IONIA COUNTY ROAD DEPARTMENT
2021 BUDGET PROJECTION BASED ON 2020 CONTINUATION

	REVENUES	2021 CONTINUATION
	MICH TRANS FUND	$8,100,000
	STATE AID	$241,350
	FEDERAL AID	$1,992,200
	STL MAINT	$2,300,000
	INTEREST	$6,000
	TWP CONTR	$1,802,000
	OTHER CONTR	$20,000
	OTHER REVENUE	$30,000
	ASSET SALES/OTHER	
	COUNTY APPR/MILLAGE	$1,320,000
	GAIN/EQ DISP	$0
	BOND/LEASE PROCEEDS	$0
	PERMITS	$90,000
	TOTAL REVENUES	**$15,901,550**
	EXPENDITURES	
B	PRIMARY RD MAINT	$1,292,916
C	PRIMARY RD WINTER MAINT	$500,000
S	PRIMARY RD PREV MAINT	$2,455,552
D	PRIMARY RD PRES/IMPROVE	$2,400,000
E	LOCAL RD MAINT	$1,900,000
**	LOCAL RD WINTER MAINT	$500,000
T	LOCAL RD PREV MAINT	$984,259
F	LOCAL RD PRES/IMPR	$973,756
**	PRIMARY RD STRUC MAINT	$30,000
G	PR RD STRUC PRES/IMPR	$1,500,000
**	LOCAL RD STRUC MAINT	$31,055
H	LOC RD STRUC PRES/IMPR	$0
I	TRUNKLINE MAINTENANCE	$2,075,000
J	DIRECT EQUIP EXP	$1,556,820
K	INDIRECT EQUIP EXP	$593,272
**	OPERATING EQUIP EXP	$375,000
**	LESS: EQUIP RENTAL CREDIT	-$2,200,000
L	ADMIN EXPENSE NET	$577,638
M	ENGR ADMIN EXPENSE	$0
N	NET CAPITAL OUTLAY	$155,490
P	DEBT PAYMENT	$200,000
Q	ADD'L MERS/OPEB	
R	OVERHEAD	$0
**	OTHER EXPENSES	
	TOTAL EXPENDITURES	**$15,900,758**
	NET REVENUE/(EXPEND)	$792

NB PG B

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
467	PRIMARY RD MAINT															
	BL-SURFACE MAINT	300,539	287,408	353,780	422,424	347,017	299,501	385,819	475,866	498,829	301,842	466,293	480,282	494,690	509,531	524,817
	BL-CRACK SEALING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	BL-SHOULDER MAINT	52,206	115,378	78,858	72,881	56,627	20,658	67,717	25,805	98,237	173,098	58,582	60,339	62,150	64,014	65,935
	BL-DRAINAGE	108,665	110,988	146,332	213,604	185,219	151,628	139,498	163,365	164,503	117,645	143,654	147,964	152,403	156,975	161,684
	BL-BRUSH/TREES	122,143	181,788	97,582	109,938	157,420	84,474	155,922	98,657	103,213	212,889	156,714	161,415	166,258	171,246	176,383
	BL-MOWING	41,665	40,668	40,767	41,963	36,051	34,082	36,771	38,834	41,169	42,244	50,147	51,651	53,201	54,797	56,441
	BL-PVMT MARKING	35,229	51,951	50,170	75,460	47,904	56,396	56,999	83,983	71,565	76,937	72,000	74,160	76,385	78,676	81,037
	BL-SIGNS	42,785	27,084	35,961	45,071	58,957	34,530	31,527	54,765	65,687	82,337	59,754	61,547	63,393	65,295	67,254
	BL-OTHER	74,541	58,530	56,337	69,620	75,242	74,856	126,489	136,185	118,655	89,406	72,738	74,920	77,168	79,483	81,867
	GR-SURFACE MAINT	125,121	128,579	118,470	139,736	156,189	133,372	177,982	164,195	150,851	129,239	133,198	137,194	141,310	145,549	149,916
	GR-DUST CONTROL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	GR-DRAINAGE	28,223	11,555	10,539	14,939	5,195	7,323	9,829	5,535	6,136	42,018	3,515	3,620	3,729	3,841	3,956
	GR-BRUSH/TREES	6,617	9,887	10,556	33,116	28,145	24,803	93,964	23,393	16,415	4,717	29,291	30,170	31,075	32,007	32,967
	GR-SIGNS	7,044	3,894	8,653	5,181	5,865	2,629	4,199	1,522	1,629	2,348	7,029	7,240	7,457	7,681	7,911
	GR-OTHER	1,512	246	1,026	2,826	3,598	17,448	8,471	1,147	1,452	3,543	2,343	2,413	2,486	2,560	2,637
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	TOTALS	946,290	1,027,956	1,009,031	1,246,759	1,163,429	941,700	1,295,187	1,273,252	1,338,341	1,278,263	1,255,258	1,292,916	1,331,703	1,371,654	1,412,804

