

CITY OF LOCK HAVEN
DOWNTOWN PARKING REVIEW
MAY 2016

The purpose of a parking program is to encourage turnover in congested traffic areas for the benefit of residents, visitors and local entrepreneurial business owners. This service provides local businesses with the opportunity to have both a constant and an expanding customer base. If this is accomplished, local entrepreneurs will be able to sustain local jobs. If done very well, it will enable downtown business owners to increase employment, which leads to an increase in earned income tax offering relief to real estate tax increases.

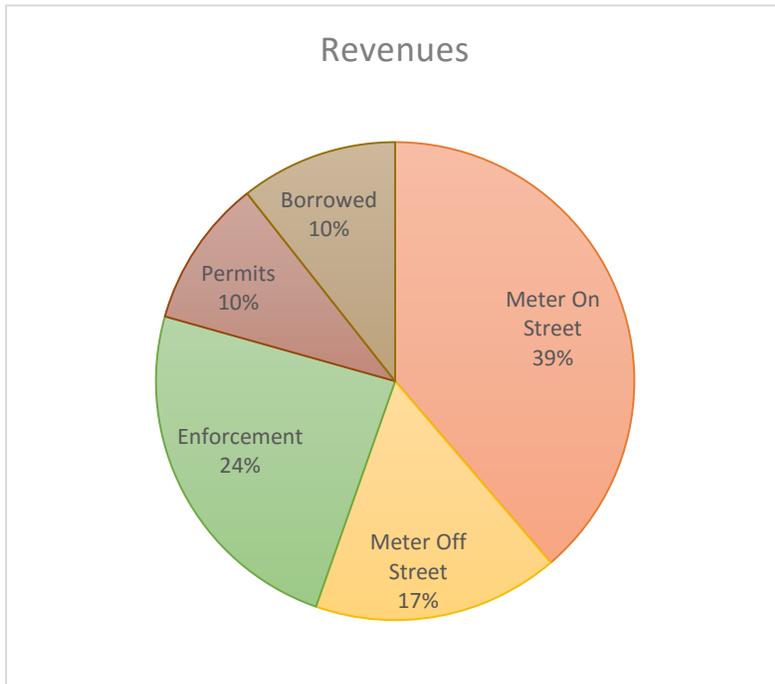
The City of Lock Haven parking program consists of both on-street and off-street parking opportunities. On-street, 484 meters encourage parking turnover for 10 city streets. Off-street, a total of 313 parking spaces are distributed among the 7 city-owned parking lots with 220 meter spaces and 93 parking permits spaces. The deposit of coins in parking meters is effective from 9AM to 5PM Monday through Saturday, with the exception of holidays.

In the construction of this analysis, several parking studies both from the United States and Europe were reviewed, and their analyses applied to the city's parking program. While statistical analysis is one element, what is also important are the findings of large-scale surveys that help shed light on what is most important when it comes to parking in a commercial core area such as the downtown of Lock Haven.

For example, a 2008 study found that the "quality of shops and atmosphere of the shopping area" are considered more important to attract customers than that the level of parking fees which had almost no influence on the visitors' choice (Haringsma cited by Mingardo & Meerkerk, 2012, p. 196). While there is a significant amount of anecdotal evidence, opinion and speculation over the relationship between car parking provisions and town center prosperity, there is no definitive research present that shows a cause-effect relationship between free parking and the success of downtown business (McDonald, 2013, p. 6). On the other hand, evidence points to the fact that free parking can itself be detrimental to the success of downtown businesses by eliminating the incentive for turnover on which local entrepreneurs rely. That being said, it is also important to price competitively as over-pricing parking fees beyond the national average can lead to average occupancy decline (McDonald, p. 27).

On a final note, no recommendations have been included in this analysis. Instead, the facts and statistics found within this analysis should be used by council to draw their own informed conclusions about what is and is not an issue that needs to be addressed in order to improve parking in the downtown commercial core of the community. Nor should this information stand alone, but should be married with discussions with local entrepreneurs, employees and customers so that together the best solution can be achieved.

Combined Parking Program

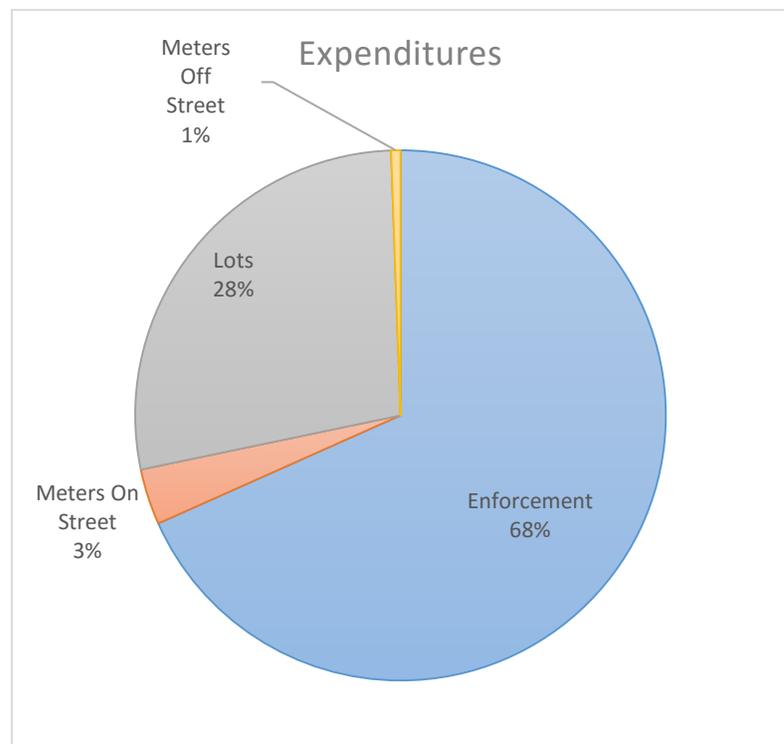


Regular revenue of parking covers the regular cost of parking. An average of the last three year's revenues shows a total average revenue of \$153,307 used to cover a total of \$103,411 in expenditures.

