

***MONARCH FIRE
PROTECTION
DISTRICT
2011 BUDGET***



Adopted 09/29/2010

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Introductory Section

**Board of Directors and Citizens
Monarch Fire Protection District**

Dear Board of Directors and Citizens:

We are pleased to present the budget for 2011 for your consideration. Our on-going efforts are focused on balancing the level of service we provide with the resources available. The budget is intended to serve as a financial plan for the next fiscal year, outlining forecasted expenditure requirements and the proposed means for financing these requirements. It is expected to be a guide to departmental goals and objectives in the use of personnel, equipment and other resources during the 2011 calendar year.

OVERVIEW

The District currently employees 125 full-time personnel and has 3 elected officials. The 2011 budget does not anticipate the hiring of additional staff. The 2011 budget does include funding for a retirement incentive package, funding is based upon the approval of an employment extension for two supervisor personnel. The 2010 budget accounted for a retirement incentive package, the package was offered to 5 uniform staff and 2 senior staff members. During 2010 the retirement package accounted for and all 5 available slots for the uniform staff, all of the 5 available slots were taken. The 2010 Budget also accounted for 2 senior staff retirement positions, two senior staff expressed a desire to take advantage of the package. However their retirement date will not occur until 2011, therefore the 2011 budget accounts for the funds to be issued from this initiative.

Suppression, medical, rescue and prevention services are provided from 5 fire stations placed strategically around the District to provide the most effective response times. Administrative personnel are located in the Headquarters building, out of which the Fire Prevention Bureau and Training Department also operate. The District operates a maintenance and training facility adjacent to House 5 and a training tower at a separate location.

GOALS AND PRIORITIES

The Board of Directors and management must prioritize the needs of the District and employees. An ongoing priority is the quality of service we provide. Meeting the requirements of National Fire Protection Association (NFPA) guidelines is one way of ensuring the quality of our services. It is currently impractical and not cost effective to meet the guidelines 100% of the time. The District has committed to work toward reaching a goal of four personnel on each fire suppression vehicle. This would help the District meet the guidelines for number of personnel on scene within a set time frame.

In 2011, we expect to maintain and improve our services through several primary means.

- The retention of highly qualified personnel
- Training of existing personnel in the latest breakthroughs in fire suppression, emergency medicine, and other related topics
- Fire prevention programs and educational events for the community
- Ongoing updates and replacement of equipment and research of the latest technology related to fire suppression and emergency medicine.

ECONOMIC OUTLOOK

The overall economic conditions of the St. Louis metro area appear reflective of the nation as a whole; consumer spending is down, inflation is potentially a concern, interest rates have dropped over the course of 2010, with uncertainty about what the next twelve months will bring. The market for fuel continues to be unstable, with many price fluctuations.

While there are concerns about the economy, the geographic location in which the District operates has experienced higher levels of development than the overall metro area. The Chesterfield Valley Tax Increment Financing (TIF) District, which is located in the District, began in 1994 and was completed in 2008. Assessed valuations of the real estate and personal property located within the TIF District are included in the 2011 tax revenue.

2011 is likely to be somewhat volatile nationwide. The District has reserves in place for such uncertain times and does not expect the pressure from overall economic trends to have a long-term negative impact.

BUDGET ASSUMPTIONS

EXPENDITURES

The **General Fund** is the primary operating fund of the District. Operational costs are allocated as appropriate to the **Ambulance Fund**, a special revenue fund specifically for emergency medical services. In addition, the District contracts for dispatch services through Central County Emergency 911 (CCE911). The **Dispatch Fund**, a special revenue fund, collects revenue for dispatch services and remits them to CCE911. These three funds comprise the operations of the District.

As a service organization, our largest expenditure is wages and benefits. These costs represent approximately 90% of our operational costs. Personnel are our most valuable asset. Maintaining wages and benefits at competitive levels, while working within our available resources continues to be a challenge. As benefit costs continue to raise,

especially health insurance, we are confronted with decisions about priorities. The Board of Directors and management are working with the members of Local 2665 to maintain sustainable levels of wages and benefits over the long term.

The 2011 budget reflects a board decision to not take advantage of a revision of prior year tax rate ceilings, issued by the Missouri State Auditor. In 2008 the Board of Directors imposed a voluntary rate reduction. This reduction could be revised for the 2010 tax levies, which fund the 2011 budget. The 2011 Budget does not include any wage increases for staff members.

The second largest area of spending relates to the replacement and maintenance of fire suppression, fire prevention and EMS equipment and vehicles. While the 2004 bond issue pays for some of the equipment and vehicles, ongoing maintenance and purchase of smaller equipment must come from current resources. Each year, departments submit their requests and the Board of Directors and management must make decisions about priorities based on current year resources. The funds available from the 2004 bond issuance will expire by the end of 2012, once the scheduled purchases of vehicles and equipment have occurred.

Our third largest area of operational expenditures is property and facilities costs. Planned maintenance has risen in the last two years as buildings age and larger items such as roofs need replaced. In addition, utility rates are increasing. District costs for MSD increase by over 500% for 2009; in 2010 we anticipated a 5% increase in utilities. The 2011 budget estimated that funding for utilities would be steady and in line with 2010 spending patterns. Therefore no major cost increase was considered for utilities for the 2011 budget.

The **Capital Projects Fund** for 2011 includes the purchase of two replacement staff vehicles from the 2004 bond proceeds at an anticipated cost of \$75,000. These are anticipated to be the final purchases from the 2004 bond proceeds. The District expects equipment purchases using funds transferred from the General Fund and Ambulance Fund costing \$95,000. The \$95,000 reflects the purchase of new financial accounting software, new human resource department scheduling software and No2 mixers and refrigerators.

The **Debt Service Fund** is set aside for payments on outstanding bond issues and their related expenditures. The District currently has one outstanding bond issue, which will be repaid by 2012. Funds have been used for the construction of a fire station at White Road and Olive and the purchase of staff vehicles. Over the next few years, funds will be used for the purchase and replacement of various pieces of fire suppression and support vehicles and purchase of land for an additional station, as mentioned in the previous paragraph.

The District uses an **Internal Service Fund** for resources that are set aside for Health, Dental and Vision Self-Insurance plans. This fund is not required to adopt a budget. Revenue for this Internal Service Fund is the premium the District pays to itself on a monthly basis from the General and Ambulance Funds. Expenditures are the claims paid on behalf of participants and costs to maintain the plans. Effective November 1,

2008, the District put into service a fully-insured health plan. The 2011 budget anticipates a zero percent increase; however the district deductible has been raised in order to accommodate a zero percent increase. Internal Service funds were utilized to balance the operating accounts for the 2011 budget.

REVENUE

The District is traditionally dependent upon Real Estate and Personal Property Tax for over 90% of its revenue. St. Louis County collects tax revenue and remits it to the District monthly for a 1% fee. A state law (commonly referred to as the Hancock Amendment) restricts District revenue growth on an annual basis according to a formula. Rates are calculated based upon the formula, with the District reducing rates when needed in order to comply with the state law. All rates are calculated dependent upon assessed valuation. While the assessed valuation in the District has grown 100% over the last ten years the revenue associated with that assessed valuation has only grown 53% as a result of the aforementioned Hancock Amendment. Assessed valuation growth is expected to continue at a slower pace for at least the next 7-10 years. The 2010 assessed valuation has experienced a reduction; this reduction can be attributed to a voluntary reduction by the board and the implementation of SB711. TIF area assessed valuations are excluded from the amounts shown below.

| <u>Date Assessed</u> | <u>Valuation</u> | <u>Percent Increase</u> |
|----------------------|------------------|-------------------------|
| January 1, 1998 | 1,184,644,000 | 4.21% |
| January 1, 1999 | 1,288,368,000 | 8.76% |
| January 1, 2000 | 1,392,526,000 | 8.08% |
| January 1, 2001 | 1,567,208,000 | 12.54% |
| January 1, 2002 | 1,606,876,000 | 2.53% |
| January 1, 2003 | 1,672,047,000 | 4.06% |
| January 1, 2004 | 1,700,310,000 | 1.69% |
| January 1, 2005 | 1,904,392,000 | 12.00% |
| January 1, 2006 | 1,970,278,000 | 3.46% |
| January 1, 2007 | 2,199,255,000 | 11.62% |
| January 1, 2008 | 2,381,054,682 | 8.27% |
| January 1, 2009 | 2,352,276,973 | -1.21% |
| January 1, 2010 | 2,288,977,194 | -3.00% |

Remaining District revenue primarily comes from investment earnings and fee collections. In 2010 interest rates remained at an all time low. 2011 is expected to have lower interest earnings than in 2009 and 2010. The 2011 interest revenue reflects the lower anticipated rates.

The Fire Prevention Bureau collects fees for building permits. These fees have continued to grow each year, with several large projects in the District keeping the total dollars high. The number of permits year over year has declined from a high of 1,245 in 2003. This is expected to continue over the next few years as the most attractive properties are developed. An additional area of development is expected to open up in the next three to five years, which would result in an increase in number of permits

processed. The EMS Department collects fees for transporting patients that are not residents of the District. The District does not pursue aggressive collection practices. Revenue from billing is expected to remain stable.

The District collects personal property and real estate tax revenue at \$.036 for debt service on the bond issue dated July 1, 2004. This debt will mature March 1, 2012.

The Pension Revenue Fund is set aside to fund the Retirement Plan for Employees of the Monarch Fire Protection District and the Monarch Fire Protection District Welfare Benefit Plan. Tax revenue and interest earnings on reserve cash have been included in the budget. Funds collected are put into trust for the benefit of the employees and to pay the trust fees and expenses.

FUTURE BUDGET TRENDS

The District revenue outlook is flat, with minimal growth in the assessed valuations and unvarying levels of permit fees and ambulance billing collections on non-residents. Investment revenue varies with the state of the economy and the level of reserves in a given year.

Expenditures continue to raise, especially in the area of personnel costs. Rising health care costs present a challenge, which has forced the District to make modifications to the plan in the last couple of years, which affect participants. The future of healthcare in the United States is a nationwide issue, and one that the District will continue to follow closely.

The District long-range master plan will provide direction for the future needs of the District for both equipment and manning. Such information can be used to determine the need for setting aside reserves to meet future needs or pursuing a bond issue in the future.

SUMMARY

The annual budget for 2011 was developed as follows:

- Department heads complete budget planning packet for their resource needs and goals.
- Capital purchase requests must be turned in with the planning packet
- All information is compiled and reviewed by management based upon anticipated revenue amounts.
- The draft of the budget is then presented to the Board of Directors for their revision and approval.
- The budget is adopted at an annual budget hearing, which is open to the public.
- Copies of the budget may be obtained from District Headquarters.

The 2011 proposed budget provides a high level of service to the residents of the District, while continuing to pursue our long-term goals. Additions of long needed equipment are included along with necessary building improvements.

Each year, we strive to improve the presentation of the budget to give you valuable and necessary information. This budget reflects participation from many resources throughout the District. It is a product of many individuals' time and effort. We believe it is a workable plan for the 2011 year.

