

# Purchasing & Contracting





# Purchasing & Contracting



## Mission Statement

To provide superior service and support to City departments and customers for the centralized acquisition of supplies, services, and equipment outlay.

## Department Description

The Purchasing and Contracting Department centralizes the City's procurement and contracting services. Multiple teams carry on the daily operational contracting needs of the organization; maintain the warehousing operations; monitor internal service level agreements; ensure Equal Opportunity Contract Compliance with federal, State, and municipal laws, regulations, and procedures; and lead the City's Managed Competition Program.

## Service Efforts and Accomplishments

The Equal Opportunity Contract Compliance team has recovered over \$250,000 in penalties and underpayments on behalf of subcontractors, vendors, and suppliers. As a certified State Labor Compliance Program, the City is able to achieve more efficient settlements, withhold contract payments for certain violations of the labor code, and collect and retain penalties when investigations establish occurrences of non-compliance.

Equal Opportunity Contract Compliance staff have provided training for contractors, consultants, developers, and City staff on all areas of contract compliance.

The Procurement teams have been working to streamline the procurement processes for goods, services, and consultant and construction contracting. In addition, strategic procurement research is being conducted on other government contracts and best value contracting to increase the City's purchasing power.

The Purchasing team was recognized and received the "Achievement of Excellence in Procurement Award" from the National Institute of Government Purchasing for Fiscal Year 2007.

The Central Stores warehouse team undertook an entire reorganization effort, consolidating four warehouse locations into two, reducing obsolete inventory, improving restocking percentages, and eliminating delivery services that were not cost effective. This resulted in a direct savings to the Department and a savings to the City of \$1.1 million of reduced overhead charges.

# Purchasing & Contracting

## Budget Dollars at Work

In Fiscal Year 2006, enforced federal, State, and municipal regulations on:

- 187 construction contracts totaling \$30.8 million
- 477 consultant/professional service contracts totaling \$23.8 million
- Processed 8,746 purchase orders
- Received \$2.0 million in revenue from the sale of surplus property

## Department Summary

Purchasing & Contracting				
	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 FINAL	FY 2007-2008 CHANGE
Positions	73.01	85.00	<b>74.00</b>	(11.00)
Personnel Expense	\$ 5,548,522	\$ 6,388,716	\$ <b>6,366,024</b>	\$ (22,692)
Non-Personnel Expense	\$ 18,058,597	\$ 18,365,356	\$ <b>23,076,776</b>	\$ 4,711,420
<b>TOTAL</b>	\$ 23,607,119	\$ 24,754,072	\$ <b>29,442,800</b>	\$ 4,688,728

## Department Staffing

	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 FINAL
<b>GENERAL FUND</b>			
<b>Equal Opportunity Contracting</b>			
Business Opportunity Center	5.00	5.00	<b>0.00</b>
Consultant Services	2.00	3.00	<b>0.00</b>
EOCP-Contract and Labor Compliance	15.50	17.00	<b>0.00</b>
<b>Total</b>	<b>22.50</b>	<b>25.00</b>	<b>0.00</b>
<b>Purchasing</b>			
Division Management and Support	1.59	1.50	<b>0.00</b>
Requisition, P.O., and Contract Mgmt	19.00	20.00	<b>0.00</b>
Service Enhancement and Outreach	0.50	0.50	<b>0.00</b>
<b>Total</b>	<b>21.09</b>	<b>22.00</b>	<b>0.00</b>
<b>Purchasing &amp; Contracting</b>			
Public Works Contracting	0.00	15.00	<b>0.00</b>
Purchasing & Contracting Admin	0.00	1.00	<b>0.00</b>
Purchasing & Contracting Operations	0.00	0.00	<b>34.00</b>
Purchasing & Contracting Programs	0.00	0.00	<b>18.00</b>
<b>Total</b>	<b>0.00</b>	<b>16.00</b>	<b>52.00</b>
<b>CENTRAL STORES INTERNAL SERVICE FUND</b>			
<b>Central Stores</b>			
Division Management	0.92	0.00	<b>0.00</b>
Mailroom Operations	7.00	7.00	<b>7.00</b>
Storeroom Operations	16.50	11.00	<b>11.00</b>