In the City of Lock Haven, parking is classified as a Public Work, being offered as a service to the public rather than engaged in as a public enterprise. Under the Government Accounting Standards Board (GASB), this enables the city of operate parking through either an independent fund, the General Fund, or a combination of the two (which the

city does by using both the Off Street Parking Fund and the General Fund depending on the type of revenue/expenditure).

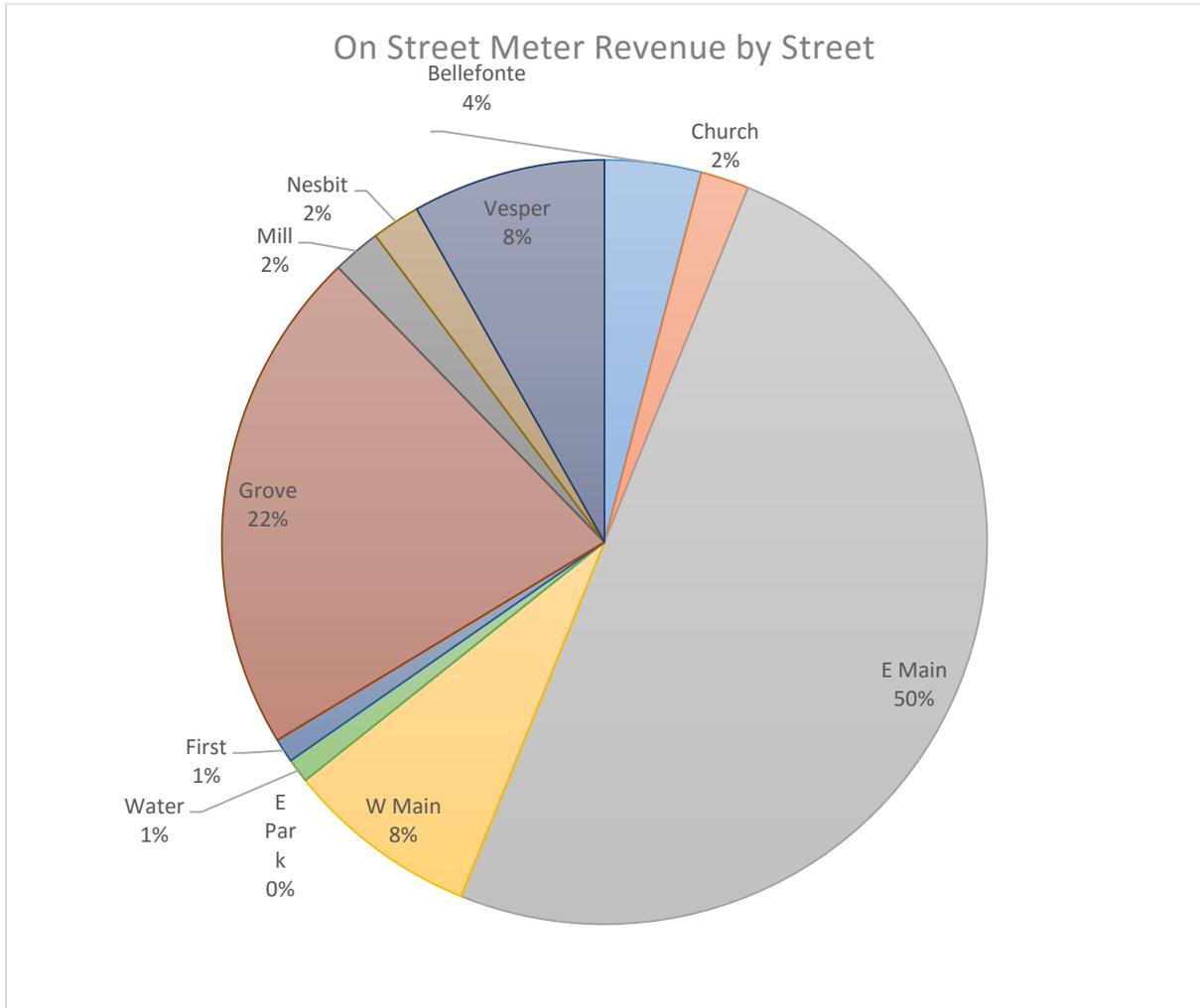
The average of the last three-year's total parking revenues shows the largest source of parking revenue comes from on street meter fees totaling 39% of total revenues. This is followed by enforcement fines and then off-street meter fees. An average of the last three year's expenditures shows the largest expense of the combined parking program to be enforcement, followed by lot maintenance (including lot lighting), then on-street meter maintenance followed by off-street meter maintenance.



A combined parking program budget has been included as Appendix A.