NB PG C

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
472	PRIM-WINT MAINT-RDS															
	BLACKTOPS	340,071	335,196	371,473	232,501	444,716	464,935	362,293	474,478	350,708	430,895	425,000	450,000	450,000	450,000	450,000
	GRAVELS	22,137	10,075	8,368	9,822	6,887	16,948	14,537	8,782	6,439	5,353	50,000	50,000	50,000	50,000	50,000
	TOTALS	362,208	345,271	379,841	242,323	451,603	481,883	376,830	483,260	357,147	436,248	475,000	500,000	500,000	500,000	500,000

NB PG D

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
459	PRIM-HVY MAINT-RDS															
	SKIP PAVING		181,249													
	SEAL COATING	0														
	RESURFACING	0	0	0	600,400	0	0	0	0	488,457	1,164,684	2,177,000	2,335,000	960,000	1,437,500	1,430,000
	PRELIMINARY ENGR	90,411	18,495	98,231	79,164	79,384	118,036	31,052	14,308	22,899	0					
	REGRAVELING	0	71,488	0	39,505	30,789	0	92,585	0	155,624	86,153	114,000	100,000	100,000	100,000	100,000
	OTHER			8,359	3,699	148,227					135,469					
	BOND PROJECTS															
	PROJ-NASH HWY															
	FED/STATE PROJECTS									970,124	1,009,015	1,194,996	881,250	1,390,000	1,025,650	928,750
	CONSTR ENGR	203,149	190,053	94,414	126,110	129,717	53,881	110,530	117,492	92,622	249,615	125,000	125,000	125,000	125,000	125,000
	TOWNSHIP PROJECTS		54,772	40,978		194,681		5,753	950,574							
	PROJ-KEEFER HWY															
	PROJ-GR RIVER AVE															
	PROJ-RIVERSIDE DR															
	CULVERT REPL															
	SAFETY PROJECTS			971,980	1,430,546											
	STP RESURFACING								399,425							
	GR RIVER EDF D	1,319,524	1,603,920													
	STP URBAN PROJECT															
	JORDAN LK RD REPAIR															
	EDF-A PROJECT						661,148									
	SAF PROJECTS	909,623				1,767,962	0	789,309								
	EMERGENCY REPAIRS						99,754			56,659						
	HERBRUCK-HAYNOR/RECTOR															
	TOTALS	2,522,707	2,119,977	1,213,962	2,279,424	2,350,760	932,819	1,029,229	1,481,799	1,786,385	2,644,936	3,610,996	3,441,250	2,575,000	2,688,150	2,583,750

	NB PG E YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
497	LOCAL RD MAINT															
	SURFACE MAINT	925,188	733,722	835,612	882,760	958,417	936,109	1,162,284	1,255,373	1,304,812	1,158,270	1,054,981	1,086,630	1,119,229	1,152,806	1,187,390
	BRUSH/TREES	149,435	118,333	262,766	337,033	300,409	182,408	261,604	179,364	259,828	280,010	192,785	198,569	204,526	210,661	216,981
	DRAINAGE	224,289	271,591	143,583	132,393	224,865	160,149	175,446	105,757	103,519	124,291	289,119	297,793	306,726	315,928	325,406
	SIGNS	112,247	103,274	122,540	107,375	110,750	92,046	35,138	48,059	46,166	22,732	144,589	148,927	153,394	157,996	162,736
	PAVEMENT MARKING	2,329	8,668	7,830	11,297	3,588	8,990	12,291	7,745	6,358	10,297	1,807	1,861	1,917	1,975	2,034
	OTHER	99,631	101,141	48,112	55,498	53,943	74,690	89,578	49,302	52,523	72,408	119,285	122,864	126,549	130,346	134,256
	MOWING			30,234	29,102	19,135	37,031	92,045	113,674	82,292	55,282	44,009	45,329	46,689	48,090	49,533
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	TOTALS	1,513,119	1,336,729	1,450,677	1,555,458	1,671,107	1,491,423	1,828,386	1,759,274	1,855,498	1,723,290	1,846,575	1,901,972	1,959,031	2,017,802	2,078,336

