legal Services and Costs	65,00		77,000		88,000		60,000		55,000
Engineering Services and Costs	1,80		-		,		10,000		5,000
Property Maintenance		-	_		_		-		12,000
Planning Board	10,00)	7,500		22,500		3,000		3,000
Department of Police	65,00)	50,000		50,000		47,000		40,000
Department of Police - Reserves		-	-		2,000		1,500		1,500
Department of Police - Uniforms - Other Expenses	2,00)	2,000		2,000		2,000		2,000
Department of Police - Police Cars	37,74	l	32,000		36,000		18,000		39,000
Department of Police - Vehicle Repairs		-	-		-		-		10,000
Emergency Management Services	50)	500		500		3,500		3,500
First Aid Organization	20,00)	20,000		23,000		20,000		25,000
First Aid Organization - Other Expenses - Uniforms	6,12	5	6,100		6,100		6,100		6,100
First Aid Organization - Other Expenses - Aid to Volunteers	2,50)	2,500		2,000		2,500		2,500
First Aid Organization - Other Expenses - Equipment Replacement		-	-		-		30,000		-
Rescue Squad	10,00)	10,000		10,000		10,000		10,000
Rescue Squad - Other Expenses - Uniforms	3,67	5	3,675		3,675		3,675		3,675
Rescue Squad - Other Expenses - Aid to Volunteers	2,50)	2,500		2,000		2,500		2,500
Fire (Volunteer Fire Company)	43,00)	40,000		45,000		45,000		45,000
Fire (Volunteer Fire Company) - Clothing Allowance - Other Expenses	15,00)	15,000		15,000		15,000		15,000
Aid to Volunteer Fire Companies	10,00)	10,000		8,000		10,000		10,000

Other Expenses	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Fire (Volunteer Fire Company) - Vehicle Maintenance	_	_	5,000	10,000	10,000
Fire Alarms	1,000	500	500	500	10,000
Fire Official	3,600	2,500	2,500	2,000	3,000
Road Repairs and Maintenance	70,000	75,000	64,815	64,000	60,000
Shade Tree Commission	35,000	30,000	30,000	35,000	35,000
Solid Waste Disposal Fees	390,000	400,000	216,000	216,000	235,000
Garbage and Trash Removal - Contractual	198,000	207,000	350,000	340,000	323,600
Recycling	8,000	8,000	6,000	6,000	-
Public Buildings and Grounds	41,000	40,000	67,100	67,000	80,000
Special Vehicles	3,000	-	-	-	-
Vehicle Maintenance	-	-	-	_	15,000
Snow Removal	_	-	-	_	30,000
Board of Health	32,000	35,000	36,500	36,500	38,070
Animal Control Services	_	-	4,000	4,000	11,500
Senior Citizens Committee	2,600	2,000	2,000	2,000	2,000
Celebration of Public Events	7,000	7,000	10,000	14,000	14,000
Municipal Alliance	500	· <u>-</u>	· -	-	-
Municipal Court	6,400	5,000	4,000	3,600	3,600
Board of Health - Hepatitis B Program	2,000	2,000	2,000	2,000	2,000
Ambulance Squad O.S.H.A. (P.L. 1983, C. 516)	3,000	3,000	3,000	3,000	3,000
Rescue Squad O.S.H.A. (P.L. 1983, C. 516)	3,000	3,000	3,000	3,000	3,000
Construction Code Officials	3,000	2,500	2,000	2,000	2,500
<u>Utilities</u>					
Electricity and Gas	100,000	110,000	100,000	100,000	107,150
Street Lighting	100,000	110,000	100,000	102,000	106,000
Telephone/Communications	25,000	25,000	25,000	32,000	38,600
Heating Oil	8,000	8,000	9,000	8,500	8,500
Fire Hydrant Service	55,000	50,000	56,000	62,000	66,600
Gasoline	50,000	60,000	65,000	60,000	79,000
Water	5,500	5,500	4,000	4,500	4,500
Insurance					
Group Insurance Plan for Employees	425,000	560,000	540,000	530,000	530,000
Other Insurance Premiums	275,000	277,000	267,000	283,500	303,000
Unemployment Trust Fund	15,000	15,000	5,000	-	-