We would like to thank the Board of Directors for their input and valuable suggestions. In addition, the efforts of our department heads are invaluable. Their efforts make the budget a document that can truly be used in managing the District in the coming year. The budget is very much a team effort, and we appreciate all of the input, suggestions and assistance received in the preparation of this document.

Sincerely,

Clifford Biele
Chief

Michelle DePew
Controller

MONARCH FIRE PROTECTION DISTRICT OFFICIALS 2011



ELECTED OFFICIALS

Mr. Richard Gans,
Mr. Robin Harris,
Mrs. Kimberly Evans,

President
Secretary
Treasurer

STAFF

Fire Chief

Clifford Biele

Assistant Fire Chief

Les Crews

Deputy Chief

Cary Spiegel

Fire Marshal

Dave Nichols

Human Resource Director

Jason Kotz

Controller

Michelle DePew

FUND STRUCTURE

The following describes the funds included in the 2011 Budget and gives a brief overview of each fund's purpose.

- **General Fund**

Operating fund of the District. Accounts for all financial resources except those required to be accounted for in another fund.

- **Ambulance Fund**

This fund is a Special Revenue Fund that is used to account for the proceeds of the special tax levy, which is restricted for the provision of emergency medical services.

- **Dispatch Fund**

This fund is a Special Revenue Fund that receives tax revenue and disburses funds in order to participate with other fire protection districts and a municipality in a centralized dispatching service for the dispatch of fire and ambulance calls.

- **Debt Service Fund**

This a Special Revenue Fund and accounts for the accumulation of resources for the payment of general long-term debt principal and interest.

- **Pension Revenue Fund**

This fund is a Fiduciary Fund that accounts for contributions made to and benefits paid from the District's pension plan.

- **Capital Projects Fund (Bond Proceeds)**

Classified as Other Governmental Fund, accounts for financial resources to be utilized for the acquisition or construction of major capital items. These items are to be paid for with bond proceeds.

- **Capital Projects Fund**

Classified as Other Governmental Fund, accounts for financial resources to be utilized for the acquisition or construction of major capital items. The purchase of capital items are paid for by transfers from other major funds.

PROFILE OF THE DISTRICT

The District began in 1925 as a volunteer fire department. In 1957, it became a separate tax supported fire protection district and political subdivision of the State of Missouri. Today the District serves over 65,000 individuals in west St. Louis County in an area that covers 55 square miles. The District is empowered to levy a property tax on both real and personal property located within its boundaries.

An elected Board of Directors governs the District. Directors serve six-year terms, with one director elected every two years. The Board of Directors appoints the Fire Chief. The District operates in several areas including fire suppression, fire prevention, emergency medical services, and public education.

The mission of the District is to provide the highest quality of emergency services to the community through fire rescue and emergency medical services, fire prevention, and education. We will maintain the highest standards through experience, education, and planning. Our commitment extends beyond the traditional role of the fire service to improve the safety and quality of life for all.

The District is required to set tax rates by September 1 of each year. St. Louis County assesses the taxes beginning November 1, and majority of the taxes are collected and remitted to the District by March 1 of the following year. The District adopts its final budget at the time the tax rates are set. The budget serves as the foundation for the Districts financial planning and control. The budget is segregated into funds, departments and functions.

The District is home to Maryville University and Logan College of Chiropractic. There is one major hospital located in the District. The District has one airport, which houses many private corporate jets and is the areas FAA Flight Service Center.

The current locations of the engine houses are as follows:

House 1 is at 15700 Baxter Road

House 2 is at 18424 Wild Horse Creek Road

House 3 is at 1201 Fernview Drive

House 4 is at 14898 Olive Boulevard

House 5 & Maintenance Facility is at 155 Long Road

Training Tower is at 911 John Pellet Court

Administration Building 13725 Olive Boulevard

BASIS OF BUDGETING

The Monarch Fire Protection District basis of budgeting is the 'budgetary basis'. The term "basis of accounting" is used to describe the timing of recognition, that is, when the effects of transactions or events should be recognized. The basis of accounting used for the purpose of financial reporting in accordance with generally accepted accounting principles (GAAP) does not have to be the basis of budgeting.

The District utilizes the modified accrual basis of accounting for financial statements, and the budgetary basis of accounting when preparing the budget document. The District does prepare a documented reconciliation of the two bases of accounting in order to help prevent errors when the budget is prepared and interpreted.

A few of the common differences between GAAP and the budgetary basis of accounting are as follows:

- Under the budgetary basis of accounting revenue recognition is deferred until the amounts are actually received in cash. Under the GAAP basis of account, revenue is recognized in governmental funds as soon as they are both measurable and available.
- Budgetary revenues and expenditures may include items classified as 'other financing sources' and 'other financing uses' under the GAAP basis of accounting.
- The budgetary basis of accounting does not adjust revenues based upon changes in the fair value of investments.

BUDGET PROCEDURE

The District follows these procedures in establishing the budgetary data.

- Budget worksheets are distributed by the Controller to department heads for the accounts that relate to that department. All department heads are responsible for developing their annual budget based upon their needs and goals for the following year.
- Information is returned to the Controller by the department heads. All accounts must be and large or unusual expenditure request require an explanation and supporting documents.
- The information is compiled then reviewed by the Controller. The Controller requests a meeting with the Fire Chief and Assistant Fire Chief to review the initial request. At this time the Fire Chief or Assistant Fire Chief may make additions, deletions, changes or recommendations.
- The results of the meeting with the Fire Chief, and Assistant Fire Chief are shared with the department heads on an individual basis. While meeting with the designated department heads to review their accounts a secondary level of changes maybe performed.
- A preliminary budget is compiled and presented to the Board of Directors for their revision and approval. The annual operating budget for the fiscal year beginning the following January 1 must be adopted prior to December 31.
- During the year, budget amendments may be submitted by the Fire Chief and the Controller to the Board of Directors.

Revenue

Monarch Fire Protection District

2011 Revenue by Fund

| Tax Rates | Assessed Value |
|---------------------------|----------------------|
| Real Estate-Residential | 1,462,781,434 |
| Real Estate-Agricultural | 2,546,950 |
| Real Estate-Commercial | 522,139,390 |
| Real Estate-State & Local | - |
| Personal Property | 301,509,420 |
| Total | 2,288,977,194 |

| | General | Ambulance |
|--|----------|-----------|
| | \$ 0.433 | \$ 0.272 |
| | \$ 0.405 | \$ 0.252 |
| | \$ 0.524 | \$ 0.315 |
| | \$ 0.524 | \$ 0.315 |
| | \$ 0.530 | \$ 0.330 |

| General Revenue | 2011 Requested |
|--------------------------------------|-------------------|
| 4100 Tax Revenue | 10,571,400 |
| 4110 RR/Utility/FIT Taxes | 150,000 |
| 4120 Delinquent Taxes | 80,000 |
| 4130 TIF Pass Thru | - |
| 4400 Building Permit Fees | 150,000 |
| 4600 Interest | 55,000 |
| 4700 Miscellaneous Revenue | 20,000 |
| 4710 Funds from Training Classes | 500 |
| 4729 Contributions-Special Donations | 200 |
| 4750 Proceeds from Sale of Assets | 20,000 |
| 5800 Grant Proceeds | - |
| Total | 11,047,100 |

| 2010 Actual - Jan-July | 2010 Original | 2009 Final Budget |
|------------------------|-------------------|-------------------|
| 10,104,383 | 10,322,000 | 10,511,000 |
| 143,553 | 150,000 | 150,000 |
| 49,526 | 80,000 | 80,000 |
| 510 | - | 10,233 |
| 107,059 | 150,000 | 180,000 |
| 8,837 | 175,000 | 55,000 |
| 105,158 | 20,000 | 20,000 |
| 1,150 | 500 | 500 |
| - | 200 | - |
| 13,200 | 20,000 | 20,000 |
| - | - | - |
| 10,533,375 | 10,917,700 | 11,026,733 |

| Ambulance Revenue | 2011 Requested |
|------------------------------------|------------------|
| 4100 Tax Revenue | 6,558,650 |
| 4110 RR/Utility/FIT Taxes | 90,000 |
| 4120 Delinquent Taxes | 50,000 |
| 4130 TIF Pass Thru | - |
| 4200 Ambulance Billing Collections | 150,000 |
| 4600 Interest | 25,000 |
| 4700 Miscellaneous Revenue | 500 |
| 4701 Fed Reimb SB 307 | 11,000 |
| 4750 Proceeds from Sale of Assets | 10,000 |
| TOTAL | 6,895,150 |

| 2010 Actual - Jan-July | 2010 Original | 2009 Final Budget |
|------------------------|------------------|-------------------|
| 6,100,553 | 6,289,200 | 6,417,600 |
| 83,931 | 90,000 | 90,000 |
| 30,131 | 50,000 | 50,000 |
| - | - | 6,241 |
| 72,989 | 150,000 | 150,000 |
| 5,336 | 121,000 | 22,000 |
| 418 | 500 | 500 |
| - | 11,000 | - |
| 7,000 | 10,000 | 10,000 |
| 6,300,358 | 6,721,700 | 6,746,341 |

Monarch Fire Protection District

2011 Revenue by Fund

| Tax Rates | Assessed Value |
|---------------------------|----------------------|
| Real Estate-Residential | 1,462,781,434 |
| Real Estate-Agricultural | 2,546,950 |
| Real Estate-Commercial | 522,139,390 |
| Real Estate-State & Local | - |
| Personal Property | 301,509,420 |
| Total | 2,288,977,194 |

| Dispatch | Debt | Pension |
|----------|----------|----------|
| \$ 0.043 | \$ 0.036 | \$ 0.081 |
| \$ 0.037 | \$ 0.036 | \$ 0.076 |
| \$ 0.048 | \$ 0.036 | \$ 0.096 |
| \$ 0.048 | \$ 0.036 | \$ 0.096 |
| \$ 0.048 | \$ 0.036 | \$ 0.100 |

| Dispatch Revenue | 2011 Requested |
|---------------------------|------------------|
| 4100 Tax Revenue | 1,015,000 |
| 4110 RR/Utility/FIT Taxes | 15,000 |
| 4120 Delinquent Taxes | 7,000 |
| 4130 TIF Pass Thru | - |
| 4600 Interest | 1,000 |
| TOTAL | 1,038,000 |

| 2010 Actual - Jan-July | 2010 Original | 2009 Final Budget |
|------------------------|---------------|-------------------|
| 936,500 | 1,002,300 | 1,002,100 |
| 13,268 | 15,000 | 15,000 |
| 4,659 | 7,000 | 7,000 |
| - | - | - |
| 236 | 1,000 | 1,000 |
| 954,663 | 1,025,300 | 1,025,100 |
| | | - |

| Debt Service Revenue | 2011 Requested |
|---------------------------|----------------|
| 4100 Tax Revenue | 815,800 |
| 4110 RR/Utility/FIT Taxes | 10,000 |
| 4120 Delinquent Taxes | 7,000 |
| 4130 TIF Pass Thru | - |
| 4600 Interest | 14,000 |
| TOTAL | 846,800 |