NB PG F

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
489	LOC RD HVY MAINT															
	TOWNSHIP PROJECTS	621,234	647,462	555,167	949,475	604,328	790,973	540,262	918,066	815,985	793,415	863,607	880,879	898,497	916,467	934,796
	TWP MATCH IN-KIND	118,675	94,962	64,350	133,439	70,444	138,947		193,542	86,026	88,571	91,056	92,877	94,735	96,629	98,562
	TWP MATCH-CASH			0			0	152,072		29,956			0			
	FEDERAL SAFETY PROJECT		355,528				37,334	493,463	7,025		1,051,838		0			
	EMERGENCY PROJECTS						42,035						0			
													0			
													0			
													0			
	TOTALS	739,909	1,097,952	619,517	1,082,914	674,772	1,009,289	1,185,797	1,118,633	931,967	1,933,824	954,663	973,756	993,231	1,013,096	1,033,358

NB PG G

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
460	PR STRUC HVY MAINT															
	PRELIM ENGINEERING			18,478	61,766	76,439	5,006	26,861	4,957	25,675			20,000			
	MISC REPAIRS		0		0	0	0	0	0	0	0	0	0	0	0	0
	PROJ-CHARLOTTE															
	BRIDGE INSPECTIONS															
	PE - KENT		3,196													
	MUSGROVE CROSSING															
	PROJ-BORDEN															
	PE - BORDEN															
	PE-HASTINGS/POTTERS	44,326														
	PROJ-HASTINGS/POTTERS	384,729														
	PE-CLEVELAND	0				2,508,677										
	PE-KEEFER	0				0										
	HUBBARDSTON PM			0												
	PORTLAND RD/LAKE CR		14,440	312,330	43,218											
	WHITES BRIDGE EMER REP		108,593	0												
	KEEFER OVER SEBEWA CR															
	LONG LAKE OVER FLAT															
	RIVERSIDE OVER LIBHART						2,631,235									
	DAVID PM							907,278								
	CONSTRUCTION ENGINEERING			35,849	4,312	117,189	172,433	32,287	88,039				160,000			
	DAVID OVER LIBHART								1,282,730							
	WHITES BRIDGE REPL											850,000				
	HASTINGS RD/DUCK CR															
										22,298	1,121,601		1,609,000			
	TOTALS	429,055	126,229	366,657	109,296	2,702,305	2,808,674	966,426	1,375,726	47,973	1,121,601	850,000	1,789,000	0	0	0

NB PG H

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
490	LOC STRUC HVY MAIN															
	MISC REPAIRS		0	0	0	24,444	0	0	0	0	0	0	0	0	0	0
	BRIDGE REMOVALS															
	BRIDGE INSPECTIONS															
	ENGR-BIPPLEY															
	PROJ-BIPPLEY															
	PROJ-PRAIRIE CREEK															
	ENGR-PRAIRIE CREEK															
	ENGR-LYLE															
	CONSTR-LYLE	3,581														
	BENNETT BRIDGE															
	JESSUP BRIDGE															
	PE LOCAL BRIDGE PROGRAM		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	SAF-BRIDGE GDRAIL															
														2,384,000		
	TOTALS	3,581	0	0	0	24,444	0	0	0	0	0	0	0	2,384,000	0	0

	NB PG I YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
517	STL MAINT															
	LABOR	244,114	202,670	210,810	259,254	273,971	263,787	216,857	291,538	262,285	246,287	338,000	370,000	338,000	338,000	338,000
	FRINGES	268,456	229,041	236,069	300,607	342,330	314,138	300,576	383,022	348,628	329,433	387,400	400,000	387,400	387,400	387,400
	EQUIP RENTAL	315,667	247,495	271,801	295,908	356,540	392,568	297,576	419,709	338,732	349,715	390,000	440,000	390,000	390,000	390,000
	MATERIALS	431,917	220,516	148,821	215,985	142,832	146,227	196,410	426,988	498,058	550,614	245,062	680,000	245,062	245,062	245,062
	OVERHEAD	129,959	94,635	103,356	110,600	131,196	126,810	106,945	152,612	141,207	142,286	107,000	185,000	107,000	107,000	107,000
	TWA'S		136,773	56,518	42,465	20,518	485,055	367,466	1,463,337	770,495	782,511	332,538	0	332,538	332,538	332,538
	TOTALS	1,390,113	1,131,130	1,027,375	1,224,819	1,267,387	1,728,585	1,485,830	3,137,206	2,359,405	2,400,846	1,800,000	2,075,000	1,800,000	1,800,000	1,800,000