Other Expenses	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Contribution - Bogota Volunteer Trust	5,000	5,000	5,000	-	-
Bergen County Utilities Authority - Service Charges - Contractual	541,786	564,615	575,000	682,000	662,200
Maintenance of Free Public Library	211,600	220,000	239,000	227,000	212,660
Maintenance of Free Public Library - Municipal Services	31,750	60,000	80,000	75,000	70,940
911 Telecommunication System	12,807	5,000	6,100	4,000	6,000
Club 200	-	-	-	-	1,000
Public and Private Programs Offset by Revenues					
Recycling Tonnage Grant	-	-	7,500	-	3,281
Clean Communities Program	-	-	10,185	10,586	10,500
Local Housing	-	-	-	4,500	-
Bergen County 200 Club	-	3,100	4,000	-	-
Forestry Services	-	-	-	7,000	-
CDBG - Project Success	-	-	-	17,000	-
Reserve for Clean Communities Program	-	-	-	704	-
Reserve for Body Armor Program	-	-	-	2,665	4,647
Reserve for Safety Council	-	-	-	6,333	-
Reserve for State Highway Grant	-	-	-	6,099	-
Reserve for Prevention of Alcohol and Drug Abuse	-	-	-	6,841	1,106
Reserve for Driving Drunk Enforcement Fund	-	-	-	1,532	3,786
Reserve for Alcohol Education and Rehabilitation	<u> </u>	<u>-</u>	<u>-</u>	5,934	
Total - Other Expenses	\$ 3,096,084	\$ 3,296,490	\$ 3,348,375	\$ 3,458,419	\$ 3,502,715

Deferred Charges and Statutory Expenditures	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Social Security System (O.A.S.I.)	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 135,000
Police and Fireman's Retirement System of NJ	193,356	276,096	150,369	336,838	399,959
Public Employees Retirement System	34,300	57,593	40,565	83,969	117,114
Dog Trust Fund	4,000	4,000	-	-	-
Overexpenditure of Appropriation	-	-	-	10,776	-
Overexpenditure of Appropriation Reserves	-	49,846	-	11,830	8,963
Deficit in Capital Improvement Fund	-	-	-	21,175	-
Deficit in Reserve for Police Vests Trust	-	-	-	313	73
Special Emergency Authorizations (NJS 40A:4-55)	-	-	35,480	35,480	56,480
Emergency Authorizations	39,000	2,875	65,000	-	63,973
Prior Year Bills	 	 14,634	 	 	
Total - Deferred Charges and Statutory Expenses	\$ 395,656	\$ 530,044	\$ 416,414	\$ 625,381	\$ 781,562

Debt Service, Capital Improvements, and Rsv. for Uncollected Taxes	<u>2007</u>	<u>2008</u>		<u>2009</u>	<u>2010</u>	<u>2011</u>
<u>Debt Service</u>						
BCIA Pension Refunding - Principal	\$ 28,000	\$ 32,000	\$	36,000	\$ 40,000	\$ 45,000
BCIA Pension Refunding - Interest	32,568	31,253		29,678	27,823	25,700
Payment of Bond Principal	295,000	355,000		400,000	415,000	430,000
Payment of Bond Anticipation Notes	-	-		-	-	20,000
Interest on Bonds	96,760	195,222		180,089	163,000	145,000
Interest on Notes	 _	 _		24,450	 37,000	 25,000
Subtotal - Debt Service	452,328	613,475		670,217	682,823	690,700
Capital Improvements						
Capital Improvement Fund	 18,000	 15,000	_	16,000	 	 25,000
Total - Debt Service and Capital Improvements	\$ 470,328	\$ 628,475	\$	686,217	\$ 682,823	\$ 715,700
Reserve for Uncollected Taxes	\$ 328,503	\$ 341,053	\$	357,038	\$ 62,021	\$ 41,000