| 2010 Actual - Jan-July | 2010 Original | 2009 Final Budget |
|------------------------|---------------|-------------------|
| 590,763 | 838,400 | 707,200 |
| 9,257 | 10,000 | 10,000 |
| 3,200 | 7,000 | 7,000 |
| - | - | - |
| 424 | 14,000 | 14,000 |
| 603,643 | 869,400 | 738,200 |

| Pension Revenue | 2011 Requested |
|-----------------------------------|----------------|
| 4100 Tax Revenue | 1,949,800 |
| 4110 RR/Utility/FIT Taxes | 25,000 |
| 4120 Delinquent Taxes | 15,000 |
| 4130 TIF Pass Thru | - |
| 4600 Interest | 10,800 |
| 5000 Contributed to Pension Trust | (2,000,600) |
| TOTAL | - |

| 2010 Actual - Jan-July | 2010 Original | 2009 Final Budget |
|------------------------|---------------|-------------------|
| 1,845,842 | 1,949,600 | 1,919,200 |
| 25,303 | 25,000 | 25,000 |
| 8,417 | 15,000 | 15,000 |
| - | - | 10,800 |
| 1,336 | 10,800 | - |
| (1,880,898) | (2,000,400) | (1,970,000) |
| - | - | - |

| Capital Projects & Bond Proceeds | 2011 Requested |
|----------------------------------|----------------|
| 4600 Interest | 13,000 |
| 4802 Bond Proceeds | - |
| 4800 Transfer In | 95,000 |
| TOTAL | 108,000 |

| 2010 Actual - Jan-July | 2010 Original | 2009 Final Budget |
|------------------------|---------------|-------------------|
| 625 | 29,000 | 29,000 |
| - | - | - |
| 202,000 | 202,000 | 605,000 |
| 202,625 | 231,000 | 634,000 |

RECEIVED

SEP 30 2010

**RESOLUTION 2010-005
TO AUTHORIZE TAX RATE
LEVIES FOR THE YEAR 2010 FOR THE
MONARCH FIRE PROTECTION DISTRICT**

**COLLECTOR OF REVENUE
ST. LOUIS COUNTY**

WHEREAS, the Chesterfield Fire Protection District, a political subdivision located in St. Louis County, Missouri, was duly incorporated as such by the Circuit Court of St. Louis County, Missouri by its final Decree of Incorporation dated July 22, 1957, and a Certified Copy of the same, together with a plat showing the boundaries of said District, is now on file with the Clerk of the Circuit Court of St. Louis County, Missouri; and

WHEREAS, on November 6, 2003, the Circuit Court of St. Louis County, Missouri, upon the request of the District, issued its judgment changing the name of the District from the "Chesterfield Fire Protection District of St. Louis County, Missouri" to the "Monarch Fire Protection District of St. Louis County, Missouri" for all purposes; and

WHEREAS, Richard Gans, Kim Evans and Robin L. Harris are the duly qualified and acting Directors of said Monarch Fire Protection District and are now providing the necessary equipment and personnel for the prevention of and protection against fire and medical emergencies within said District; and

WHEREAS, Section 321.250 of the Revised Statutes of Missouri, as determined by Section 67.110 of the Revised Statutes of Missouri, provides that the said Board of Directors shall certify to the St. Louis County Council, on or before the 1st day of October of each year, a rate of levy fixed by the Board as provided by law to provide the revenues for the operation and expenses of the Monarch Fire Protection District; and

WHEREAS, pursuant to Section 321.240 of the Revised Statutes of Missouri, the voters of the District, at a regular election held in said District on Tuesday, the 4th day of April, 1967, by a vote of 372 for to 271 against, approved a proposition authorizing the Board of Directors of the District to increase the annual tax rate from thirty cents to forty cents on the one hundred dollars assessed valuation; and

WHEREAS, pursuant to Section 321.240 of the Revised Statutes of Missouri, the voters of the District, at a regular election held in said District on Tuesday, the 8th day of April, 1969, by a vote of 426 for to 170 against, approved a proposition authorizing the Board of Directors of the District to increase the annual tax rate from forty cents to forty-five cents on the one hundred dollars assessed valuation; and

WHEREAS, pursuant to Section 321.241 of the Revised Statutes of Missouri, the voters of the District, at a regular election held in said District on Tuesday, April 4, 1978, by a vote of 1,139 for to 587 against, approved a proposition authorizing the Board of Directors of the District to levy an additional tax of not more than twenty-five cents on the one hundred dollars assessed valuation to provide funds for the support of the District; and

WHEREAS, pursuant to Section 321.620 of the Revised Statutes of Missouri, the voters of the District, at a regular election held in said District on Tuesday, the 3rd day of April, 1973, by a vote of 1,065 for to 456 against, approved a proposition authorizing the Board of Directors of the District to provide ambulance service within the District and to levy a tax not to exceed five cents on the one hundred dollars assessed valuation to provide funds for such service; and

WHEREAS, pursuant to Section 321.620 of the Revised Statutes of Missouri, the voters of the District, at a regular election held in said District on Tuesday, April 1, 1980, by a vote of 1,399 for to 611 against, approved a proposition authorizing the Board of Directors of the District, for the purpose of maintaining ambulance service within the District, to increase the annual tax levy from five cents to fifteen cents on the one hundred dollars assessed valuation to provide funds for such services; and

WHEREAS, pursuant to Sections 321.244 and 321.620 of the Revised Statutes of Missouri, the voters of the District, at a regular election held in said District on Tuesday, April 3, 1990, by a vote of 7,263 for to 4,524 against, approved a proposition authorizing the Board of Directors of the District, for the purpose of maintaining ambulance service within the District, to increase the annual tax rate from ten cents to twenty-two cents on the one hundred dollars assessed valuation to provide funds for such services; and

WHEREAS, pursuant to Section 321.620 of the Revised Statutes of Missouri, the voters of the District, at a special election held in said District on Tuesday, November 8, 1994, by a vote of 11,232 for to 9,865 against, approved a proposition authorizing the Board of Directors of the District, for the purpose of supporting ambulance service or partial or complete support of an emergency medical technician defibrillator or paramedic first responder program, to levy an additional tax of not more than eleven cents on the one hundred dollars assessed valuation to provide funds for such services; and

WHEREAS, Section 321.243 of the Revised Statutes of Missouri provides an additional tax not to exceed three cents per one hundred dollars of assessed valuation which may be levied for the purpose of providing a joint central fire and emergency dispatching service and said funds to be used solely for the above purpose and to be kept separate and apart from all other funds of the District; and

WHEREAS, pursuant to Section 321.243 of the Revised Statutes of Missouri, the voters of the District, at a regular election held in said District on Tuesday, April 3, 2001, by a vote of 6,925 for to 5,065 against, approved a proposition authorizing the Board of Directors of the District, for the purpose of establishing and providing a joint central fire and emergency dispatching service, to levy an additional tax of not more than two cents on the one hundred dollars assessed valuation, the revenues from which shall be deposited in a special fund and used solely for the above purpose; and

WHEREAS, pursuant to Section 321.610 of the Revised Statutes of Missouri, the voters of the District, at a regular election held in said District on Tuesday, April 7, 1981, by a vote of 2,532 for to 1,171 against, approved a proposition authorizing the Board of Directors of the District, for the purpose of maintaining the pension program within the District, to increase the annual tax rate from five cents to ten cents on the one hundred dollars assessed valuation, the revenues from which shall be deposited in a special fund and used only for the pension program of the District; and

WHEREAS, the said Board of Directors has determined that in order to provide revenue for paying the expenses of operations and the cost of acquiring, supplying and maintaining the property, works and equipment of the District, the following tax rates on the one hundred dollars assessed valuation of the following tangible property located within the boundaries of the Monarch Fire Protection District will be necessary to be levied:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.4330 |
| Commercial | \$0.5240 |
| Agricultural | \$0.4050 |
| Personal Property | \$0.5300 |

WHEREAS, the said Board of Directors has determined that in order to provide revenue to enable the District to continue to provide ambulance and related emergency medical services, the following tax rates on the one hundred dollars assessed valuation of the following tangible property located within the boundaries of the Monarch Fire Protection District will be necessary to be levied:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.2720 |
| Commercial | \$0.3150 |
| Agricultural | \$0.2520 |
| Personal Property | \$0.3300 |

WHEREAS, the said Board of Directors has determined that in order to provide revenue for the purpose of providing a joint, central fire and emergency dispatching service, the following tax rates on the one hundred dollars assessed valuation of the following tangible property located within the boundaries of the Monarch Fire Protection District will be necessary to be levied:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.0430 |
| Commercial | \$0.0480 |
| Agricultural | \$0.0380 |
| Personal Property | \$0.0480 |

WHEREAS, the said Board of Directors has determined that in order to provide revenue for the pensioning of the members of the District, the following tax rates on the one hundred dollars assessed valuation of the following tangible property located within the boundaries of the Monarch Fire Protection District will be necessary to be levied:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.0810 |
| Commercial | \$0.0960 |
| Agricultural | \$0.0760 |
| Personal Property | \$0.1000 |

WHEREAS, Section 321.260 of the Revised Statutes of Missouri provides that the said Board of Directors, in certifying annual levies, shall take into account, in addition to the amounts necessary for the operation of the District, the maturing indebtedness for the ensuing year as provided in its bonds, and interest on bonds, and shall make ample provision for the payment thereof, and said Board has determined in fulfilling its duties that the following tax rates on the one hundred dollars assessed valuation of the following tangible property located within the boundaries of the Monarch Fire Protection District will be necessary to be levied:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.0360 |
| Commercial | \$0.0360 |
| Agricultural | \$0.0360 |
| Personal Property | \$0.0360 |

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Monarch Fire Protection District that in order to make provision for payment of the necessary expenses of said District the following tax rate levies are hereby authorized:

- a. **General Fund:** To provide funds for the payment of expenses of operations and the costs of acquiring, constructing, supplying and maintaining the property, works and equipment of the District and its personnel, tax rate levies on the \$100 assessed valuation on all taxable property are as follows:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.4330 |
| Commercial | \$0.5240 |
| Agricultural | \$0.4050 |
| Personal Property | \$0.5300 |

- b. **Ambulance Fund:** To provide funds for ambulance and emergency medical services, tax rate levies on the \$100 assessed valuation on all taxable property are as follows:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.2720 |
| Commercial | \$0.3150 |
| Agricultural | \$0.2520 |
| Personal Property | \$0.3300 |

- c. **Dispatch Fund:** To provide funds for joint, central fire and emergency dispatching service, tax rate levies on the \$100 assessed valuation on all taxable property are as follows:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.0430 |
| Commercial | \$0.0480 |
| Agricultural | \$0.0380 |
| Personal Property | \$0.0480 |

- d. **Pension Fund:** To provide funds for the pensioning of members of the District, tax rate levies on the \$100 assessed valuation on all taxable property are as follows:

| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.0810 |
| Commercial | \$0.0960 |
| Agricultural | \$0.0760 |
| Personal Property | \$0.1000 |

- e. **Debt Service:** To provide funds for the purpose of paying maturing indebtedness of outstanding bonds of the District for the ensuing year and accrued interest thereon, tax rate levies on the \$100 assessed valuation on all taxable property are as follows:

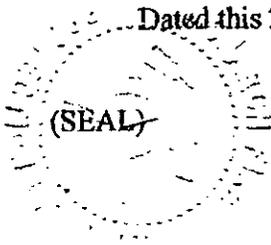
| | |
|-------------------|----------|
| Real Estate: | |
| Residential | \$0.0360 |
| Commercial | \$0.0360 |
| Agricultural | \$0.0360 |
| Personal Property | \$0.0360 |

FURTHER, BE IT RESOLVED, that the Secretary of the Board of Directors shall, on or before October 1, 2010, certify to the County Council of St. Louis County the tax rate levies set forth above on each one hundred dollars assessed valuation on all taxable, tangible property within the boundaries of the Monarch Fire Protection District, both real and personal. Upon receipt of such certification, it shall be the duty of the County Council of St. Louis County, at the time and in the manner required by law for the levy of political subdivision taxes, to collect and remit to the Board of Directors of the Monarch Fire Protection District, a tax at the rates on the types of tangible, taxable property above fixed.