NB PG J

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
510	DIRECT EQ EXP															
	LABOR	130,103	120,609	140,035	135,385	133,174	150,093	147,444	146,569	151,392	140,816	157,508	160,658	163,871	167,149	170,492
	FRINGES	175,384	139,910	175,032	173,745	178,910	227,834	199,594	202,116	199,188	193,318	213,167	211,380	215,608	219,920	224,318
	EQUIP RENTAL	15,180	18,967	22,589	16,993	15,319	22,625	27,731	26,043	28,383	26,733	29,530	30,121	30,723	31,338	31,965
	MATERIALS	320,482	359,713	415,788	317,485	350,011	610,732	507,531	497,375	494,400	447,068	514,374	524,661	535,154	545,857	556,774
	DEPRECIATION	329,512	317,170	278,881	248,095	270,984	288,747	312,730	440,186	543,585	567,364	630,000	630,000	630,000	630,000	630,000
	TOTALS	970,661	956,369	1,032,325	891,703	948,398	1,300,031	1,195,030	1,312,289	1,416,948	1,375,299	1,544,579	1,556,820	1,575,356	1,594,264	1,613,549

NB PG K

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
511	INDIRECT EQ EXP															
	LABOR	99,217	104,233	98,290	99,224	106,765	103,671	118,343	123,107	126,111	135,260	131,206	133,830	136,507	139,237	142,021
	FRINGES	133,748	120,913	122,854	127,338	143,432	157,368	160,200	169,762	165,926	185,691	179,629	176,082	179,604	183,196	186,860
	EQUIP RENTAL	11,378	16,452	12,468	11,761	10,703	12,661	35,927	27,589	27,792	32,976	28,915	29,493	30,083	30,685	31,298
	MATERIALS	209,042	295,471	267,788	226,752	237,835	236,267	252,856	280,888	239,224	245,013	248,889	253,867	258,944	264,123	269,406
	OTHER	68,215					46,493		0	0	0	0	0	0	0	0
	TOTALS	521,600	537,069	501,400	465,075	498,735	556,460	567,326	601,346	559,053	598,940	588,639	593,272	605,137	617,240	629,585