On Street Parking

Revenue



On Street Revenue (in dollars)						
Street	2011	2012	2013	2014	2015	Avg. Last 3 Yrs.
Bellefonte	2478	2466	2806	2534	2464	2601
Church	1002	997	1135	1024	996	1052
E Main	27698	27555	31365	28318	27541	29074
W Main	4740	4715	5357	4846	4713	4975
E Park	150	149	169	153	149	157
Water	555	552	629	567	552	583
First	722	718	817	738	718	758
Grove	11950	11888	13531	12217	11882	12543
Mill	1410	1402	1596	1441	1402	1480
Nesbit	1212	1205	1372	1239	1205	1272
Vesper	4561	4538	5165	4663	4535	4788

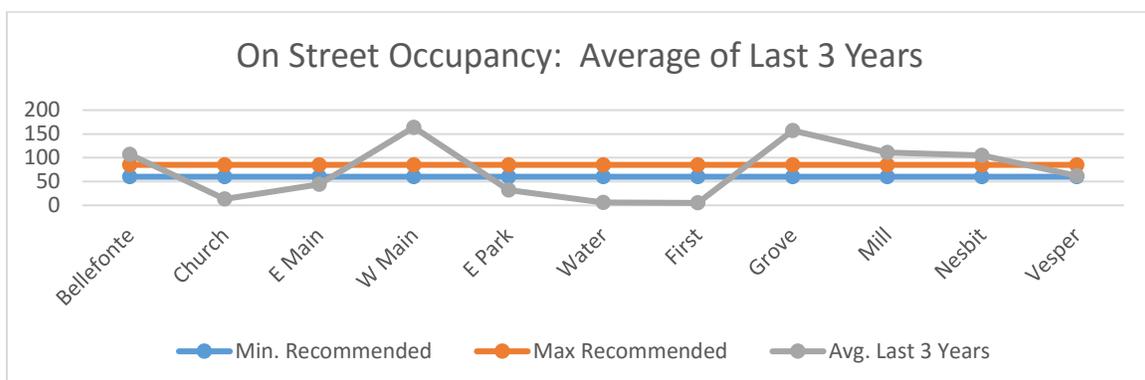
Occupancy

Occupancy for on street parking is a measurement of how many spaces on a given street are occupied, on average, during the course of the year. The converse of this statistic is the number of vacant spaces on a particular street which are available. Occupancy is measured as the actual revenue divided by the maximum potential revenue ($((spaces \times rate) \times 8 \text{ parking hours per day}) \times 303 \text{ parking days per year}$).

Economist Richard Arnott points to an optimal occupancy rate for on-street (curbside) parking between 60-80%, and economist William Vickrey has found that occupancy that exceeds 85% becomes detrimental to commercial enterprise as it leads to discouragement of potential parkers. For most blocks, an 85% rate would translate to about 2 parking spaces open on each block.

On Street Occupancy (in percent)						
Street	2011	2012	2013	2014	2015	Avg. Last 3 Yrs.
Bellefonte	102	102	116	105	102	107
Church	12	12	14	12	12	13
E Main	42	42	48	43	42	44
W Main	156	156	177	160	156	164
E Park	31	31	35	32	31	32
Water	6	5	6	6	5	6
First	24	24	27	24	24	25
Grove	149	149	169	153	149	157
Mill	106	105	120	105	105	111
Nesbit	100	99	113	102	99	105
Vesper	59	58	67	60	58	62

Only Vesper Street falls within the range of 60%-85% for parking occupancy. Five streets (Church, E Main, E Park, Water, and First) fall below the optimal parking rate, and five streets that far exceed the maximum suggested occupancy of 85% (Bellefonte, W Main, Grove, Mill, and Nesbit). For a street to exceed 100% means that it exceeds the maximum parking time for a year measured as $((number \text{ of meters} \times rate \text{ per hour}) \times 8 \text{ hours per day}) \times 303 \text{ parking days per year}$. Overpayment of the meter rate and/or paying for parking beyond the enforcement hours both can cause streets to exceed the annual maximum revenue and inflate the occupancy. The five streets that exceed the maximum suggested occupancy also have rates lower than some nearby off-street lots and lower than E Main Street, encouraging denser and long-term parking.



Performance

On street parking was examined to give measures of productivity, efficiency, effectiveness and cost-effectiveness. Effectiveness is measured as occupancy which has previously been explored.

	2011	2012	2013	2014	2015
Productivity: Revenue per parking day	\$186	\$185	\$211	\$191	\$185
Efficiency: Revenue per meter per year	\$117	\$116	\$132	\$119	\$116
Effectiveness: Occupancy rate per year	80%	79%	90%	82%	79%
Cost-Effectiveness: (Revenue-Expense)/Revenue	98%	98%	90%	100%	93%

Productivity is measured as revenue per parking day (*total on street meter revenue ÷ 303 parking days per year*). On street parking productivity has ranged over the past five years from \$185 per day to \$211 per day in 2013. Productivity of on street meters far exceeds the productivity of off street meters in lots which ranges from \$100 to \$136 per year over the past five years.

Efficiency is measured as the average revenue per meter per year (*total on street meter revenue ÷ 404 on street meters*). Efficiency in on street parking also exceeds the efficiency of off street meters which generate \$97 to \$132 per meter per year.