BE IT FURTHER RESOLVED, that the Fire Chief is authorized to adjust such tax rate levies (a) as required or as determined by the State Auditor of the State of Missouri to conform with Missouri Law and with the Missouri Constitution and (b) as required by the Missouri Constitution due to any change in the assessed valuation of tangible property within the boundaries of the Monarch Fire Protection District as adjusted by the St. Louis County Assessor.

BE IT FURTHER RESOLVED, that a copy of this Resolution certified by the Secretary of the Board of Directors be delivered to the County Clerk of St. Louis County, Missouri, on or before October 1, 2010.

Dated this 29th day of September, 2010.



Richard A. Gans, President of the Board of Directors of the Monarch Fire Protection District

ATTEST:

Board Secretary

I, Robin L. Harris, Secretary of the Board of Directors of the Monarch Fire Protection District, hereby certify that the above Resolution is a true and accurate copy of the Resolution passed and adopted by a majority of the Board of Directors of the Monarch Fire Protection District this 29th day of September, 2010.

Robin L. Harris, Secretary of the Board of Directors of the Monarch Fire Protection District

General Fund

Monarch Fire Protection District

| Statement of Budgeted Revenues and Expenditures - Fund | General | 2011 Requested | 2010 Original Budget | 2009 Final Budget |
|---|---------|-------------------|----------------------------|----------------------|
| BUDGETARY FUND BALANCE, JANUARY 1 | | 6,202,082 | 6,624,028 | 6,206,065 |
| REVENUES | | | | |
| Real Estate and Property Tax Revenue | | 10,651,400 | 10,402,000 | 10,511,000 |
| RR/Utility/FIT Taxes | | 150,000 | 150,000 | 150,000 |
| TIF Pass Thru | | - | - | 10,233 |
| Building Permit Fees | | 150,000 | 150,000 | 350,000 |
| Interest | | 55,000 | 175,000 | 302,000 |
| Other Revenues | | 40,700 | 40,700 | 33,700 |
| TOTAL REVENUES | | 11,047,100 | 10,917,700 | 11,356,933 |
| TOTAL AVAILABLE FUNDS | | 17,249,182 | 17,541,728 | 17,562,998 |
| EXPENDITURES | | | | |
| Administration | | 1,690,215 | 1,890,325 | 1,707,664 |
| Operations | | 7,541,468 | 7,777,490 | 7,234,996 |
| Maintenance | | 424,550 | 388,970 | 439,680 |
| Fire Prevention Bureau | | 769,500 | 706,910 | 754,185 |
| Training | | 201,525 | 186,225 | 187,045 |
| Other Expenditures | | 166,502 | 247,726 | 293,400 |
| TOTAL EXPENDITURES | | 10,793,760 | 11,197,646 | 10,616,970 |
| TRANSFERS (TO)/ OTHER FUNDS - Capital | | (75,000) | (142,000) | (322,000) |
| TRANSFERS FROM OTHER FUNDS (Dental) | | 7,200 | | |
| 2011 Revenue Less Expenditures | | 185,540 | (421,946) | 417,963 |
| BUDGETARY FUND BALANCE - DECEMBER 31 | | 6,380,422 | 6,202,082 | 6,624,028 |

Monarch Fire Protection District

General Fund Expenditures Summary

| GENERAL FUND | 2011 Requested | 2010 Original | 2009 Final |
|----------------------------|-------------------|-------------------|-------------------|
| Wages-All Departments | 7,416,853 | 7,864,430 | 7,259,671 |
| Benefits - All Departments | 2,191,650 | 2,087,425 | 1,830,193 |
| Administration | 388,540 | 340,390 | 626,605 |
| Operations | 382,115 | 416,675 | 346,971 |
| Maintenance | 192,500 | 192,500 | 220,630 |
| Fire Prevention Bureau | 33,600 | 21,000 | 18,200 |
| Training | 22,000 | 27,500 | 21,300 |
| Other Expenditures | 166,502 | 247,726 | 293,400 |
| Transfers to Other Funds | 100,000 | 550,000 | 322,000 |
| TOTAL | 10,893,760 | 11,747,646 | 10,938,970 |

| Department | 2011 Requested | 2010 Original | 2009 Final |
|-------------------------------------|----------------|----------------|----------------|
| Administration | | | |
| 5111 Taxes & Licenses | 4,500 | 4,500 | 4,500 |
| 5114 Election Expense | 30,000 | 1,500 | 27,500 |
| 5115 Public Relations + Explorers | 19,990 | 19,900 | 7,525 |
| 5116 Petty Cash | 50 | 50 | 50 |
| 5117 Advertising | 2,000 | 2,500 | 1,700 |
| 5118 Special Events | 20,000 | 8,000 | 17,600 |
| 5121 Office Supplies | 20,000 | 20,000 | 25,596 |
| 5122 Miscellaneous Office Expense | 11,000 | 11,000 | 11,000 |
| 5123 Office Machines/Lease & Maint. | 10,000 | 10,000 | 13,600 |
| 5125 Postage | 14,000 | 14,700 | 11,500 |
| 5126 Bank Fees | 8,000 | 8,000 | 12,800 |
| TOTAL OFFICE | 139,540 | 100,150 | 133,371 |
| 5133 Risk Liability Insurance | 93,500 | 93,500 | 93,261 |
| 5133 Director's Bond | 6,500 | 6,500 | 6,500 |
| TOTAL INSURANCE | 100,000 | 100,000 | 99,761 |
| 514X Professional Services | | | |
| Legal | 98,000 | 93,000 | 341,500 |
| Board Report | 12,000 | 10,075 | 12,923 |
| Consulting | 19,000 | 19,000 | 17,500 |
| All Others | 20,000 | 18,165 | 21,550 |
| TOTAL PROFESSIONAL SVCS | 149,000 | 140,240 | 393,473 |
| TOTAL | 388,540 | 340,390 | 626,605 |

Monarch Fire Protection District

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|-------------------|--|----------------|----------------|----------------|
| Operations | | | | |
| 5270 | Fire Equipment-Purchase/Replace | 31,000 | 67,750 | 42,601 |
| 5371 | Equipment Maintenance & Repair | 12,000 | 12,000 | 9,500 |
| 5376 | Vehicle Fuel & Fluids | 60,000 | 60,000 | 50,000 |
| 5277 | MSA parts | 8,000 | 9,000 | 15,000 |
| 5278 | Hose Replacement - request 28 sections | 34,000 | 8,000 | 6,500 |
| 5287 | House Supplies | 50,000 | 50,000 | 41,000 |
| 5395 | Utilities-All Locations | 129,070 | 138,500 | 113,870 |
| 5395 | Telephone-All Locations | 30,495 | 29,925 | 28,500 |
| 5395 | Communications | 27,550 | 41,500 | 40,000 |
| TOTAL | | 382,115 | 416,675 | 346,971 |

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|--------------------|-------------------------------|----------------|----------------|----------------|
| Maintenance | | | | |
| 5372 | Maintenance tools/supplies | 6,000 | 6,000 | 4,930 |
| 5374 | Vehicle Parts | 82,000 | 82,000 | 79,000 |
| 5375 | Vehicle Repair & Maintenance | 30,000 | 30,000 | 67,200 |
| 5380 | Building Maintenance & Repair | 67,000 | 67,000 | 64,000 |
| 5383 | Grounds Maintenance | 7,500 | 7,500 | 5,500 |
| TOTAL | | 192,500 | 192,500 | 220,630 |

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|------------------------|---|----------------|---------------|---------------|
| Fire Prevention | | | | |
| 5415 | Public Education | 11,000 | 11,000 | 8,500 |
| 5421 | Office Supplies -*lease payment plotter/scanner | 13,600 | 6,000 | 5,300 |
| 5422 | Printing/Forms/Etc. - | 8,000 | 3,000 | 3,000 |
| 5427 | Document Retention | 1,000 | 1,000 | 1,400 |
| TOTAL | | 33,600 | 21,000 | 18,200 |

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|-----------------|--------------------------|----------------|---------------|---------------|
| Training | | | | |
| 5518 | Training Books & Manuals | 2,000 | 2,500 | 2,000 |
| 5521 | Training Supplies | 20,000 | 25,000 | 19,300 |
| TOTAL | | 22,000 | 27,500 | 21,300 |

General Fund

Monarch Fire Protection District

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|---------------------------|------------------------------------|----------------|---------------|------------|
| Other Expenditures | | | | |
| 5600 | Capital Disbursements | 66,904 | 109,090 | 124,000 |
| 5680 | Capital Building Fund | 81,250 | 66,636 | 102,300 |
| 5900 | Emergency & Contingency | - | 40,000 | 35,100 |
| 5901 | Shelter Management | 9,174 | 10,000 | 10,000 |
| 5901 | Disaster Preparedness & Mitigation | 9,174 | 22,000 | 22,000 |
| TOTAL | | 166,502 | 247,726 | 293,400 |
| | | | | |

Monarch Fire Protection District

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|-----------------------------------|------------------------------|----------------|------------------|----------------|
| Administration - Personnel | | | | |
| 5151 | Salaries | 694,000 | 620,650 | 639,157 |
| 5151 | Retirement buy-out - Nichols | 55,000 | 515,000 | - |
| 5151 | Chaplin | 5,000 | - | - |
| 5151 | Directors Fees | 19,200 | 19,200 | 18,200 |
| 5152 | Overtime | 19,250 | 26,500 | 23,000 |
| 5153 | Longevity | 43,400 | 45,000 | 43,058 |
| 5155 | Employer's FICA | 69,000 | 61,000 | 52,500 |
| 5158 | Halftime | 4,500 | 4,500 | 1,400 |
| 5159 | Holiday | 7,300 | 7,300 | 7,000 |
| | Payroll | 916,650 | 1,299,150 | 784,315 |
| 5161 | Employee Physicals | 3,625 | 3,625 | 3,625 |
| 5162 | Dues & Subscriptions | 9,500 | 9,500 | 5,500 |
| 5163 | Clothing Allowance | 5,500 | 4,760 | 3,700 |
| 5164 | Conferences & Seminars | 11,900 | 11,900 | 7,500 |
| 5165 | Employee Benefits-Other | 1,000 | 1,000 | 1,000 |
| | Benefits | 31,525 | 30,785 | 21,325 |
| | TOTAL | 948,175 | 1,329,935 | 805,640 |