	NB PG L YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
515	ADMIN EXP - NET															
	PURCH DISC CREDIT	-1,029	-1,006	-1,007	-905	-862	-1,271	-649	-1,597	-5,259	-3,223	-1,000	-1,000	-1,000	-1,000	-1,000
	LAB-COMMISSION	25,246	27,019	343,970	349,107	345,233	373,431	394,942	428,873	476,795	495,067	569,046	580,427	592,035	603,876	615,954
	LAB-CLERICAL	105,377	125,321	0	0	0	0	0	0	0	0	0	0	0	0	0
	LAB-SUPV/TECHNICAL	164,590	151,583	0	0	0	0	0	0	0	0	0	0	0	0	0
	POSTAGE	1,560	1,978	1,454	1,474	1,673	1,785	1,557	1,829	1,257	6,436	1,308	1,334	1,361	1,388	1,416
	OFFICE SUPPLIES	2,436	2,974	3,508	3,185	3,395	3,119	1,883	1,587	2,199	3,763	2,288	2,334	2,381	2,428	2,477
	COMPUTER SUPPLIES	1,728	1,372	1,061	861	2,510	2,855	1,266	2,089	2,575	446	2,679	2,733	2,787	2,843	2,900
	MISC SUPPLIES	1,308	1,575	1,444	2,752	1,443	1,523	2,360	-2,472	1,785	1,256	1,857	1,894	1,932	1,971	2,010
	NON-DEPR EQUIP	386	1,135	551	1,690	0	0	0	288	2,781	1,360	2,893	2,951	3,010	3,070	3,131
	CONTRACTUAL SVC	31,128	8,170	2,361	2,565	2,942	2,884	6,347	3,168	21,311	3,527	22,172	22,615	23,068	23,529	24,000
	LEGAL FEES/SVC	41,172	141	749	1,258	165	1,894	83	0	83	2,568	86	88	89	91	93
	AUDIT SVCS	4,700	4,900	5,100	5,300	5,500	5,500	5,500	6,100	5,500	5,500	5,722	5,836	5,953	6,072	6,194
	SURETY BONDS	100	0	83	0	87	0	0	0	0	0	0	0	0	0	0
	EDUCATION EXP	0	0	0	0	0	0		0	0	0	0	0	0	0	0
	BAD DEBT EXPENSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TELEPHONE EXP	3,202	2,773	2,773	2,773	2,773	2,781	2,773	3,004	3,174	3,201	3,302	3,368	3,435	3,504	3,574
	TRAVEL EXP	8,133	9,645	8,386	9,754	4,481	5,561	5,366	5,884	5,013	4,696	5,216	5,320	5,427	5,535	5,646
	MEETING EXP	2,824	2,754	3,146	1,672	4,086	2,439	6,239	3,217	2,903	3,309	3,020	3,080	3,142	3,205	3,269
	MEMBERSHIPS/DUES	8,314	8,643	8,242	8,151	9,560	10,017	10,566	11,048	17,086	13,457	17,776	18,132	18,494	18,864	19,241
	ADVERTISING/PR	1,125	1,420	1,053	829	634	3,079	2,015	1,527	2,514	5,090	2,616	2,668	2,722	2,776	2,832
	INSURANCE E&O	22,299	20,927	20,711	21,971	22,371	21,691	23,157	21,615	20,812	19,224	21,653	22,086	22,528	22,978	23,438
	ELECTRICITY	7,051	8,647	11,407	11,158	11,968	13,310	12,584	11,909	11,343	12,548	11,801	12,037	12,278	12,523	12,774
	HEATING	2,925	2,498	0		0	0	0	0	0	0	0	0	0	0	0
	WATER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	OFC EQ REP/RENT	1,055	1,161	3,641	-22	596	1,226	1,423	1,498	1,529	1,624	1,591	1,623	1,655	1,688	1,722
	SOFTWARE MAINT	8,323	8,209	9,323	9,132	12,121	9,873	10,737	11,692	14,366	19,993	14,946	15,245	15,550	15,861	16,178
	STL O/H CREDIT	-129,959	-105,350	-107,784	-113,927	-132,804	-164,809	-135,726	-266,849	-201,569	-203,589	-135,000	-135,000	-135,000	-135,000	-135,000
	DEPR-OFC EQ	8,461	9,088	9,649	8,691	8,121	7,093	6,253	7,289	9,297	13,310	9,673	9,866	10,064	10,265	10,470
	ADM VEHICLE								-15,289		0					
	HANDLING CHARGES										-2,811					
	TOTALS	322,455	295,577	329,821	327,469	305,993	303,981	358,676	236,410	395,495	406,752	563,645	577,638	591,911	606,469	621,318

NB PG M

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
516	ENGR ADMIN EXP															
	LAB-ENGR	19,505	10,086	19,014	15,805	42,242	27,382	21,733	850	277			0	0	0	0
	ENGR SUPPLIES	0	613	92	584	1,173	18	0	87	0			0	0	0	0
	COMPUTER SUPPLIES	759	1,017	1,114	1,590	418	1,538	1,130	358	75			0	0	0	0
	NON-DEPR EQUIP	0	999	0	1,638	2,183	0	0	0	30			0	0	0	0
	TRAVEL EXP	3,052	1,291	2,250	2,348	1,350	2,680	700	0	0	1,631		0	0	0	0
	SOFTWARE MAINT	2,671	2,671	1,630	3,237	5,463	3,898	2,427	1,452	323			0	0	0	0
	DEPR-ENGR EQ	13,555	10,112	9,695	11,132	11,241	8,324	4,933	3,667	1,405		2,000		0	0	0
	TOTALS	39,542	26,789	33,795	36,334	64,070	43,840	30,923	6,414	2,110	1,631	2,000	0	0	0	0