LARGEST DOLLAR LINE ITEMS TO SMALLEST*	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Department of Police - Salaries and Wages	\$ 1,790,000	\$ 1,940,000	\$ 2,005,000	\$ 1,990,000	\$ 1,886,200
Bergen County Utilities Authority - Service Charges - Contractual	541,786	564,615	575,000	682,000	662,200
Group Insurance Plan for Employees	425,000	560,000	540,000	530,000	530,000
Payment of Bond Principal	295,000	355,000	400,000	415,000	430,000
Road Repairs and Maintenance - Salaries and Wages	274,435	326,252	337,504	360,661	326,145
Solid Waste Disposal Fees	390,000	400,000	216,000	216,000	235,000
Garbage and Trash Removal - Contractual	198,000	207,000	350,000	340,000	323,600
Other Insurance Premiums	275,000	277,000	267,000	283,500	303,000
Police and Fireman's Retirement System of NJ	193,356	276,096	150,369	336,838	399,959
Reserve for Uncollected Taxes	328,503	341,053	357,038	62,021	41,000
Maintenance of Free Public Library - Other Expenses	211,600	220,000	239,000	227,000	212,660
Administration of Government - Salaries and Wages	151,000	131,288	174,583	166,362	170,000
Interest on Bonds	96,760	195,222	180,089	163,000	145,000
Social Security System (O.A.S.I.)	125,000	125,000	125,000	125,000	135,000
Street Lighting	100,000	110,000	100,000	102,000	106,000
Electricity and Gas	100,000	110,000	100,000	100,000	107,150
Legal Services and Costs - Other Expenses	65,000	77,000	88,000	60,000	55,000
Financial Administration - Salaries and Wages	43,615	45,080	89,170	90,567	71,990
Road Repairs and Maintenance - Other Expenses	70,000	75,000	64,815	64,000	60,000
Public Employees Retirement System	34,300	57,593	40,565	83,969	117,114
Maintenance of Free Public Library - Municipal Services	31,750	60,000	80,000	75,000	70,940
Gasoline	50,000	60,000	65,000	60,000	79,000
Public Buildings and Grounds - Other Expenses	41,000	40,000	67,100	67,000	80,000
Fire Hydrant Service	55,000	50,000	56,000	62,000	66,600
Municipal Court - Salaries and Wages	70,725	63,794	63,794	55,851	29,061
Construction Code Officials - Salaries and Wages	59,869	49,460	49,043	62,742	56,980

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^{*}The appropriations are sorted based on the aggregate 2007 through 2011 budget appropriations

LARGEST DOLLAR LINE ITEMS TO SMALLEST*	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Department of Police - Other Expenses	65,000	50,000	50,000	47,000	40,000
Administration of Government - Other Expenses	55,000	50,000	43,500	39,150	35,000
Fire (Volunteer Fire Company) - Other Expenses	43,000	40,000	45,000	45,000	45,000
Collection of Taxes - Salaries and Wages	41,180	42,417	42,667	44,770	44,705
BCIA Pension Refunding - Principal	28,000	32,000	36,000	40,000	45,000
Board of Health - Other Expenses	32,000	35,000	36,500	36,500	38,070
Shade Tree Commission - Other Expenses	35,000	30,000	30,000	35,000	35,000
Department of Police - Police Cars	37,741	32,000	36,000	18,000	39,000
Recreation Commission RS 40:12-1 - Salaries and Wages	30,000	31,442	31,442	32,550	33,000
Annual Audit - Other Expenses	30,500	31,000	31,000	31,000	31,000
BCIA Pension Refunding - Interest	32,568	31,253	29,678	27,823	25,700
Telephone/Communications	25,000	25,000	25,000	32,000	38,600
Financial Administration - Other Expenses	32,000	23,000	28,000	25,200	25,200
Special Emergency Authorizations (NJS 40A:4-55)	-	-	35,480	35,480	56,480
Emergency Authorizations	39,000	2,875	65,000	-	63,973
First Aid Organization - Other Expenses	20,000	20,000	23,000	20,000	25,000
Fire Official - Salaries and Wages	16,550	16,664	20,664	20,940	28,270
Interest on Notes	-	-	24,450	37,000	25,000
Fire (Volunteer Fire Company) - Clothing Allowance - Other Expenses	15,000	15,000	15,000	15,000	15,000
Capital Improvement Fund	18,000	15,000	16,000	-	25,000
Collection of Taxes - Other Expenses	10,000	10,000	17,500	17,000	17,000
Overexpenditure of Appropriation Reserves	-	49,846	-	11,830	8,963
Assessment of Taxes - Salaries and Wages	13,113	10,773	13,506	13,914	13,920
Celebration of Public Events - Other Expenses	7,000	7,000	10,000	14,000	14,000
Rescue Squad - Other Expenses	10,000	10,000	10,000	10,000	10,000
Aid to Volunteer Fire Companies	10,000	10,000	8,000	10,000	10,000
Planning Board - Other Expenses	10,000	7,500	22,500	3,000	3,000
Planning Board - Salaries and Wages	11,685	11,685	11,685	5,000	5,000
Heating Oil	8,000	8,000	9,000	8,500	8,500
Municipal Prosecutor - Salaries and Wages	8,642	6,925	6,925	7,135	7,135
Unemployment Trust Fund	15,000	15,000	5,000	-	-
911 Telecommunication System - Other Expenses	12,807	5,000	6,100	4,000	6,000
Mayor and Council - Salaries and Wages	-	-	-	16,275	16,275