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|-------------------------------|--|------------------|------------------|------------------|
| Operations - Personnel | | | | |
| 5251 | Salaries | 4,679,088 | 4,699,700 | 4,680,470 |
| 5252 | Overtime | 233,000 | 286,100 | 203,600 |
| 5253 | Longevity | 243,700 | 258,000 | 250,200 |
| 5254 | Extra Hours | 1,000 | 1,000 | 1,236 |
| 5255 | Employer's FICA | 404,765 | 400,000 | 394,900 |
| 5257 | Differential | 17,800 | 17,800 | 34,500 |
| 5258 | Halftime | 44,400 | 44,500 | 44,500 |
| 5259 | Holiday | 19,000 | 19,000 | 18,150 |
| | Payroll | 5,642,753 | 5,726,100 | 5,627,556 |
| 5261 | Employee Physicals | 15,100 | 15,100 | 32,700 |
| 5263 | Clothing Allowance | 26,000 | 26,000 | 26,349 |
| 5265 | Employee Benefits-Other | 2,000 | 2,000 | 2,000 |
| 5266 | Education & Training | 500 | 500 | - |
| 5268 | Protective Clothing *25 sets turn out gear | 50,000 | 24,115 | 24,120 |
| | Benefits | 93,600 | 67,715 | 85,169 |
| | TOTAL | 5,736,353 | 5,793,815 | 5,712,725 |

Monarch Fire Protection District

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|--------------------------------|----------------------|----------------|---------------|------------|
| Maintenance - Personnel | | | | |
| 5351 | Salaries | 145,800 | 136,270 | 143,000 |
| 5352 | Overtime | 2,800 | 2,800 | 2,800 |
| 5353 | Longevity | 7,200 | 6,700 | 6,200 |
| 5355 | Employer's FICA | 12,100 | 12,000 | 12,000 |
| 5357 | Differential | 650 | 700 | 700 |
| | Payroll | 168,550 | 158,470 | 164,700 |
| 5361 | Employee Physicals | 2,200 | 2,200 | 2,200 |
| 5362 | Dues & Subscriptions | 500 | 500 | 250 |
| 5363 | Clothing Allowance | 1,800 | 1,800 | 1,900 |
| 5366 | Education & Training | 2,500 | 2,500 | 1,000 |
| | Benefits | 7,000 | 7,000 | 5,350 |
| | TOTAL | 175,550 | 165,470 | 170,050 |

Monarch Fire Protection District

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|------------------------------------|------------------------|----------------|---------------|------------|
| Fire Prevention - Personnel | | | | |
| 5451 | Salaries | 527,000 | 520,510 | 521,000 |
| 5452 | Overtime | 1,000 | 500 | 1,200 |
| 5453 | Longevity | 29,500 | 32,000 | 31,000 |
| 5455 | Employer's FICA | 43,000 | 43,000 | 42,500 |
| 5457 | Differential | 5,000 | 3,000 | 5,070 |
| | Payroll | 605,500 | 599,010 | 600,770 |
| 5461 | Employee Physicals | 3,500 | 5,000 | 5,000 |
| 5462 | Dues & Subscriptions | 2,200 | 2,000 | 2,150 |
| 5463 | Clothing Allowance | 4,200 | 4,200 | 4,365 |
| 5464 | Conferences & Seminars | 5,000 | 7,000 | 4,700 |
| 5466 | Education & Training | 3,000 | 4,700 | 1,800 |
| 5468 | Protective Clothing | 1,000 | 3,000 | 2,200 |
| | Benefits | 18,900 | 25,900 | 20,215 |
| TOTAL | | 624,400 | 624,910 | 620,985 |

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|-----------------------------|------------------------|----------------|---------------|------------|
| Training - Personnel | | | | |
| 5551 | Salaries | 70,900 | 69,300 | 70,000 |
| 5553 | Longevity | 6,400 | 6,400 | 6,330 |
| 5555 | Employer's FICA | 6,100 | 6,000 | 6,000 |
| | Payroll | 83,400 | 81,700 | 82,330 |
| 5561 | Employee Physicals | 725 | 725 | 845 |
| 5562 | Dues & Subscriptions | 5,700 | 5,700 | 2,370 |
| 5563 | Clothing Allowance | 700 | 700 | 700 |
| 5564 | Conferences & Seminars | 2,000 | 2,000 | 2,000 |
| 5566 | Education & Training | 70,000 | 60,000 | 62,000 |
| 5568 | Protective Clothing | - | - | - |
| | Benefits | 79,125 | 69,125 | 67,915 |
| TOTAL | | 162,525 | 150,825 | 150,245 |

| Department | | 2011 Requested | 2010 Original | 2009 Final |
|---|-----------------------------------|----------------|---------------|------------|
| All Departments - Benefits Personnel | | | | |
| 5135 | Workers' Compensation | 572,000 | 377,000 | 374,300 |
| 5160 00 | Group Medical Insurance-Admin | 214,000 | 130,000 | 187,500 |
| 5160 | Group Medical Insurance-Directors | 35,000 | 34,000 | 27,919 |
| 5160 | Group Medical Insurance-Retirees | 104,500 | 56,000 | 60,000 |
| 5160 | Group Medical Insurance-OPS | 851,000 | 1,190,000 | 801,000 |
| 5160 | Group Medical Insurance-Maint | 56,500 | 31,000 | 49,000 |
| 5160 | Group Medical Insurance-FPB | 111,500 | 61,000 | 115,000 |
| 5160 | Group Medical Insurance-Training | 17,000 | 7,900 | 15,500 |
| | Subtotal-Group Medical | 1,389,500 | 1,509,900 | 1,255,919 |
| TOTAL | | 1,961,500 | 1,886,900 | 1,630,219 |

General Fund

Special Revenue Funds

**Ambulance Fund
Dispatch Fund**

Monarch Fire Protection District

| Statement of Budgeted Revenues and Expenditures - Ambulance Fund | 2011 Requested | 2010 Original | 2009 Final |
|---|-------------------|------------------|---------------|
| BUDGETARY FUND BALANCE, JANUARY 1 | 1,725,806 | 2,122,575 | 1,924,634 |
| REVENUES | | | |
| Real Estate and Property Tax Revenue | 6,608,650 | 6,339,200 | 6,467,600 |
| RR/Utility/FIT Taxes | 90,000 | 90,000 | 90,000 |
| TIF Pass Thru | - | - | 6,241 |
| Charges for Services | 150,000 | 150,000 | 150,000 |
| Interest | 25,000 | 121,000 | 22,000 |
| Other Revenues | 21,500 | 10,500 | 500 |
| TOTAL REVENUES | 6,895,150 | 6,710,700 | 6,736,341 |
| TOTAL AVAILABLE FUNDS | 8,620,956 | 8,833,275 | 8,660,975 |
| EXPENDITURES | | | |
| Administration | 1,207,850 | 1,129,535 | 1,067,900 |
| Operations | 5,802,800 | 5,731,000 | 5,203,500 |
| Maintenance | 15,000 | 21,000 | 18,000 |
| Other Expenditures | 34,736 | 170,934 | 8,000 |
| TOTAL EXPENDITURES | 7,060,386 | 7,052,469 | 6,297,400 |
| TRANSFERS (TO)/FROM OTHER FUNDS | (20,000) | (55,000) | (241,000) |
| 2011 Revenue Less Expenditures | (185,236) | (396,769) | 197,941 |
| BUDGETARY FUND BALANCE - DECEMBER 31 | 1,540,570 | 1,725,806 | 2,122,575 |

Ambulance Fund Expenditures Summary

Monarch Fire Protection District

| AMBULANCE FUND | 2011 | | 2010 | |
|----------------------------|------------------|--|------------------|------------------|
| | Requested | | Original | 2009 Final |
| Wages-All Departments | 5,088,350 | | 4,900,010 | 4,701,640 |
| Benefits - All Departments | 1,595,200 | | 1,604,900 | 1,566,303 |
| Administration | 183,100 | | 217,625 | 332,660 |
| Operations | 144,000 | | 138,000 | 145,000 |
| Maintenance | 15,000 | | 21,000 | 34,000 |
| Other Expenditures | 34,736 | | 170,934 | 170,341 |
| Transfers to Other Funds | 20,000 | | 60,000 | 60,000 |
| TOTAL | 7,080,386 | | 7,112,469 | 7,009,944 |

| Department | 2011 | | 2010 | |
|---|----------------|--|----------------|----------------|
| Administration | Requested | | Original | 2009 Final |
| 511X Federal -Emergency Receipts (SB307) | 14,000 | | 11,000 | - |
| 5115 Public Education | 5,000 | | 10,000 | 4,500 |
| 5121 Office Supplies | 5,000 | | 5,000 | 4,000 |
| 5123 Office Machines/Lease & Maint. | 1,100 | | 500 | 1,050 |
| 5128 Books & Manuals | 1,500 | | 1,500 | 750 |
| Office Expenditures | 26,600 | | 28,000 | 10,300 |
| 5133 Risk Liability Insurance | 73,000 | | 70,000 | 73,800 |
| 5144 Professional Services-Court Reporter | 8,000 | | 7,875 | 8,600 |
| 5145 Professional Services-Legal | 42,000 | | 62,000 | 206,000 |
| 5146 Professional Services-Consulting | 10,000 | | 19,000 | 8,000 |
| 5147 Professional Services-EMS Billing | 12,500 | | 20,000 | 14,310 |
| 514X All Other Professional Services | 11,000 | | 10,750 | 11,650 |
| Professional Services | 83,500 | | 119,625 | 248,560 |
| TOTAL ADMINISTRATIVE COSTS | 183,100 | | 217,625 | 332,660 |

| Department | 2011 | | 2010 | |
|--------------------------------|----------------|--|----------------|----------------|
| Operations | Requested | | Original | 2009 Final |
| 5270 Equipment | 5,000 | | 5,000 | 5,000 |
| 5271 Equipment Maint. & Repair | 5,000 | | 5,000 | 5,000 |
| 5376 Vehicle Fuel & Fluids | 32,000 | | 36,000 | 31,800 |
| 5377 Bio-Med Maintenance | 5,000 | | 5,000 | 5,000 |
| 5378 Medical & Oxygen Supplies | 95,000 | | 85,000 | 96,700 |
| 5379 Bike Team Equipment Exp. | 500 | | 500 | - |
| 5395 Communications | 1,500 | | 1,500 | 1,500 |
| TOTAL | 144,000 | | 138,000 | 145,000 |

| Department | 2011 | | 2010 | |
|---------------------------------------|---------------|--|---------------|---------------|
| Maintenance | Requested | | Original | 2009 Final |
| 5374 Vehicle Parts | 12,000 | | 15,000 | 14,210 |
| 5375 Vehicle Repair & Maintenance | 3,000 | | 6,000 | 19,790 |
| TOTAL <i>Ambulance Fund</i> | 15,000 | | 21,000 | 34,000 |