	NB PG N YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
901	NET CAPITAL OUTLAY															
	OFFICE	2,622	21,288	7,137	6,803	5,487	0	19,416	3,626	13,416	12,699	12,150	23,500	24,000	33,000	31,500
	OFFICE	0	0	0		4,459	0	0	0	0	0	12,000	10,290	9,800	8,300	8,290
	ENGR	26,180	0	13,153	14,557	2,549	0	2,882	0	3,373	0					
	ENGR		0	0		0	0	0	0	0	0					
	SHOP EQUIP	11,748	0			13,530				4,408						
	SHOP EQUIP				8,925											
	BLDGS	5,065		0		38,480	8,196	0	53,345	74,020	0	8,000	0	0	0	0
	BLDGS			0				0	90,176	0						
	RD-DUMP TRUCKS	0	359,938		227,800	208,385	0	381,000	427,566	411,215	467,718	145,000	422,000	460,000	460,000	460,000
	RD-PLOWS		0	0	8,789	0	5,371	4,448	3,766	0		151,968				
	RD-PICKUPS	0	43,642	74,127	37,700	21,983	89,145	82,593	0	69,822	0	85,000	85,000	140,000	85,000	85,000
	RD-SANDERS		0			0	0			41,642						
	RD-SHOULDER BOX						0									
	RD-CHAINSAWS	2,788	3,346	3,954	2,470	3,661	2,403	3,000	3,094	3,936		3,000	3,200	3,200	3,200	3,200
	RD-GRADERS		0			0										
	RD-GRADALL/LOADER						283,000	314,469	257,480	38,000	290,940	245,000	268,000	280,000	300,000	450,000
	RD-HOTPATCHER	59,900					0					15,500				
	RD-TRAILER/ARROW BDS	7,400	10,850						4,014	7,360						
	RD-RADIOS	696	3,648	12,534	26,682	21,676	3,193	2,403	1,280	894		3,500	3,500	3,500	3,500	3,500
	RD-BROOM					0										
	RD-MOWERS	11,752	0	12,361						33,207						
	RD-TRACTORS	0						0	0	0		225,000				
	RD-ROLLER/PAVER															
	RD-BACKHOE	0														
	RD-MISC	426	1,841	16,537	3,496	4,522	5,422	15,747	18,375	2,629	60,503	40,000	40,000	50,000	50,000	50,000
	RD-SNOW WINGS	11,162					0									
	LESS:RETIREMENTS		-13	-96	-41	-146			-160	-149	-198					
	LESS:TRADE-INS															
	LESS:DEPRECIATION	-432,265	-417,012	-379,951	-349,661	-374,026	-384,648	-404,178	-522,285	-627,232	-655,064	-550,000	-700,000	-700,000	-700,000	-700,000
	TOTALS	-292,526	27,528	-240,244	-12,480	-49,440	12,082	421,780	340,277	76,541	176,598	396,118	155,490	270,500	243,000	391,490

NB PG O

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
906	INTEREST EXPENSE															
	98 BONDS	0														
	01 TRUCKS (2)															
	02 GRADALL															
	03 TRUCKS															
	05 LOADER															
	06 TRUCKS	0														
	LJT LOANS	26,671	0													
	08 TRUCKS	9,254	3,972													
	09 TRUCKS			7,835	3,980											
	12 TRUCK															
	12 MOTOR GRADER					1,805	6,428	6,270	9,168	2,626						
	13 TRUCK/GRADALL									4,974						
	14 GRADALL										1,474	295				
	15 GRADER										1,429					
	16 LOADER										2,278	1,548	771			
											96					
	TOTALS	35,925	3,972	7,835	3,980	1,805	6,428	6,270	9,168	7,600	5,277	1,843	771	0	0	0

NB PG P

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
905	DEBT PRINCIPAL															
	98 BONDS															
	TOTAL STATION															
	01 TRUCKS															
	02 GRADALL															
	03 TRUCKS															
	05 LOADER															
	06 TRUCKS	0														
	08 TRUCKS	114,798	120,010													
	09 TRUCKS			118,078	121,922											
	12 TRUCK						67,000									
	12 MOTOR GRADER					47,153	69,244									
	13 TRUCK/GRADALL							111,669	116,002	45,774						
	14 GRADALL									123,934	46,936	23,675				
	15 GRADER										73,332					
	16 LOADER										49,861	50,823	51,368			
											1,937					
	TOTALS	114,798	120,010	118,078	121,922	47,153	136,244	111,669	116,002	169,708	172,066	74,498	51,368	0	0	0