# Purchasing & Contracting

## Department Staffing

	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 FINAL
<b>CENTRAL STORES INTERNAL SERVICE FUND</b>			
<b>Central Stores</b>			
Stores Accounting	5.00	4.00	4.00
<b>Total</b>	<b>29.42</b>	<b>22.00</b>	<b>22.00</b>
<b>DEPARTMENT TOTAL</b>	<b>73.01</b>	<b>85.00</b>	<b>74.00</b>

## Department Expenditures

	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 FINAL
<b>GENERAL FUND</b>			
<b>Equal Opportunity Contracting</b>			
Business Opportunity Center	\$ 504,631	\$ 508,266	\$ -
Consultant Services	\$ 165,930	\$ 241,713	\$ -
EOCP-Contract and Labor Compliance	\$ 1,783,297	\$ 1,851,190	\$ -
Equal Opportunity Contracting	\$ -	\$ (171,323)	\$ -
<b>Total</b>	<b>\$ 2,453,858</b>	<b>\$ 2,429,846</b>	<b>\$ -</b>
<b>Purchasing</b>			
Division Management and Support	\$ 227,646	\$ 216,552	\$ -
Purchasing	\$ -	\$ (121,312)	\$ -
Requisition, P.O., and Contract Mgmt	\$ 1,540,855	\$ 1,768,631	\$ -
Service Enhancement and Outreach	\$ 117,185	\$ 117,638	\$ -
<b>Total</b>	<b>\$ 1,885,686</b>	<b>\$ 1,981,509</b>	<b>\$ -</b>
<b>Purchasing &amp; Contracting</b>			
Public Works Contracting	\$ -	\$ 1,149,714	\$ -
Purchasing & Contracting	\$ -	\$ (4,167)	\$ 52,780
Purchasing & Contracting Admin	\$ -	\$ 500,115	\$ -
Purchasing & Contracting Operations	\$ -	\$ -	\$ 3,141,490
Purchasing & Contracting Programs	\$ -	\$ -	\$ 2,419,229
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,645,662</b>	<b>\$ 5,613,495</b>
<b>CENTRAL STORES INTERNAL SERVICE FUND</b>			
<b>Central Stores</b>			
Division Management	\$ 226,334	\$ 56,534	\$ 54,551
Fin Mgmt - Central Stores	\$ -	\$ 924	\$ 27,199
Inventory Purchases	\$ 16,967,515	\$ 16,967,515	\$ 21,967,515
Mailroom Operations	\$ 462,192	\$ 459,577	\$ 485,757
Storeroom Operations	\$ 1,229,471	\$ 890,663	\$ 965,999
Stores Accounting	\$ 382,063	\$ 321,842	\$ 328,280
<b>Total</b>	<b>\$ 19,267,575</b>	<b>\$ 18,697,055</b>	<b>\$ 23,829,301</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 23,607,119</b>	<b>\$ 24,754,072</b>	<b>\$ 29,442,800</b>

# Purchasing & Contracting

## Significant Budget Adjustments

### GENERAL FUND

Equal Opportunity Contracting	Positions	Cost	Revenue
<p><b>Salary and Benefit Adjustments</b></p> <p>Adjustments to reflect the annualization of the Fiscal Year 2007 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.</p>	(1.00) \$	92,214 \$	0
<p><b>Adjustments to Gas Tax and TransNet Revenues</b></p> <p>Overall Gas Tax and TransNet revenue is projected to increase for Fiscal Year 2008, one percent and three percent respectively. However, some departments realized a reduction in TransNet revenue as the result of the consolidation of the revenue into departments that perform the majority of transportation related activities: General Services - Streets Division, and Engineering and Capital Projects.</p>	0.00 \$	0 \$	(91,145)
<p><b>Revised Revenue</b></p> <p>Adjustment to Fiscal Year 2007 revenue to reflect Fiscal Year 2008 revenue projections.</p>	0.00 \$	0 \$	(932,265)
<p><b>Non-Discretionary</b></p> <p>Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.</p>	0.00 \$	(2,955) \$	0
<p><b>Savings from Business Process Reengineering (BPR) and/or the Five-Year Financial Outlook</b></p> <p>Expenditure adjustments in personnel and non-personnel expenses as a result of position reductions and BPR.</p>	(2.00) \$	(13,336) \$	0
<p><b>Support for Information Technology</b></p> <p>Funding is allocated according to a zero-based annual review of information technology funding requirements and priority analyses.</p>	0.00 \$	(97,373) \$	0
<p><b>Purchasing &amp; Contracting Restructure</b></p> <p>Consolidation of the Equal Opportunity Contracting Department under the new Purchasing &amp; Contracting Department budget structure.</p>	(22.00) \$	(2,408,392) \$	(669,825)