Monarch Fire Protection District

| Department | | 2011 | | 2010 | |
|--------------------|------------------------------|---------------|--|----------------|----------------|
| Other Expenditures | | Requested | | Original | 2009 Final |
| 5600 | Capital Disbursements | 28,736 | | 76,510 | 119,200 |
| 5600 | Capital/Building Fund | - | | 44,424 | - |
| 5900 | Emergency & Contingency | 3,000 | | 40,000 | 29,141 |
| 5901 | Disaster Preparedness & Mit. | 3,000 | | 10,000 | 22,000 |
| TOTAL | | 34,736 | | 170,934 | 170,341 |

Monarch Fire Protection District

| Department | | 2011 | | 2010 | |
|----------------------------|------------------------|-----------|--|----------|------------|
| Administration - Personnel | | Requested | | Original | 2009 Final |
| 5150 | Salaries-Allocated | 535,200 | | 492,800 | 515,000 |
| 5151 | Directors Fees | 12,800 | | 12,800 | 12,800 |
| 5152 | OT-Allocated | 13,400 | | 15,000 | (39,500) |
| 5153 | Longevity-Allocated | 36,200 | | 38,000 | 36,600 |
| 5155 | FICA-Allocated | 40,300 | | 39,000 | 42,300 |
| 5157 | Differential-Allocated | 300 | | 310 | 300 |
| 5158 | Halftime-Allocated | 2,000 | | 2,000 | 2,000 |
| 5159 | Holidays-Allocated | 3,150 | | 3,000 | 3,000 |
| 5135 | Workers' Compensation | 381,400 | | 309,000 | 313,203 |
| | | 1,024,750 | | 911,910 | 885,703 |
| | | | | | |

| Department | | 2011 | | 2010 | |
|------------------------|---------------------------------|-----------|--|-----------|------------|
| Operations - Personnel | | Requested | | Original | 2009 Final |
| 5251 | Salaries | 3,800,100 | | 3,635,600 | 3,502,145 |
| 5252 | Overtime (Incl. Assoc. Trainer) | 192,000 | | 203,000 | 172,000 |
| 5253 | Longevity | 93,000 | | 91,500 | 92,000 |
| 5254 | Extra Hours | 1,200 | | 1,200 | 1,295 |
| 5255 | Employer's FICA | 300,000 | | 307,500 | 292,000 |
| 5257 | Differential | 15,200 | | 15,200 | 22,000 |
| 5258 | Halftime | 30,000 | | 29,600 | 33,000 |
| 5259 | Holidays | 13,500 | | 13,500 | 14,700 |
| Payroll | | 4,445,000 | | 4,297,100 | 4,129,140 |
| 5261 | Employee Physicals | 16,000 | | 16,400 | 38,000 |
| 5262 | Dues & Subscriptions | 1,500 | | 1,500 | 2,000 |
| 5263 | Clothing Allowance | 37,000 | | 35,000 | 37,000 |
| 5264 | Conferences & Seminars | 4,000 | | 5,000 | 4,000 |
| 5265 | Employee Benefits-Other | 2,000 | | 2,500 | 3,000 |
| 5266 | Education & Training | 1,500 | | 1,500 | 1,500 |
| 5267 | Inside & Outside CEU's | 10,000 | | 9,000 | 11,600 |
| 5268 | Protective Clothing | 15,000 | | 22,000 | 35,000 |
| Benefits | | 87,000 | | 92,900 | 132,100 |
| 5260 | Group Medical Insurance | 1,126,800 | | 1,203,000 | 1,121,000 |
| Insurance | | 1,126,800 | | 1,203,000 | 1,121,000 |
| TOTAL | | 5,658,800 | | 5,593,000 | 5,382,240 |
| | | | | | |

Monarch Fire Protection District

| Statement of Budgeted Revenues and Expenditures - Dispatch Fund | 2011 Requested | 2010 Original | 2009 Final |
|--|-------------------|------------------|---------------|
| BUDGETARY FUND BALANCE, JANUARY 1 | 23,098 | 22,598 | 25,698 |
| REVENUES | | | |
| Real Estate and Property Tax Revenue | 1,022,000 | 1,009,300 | 1,009,100 |
| RR/Utility/FIT Taxes | 15,000 | 15,000 | 15,000 |
| TIF Pass Thru | - | - | - |
| Interest | 1,000 | 1,000 | 1,000 |
| TOTAL REVENUES | 1,038,000 | 1,025,300 | 1,025,100 |
| TOTAL AVAILABLE FUNDS | 1,061,098 | 1,047,898 | 1,050,798 |
| EXPENDITURES | | | |
| Administration | 500 | 500 | 500 |
| Operations | 1,037,500 | 1,024,300 | 1,024,600 |
| Communications Equipment | - | - | - |
| TOTAL EXPENDITURES | 1,038,000 | 1,024,800 | 1,025,100 |
| TRANSFERS (TO)/FROM OTHER FUNDS | - | - | - |
| 2011 Revenue Less Expenditures | - | 500 | - |
| BUDGETARY FUND BALANCE - DECEMBER 31 | 23,098 | 23,098 | 25,698 |

| Dispatch Fund | 2011 Requested | 2010 Original | 2008 Final |
|----------------------------|-------------------|------------------|---------------|
| Dispatching Fees Pass-Thru | 1,037,500 | 1,024,600 | 963,000 |
| Accounting & Audit Fees | 500 | 500 | 500 |
| Communications Equipment | - | - | 1,500 |
| | 1,038,000 | 1,025,100 | 965,000 |
| | | | |
| | | | |

| Department | | 2011 Requested | 2010 Original | 2008 Final |
|------------|----------------------------|-------------------|------------------|---------------|
| | All | | | |
| | Dispatching Fees Pass-Thru | 1,037,500 | 1,024,600 | 963,000 |
| | Accounting & Audit Fees | 500 | 500 | 500 |
| | Communications Equipment | - | - | 1,500 |
| | TOTAL EXPENDITURES | 1,038,000 | 1,025,100 | 965,000 |
| | | | | |

Non-Major Funds

**Capital Projects Fund
Debt Service Fund**

Monarch Fire Protection District

2011 Capital Projects Fund B

| Statement of Budgeted Revenues and Expenditures - Capital Projects | 2011 Budget | 2010 Original Budget | 2009 Final Budget |
|---|----------------|----------------------------|-------------------------|
| BUDGETARY FUND BALANCE, JANUARY 1 | 56,288 | 54,288 | 49,288 |
| REVENUES | | | |
| Interest | 2,000 | 2,000 | 5,000 |
| TOTAL REVENUES | 2,000 | 2,000 | 5,000 |
| TOTAL AVAILABLE FUNDS | 58,288 | 56,288 | 54,288 |
| EXPENDITURES | | | |
| Building Improvements-From Transfers In | - | - | - |
| Equipment Purchases-From Transfers In | 95,000 | 202,000 | 605,000 |
| TOTAL EXPENDITURES | 95,000 | 202,000 | 605,000 |
| TRANSFERS (TO)/FROM OTHER FUNDS | 95,000 | 202,000 | 605,000 |
| BUDGETARY FUND BALANCE - DECEMBER 31 | 58,288 | 56,288 | 54,288 |

| Detail of Capital Assets to be Purchased-Capital Projects Fund - From Transfers | | 2011 Requested |
|--|---|-------------------|
| Department | Description | Amount |
| General Fund | | |
| | Finance Department Accounting Software | 35,000 |
| | Human Resource Department - Schedule Software | 40,000 |
| | Total - General Fund Transfer In | 75,000 |
| Ambulance Fund | | |
| | No2 Mixers & Refrigerators | 20,000 |
| | Total - Ambulance Fund Transfer In | 20,000 |
| | Total Transfers In | 95,000 |

Monarch Fire Protection District

2011 Bond Proceeds Fund Budget

| Statement of Budgeted Revenues and Expenditures - Bond Proceeds | 2011 Budget | 2010 Original Budget | 2009 Final Budget |
|--|----------------|----------------------------|-------------------------|
| BUDGETARY FUND BALANCE, JANUARY 1 | 74,061 | 525,061 | 1,053,061 |
| REVENUES | | | |
| Interest | 11,000 | 29,000 | 24,000 |
| TOTAL REVENUES | 11,000 | 29,000 | 24,000 |
| TOTAL AVAILABLE FUNDS | 85,061 | 554,061 | 1,077,061 |
| EXPENDITURES | | | |
| Building Improvements-From Bond Proceeds | | - | - |
| Equipment Purchases-From Bond Proceeds | 75,000 | 480,000 | 550,000 |
| Land Purchase - From Bond Proceeds | | - | 565,000 |
| Audit Fees | | - | - |
| TOTAL EXPENDITURES | 75,000 | 480,000 | 1,115,000 |
| TRANSFERS (TO)/FROM OTHER FUNDS | - | - | 563,000 |
| BUDGETARY FUND BALANCE - DECEMBER 31 | 10,061 | 74,061 | 525,061 |

| Detail of Capital Assets to be Purchased-Capital Projects Fund - Bond Proceeds | | 2011 Requested |
|---|---------------------|-------------------|
| Department | Description | Amount |
| | | - |
| | BC Buggy | 50,000 |
| | Staff Vehicle - FPB | 25,000 |
| | | - |
| | | - |
| | Total | 75,000 |

| Capital Expenditures | Total | General Ambulance | |
|----------------------|-------|-------------------|----------|
| | | 100-5600 | 200-5600 |

| Furniture & Appliances | 16,300 | 16,300 | - |
|---|---------------|---------------|----------|
| <i>H1 Recliners 6 @ 900.00</i> | 5,400 | - | - |
| <i>H3 mattress (18)</i> | 6,000 | - | - |
| <i>H3 patio furniture</i> | 500 | - | - |
| <i>H4 water cooler</i> | 1,200 | - | - |
| <i>H5 sofa /recliners (2 sofa / 3 recl)</i> | 2,000 | - | - |
| <i>H5 blinds</i> | 1,200 | - | - |

| Excercise Equipment | 7,500 | 7,500 | - |
|-----------------------------------|--------------|--------------|----------|
| <i>H1 Jones Weight Machine</i> | 2,500 | | |
| <i>Yearly Maint equipment</i> | 2,500 | | |
| <i>Misc. repairs on equipment</i> | 2,500 | | |

| Computer Replacement / Upgrades | 51,300 | 30,780 | 20,520 |
|--|---------------|---------------|---------------|
| Anti Virus- all computers | 2,000 | 1,200 | 800 |
| Anti Virus - directors | 300 | 180 | 120 |
| File maker pro | 2,500 | 1,500 | 1,000 |
| Proxy server software | 2,500 | 1,500 | 1,000 |
| Offsite data backup | 5,000 | 3,000 | 2,000 |
| Virtual Server Software/ Upgrades | 10,000 | 6,000 | 4,000 |
| Computer replacment (4 wks st) | 10,000 | 6,000 | 4,000 |
| Share point | 2,200 | 1,320 | 880 |
| HIPPA audit tracking | 2,000 | 1,200 | 800 |
| HIPPA miliary grade file encryption | 2,000 | 1,200 | 800 |
| Firehouse training | 2,000 | 1,200 | 800 |
| Tech Support / Service Pack | 10,800 | 6,480 | 4,320 |