The Cost-effectiveness measures the percent of excess revenue after expenditures (*(revenue – expenditures) ÷ on street meter revenue*). On street meter is the most cost-effective of the aspects of parking, partially because of the low dollar value of expenses. However, expenses in 2016 will rise due to meter replacement. When a meter fails, it must be sent back to the manufacturer for repair. The cost to send back a meter starts at \$98 plus the cost of labor and parts for repair. At the same time, a 2015 quote for new parking meters came in at about \$180 per meter. Depending on the repair, it could cost more to repair a meter than the cost of a new meter. Currently, there are 27 meters in need of replacement at a cost of \$4859. Where these meters are needed, a meter with a lower per-hour value has been substituted, or, in some cases, the meter head remains empty.

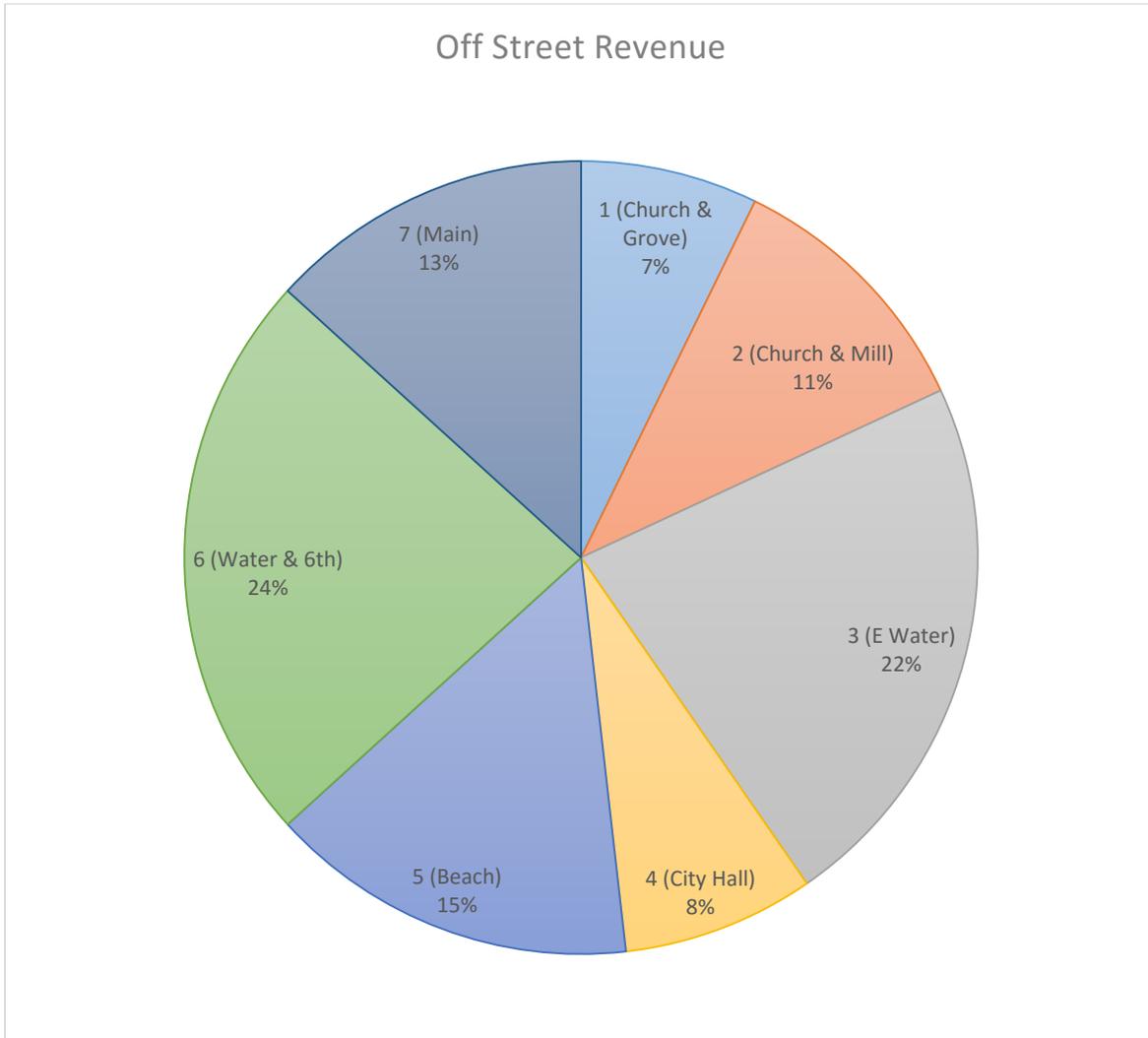
E Main (Jay to Henderson)

A survey performed in March 2016 by the Chief of Police asked local business owners on East Main (from Jay to Henderson) their opinion on having meters in front of their properties. Johns Barber Ship, State Farm Insurance, and Hair Studio 35 were all agreeable to meters in front of their business. The unmetered section of this block will require 27 meter heads (\$0.25 per hour rate), 19 posts and 19 collars. The estimated cost for this project is \$4759 in meter purchase and an additional 78 hours of installation time for drilling post holes and installation. This section of street was added with the passage of Ordinance No. 921 of 2013 at a rate of \$0.25 per hour, with the first 15 minutes free and a maximum parking time of 2 hours and 45 minutes.