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LARGEST DOLLAR LINE ITEMS TO SMALLEST*	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
CDBG - Senior Citizens Bus Driver - Salaries and Wages	_	10,000	10,000	12,000	_
Clean Communities Program	-	-	10,185	10,586	10,500
First Aid Organization - Other Expenses - Uniforms	6,125	6,100	6,100	6,100	6,100
First Aid Organization - Other Expenses - Equipment Replacement	-	-	-	30,000	-
Snow Removal - Other Expenses	-	-	-	-	30,000
Recycling - Other Expenses	8,000	8,000	6,000	6,000	-
Fire (Volunteer Fire Company) - Vehicle Maintenance	-	-	5,000	10,000	10,000
Water	5,500	5,500	4,000	4,500	4,500
Municipal Court - Other Expenses	6,400	5,000	4,000	3,600	3,600
Deficit in Capital Improvement Fund	-	-	-	21,175	-
Senior Citizens Committee - Salaries and Wages	-	4,500	4,500	12,000	-
Payment of Bond Anticipation Notes	-	-	-	-	20,000
Animal Control Services - Other Expenses	-	-	4,000	4,000	11,500
Rescue Squad - Other Expenses - Uniforms	3,675	3,675	3,675	3,675	3,675
CDBG - Project Success	-	-	-	17,000	-
Engineering Services and Costs - Other Expenses	1,800	-	-	10,000	5,000
Salaries and Wage Adjustment - Salaries and Wages	-	-	16,153	-	-
Assessment of Taxes - Other Expenses	3,200	3,000	3,400	3,000	3,000
Vehicle Maintenance - Other Expenses	-	-	-	-	15,000
Ambulance Squad O.S.H.A. (P.L. 1983, C. 516)	3,000	3,000	3,000	3,000	3,000
Rescue Squad O.S.H.A. (P.L. 1983, C. 516)	3,000	3,000	3,000	3,000	3,000
Contribution - Bogota Volunteer Trust	5,000	5,000	5,000	-	-
Prior Year Bills	-	14,634	-	-	-
Fire (Volunteer Fire Company) - Salaries and Wages	4,100	2,500	2,500	2,500	2,500
Public Defender - Salaries and Wages	2,782	2,782	2,782	2,865	2,800
Fire Official - Other Expenses	3,600	2,500	2,500	2,000	3,000
Property Maintenance - Other Expenses	-	-	-	-	12,000
Construction Code Officials - Other Expenses	3,000	2,500	2,000	2,000	2,500
First Aid Organization - Other Expenses - Aid to Volunteers	2,500	2,500	2,000	2,500	2,500
Rescue Squad - Other Expenses - Aid to Volunteers	2,500	2,500	2,000	2,500	2,500
Recycling Tonnage Grant	-	-	7,500	-	3,281
Overexpenditure of Appropriation	-	-	-	10,776	-
Senior Citizens Committee - Other Expenses	2,600	2,000	2,000	2,000	2,000

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^{*}The appropriations are sorted based on the aggregate 2007 through 2011 budget appropriations

LARGEST DOLLAR LINE ITEMS TO SMALLEST*	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Department of Police - Vehicle Repairs	-	-	-	-	10,000
Department of Police - Uniforms - Other Expenses	2,000	2,000	2,000	2,000	2,000
Board of Health - Hepatitis B Program	2,000	2,000	2,000	2,000	2,000
Board of Health - Salaries and Wages	-	-	-	4,500	4,500
Codification of Ordinances - Other Expenses	-	-	3,000	3,000	3,000
Emergency Management Services - Other Expenses	500	500	500	3,500	3,500
Dog Trust Fund	4,000	4,000	-	-	-
Reserve for Prevention of Alcohol and Drug Abuse	-	-	-	6,841	1,106
Reserve for Body Armor Program	-	-	-	2,665	4,647
Bergen County 200 Club	-	3,100	4,000	-	-
Elections - Other Expenses	-	-	-	-	7,000
Forestry Services	-	-	-	7,000	-
Reserve for Safety Council	-	-	-	6,333	-
Reserve for State Highway Grant	-	-	-	6,099	-
Reserve for Alcohol Education and Rehabilitation	-	-	-	5,934	-
Legal Services and Costs - Salaries and Wages	1,800	1,800	1,800	-	-
Reserve for Driving Drunk Enforcement Fund	-	-	-	1,532	3,786
Department of Police - Reserves - Other Expenses	-	-	2,000	1,500	1,500
Local Housing	-	-	-	4,500	-
Fire Alarms - Salaries and Wages	3,090	-	500	-	-
Grants Person - Salaries and Wages	3,000	-	-	-	-
Special Vehicles - Other Expenses	3,000	-	-	-	-
Fire Alarms - Other Expenses	1,000	500	500	500	-
Club 200	-	-	-	-	1,000
First Aid Organization - Salaries and Wages	200	200	200	200	200
Reserve for Clean Communities Program	-	-	-	704	-
Rescue Squad - Salaries and Wages	100	100	100	100	100
Municipal Alliance	500	-	-	-	-
Deficit in Reserve for Police Vests Trust	=		_	313	73
	\$ 6,816,457	\$ 7,493,724	\$ 7,692,562	\$ 7,729,576	\$ 7,739,758