| Fire, Resuce, Equipment | 20,540 | 12,324 | 8,216 |
|-----------------------------------|---------------|---------------|--------------|
| Personal Float device PFD (4) | 1,200 | | |
| Whistles / Knives for PFD (4) | 240 | | |
| Helmets for swiftwater resuce (4) | 300 | | |
| PPE & Personal gear for HRTF (8) | 4,500 | | |
| Dry/Ice suites (2) | 2,000 | | |
| Technical rescue & spec ops gear | 1,000 | | |
| Truck caches rescue kits (3) | 3,500 | | |
| Helmets for HTRF members (39) | 7,800 | | |

| Capital/Building Fund | Total | General Ambulance | |
|-----------------------|-------|-------------------|-------------|
| | | 100-5600-90 | 200-5600-90 |

| | | | | |
|---|----------------|----------------|---------------|----------------|
| Painting | 4,250 | 4,250 | - | |
| H2 bunk rooms | | | | |
| H3 appartus garage walls | | | | |
| HQ Carpet | 22,500 | 22,500 | - | |
| H3 Flooring | 18,500 | 18,500 | - | |
| H5 Tuckpointing | 3,000 | 3,000 | - | |
| Maint - Welder | 5,000 | 5,000 | - | |
| Maint - exhaust system | 3,000 | 3,000 | - | |
| Asphalt / Concrete / Paving all locatio | 25,000 | 25,000 | - | |
| | <u>81,250</u> | <u>81,250</u> | <u>-</u> | |
| | | | | |
| | <u>176,890</u> | <u>148,154</u> | <u>28,736</u> | <u>176,890</u> |
| | | GF | AMB | |

Individual Accounts in the Budget

| | | |
|---------------------------------------|---------------|-------------|
| Turnout gear (25 sets) | 50,000 | GF/EMS 5268 |
| Replace 25 sets of turnout gear/boots | 50,000 | |

| | | |
|-----------------------------------|--------------|---------|
| Communications Equipment | 7,300 | GF 5395 |
| Charger Adapter plates | 300 | |
| Airtime cost for satellite phones | 4,000 | |
| Misc comm equip | 3,000 | |

Capital Purchase - Transfer to Capital Fund

| | | Transfers | | | |
|-----------------------------------|---------------|----------------|------------------|------------------|--|
| | | General | Ambulance | | |
| Vehicles: | - | 75,000 | | | |
| | - | | | | |
| Software: | 75,000 | | | | |
| Accounting | 35,000 | | | | |
| Scheduling | 40,000 | | | | |
| Medical: | 20,000 | | | 20,000 | |
| NO2 mixers & Refrigerators | 20,000 | | | | |
| Transfers to Other Funds | Total | General | Ambulance | Cap Proj. | |
| From Genl & Amb. To Cap. Projects | | 75,000 | 20,000 | 95,000 | |

Capital Purchase with Bond Proceeds:

| | | |
|------------------|---------------|---------------|
| Transfer Fund In | | - |
| Bond Proceeds | BC Buggy | 50,000 |
| Bond Proceeds | FPB - Vehicle | 25,000 |
| Bond Proceeds | | - |
| Bond Proceeds | | - |
| | | <u>75,000</u> |

Glossary of Common Terms

GLOSSARY OF COMMON TERMS

Amortization: 1) A reduction of debt by means of periodic payments sufficient to meet current interest and liquidate the debt at maturity. 2) Provision for the extinguishment of a debt by means of a debt service fund. 3) Accounting for expenses or charges as they apply rather than as they are paid.

Arbitrage: Arbitrage is the difference (profit) earned from investing low-yielding tax-exempt bond proceeds in higher yielding taxable securities.

Assessments: Assessments are charges in the nature of taxes upon property owners to pay the costs of facilities or improvements that benefit the property owned. Payment of the amount assessed (together with interest if not paid upon assessment) is secured by a direct fixed lien on the property. The assessed payments are either used directly to pay the costs of the facilities or improvements or, if paid over time, are used to repay bonds issued to finance such costs. "Special assessment" financing proceeds are used for improvements relating to the property, such as sidewalks, streets, gutters, sewers and water systems.

Assessed Valuation or [AV]: The valuation placed on real estate or other property by a government for the purpose of levying taxes.

Auditing: Pre-Audit: Posting year-end closing entries, preparing preliminary financial statements and

assembling supporting documents for review by outside auditors.

Auditing: Post-Audit: Posting audit adjustments and preparing the annual financial report.

Audit Report: The report prepared by an auditor covering the audit or investigation of an entity's financial position for a given period of time. As a general rule, the report should include a) a statement of the scope of the audit; b) explanatory comments concerning exceptions from generally accepted auditing standards; c) opinions; d) explanatory comments concerning verification procedures; e) financial statements and schedules; and f) statistical tables, supplementary comments and recommendations. The auditor's signature follows item c) or d).

Balanced Budget: A budget plan whereby anticipated revenues/income is in an amount equal to the anticipated expenditures/losses.

Bond Counsel: Bond Counsel refers to a legal firm hired to advise the Issuer and is responsible for producing the legal documents required for the sale. Bond Counsel also provides assurance to the bond purchaser that the bonds were legally issued and renders an opinion regarding the taxability of the bonds.

Bond Election or Bond Referendum: A process whereby the qualified voters of a governmental unit are given the opportunity to approve or disap-

prove a proposed issue of municipal securities. An election is most commonly required in connection with general obligation bonds. Requirements for voter approval may be imposed by constitution, statute, or local ordinance.

Bond Fiscal Year: The 12-month accounting period, established under some bond contracts, used in connection with and issue of municipal securities. Principal and interest payments are scheduled in accordance with the bond fiscal year. The bond fiscal year may not necessarily coincide with the issuing agency's own fiscal year, and may be established in order to take full advantage of the scheduled cash flow or projected pledged revenues. (See also Fiscal Year).

Bond Proceeds: The money paid to the issuer by the purchaser or underwriter of a new issue of municipal securities. The monies are used to finance the project or purposed for which the securities were issued and to pay certain costs of issuance as may be provided in the bond contract.

Budget (Operation): A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is

usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

Callable Bond: A bond which the issuer is permitted or required to redeem before the stated maturity date at a specified price, usually at or above par, by giving notice of redemption in a manner specified in the bond contract.

Call Date: The date on which a bond may be redeemed before maturity at the option of the Issuer.

Call Feature (Redemption Feature): Enables the Issuer to pay off "redeem" a bond prior to its maturity date. The "call date" is the earliest date the bond may be redeemed "called". Usually a premium is paid for the earliest call dates.

Capital Assets: Assets of significant value and having a useful life of several years. Capital Assets are also called Fixed Assets.

Capital Improvement Program [CIP]: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually adopted as part of the complete annual budget which includes both operations and capital outlays. The capital budgets should be based on a capital improvement program [CIP].

Capital Outlays: Expenditures for the acquisition of capital assets.

Capital Projects: Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

Capital Projects Fund: tracks capital purchases made by the city for its operations, such as police cars, snow plows, and computer purchases, in addition to the cost of concrete street and sidewalk maintenance, and the construction and repair of city owned buildings

Cash Basis: The method of accounting under which revenues are recorded when received and expenditures are recorded when paid.

Cash-Flow Budget (Cash Budget): A projection of the cash receipts and disbursements anticipated during given period. Typically, this projection covers a year and is broken down into separate projections for each month, week and/or day during the year.

Cash-Flow Financing: A financing in which the proceeds of the issue are used to pay current expenses of the issuer's current income is temporarily insufficient for that purpose. Also, sometimes called TRANS, TANS, or RANS (tax and revenue anticipation notes). The issue is customarily scheduled to be repaid when current income exceeds current expenses. The issue typically has a term of one year or less.

Cash Management: Tracking and forecasting cash flow, and working with investment personnel to develop an investment plan. Maintaining cash

accounts and controlling their disposition. Coordinating and controlling bank accounts.

Certificate of Deposit or CD: A negotiable or non-negotiable receipt for moneys deposited in a bank or other financial institution for a specified period at a specified rate of interest.

Certificate of Participation [COP]: A certificate showing participation through ownership of a "share" of lease payments or lease-purchase agreement. Usually made between a municipality and an equipment vendor. While these certificates are similar to bonds, they are secured solely by the lease or rental revenues accruing to the municipality/agency issuing the certificates have maturities and are paid in a manner parallel to the process involved in the execution and administration of bonds.

Competitive Bid or Competitive Bidding: A method of submitting proposals to purchase a new issue of bonds by which the bonds are awarded to the underwriting syndicate presenting the best bid according to stipulated criteria set forth in the notice of sale.

Cost Accounting: Accounting which assembles and records all costs incurred to carry out a particular activity or to deliver a particular service.

Cost of Issuance: The expenses associated with the sale of new issue of municipal securities, including such items as underwriter's spread, printing, legal fees and rating costs.

Covenant or Bond Covenant: The issuer's enforceable promise to do or refrain from doing some act. With respect to municipal bonds, covenants are generally stated in the bond contract.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debt of governmental units includes bonds, time warrants, notes and floating debt.

Debt Limit: The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions. The limitation is usually a percentage of assessed valuation and may be fixed upon either gross or net debt.

Debt Ratios: Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income or population. Such ratios are often used in the process of determining credit quality of an issue, especially in the case of general obligation bonds.

Debt Service: The amount of money necessary to pay interest on an outstanding debt, the serial maturities or principal for serial bonds and the required contributions to an amortization of sinking fund for term bonds.

Debt Service Fund: A fund established to account for the payment of interest and principal on all general obligation debt.

Debt Service Schedule: A table listing the annual payments necessary to meet debt service requirements over the period of time the bonds are to be outstanding.

Defeasance: Termination of the rights and interests of the bondholders and of their lien on the pledged revenues in accordance with the terms of the bond contract for the prior issue of bonds. Defeasance usually occurs in connection with the refunding of an outstanding issue before the final payment, or provision for future payment, of principal and interest on a prior issue.

Delinquent Taxes: Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

Depreciation: 1) Expiration of the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. 2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

Direct Debt: The debt for which the issuing unit has sole responsibility.

Disbursements: Recording accounts payable, reviewing invoices and supporting documents, and making payments to vendors.

Encumbrances: Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Expenditures: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposed are made.

Expense: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Feasibility Study: A report of the financial practicality for a proposed project and financing thereof, which may include estimated revenues that will be generated and a revenue of the physical operating, economic or engineering aspects of the proposed project.

Federal National Mortgage Association (FNMA) or Fannie Mae: One of the two presently existing corporations which formerly comprised the FNMA. As it currently exists, FNMA is a government-sponsored private corporation authorized to purchase and sell mortgages and to otherwise facilitate the orderly operation of a secondary market for home mortgages.