Another form of enforcement often tried prior to undertaking the expense of meter installation is to install “2-Hour Maximum Parking” signs to encourage turnover when that limit is regularly enforced. While this practice increases the time needed by parking enforcement to patrol the downtown core completely, it can be a less expensive alternative to the installation of additional meters.

Off Street Parking

Revenue



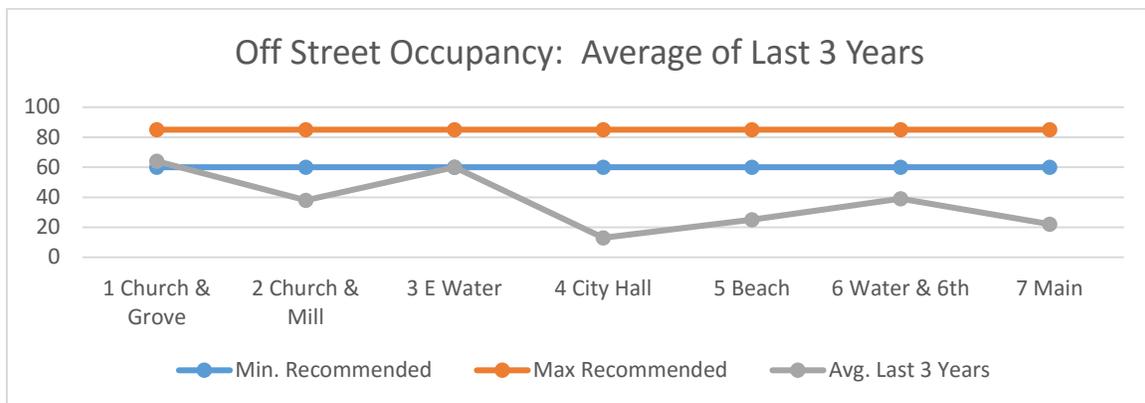
Off Street Revenue (in dollars)						
Lot	2011	2012	2013	2014	2015	Avg. Last 3 Yrs.
1 (Church & Grove)	3457	2743	3614	2941	2997	3184
2 (Church & Mill)	507	2001	4656	4787	4491	4645
3 (E Water)	8273	9574	9703	9732	8802	9412
4 (City Hall)			101	60	84	82
5 (Beach)		283	581	305	119	335
6 (Water & 6 th)	1802	3502	3853	4141	2606	3533
7 (Main)	5239	4394	4927	4275	3642	4281

Occupancy

For off street (lot) parking, the standard occupancy should be higher than on street if rates are set to encourage long-term parking for retail and service employees, those wishing to enjoy longer visits to the downtown, and residents living in the downtown area.

Off Street Occupancy (in percent)						
Lot	2011	2012	2013	2014	2015	Avg. Last 3 Yrs.
1 (Church & Grove)	70	55	73	59	60	64
2 (Church & Mill)	4	16	38	39	36	38
3 (E Water)	53	61	62	62	56	60
4 (City Hall)	0	0	17	10	14	13
5 (Beach)	0	21	44	23	9	25
6 (Water & 6 th)	20	39	42	46	29	39
7 (Main)	27	23	25	22	19	22

Only two lots, Church & Grove and East Water Street, have occupancy rates that fall within the margin of 60% to 85%. However, as lots, these rates should meet or exceed the highest end of the percent.



The optimal fee structure for a downtown parking program places the highest rate for on street to encourage turnover for the benefit of customers and visitors. Lots should be priced less than on street parking to encourage day-long parking for employees and employers as well as long-term guests to the downtown. Finally, the least expensive parking option should be monthly permits in lots to further encourage participation by employers and employees to use lots, freeing up optimal on-street parking for customers to patronize local businesses.

Parking Permits			
Lot	Qty.	Fee/Mo.	Occupancy
1 (Church & Grove)	15	\$15	80%
2 (Church & Mill)	21	\$15	100%
3 (E Water)	35	\$15	97%
4 (City Hall)	10	\$10	50%
5 (Beach)	12	\$10	75%
TOTAL	93		

The current rate structure of the city does not follow this pattern. For example, there are typically 24 enforceable parking days per month. If an individual parked for 8 hours per day that month in the lot at Church & Grove, their cost would be \$10.40; however, a monthly parking permit in this lot costs \$15 per month.

Additionally, the cost to park in the lot at Church & Grove is the same as parking on Grove Street, which eliminates incentive to park in the lot and takes up customer-valued on street parking.

Performance

As with on street parking, off street parking performance is measured for productivity, efficiency, effectiveness and cost-effectiveness. The measure of effectiveness is the occupancy rate per year which has been previously discussed.

	2011	2012	2013	2014	2015
Productivity: Revenue per parking day	\$100	\$114	\$136	\$129	\$134
Efficiency: Revenue per space per year	\$97	\$110	\$132	\$125	\$130
Effectiveness: Occupancy rate per year	30%	30%	43%	41%	36%
Cost-Effectiveness: (Revenue-Expense)/Revenue	-20%	57%	0%	20%	63%

Total revenue per day from lots ranges between \$100 and \$134, and total revenue per space per year ranges from \$97 to \$132 per space per year over the past five years. While these figures were compared to on street earlier, one aspect of performance in off street lots that varies significantly from on street is cost-effectiveness.