Purchasing	Positions	Cost	Revenue
<p><b>Salary and Benefit Adjustments</b></p> <p>Adjustments to reflect the annualization of the Fiscal Year 2007 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.</p>	0.00 \$	208,235 \$	0

# Purchasing & Contracting

## Significant Budget Adjustments

### GENERAL FUND

<b>Purchasing</b>	<b>Positions</b>	<b>Cost</b>	<b>Revenue</b>
<b>Revised Revenue</b> Adjustment to Fiscal Year 2007 revenue to reflect Fiscal Year 2008 revenue projections.	0.00 \$	0 \$	(702,472)
<b>Non-Discretionary</b> Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00 \$	(3,981) \$	0
<b>Support for Information Technology</b> Funding is allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00 \$	(56,595) \$	0
<b>Purchasing &amp; Contracting Restructure</b> Consolidation of the Purchasing Department under the new Purchasing & Contracting Department budget structure.	(22.00) \$	(2,129,168) \$	(152,393)

<b>Purchasing &amp; Contracting</b>	<b>Positions</b>	<b>Cost</b>	<b>Revenue</b>
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2007 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.	1.00 \$	279,389 \$	0
<b>Purchasing &amp; Contracting Restructure</b> Consolidation of the Equal Opportunity Contracting and Purchasing departments under the new Purchasing & Contracting Department budget structure.	44.00 \$	4,537,560 \$	822,218
<b>Increase to Retiree Health Care-Other Post-Employment Benefits (OPEB)</b> Addition of funds to be applied towards the total liability for retiree health care.	0.00 \$	88,398 \$	0
<b>Training for the new Purchasing and Contracting Department Structure</b> Establishes the budget for staff training in Managed Competition, professional certification, and cross-training.	0.00 \$	30,000 \$	0
<b>Revised Revenue</b> Adjustment to Fiscal Year 2007 revenue to reflect Fiscal Year 2008 revenue projections.	0.00 \$	0 \$	26,726
<b>Support for Information Technology</b> Funding is allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00 \$	(42,860) \$	0

# Purchasing & Contracting

## Significant Budget Adjustments

### GENERAL FUND

<b>Purchasing &amp; Contracting</b>	<b>Positions</b>	<b>Cost</b>	<b>Revenue</b>
<p><b>Vacancy Savings</b></p> <p>Adjustments in personnel expense from positions that are projected to be vacant for a period of time in Fiscal Year 2008 due to personnel transition and salary differentials for new employees.</p>	0.00 \$	(104,278) \$	0
<p><b>Non-Discretionary</b></p> <p>Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.</p>	0.00 \$	(104,532) \$	0
<p><b>Savings from Business Process Reengineering (BPR) and/or the Five-Year Financial Outlook</b></p> <p>Expenditure adjustments in personnel and non-personnel expenses as a result of position reductions and BPR.</p>	(9.00) \$	(715,844) \$	(253,037)

### CENTRAL STORES INTERNAL SERVICE FUND

<b>Central Stores</b>	<b>Positions</b>	<b>Cost</b>	<b>Revenue</b>
<p><b>Salary and Benefit Adjustments</b></p> <p>Adjustments to reflect the annualization of the Fiscal Year 2007 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.</p>	0.00 \$	63,752 \$	0
<p><b>Inventory Purchases</b></p> <p>Adjustment to reflect projected expenses due to inventory purchases.</p>	0.00 \$	5,000,000 \$	0
<p><b>Non-Discretionary</b></p> <p>Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.</p>	0.00 \$	51,670 \$	0
<p><b>Increase to Retiree Health Care-Other Post-Employment Benefits (OPEB)</b></p> <p>Addition of funds to be applied towards the total liability for retiree health care.</p>	0.00 \$	42,759 \$	0
<p><b>Funding for the Enterprise Resource Planning (ERP) System</b></p> <p>This system will integrate all data and processes of the City's core functions into a unified data system. The ERP will replace independent applications the City has in place that will eliminate the need for external interfaces, provide a range of standardization, reduce maintenance, and allow for greater reporting capabilities.</p>	0.00 \$	5,653 \$	0