Financial Advisor or Consultant: With respect to a new issue of municipal bonds, a consultant who advises the issuer on matters pertinent to the issue, such as structure, timing, marketing, fairness or pricing, terms and bond ratings. Can provide cash management services and can serve

as an agent for the issuer during the pricing of bonds during a negotiated sale.

Fiscal Agent: An agent (usually an incorporated bond or trust company) designated by a government to act for it in any of several capacities in the sale, administration and payment of bonds and coupons.

Fiscal Policy: a government's policy relating to budgeting of expenditures and revenues.

Fiscal Year: A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.

Fixed Asset Management: Tagging and preparing asset ledgers for plant, facilities, and equipment; recording changes in asset status; and conducting periodic inventories of assets.

Full Accrual: The basis of accounting where transactions and events are recognized as revenues/gains or expenses/losses when they occur, regardless of the timing of related cash flows.

Full Disclosure: Providing accurate and complete information material to a bond issue, which a potential investor would be likely to consider important in deciding whether to invest. Material facts that enable the investor to evaluate the credit quality of an issue.

Full Faith and Credit: A pledge of the general taxing power for the payment of debt obligation bonds or full faith and credit bonds.

Full Time Equivalent [FTE]: Equal to one person based on a 2080 hours a year.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The excess of the assets of a fund over its liabilities, reserves, and carryover.

General Fund: supports the day-to-day activities of the city, such as police protection, street and park maintenance, trash hauling and general administration. All operational revenues and expenditures are accounted for in the General Fund.

General Long-term debt: Long-term debt legally payable from the general revenues and backed by the full faith and credit of a governmental unit.

General Obligation Bonds [GO BONDS]: Bonds which are secured by the full faith and credit of the issuer. General Obligation bond issued by local units of government are secured by a pledge of the issuer's *ad valorem* taxing power.

General Property Tax: The tax usually levied on real and personal property. this tax is typically levied locally.

Generally Accepted Accounting Principles [GAAP]: GAAP is a way of reporting. GAAP reporting will enable your government through the use of proper funds, to present more informative and therefore more useful financial statements.

Goal: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Governmental Accounting Standards Board [GASB]: A standard-setting body, associated with the Financial Accounting Foundation and comparable to the Financial Accounting Standards Board, which prescribes standard accounting practices for governmental units in maintaining their financial records and releasing financial data to the public.

Governmental National Mortgage Association [GNMA or Ginnie Mae]: One of two corporations formerly comprising the FNMA. GMNA is an agency of the Federal Department of Housing and Urban Development empowered to provide special assistance in financing home mortgages and is responsible for management and liquidation of federally owned mortgage portfolios. Its liquidation functions involve the issuance of participation certificates representing beneficial interest in future payments on a pool of mortgages.

Grant: A contribution of assets (usually cash) by a governmental unit or oth-

er organization to another. Typically, their contributions are made to local governments from state and federal governments and made for specified purposes.

Grants Management: Recording grants-related transactions in keeping with grant regulations, and preparing financial reports for grantor agencies.

Gross Bonded Debt: The sum of all General Obligation Debt. Also known as Direct Debt.

Homecoming Fund: This fund accounts for operation revenue and expenditure activity related to the city's annual Manchester Homecoming Festival.

Internal Audit: Reviewing financial transactions in both the finance department and in operating departments for compliance with local policy and generally accepted accounting principles.

Internal Control: A plan of organization for purchasing, accounting, and other financial activities which, among other things, provides for separation of duties, proper authorization from responsible officials in processing of a transaction and the arrangement of records and procedures to facilitate effective control.

Investment management: Determining amounts and types of investments to be made, securing quotes from financial markets, and apportioning interest earned to the proper funds.

Investment Proceeds: The investment of proceeds and other moneys relating to an issue is typically governed by state law and by the Indenture or Bond Resolution.

Inventory: Maintaining custody and records of supplies held in stock for future consumption.

Level Debt Service: An arrangement of serial maturities in which the amount of principal maturing increases at approximately the same rate as the amount of interest declines, resulting in substantially equal annual debt service payments over the life of the bonds.

Levy: (verb) To impose taxes, special assessments, or service charges for the support of government activities. (noun) The total amount of taxes, special assessments or service charges imposed by a governmental unit.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. Note: This term does not include encumbrances.

Liquidity: The ability to convert an investment to cash promptly with minimum risk to principal or accrued interest.

Long-Term Debt: Debt with a maturity of more than one year after date of issuance.

Modified Accrual Basis: The basis of accounting under which expenditures other than accrued interest on

general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.

Moody's Investors Service: An independent service *subsidiary of Dun & Bradstreet Corp.*, based in New York City, which provides ratings for municipal bonds and other financial information to investors.

Municipal Securities Rule Making Board: An independent, self-regulatory organization established by Congress in 1975 having general rule making authority over municipal securities market participants (generally, brokers and dealers).

Negotiated Sale: The sale of a new issue of municipal securities by an issuer through an exclusive agreement with an underwriter or underwriting syndicate selected by the issuer.

Net Direct Debt: With respect to any given Issuer the amount of all outstanding debt of such Issuer (Direct Debt), less the sum of any amounts accumulated in sinking funds for such debt and the amount of such debt that is self-supporting.

New Issue: An issue of securities which is purchased from the issuer and offered to investors, usually on a "when issued" basis, for the first times.

Non-Callable Bond: A bond that cannot be redeemed at the issuer's option before its stated maturity date.

Object of Expenditure: Expenditure classifications based upon the types or categories of goods and services purchased.

Objective: Something to be accomplished in a specific, well-defined, and measurable terms, and that is achievable within a specific time frame.

Outstanding: In general as used with respect to the principal of an issue, remaining unpaid.

Parks and Storm Water Projects Fund: A special revenue fund created to track financial activity related to the one half of one percent sales tax revenue. This tax was voter approved in 2000 to support city parks and storm water projects

Pay-As-You-Go Basis: A term used to describe the financial policy of a governmental unit which finances all of its capital outlay from current revenues rather than by borrowing.

Paying Agent: The entity responsible for transmitting payments of interest and principal from an issuer of municipal securities to the security holders. The paying agent is usually a bank and generally provides reconciliation of the securities and coupons paid and similar services.

Payment Date: The date on which interest, or principal and interest is payable.

Payroll: Generating employee paychecks, deducting and transmitting taxes and other payments, administering insurance and other benefits, and generating required reports.

Pension Administration: Managing contributions to pension accounts, maintaining records of individual employee's account balance, making investments on behalf of pension funds, and disbursing retirement income.

Per Capita Debt: The amount of an issuing municipality's debt outstanding divided by the population residing in the municipality.

Pledged Revenues: The monies obligated for the payment of debt service and other deposits required by bond contract.

Policy Analysis and Research: Evaluation of policy options and recommending policies on revenue generation, financial administration, and financial aspects of operating policies and activities.

Premium Call: A redemption provision which permits the issuer to call securities at a price above par.

Principal (in relation to bond issuance): The face amount or par value of a security payable on the maturity date.

Proceeds/Original Gross Proceeds: The amount paid to the issuer by the first purchaser of a new issue. Gross Proceeds refers to all of the monies relating to an issue which are

subject to Arbitrage limitations and Rebate under the Internal Revenue Code.

Public Offering: The sale of bonds to the general public.

Purchasing: Determining source and price of goods and services requisitioned by operating departments; authorizing and monitoring purchases.

Rating Agencies: The organizations which provide publicly available ratings of the credit quality of securities issuers.

Rebate: To pay the United States government amounts earned from the investment of gross proceeds at a yield in excess of the yield on the issue.

Redemption: A transaction in which the issuer returns the principal amount represented by an outstanding security.

Refunding: A procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds.

Refunding Bond: A bond issued to retire a bond already outstanding.

Registered Bond: A bond whose owner is designated on records maintained for this purpose by registrar, the ownership of which cannot be transferred without the registrar recording the transfer on these records.

Restricted Fund Balance: The portion of a fund balance that has legal and/or contractual limits upon it,

which make it unavailable for alternative uses.

Revenue Collections: Billing, collecting, and posting revenues from user fees, licenses, fines, etc. Receiving and posting revenue from tax bills; collecting overdue bills. Providing technical support and control to operating departments which collect such revenue.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period, usually a future fiscal year.

Revenue Fund: A fund established by the bond contract of a revenue bond issue into which all gross revenues from the financed project are initially placed and from which the monies for all funds are drawn.

Risk Management: Making determination of issuance coverage, administering payments to insurance companies and administrative services providers; determining and financing liability for self-insured risks.

Sanitary Sewer Repair Fund: accounts for financial activities related to the city's Sanitary Sewer Repair program. Each year homeowners are assessed a \$28 fee on their real estate tax bill to support this program.

Serial Bonds: Bonds of an issue which are payable as to principal in amounts due at successive regular intervals, generally annual or semiannual and generally in the early years of the term of the issue.

Special Assessment: Charges imposed against property in a particular locality because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large. Special Assessments must be apportioned according to the value of the benefit received, rather than the cost of the improvement, and may not exceed the value of such benefit or the cost of the improvement, whichever is less.

Tax or Taxes: Compulsory charges levied by a governmental unit for the purpose of raising revenue. Tax revenues are used to pay for services or improvements provided for the general public benefit.

Tax Anticipation Notes [TANS]: Notes issued in anticipation of collection of taxes usually retirable only from tax collections, and frequently only from the proceeds of the tax levy whose collection is anticipated at the time of issuance. A form of short-term financing.

Tax Base: The total property and resources available to a governmental entity for taxation.

Tax Billing: Determining amounts to be billed to individual taxpayers and distribution of bills to each taxpayer.

Tax-Exempt Bond: Another term for a municipal bond. Interest on many municipal bonds is exempt from federal income taxation.

Tax Increment Financing (TIF): A tool used by cities and other development authorities to finance certain types of development costs. The public purpose of TIF are the redevelopment of blighted areas, construction of low and moderate income housing, provision of employment opportunities and improvement of the tax base. With TIF, the city captures the additional property and sales taxes generated by the development that would have gone to other taxing jurisdictions and uses "tax Increments" to finance the development costs.

Tax Increment Financing (TIF) District: A contiguous geographic area within a redevelopment area defined by resolution or ordinance of the governing body of the municipality.

Tax Increment Financing (TIF) Fund: A fund into which are paid all tax increments and into which are deposited all revenue from the sale of tax increment finance bonds or notes, revenues from the sale of any property acquired as part of the project plan or revenue to be used in the district, and from which money is distributed to pay project costs for the district or to satisfy claims of holders of tax increment bonds or notes issued for the district.

Tax Rate: The amount of tax stated in terms of a unit of the tax base.

Tax Rate Limit: The maximum rate or millage of tax which a local government may levy.

Trustee: A financial institution with trust powers which acts in a fiduciary ca-

capacity for the benefit of the bondholders in enforcing the terms of the bond contract.

Underwriters: A dealer which purchases a new issue of securities for resale. Traders with contracts with large bond buyers and ability to price the bonds for sale.

Unrestricted Fund Balance: The portion of a fund balance that has no legal or contractual limits upon it, making it available to for any city purposes.

Upgrade: The rising of a rating by a rating service due to the improved credit quality of the issue or issuer.