The cost-effectiveness measure takes into account not only revenue but expense. Unlike on street which has very little expense, off street parking lots have considerably more expense to account for including resurfacing and lot lighting. In 2011, cost-effectiveness dipped below zero because of a resurfacing project the cost of which was expended by off street funds. The ongoing expense of lot lighting to provide safety and security to parkers costs between \$6000 to \$8000 per year.

At the same time, a lack of incentive to park in off streets lots hinders potential revenue to offset these expenses. No lots allow parking for 8 hours (a fulltime shift of a downtown employee) and, as earlier discussed, lot rates do not incentivize use by day-long or longer-term parkers. Employees and residents of the downtown may park all day if they purchase a permit to park in the permit areas of the lots. However, permits have been issued at or near 100% per month and rarely become available.

While examining parking rates as a vehicle to incentivize turnover on street and encourage the use of off street lots, it is also important to be vigilant to the parking rate structure of communities in the area. As of 2015, the parking hours and rates for communities in the region are as follows:

Rate	Lock Haven	Williamsport	State College	Bellefonte	Jersey Shore
Enforcement Hours	M-S 9-5	M-S 9-6	M-S 10-10	M-S 9-5	S-S 24/7
On-Street Meter (per hour)	\$.05 - \$.25	\$.5	\$1	\$.25	
Off-Street Meter (per day)	\$.80 - \$2	\$5	\$4 - \$6		
Parking Permit (per month)	\$10 - \$15	\$40 - \$70	\$65 - \$105		\$10
Contractor Permit	\$1/space/day	\$35/mo.			

Enforcement

The city authorizes the employment of two officers to assist in parking enforcement and maintenance. Parking enforcement uses hardware and software from United Public Safety to issue tickets for parking enforcement. Parking is enforced from 9:00 a.m. to 5:00 p.m. Monday through Saturday excluding holidays.

	2011	2012	2013	2014	2015
Productivity: Tickets per day	ND	ND	46	24	15
Efficiency: Cost per ticket	ND	ND	\$5	\$11	\$12
Cost-Effectiveness: (Revenue-Expense)/Revenue	-69%	-171%	-59%	-206%	-188%

The productivity of parking enforcement is measured in tickets per day (*Total number of tickets issued per year ÷ 303 enforcement days per year*). This number has dropped significantly since data has been available, 2013. Prior to 2014, the city employed a meter maintenance employee (responsible for collection of coins and in-house repairs including battery replacement) and a parking enforcement officer (responsible for writing tickets). In 2014, the meter maintenance employee retired, and the parking enforcement officer took on the responsibilities of both positions. This had an effect on the number of tickets issued in 2014 as time was spent collecting meter coins that would have previously been devoted to writing tickets. In 2015, there was a short period of vacancy in the parking enforcement position, and the enforcement officer also was used to reinstall meters on Water Street following the streetscape project, both of which had a negative impact on the number of tickets issued.

The efficiency of parking enforcement is measured in cost per ticket issued (*Total parking enforcement cost ÷ total quantity of tickets issued by the enforcement officer*). Because efficiency is tied to the quantity of tickets issued, the reduction in the number of tickets issued in 2014 and 2015 had a detrimental effect on efficiency in those years. Under the current AFSCME contract, the cost of the part-time enforcement officer will rise by 2% per year through 2018 which will further inflate the cost per ticket rate. However, the cost per ticket will reduce once staffing levels are steadied.

Cost-effectiveness is the gross profit of the enforcement program (*(revenue – expenses) ÷ revenue*). Enforcement is the largest expense of the entire parking program, averaging 68% of total parking expenditures over the last three years. Steps have been taken to reduce these costs including the purchase of new enforcement software which is less expensive and more efficient than the previous software. Currently, the city is testing new enforcement paper that eliminates the need for ticket envelopes which will reduce ticket costs between 7-8 cents each.

In the table below, the cost of tickets for parking violations in the city is compared to that of other communities in the area. The current cost of issuing a \$5 on street meter in the city is \$12, meaning that it costs the city more to issue the ticket than the value of the ticket. However, again, part of the proceeds from more cost-effective aspects of parking, such as on street meters, will always be needed to offset those areas that are less cost-effective such as enforcement. Tickets are shown both at face value (the value when issued) and the value when the first set of time has expired (usually 5 days, although State College increases their fines after 3 days).

Violation	Lock Haven		Williamsport		State College		Bellefonte		Jersey Shore	
	Fine	After 5	Fine	After 5	Fine	After 3	Fine	After 5	Fine	After 3
On Street Meter	5	7	10	10	6	15	5	15		
Off Street Meter	3	5	6	6	6	15	5	15		
Fire Hydrant	15	20	10	10	15	15	15	15	10	12
No Pkg Zone	15	20	10	10	20	25	15	15	10	12
Against Traffic	15	20	10	10	15	15	15	15	10	12
Blocking Drive	15	20	10	10	15	15	15	15	10	12
20ft of Crosswalk	15	20	10	10	15	15	15	15	10	12
Double Parking	15	20	10	10	15	15	15	15	10	12
More than 12" from curb	10	15	10	10	15	15	15	15	10	12
On/Block Sidewalk	15	20	10	10	15	15	15	15	10	12
Not Within Space	15	20	10	10	5	10	15	15	10	12
Disability Zone	50	60	10	10	50	65	25	25	25	25
No Pkg Zone (overnight)	15	20	10	10	25	35	15	15	10	12

Fines as of 2015

Using the current occupancy rate for the overall parking program (59%), total number of legal parkers per year (71,104 x 59% = 41,951) and total number of tickets issued in 2015 (4516), about 11% of overall parkers during enforcement hours receive tickets for noncompliance with parking ordinances. So, compliance with parking rules is the norm, not the exception in the city.