YEAR-OVER-YEAR VARIANCES

Vear-over	Vear \$	Increase/(D	ecrease)
i eai -over	- i eai o	HICLEASE/CD	eci ease)

		<u>2007</u>	<u>2008</u>	<u>2009</u>		<u>2010</u>	<u>2011</u>
Salaries and Wages	\$	(285,094) \$	171,776	\$ 186,856	\$	16,414 \$	(202,151)
Other Expenses		140,185	200,406	51,885		110,044	44,296
Deferred Charges and Statutory Expenditures	•	75,150	134,388	(113,630)		208,967	156,181
Debt Service and Capital Improvements		(163,295)	158,147	57,742		(3,394)	32,877
Reserve for Uncollected Taxes		48,503	12,550	 15,985		(295,017)	(21,021)
	\$	(184,551) \$	677,267	\$ 198,838	\$	37,014 \$	10,182

Year-over-Year % Increase/(Decrease)

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2010</u>
Salaries and Wages	-10.14%	6.80%	6.93%	0.57%	-6.97%
Other Expenses	4.74%	6.47%	1.57%	3.29%	1.28%
Deferred Charges and Statutory Expenditures	23.45%	33.97%	-21.44%	50.18%	24.97%
Debt Service and Capital Improvements	-25.77%	33.62%	9.19%	-0.49%	4.81%
Reserve for Uncollected Taxes	<u>17.32</u> %	3.82%	4.69%	- <u>82.63</u> %	- <u>33.89</u> %
	- <u>2.64</u> %	9.94%	2.65%	0.48%	0.13%

^{*}Highlighted / Boxed represents largest \$ or % amount for given year

MAJOR COST CENTERS - YEAR-OVER-YEAR VARIANCES

				,	
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Salaries and Wages	\$ (285,094) \$	171,776	\$ 186,856	\$ 16,414 \$	(202,151)
Debt Service and Capital Improvements	(163,295)	158,147	57,742	(3,394)	32,877
Health Insurance	27,000	135,000	(20,000)	(10,000)	-
Other Insurance	9,290	2,000	(20,000)	11,500	19,500
Utilities	2,000	25,000	(9,500)	10,000	41,350
Solid Waste Collection and Disposal	158,000	19,000	(41,000)	(10,000)	2,600
BCUA - Sewer Service Contract	79,125	22,829	10,385	107,000	(19,800)
Social Security and Pension Costs	80,941	106,033	(142,755)	229,873	106,266
All Other Expenses	 (92,518)	37,482	177,110	(314,379)	29,540
	\$ (184,551) \$	677,267	\$ 198,838	\$ 37,014 \$	10,182

Cumulative \$ Increases/(Decreases)

	<u>2007</u>	<u>2008</u>	<u>2009</u>	2010	<u>2011</u>
Salaries and Wages	\$ (285,094) \$	(113,318) \$	73,538	\$ 89,952	\$ (112,199)
Debt Service and Capital Improvements	(163,295)	(5,148)	52,594	49,200	82,077
Health Insurance	27,000	162,000	142,000	132,000	132,000
Other Insurance	9,290	11,290	(8,710)	2,790	22,290
Utilities	2,000	27,000	17,500	27,500	68,850
Solid Waste Collection and Disposal	158,000	177,000	136,000	126,000	128,600
BCUA - Sewer Service Contract	79,125	101,954	112,339	219,339	199,539
Social Security and Pension Costs	80,941	186,974	44,219	274,092	380,358
All Other Expenses	 (92,518)	(55,036)	122,074	 (192,305)	 (162,765)
	\$ (184,551) \$	492,716 \$	691,554	\$ 728,568	\$ 738,750