NB PG Q

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
513	DISTR - FRINGES															
	LAB-VACATION	105,004	103,316	119,646	122,039	110,439	122,923	101,701	118,392	115,659	128,402	129,509	132,099	134,741	137,436	140,185
	LAB-SICK LEAVE	38,482	36,579	41,616	42,448	32,230	34,518	34,839	55,074	47,159	51,634	45,046	45,947	46,866	47,803	48,759
	LAB-SICK/VAC BANK	34,928	18,039	18,360	18,727	34,076	47,569	33,869	52,731	36,596	24,615	26,926	27,465	28,014	28,574	29,146
	LAB-HOLIDAY	65,986	64,399	62,424	63,672	57,032	71,631	59,902	62,924	66,374	70,910	72,637	74,090	75,572	77,083	78,625
	LAB-LONGEVITY	10,967	10,760	14,566	14,857	13,000	13,255	11,573	11,240	10,073	10,963	10,310	10,516	10,727	10,941	11,160
	LAB-INDIRECT/TRG	21,744	16,696	17,167	17,510	10,329	27,756	31,016	20,340	21,696	34,016	30,143	30,746	31,361	31,988	32,628
	LAB-FUNERAL LEAVE		0	0	0	0	0	3,465	0	0	0	0	0	0	0	0
	LAB-PERSONAL	25,056	23,468	22,369	22,816	21,057	24,283	24,745	25,484	25,047	31,678	26,209	26,733	27,268	27,813	28,369
	SOCIAL SECURITY	134,714	128,492	145,656	148,569	144,749	142,811	139,866	157,421	153,057	160,626	163,294	166,560	169,891	173,289	176,755
	HOSP/OPT INSURANCE	748,296	525,317	571,200	582,624	723,986	754,920	779,834	762,495	782,026	787,900	775,702	791,216	807,040	823,181	839,645
	DENTAL INSURANCE	43,379	46,732	57,222	58,366	61,314	56,067	48,000	48,000	32,327	32,327	56,307	57,433	58,582	59,753	60,949
	SEC 125 OPTION	8,350	17,789	12,240	12,485	10,593	9,515	6,065	7,140	3,316	4,737	13,250	13,515	13,785	14,061	14,342
	GROUP LIFE/DISABILITY	24,042	20,857	24,970	25,469	26,903	22,835	23,751	23,442	23,600	27,295	23,650	24,123	24,605	25,098	25,600
	MERS-PENSION	642,797	640,324	624,240	636,725	854,587	849,540	738,916	818,041	842,744	1,024,769	729,752	744,347	759,234	774,419	789,907
	WORKERS COMP INS	25,457	13,004	64,770	66,065	8,580	65,595	64,862	66,587	56,049	33,238	90,094	91,896	93,734	95,608	97,521
	MESC-UNEMPLOYMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOOL ALLOW	1,352	1,648	1,681	1,715	2,350	2,650	2,550	2,850	3,150	3,450	2,308	2,354	2,401	2,449	2,498
	FRINGE BENEFIT OFFSET	-1,935,816	-1,674,052	-1,804,655	-1,840,748	-2,152,422	-2,278,400	-2,113,822	-2,298,592	-2,235,763	-2,435,795	-2,203,018	-2,247,078	-2,292,020	-2,337,860	-2,384,618
	SAFETY SUPPLIES	3,906	3,885	5,508	5,618	7,111	6,679	6,888	6,558	7,182	7,585	6,756	6,891	7,029	7,170	7,313
	MISC	0	0	1,020	1,040	2,898	20,459	1,980	668	990	1,650	1,125	1,148	1,170	1,194	1,218
	EDUCATION EXP	1,356	2,747		0	0	0	0	0	0	0	0	0	0	0	0
	LAB-BACK PAY					31,188	5,394		53,447	3,654						
	RETIREE HEALTH TRUST															
	RX REIMBURSEMENT															
	LABOR-CALL PREMIUM								5,758	5,064						
	TOTALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	NB PG R YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
514	DISTR-OVERHEAD															
	LABOR-DOWN TIME	0						0								
	LABOR-TRAINING	13,553	3,850	20,400	10,000	10,000	0	0	0	53,612	100,238	0	0	0	0	0
	MISC EXP	11,518	8,483	11,220	11,000	11,000	8,489	7,889	6,927	9,176	12,990	12,387	12,635	12,887	13,145	13,408
	SMALL ROAD TOOLS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	INVENTORY ADJUST	-2,318	7,795	7,140	8,000	8,000	1,174	-24,999	-380	27,292	19,100	9,009	9,189	9,373	9,560	9,752
	CONTRACT SVCS		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	BOND ISSUE EXPENSE		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TRAVEL EXPENSE		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADVERTISING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	GENL LIAB INSURANCE	73,840	7,408	84,354	23,000	87,762	-32,488	-46,221	5,625	-52,770	30,579	80,019	81,619	83,252	84,917	86,615
	OVERHEAD CREDITS	-428,738	-307,067	-383,347	-368,800	-421,562	-168,432	-217,447	-316,591	-395,076	-558,171	-435,862	-444,579	-453,471	-462,540	-471,791
	SIGN SHOP/FABRICATE	32,487	23,639	28,050	28,000	28,000	21,927	26,248	16,895	21,317	25,455	35,331	36,038	36,758	37,494	38,243
	GENL ENGR	130,079	130,461	115,000	150,000	150,000	44,573	64,788	107,012	107,073	102,822	132,490	135,140	137,843	140,599	143,411
	MATERIAL TESTING	0	0	1,020	1,000	1,000	0	0	0	0	0	1,125	1,148	1,170	1,194	1,218
	ACCIDENT INVEST	113	3,185	1,020	1,000	1,000	138	576	1,433	3,758	1,336	1,126	1,149	1,171	1,195	1,219
	NON-BILL PERMIT	127,780	87,815	90,000	108,000	100,000	75,770	128,996	85,984	87,098	130,939	121,449	123,878	126,356	128,883	131,460
	INS DEDUCTIBLES	783	0	2,040	2,000	2,000	1,302	3,501	5,656	63	11,000	2,252	2,297	2,343	2,390	2,438
	TRAF COUNTS/STUD	6,849	844	2,040	6,000	2,000	2,265	114	2,639	4,391	3,054	2,252	2,297	2,343	2,390	2,438
	OTHER EXP TRF		0	0	0	0	10,416	21,689	0	71,594	57,992	0	0	0	0	0
	WEIGHMASTER	711	245	255			0	0	0	3,356	3,550	0	0	0	0	0
	PITS,INVENTORY,BRINE		0	0	0	0	0	0	51,458	0	0	0	0	0	0	0
	CE-SALT SHED CONST		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	DEPR-SALT SHED/SIGN	33,343	33,342	20,808	20,800	20,800	34,866	34,866	33,342	59,116	59,116	38,422	39,190	39,974	40,774	41,589
	COMPUTER TRAINING															
	LABOR-DOWN TIME															
	LABOR-TRAINING															
	TOTALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