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APPENDIX A: COMBINED PARKING PROGRAM

Combined Parking Program in Detail								
Revenue			2011	2012	2013	2014	2015	2016 Budget
01300	04312	Parking Fines On Street (Meter)	\$ 30,666	\$ 17,871	\$ 34,293	\$ 25,953	\$ 18,738	\$ 24,000
01300	07631	Meter Revenues On Street	\$ 56,477	\$ 56,186	\$ 63,953	\$ 57,740	\$ 56,157	\$ 58,000
01300	07633	Parking Permits On Street	\$ -	\$ -	\$ -	\$ 1,260	\$ 120	\$ 1,260
04300	04312	Parking Fines Off-Street (Meter)	\$ 11,242	\$ 8,778	\$ 13,132	\$ 10,635	\$ 7,446	\$ 11,000
04300	05101	Allocation from General Fund		\$ 23,289				\$ -
04300	05413	Borrowed Proceeds	\$ 24,000		\$ 27,935	\$ 16,855	\$ 3,981	\$ -
04300	07614	Reimbursements	\$ -		\$ 708	\$ -		\$ 50
04300	07621	4 Meter Revenues (City Hall Lot)	\$ -		\$ 101	\$ 60	\$ 84	\$ 150
04300	07632	1 Meter Revenues (Old Corner Lot)	\$ 3,457	\$ 2,743	\$ 3,614	\$ 2,941	\$ 2,997	\$ 3,700
04300	07633	Parking Permits Off Street	\$ 11,060	\$ 11,910	\$ 13,790	\$ 12,805	\$ 18,005	\$ 14,000
04300	07634	2 Meter Revenues (Upper Church St Lot)	\$ 507	\$ 2,001	\$ 4,656	\$ 4,787	\$ 4,491	\$ 5,000
04300	07636	6 Meter Revenues (Water St Univ Lot)	\$ 1,802	\$ 3,502	\$ 3,853	\$ 4,141	\$ 2,606	\$ 4,000
04300	07637	7 Meter Revenues (Main St Lot)	\$ 5,239	\$ 4,394	\$ 4,927	\$ 4,275	\$ 3,642	\$ 5,300
04300	07638	3 Meter Revenues (Water St Lot)	\$ 8,273	\$ 9,574	\$ 9,703	\$ 9,732	\$ 8,802	\$ 10,000
04300	07639	5 Meter Revenues (Beach Lot)	\$ -	\$ 283	\$ 581	\$ 305	\$ 119	\$ 550
		TOTAL REVENUE	\$ 152,723	\$ 140,531	\$ 181,245	\$ 151,489	\$ 127,188	\$ 137,010
Expenditures			2011	2012	2013	2014	2015	2016 Budget
01445	10141	Meter Custodian	\$ 10,280	\$ 10,613	\$ 10,764	\$ 10,987	\$ 3,444	\$ 16,837
01445	10142	Clerical Staff	\$ 7,475	\$ 7,667	\$ 7,141	\$ 8,329	\$ 6,163	\$ 6,119
01445	10144	Meter Enforcement Officer	\$ 7,394	\$ 5,002	\$ 4,866	\$ 8,542	\$ 7,249	\$ -
01445	10160	Overtime Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
01445	11161	Social Security Taxes	\$ 1,914	\$ 1,766	\$ 1,987	\$ 2,053	\$ 1,279	\$ 1,720
01445	21200	Computer Hardware Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50
01445	21500	Other Supplies	\$ 870	\$ 694	\$ 806	\$ 991	\$ 1,159	\$ 1,000
01445	31400	Legal Expense	\$ -	\$ -	\$ 102	\$ -		\$ 100
01445	34100	Advertising/Printing	\$ 97	\$ 198	\$ 218	\$ -		\$ 300
01445	37122	Meter Maintenance	\$ 972	\$ 827	\$ 883	\$ -	\$ 89	\$ 900
01445	45125	Bank Meter Fees	\$ -	\$ -	\$ -	\$ -		\$ 500
01445	45210	Computer Software Maintenance	\$ 1,581	\$ 3,145	\$ 2,145	\$ 2,246	\$ 180	\$ 1,650
01445	46100	Miscellaneous Expense	\$ -	\$ 55	\$ 84	\$ -		\$ 250
01445	74100	Parking Capital Purchases	\$ -	\$ 285	\$ -	\$ -	\$ 3,981	\$ 9,618
01445	75100	Capital Projects	\$ -	\$ -	\$ 5,413	\$ -		\$ -
04445	10141	Meter Custodian	\$ 15,420	\$ 15,940	\$ 16,147	\$ 16,480	\$ 5,166	\$ 25,256
04445	10142	Clerical Staff	\$ 7,475	\$ 7,667	\$ 7,480	\$ 8,329	\$ 6,163	\$ 6,119
04445	10144	Meter Enforcement Officer	\$ 11,091	\$ 7,504	\$ 11,485	\$ 12,813	\$ 10,874	\$ -
04445	10148	Snow/Painting Wages	\$ -	\$ -	\$ -	\$ -		\$ -
04445	10160	Overtime Wages	\$ -	\$ -	\$ -	\$ -		\$ 100