# Purchasing & Contracting

## Significant Budget Adjustments

### CENTRAL STORES INTERNAL SERVICE FUND

Central Stores	Positions	Cost	Revenue
<b>Revised Revenue</b>	0.00 \$	0 \$	4,629,879
Adjustment to Fiscal Year 2007 revenue to reflect Fiscal Year 2008 revenue projections.			
<b>Support for Information Technology</b>	0.00 \$	(585) \$	0
Funding is allocated according to a zero-based annual review of information technology funding requirements and priority analyses.			
<b>Vacancy Savings</b>	0.00 \$	(31,003) \$	0
Adjustments in personnel expense from positions that are projected to be vacant for a period of time in Fiscal Year 2008 due to personnel transition and salary differentials for new employees.			

## Expenditures by Category

	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 FINAL
<b>PERSONNEL</b>			
Salaries & Wages	\$ 3,680,733	\$ 4,211,340	\$ 4,114,998
Fringe Benefits	\$ 1,867,789	\$ 2,177,376	\$ 2,251,026
<b>SUBTOTAL PERSONNEL</b>	\$ 5,548,522	\$ 6,388,716	\$ 6,366,024
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 17,463,726	\$ 17,829,878	\$ 22,765,737
Information Technology	\$ 416,964	\$ 354,839	\$ 164,611
Energy/Utilities	\$ 157,257	\$ 154,095	\$ 119,884
Equipment Outlay	\$ 20,650	\$ 26,544	\$ 26,544
<b>SUBTOTAL NON-PERSONNEL</b>	\$ 18,058,597	\$ 18,365,356	\$ 23,076,776
<b>TOTAL</b>	\$ 23,607,119	\$ 24,754,072	\$ 29,442,800

## Revenues by Category

	FY 2006 BUDGET	FY 2007 BUDGET	FY 2008 FINAL
<b>GENERAL FUND</b>			
Revenue from Other Agencies	\$ -	\$ 109,309	\$ 31,200
Charges for Current Services	\$ 2,869,869	\$ 3,077,182	\$ 1,345,781
Transfers from Other Funds	\$ 142,683	\$ 142,683	\$ -
<b>TOTAL</b>	\$ 3,012,552	\$ 3,329,174	\$ 1,376,981