NB PG S

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
474	PRIM-PREV MAINT-RDS															
	CRACKSEAL	0	55,292			0	0	0	0	253,541	0	404,000	400,000		0	0
	SEAL COAT	79,151	276,440		279,616	0	219,171	993,667	1,601,802	1,879,217	1,214,971	1,521,105	1,521,105	1,728,000	1,836,000	1,890,000
	GR STABILIZATION	56,606	54,936	55,356	60,206	53,879	47,048	36,302	52,752	65,503	74,034	68,085	69,447	70,836	72,253	73,698
	HRRR SIGNING	155,572														
	EDF-D PREV MAINT						1,528,892									
				1,096		31,343					79,908	220,000	465,000			
	TOTALS	291,329	386,668	56,452	339,822	85,222	1,795,111	1,029,969	1,654,554	2,198,261	1,368,913	2,213,190	2,455,552	1,798,836	1,908,253	1,963,698

NB PG T

	YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
504	LOCAL-PREV MAINT-RDS															
	CRACK SEAL	2,678	50,190		0	42,681		0	0	0	0	51,803	52,839	53,896	54,974	56,073
	SEAL COAT	0	0	64,231	112,139	96,317	452,370		128,989	322,307	188,650	310,944	317,163	323,506	329,976	336,576
	STABILIZATION	321,846	306,779	289,543	376,210	363,475	358,511	316,444	364,823	408,238	421,205	352,489	359,539	366,730	374,064	381,545
	TWP PROJECTS	110,721	78,761	105,006	83,850	80,577	73,817	110,477	74,844	157,956	132,749	130,499	133,109	135,771	138,487	141,256
		38,422	58,272	28,712	37,402	35,302	21,978	201,675	14,959	29,260	19,996	119,225	121,610	124,042	126,523	129,053
	HRRR SAFETY	117,364			0	0	0	0	0	0	0	0	0	0	0	0
	TOTALS	591,031	494,002	487,492	609,601	618,352	906,676	628,596	583,615	917,761	762,600	964,960	984,259	1,003,944	1,024,023	1,044,504