04445	11156	Health Insurance	\$ 58	\$ 2,986	\$ 3,746	\$ 3,363	\$ 3,301	\$ 3,450
04445	11157	HRA Deductible	\$ -	\$ -	\$ -	\$ -	\$ 36	\$ 100
04445	11158	Dental Insurance	\$ -	\$ -	\$ -	\$ -		\$ 50
04445	11161	Social Security Taxes	\$ 2,588	\$ 2,362	\$ 2,669	\$ 2,798	\$ 1,688	\$ 2,425
04445	11168	Compensation/Medical	\$ 167	\$ 148	\$ 125	\$ -		\$ 50
04445	11172	Special Compensation	\$ -	\$ -	\$ -	\$ 238		\$ 500
04445	11580	Life Insurance	\$ 177	\$ 187	\$ 236	\$ -	\$ 139	\$ 146
04445	21100	Office Supplies	\$ -	\$ 10	\$ -	\$ -	\$ 9	\$ 103
04445	21200	Computer Supplies	\$ -	\$ -	\$ -	\$ -		\$ 915
04445	21500	Other Supplies	\$ 1,002	\$ 1,315	\$ 1,345	\$ 1,320	\$ 625	\$ 1,200
04445	24120	Snow Removal Materials	\$ 3,222	\$ 4,500	\$ 3,211	\$ 4,531	\$ 1,804	\$ 1,457
04445	31100	Audit Expense	\$ -	\$ -	\$ -	\$ -		\$ 40
04445	31400	Legal Expense	\$ 69	\$ -	\$ -	\$ -		\$ 50
04445	34100	Advertising/Printing	\$ 630	\$ 444	\$ 308	\$ -	\$ 313	\$ 100
04445	35301	Property Damage Insurance		\$ -	\$ -	\$ -	\$ 346	\$ 310
04445	35302	Liability Insurance	\$ 197	\$ 220	\$ 308	\$ 172	\$ 203	\$ 242
04445	35306	Public Officials Insurance	\$ 258	\$ 288	\$ 54	\$ 70	\$ 85	\$ 83
04445	35307	Automobile Insurance		\$ -	\$ -	\$ -	\$ 510	\$ 483
04445	35308	Insurance Deductibles	\$ -	\$ -	\$ -	\$ -		\$ 3,100
04445	36403	Electric Lot Lights	\$ 6,987	\$ 6,636	\$ 7,162	\$ 8,001	\$ 6,227	\$ 7,000
04445	37122	Meter Maintenance	\$ 1,162	\$ 1,367	\$ 927	\$ 331	\$ 510	\$ 500
04445	37400	Repair Parts / Vehicles	\$ 164	\$ 164	\$ 209	\$ -		\$ 50
04445	37600	Gas/Oil/Grease	\$ -	\$ -	\$ -	\$ -		\$ 50
04445	38100	Shop Rental	\$ 450	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
04445	45120	Contract Repair of Vehicles	\$ -	\$ -	\$ -	\$ -		\$ 20
04445	45125	Bank Meter Fees	\$ -	\$ -	\$ -	\$ -		\$ 20
04445	45210	Computer Maintenance Expense	\$ 2,503	\$ 3,695	\$ 2,336	\$ 2,786	\$ 3,492	\$ 3,000
04445	45400	Contract Services	\$ 168	\$ -	\$ -	\$ -		\$ 50
04445	46100	Miscellaneous Expense	\$ 2	\$ 229	\$ 75	\$ 59		\$ 50
04445	74100	Capital Purchases	\$ -	\$ 285	\$ 300	\$ -	\$ 3,981	\$ -
04445	75100	Capital Projects	\$ 23,289		\$ 27,935	\$ 16,855		\$ -
04445	75308	Debt Service (2013 Loan)	\$ -		\$ -	\$ -	\$ 1,287	\$ 1,500
04445	75330	Debt Service Capital Escrow Loan	\$ -		\$ -	\$ -		\$ -
04445	11170	Workers Compensation	\$ 621	\$ 1,313	\$ 2,000	\$ 2,393	\$ 1,977	\$ 1,388
		TOTAL EXPENDITURE	\$ 108,283	\$ 88,112	\$ 123,067	\$ 114,287	\$ 72,880	\$ 99,551
		Total Revenue	\$ 152,723	\$ 140,531	\$ 181,245	\$ 151,489	\$ 127,188	\$ 137,010
		Total Expenditures	\$ 108,283	\$ 88,112	\$ 123,067	\$ 114,287	\$ 72,880	\$ 99,551
		Excess (Deficiency)	\$ 44,440	\$ 52,419	\$ 58,178	\$ 37,202	\$ 54,308	\$ 37,459
			2011	2012	2013	2014	2015	2016 Budget
01445	36404	Electric for Traffic Signals	\$ 3,987	\$ 4,273	\$ 4,489	\$ 5,024	\$ 4,311	\$ 4,400
01445	37121	Traffic Signal Maintenance	\$ 23,932	\$ 48,861	\$ 4,680	\$ 2,314	\$ 16,783	\$ 3,000
		TOTAL TRAFFIC SIGNALS	\$ 27,920	\$ 53,134	\$ 9,170	\$ 7,338	\$ 21,094	\$ 7,400
		Excess (Deficiency)	\$ 16,520	\$ (715)	\$ 49,008	\$ 29,864	\$ 33,213	\$ 30,059