# Purchasing & Contracting

## Salary Schedule

### GENERAL FUND

#### Purchasing & Contracting

<i>Class</i>	<i>Position Title</i>	<i>FY 2007 Positions</i>	<i>FY 2008 Positions</i>	<i>Salary</i>	<i>Total</i>
1104	Account Clerk	0.00	<b>1.00</b>	\$ 37,878	\$ 37,878
1105	Administrative Aide I	3.00	<b>2.00</b>	\$ 43,820	\$ 87,640
1106	Sr Management Analyst	0.00	<b>7.00</b>	\$ 70,802	\$ 495,614
1107	Administrative Aide II	0.00	<b>2.00</b>	\$ 50,686	\$ 101,372
1218	Assoc Management Analyst	3.00	<b>5.00</b>	\$ 64,538	\$ 322,692
1221	Assoc Engineer-Civil	0.00	<b>3.00</b>	\$ 80,375	\$ 241,125
1282	Procurement Specialist	0.00	<b>7.00</b>	\$ 58,568	\$ 409,979
1287	Buyers Aide II	0.00	<b>1.00</b>	\$ 44,928	\$ 44,928
1349	Info Systems Analyst III	0.00	<b>1.00</b>	\$ 71,601	\$ 71,601
1401	Info Systems Technician	0.00	<b>1.00</b>	\$ 50,993	\$ 50,993
1535	Clerical Assistant II	3.00	<b>2.00</b>	\$ 35,402	\$ 70,804
1536	Contracts Processing Clerk	4.00	<b>3.00</b>	\$ 39,397	\$ 118,191
1746	Word Processing Operator	0.00	<b>4.00</b>	\$ 37,845	\$ 151,380
1783	Principal Procurement Specialist	0.00	<b>3.00</b>	\$ 71,552	\$ 214,656
1850	Sr Procurement Specialist	0.00	<b>1.00</b>	\$ 65,173	\$ 65,173
1855	Sr Civil Engineer	0.00	<b>2.00</b>	\$ 92,803	\$ 185,606
1879	Sr Clerk/Typist	1.00	<b>1.00</b>	\$ 43,313	\$ 43,313
1917	Supv Management Analyst	1.00	<b>3.00</b>	\$ 80,610	\$ 241,830
2132	Department Director	1.00	<b>1.00</b>	\$ 139,999	\$ 139,999
2176	Purchasing Agent	0.00	<b>1.00</b>	\$ 119,758	\$ 119,758
2214	Deputy Director	0.00	<b>1.00</b>	\$ 119,758	\$ 119,758
	Vacancy Factor Adjustment	0.00	<b>0.00</b>	\$ -	\$ (87,130)
	Overtime Budgeted	0.00	<b>0.00</b>	\$ -	\$ 13,441
	Temporary Help	0.00	<b>0.00</b>	\$ -	\$ 560
	<b>Total</b>	<b>16.00</b>	<b>52.00</b>	<b>\$</b>	<b>\$ 3,261,161</b>

#### Purchasing

<i>Class</i>	<i>Position Title</i>	<i>FY 2007 Positions</i>	<i>FY 2008 Positions</i>	<i>Salary</i>	<i>Total</i>
1218	Assoc Management Analyst	1.00	<b>0.00</b>	\$ -	\$ -
1282	Procurement Specialist	7.00	<b>0.00</b>	\$ -	\$ -
1348	Info Systems Analyst II	1.00	<b>0.00</b>	\$ -	\$ -
1401	Info Systems Technician	1.00	<b>0.00</b>	\$ -	\$ -
1536	Contracts Processing Clerk	3.00	<b>0.00</b>	\$ -	\$ -
1746	Word Processing Operator	2.00	<b>0.00</b>	\$ -	\$ -
1783	Principal Procurement Specialist	3.00	<b>0.00</b>	\$ -	\$ -
1850	Sr Procurement Specialist	1.00	<b>0.00</b>	\$ -	\$ -
1879	Sr Clerk/Typist	1.00	<b>0.00</b>	\$ -	\$ -
1917	Supv Management Analyst	1.00	<b>0.00</b>	\$ -	\$ -
2176	Purchasing Agent	1.00	<b>0.00</b>	\$ -	\$ -
	<b>Total</b>	<b>22.00</b>	<b>0.00</b>	<b>\$</b>	<b>\$ -</b>

# Purchasing & Contracting

## Salary Schedule

### GENERAL FUND

#### Equal Opportunity Contracting

<i>Class</i>	<i>Position Title</i>	<i>FY 2007 Positions</i>	<i>FY 2008 Positions</i>	<i>Salary</i>	<i>Total</i>
1104	Account Clerk	1.00	0.00	\$ -	\$ -
1106	Sr Management Analyst	1.00	0.00	\$ -	\$ -
1107	Administrative Aide II	3.00	0.00	\$ -	\$ -
1218	Assoc Management Analyst	13.00	0.00	\$ -	\$ -
1221	Assoc Engineer-Civil	0.00	0.00	\$ -	\$ -
1535	Clerical Assistant II	1.00	0.00	\$ -	\$ -
1746	Word Processing Operator	1.00	0.00	\$ -	\$ -
1879	Sr Clerk/Typist	1.00	0.00	\$ -	\$ -
1917	Supv Management Analyst	3.00	0.00	\$ -	\$ -
2214	Deputy Director	1.00	0.00	\$ -	\$ -
<b>Total</b>		25.00	0.00	\$ -	\$ -
<b>General Fund Total</b>		63.00	52.00	\$ -	\$ 3,261,160

### CENTRAL STORES INTERNAL SERVICE FUND

#### Central Stores

<i>Class</i>	<i>Position Title</i>	<i>FY 2007 Positions</i>	<i>FY 2008 Positions</i>	<i>Salary</i>	<i>Total</i>
1104	Account Clerk	1.00	1.00	\$ 37,878	\$ 37,878
1194	Auto Messenger II	6.00	6.00	\$ 35,470	\$ 212,819
1236	Auto Messenger	1.00	1.00	\$ 31,137	\$ 31,137
1237	Payroll Specialist I	1.00	1.00	\$ 39,514	\$ 39,514
1282	Procurement Specialist	1.00	1.00	\$ 58,568	\$ 58,568
1533	Stores Operations Supv	1.00	1.00	\$ 54,848	\$ 54,848
1535	Clerical Assistant II	2.00	2.00	\$ 35,402	\$ 70,804
1879	Sr Clerk/Typist	1.00	1.00	\$ 43,314	\$ 43,314
1899	Stock Clerk	5.00	5.00	\$ 36,016	\$ 180,082
1901	Storekeeper III	1.00	1.00	\$ 47,682	\$ 47,682
1902	Storekeeper I	1.00	1.00	\$ 41,330	\$ 41,330
1903	Storekeeper II	1.00	1.00	\$ 45,490	\$ 45,490
	Vacancy Factor Adjustment	0.00	0.00	\$ -	\$ (25,904)
	Overtime Budgeted	0.00	0.00	\$ -	\$ 16,276
<b>Total</b>		22.00	22.00	\$ -	\$ 853,838

**PURCHASING & CONTRACTING TOTAL**                      85.00                      74.00                      \$ 4,114,998

# Purchasing & Contracting

## Revenue and Expense Statement (Non-General Fund)

CENTRAL STORES INTERNAL SERVICE FUND  
50010

	FY 2006* BUDGET	FY 2007* BUDGET	FY 2008* FINAL
<b>BEGINNING BALANCE AND RESERVE</b>			
Balance from Prior Year	\$ 1,643,911	\$ 1,117,105	\$ 1,717,409
<b>TOTAL BALANCE</b>	<b>\$ 1,643,911</b>	<b>\$ 1,117,105</b>	<b>\$ 1,717,409</b>
<b>REVENUE</b>			
Interoffice Mail Delivery	\$ 329,011	\$ 329,011	\$ 329,011
Reimbursed Material	\$ 17,337,636	\$ 17,337,636	\$ 21,967,515
Reimbursed Materials Surcharge	\$ 1,525,712	\$ 1,525,712	\$ 1,525,712
Surplus Property Sales	\$ 30,000	\$ 30,000	\$ 30,000
Surplus Property Surcharge	\$ 75,000	\$ 75,000	\$ 75,000
<b>TOTAL REVENUE</b>	<b>\$ 19,297,359</b>	<b>\$ 19,297,359</b>	<b>\$ 23,927,238</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 20,941,270</b>	<b>\$ 20,414,464</b>	<b>\$ 25,644,647</b>
<b>OPERATING EXPENSE</b>			
Inventory Purchases	\$ 16,967,515	\$ 16,967,515	\$ 21,967,515
Personnel and Non-Personnel Expense	\$ 2,300,060	\$ 1,729,540	\$ 1,861,786
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 19,267,575</b>	<b>\$ 18,697,055</b>	<b>\$ 23,829,301</b>
<b>TOTAL EXPENSE</b>	<b>\$ 19,267,575</b>	<b>\$ 18,697,055</b>	<b>\$ 23,829,301</b>
<b>BALANCE</b>	<b>\$ 1,673,695</b>	<b>\$ 1,717,409</b>	<b>\$ 1,815,346</b>
<b>TOTAL EXPENSE, RESERVE AND BALANCE</b>	<b>\$ 20,941,270</b>	<b>\$ 20,414,464</b>	<b>\$ 25,644,647</b>

\* At the time of publication audited financial statements for Fiscal Year 2006 were not available. Therefore, the Fiscal Years 2006 and 2007 columns reflect final budget amounts from the Fiscal Year 2006 and 2007 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.