

Public Works



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Department Description

The Public Works Department is comprised of three operational groups: the Contracts Division, Engineering & Capital Projects (E&CP) Branch, and General Services Branch.

The Contracts Division is responsible for the procurement of the Capital Improvements Program (CIP) construction and associated professional consulting services, as well as contract management functions to ensure that contracts are meeting City CIP needs. The Division manages the centralized advertising and award of CIP-related construction contracts and professional services in conformance with the City's Charter and Municipal Code.

The E&CP Branch activities include work on various public infrastructure assets to rehabilitate, restore, improve, and add to the City of San Diego's capital facilities. This branch provides a full range of engineering services for the City's capital investments in its various types of infrastructure. E&CP is responsible for the planning, designing, project and construction management of public improvement projects; quality control and inspection of private work permitted in the right-of-way; and surveying and materials testing. E&CP supports a broad range of projects including libraries; fire, lifeguard, and police stations; parks and recreation centers; lighting and traffic signals; street improvements, bikeways and other transportation projects; drainage and flood control facilities; the rebuilding and expansion of water and sewer pipelines, treatment plants, and pump stations; and dry utilities undergrounding projects.

The General Services Branch provides support to all City departments comprised of the following sections: Department Administration, Publishing Services, and the Facilities Division. The City relies on General Services for a range of services including facilities maintenance and repair, administering the copier program, providing publishing services, and internally supports the Department's information technology, fiscal, and administrative needs.

The Department's mission is:

To deliver high quality public infrastructure systems by cultivating expertise and leveraging our engineering responsibility in a collaborative environment

Public Works

The Department's vision is:

To be the innovative industry leader in developing public infrastructure systems

Did you know?

- The City's CIP is expected to continue its growth over the next five years; the average estimated funded demand is \$605.0 million in revenue added to the CIP per fiscal year, and includes major infrastructure investments in streets, sidewalks, water quality, libraries, parks, public safety and other high-priority neighborhood projects.
- By the middle of Fiscal Year 2017, 45 construction contracts had been awarded for a total value of \$185.0 million.
- The Facilities Division maintains and repairs over 1,600 structures throughout the City, including libraries.
- Publishing Services supports publication of all printed materials ranging from event brochures to the Adopted Budget.

Goals and Objectives

Goal 1: Provide quality, safe, reliable infrastructure and related services

- Maintain facilities
- Provide high quality customer service

Goal 2: Provide timely and efficient delivery of projects

- Deliver capital projects on time
- Deliver capital projects within budget
- Produce high quality capital projects

Goal 3: Effect change and promote innovation

- Establish common goals with other City departments
- Partner with City departments to improve organizational effectiveness
- Engage regularly with industries
- Explore and utilize new technology in information management

Goal 4: Increase departmental effectiveness and resiliency and expand individual employee expertise

- Provide training opportunities staff
- Retain the workforce
- Actively recruit
- Support a positive culture/organization

Key Performance Indicators

Performance Indicator	FY2016 Target	FY2016 Actual	FY2017 Target	FY2017 Actual	FY2018 Target
1. Percentage of preventative maintenance activities of overall facilities maintenance activities ¹	17%	17%	30%	16%	20%
2. Percentage of Capital Improvement Projects delivered on baseline Project Charter schedule	70.0%	70.0%	80.0%	79.3%	80.0%
3. Average number of days to award contracts	82	82	90	77	90

Key Performance Indicators

Performance Indicator	FY2016 Target	FY2016 Actual	FY2017 Target	FY2017 Actual	FY2018 Target
4. Percentage difference between total combined actual expenditures versus total combined estimated expenditures ²	N/A	N/A	5.0%	0.0%	5.0%
5. Percentage of all Construction Change Orders due to changed/unforeseen conditions and design errors ³	N/A	N/A	N/A	N/A	4%

1. In Fiscal Year 2017, Facilities did not meet the Preventative Maintenance Goal as a result of the high turnover rate with Heating Ventilation Air Conditioning and Refrigeration (HVACR) personnel. The HVACR positions play a key role in the preventative maintenance activities, however the City is not able to compete with the salary and benefit compensation packages offered by the outside entities and will continue to struggle in hiring and keeping staff in this classification. This Key Performance Indicator has been revised to 20% for Fiscal Year 2018.
2. During mid-year, the CIP Program had a deficit projects totaling approximately \$220,000. These over-budget expenses represent 0.01% of the total \$1.49 billion CIP budget.
3. This is a new performance indicator for Fiscal Year 2018. Therefore, no prior year data is available.



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Public Works - Contracts

Department Summary

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
FTE Positions (Budgeted)	20.00	21.00	21.00	0.00
Personnel Expenditures	\$ 1,756,850	\$ 2,120,896	\$ 2,268,443	\$ 147,547
Non-Personnel Expenditures	122,507	181,825	71,330	(110,495)
Total Department Expenditures	\$ 1,879,356	\$ 2,302,721	\$ 2,339,773	\$ 37,052
Total Department Revenue	\$ 1,038,918	\$ 1,181,777	\$ 1,181,777	\$ -

General Fund

Department Expenditures

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Public Works - Contracts	\$ 1,879,356	\$ 2,302,721	\$ 2,339,773	\$ 37,052
Total	\$ 1,879,356	\$ 2,302,721	\$ 2,339,773	\$ 37,052

Department Personnel

	FY2016 Budget	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Public Works - Contracts	20.00	21.00	21.00	0.00
Total	20.00	21.00	21.00	0.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments	0.00	\$ 147,733	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
Hourly Sick Leave	0.00	(186)	-
Adjustment to reflect prior year expenditure trends, related to paid sick leave benefits for eligible hourly employees consistent with the requirements of Assembly Bill 1522.			
Non-Discretionary Adjustment	0.00	(8,911)	-
Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
Reduction of Non-Personnel Expenditures	0.00	(20,095)	-
Reduction of non-personnel expenditures in supplies.			
Support for Information Technology	0.00	(81,489)	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.			
Total	0.00	\$ 37,052	\$ -

Public Works - Contracts

Expenditures by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
PERSONNEL				
Personnel Cost	\$ 1,074,987	\$ 1,281,003	\$ 1,271,226	\$ (9,777)
Fringe Benefits	681,863	839,893	997,217	157,324
PERSONNEL SUBTOTAL	1,756,850	2,120,896	2,268,443	147,547
NON-PERSONNEL				
Supplies	\$ 10,541	\$ 14,100	\$ 12,100	\$ (2,000)
Contracts	70,744	81,597	55,619	(25,978)
Information Technology	41,113	84,489	3,000	(81,489)
Energy and Utilities	2	639	111	(528)
Other	106	1,000	500	(500)
NON-PERSONNEL SUBTOTAL	122,507	181,825	71,330	(110,495)
Total	\$ 1,879,356	\$ 2,302,721	\$ 2,339,773	\$ 37,052

Revenues by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Charges for Services	\$ 1,038,623	\$ 1,181,777	\$ 1,181,777	\$ -
Other Revenue	295	-	-	-
Total	\$ 1,038,918	\$ 1,181,777	\$ 1,181,777	\$ -

Personnel Expenditures

Job Number	Job Title / Wages	FY2016 Budget	FY2017 Budget	FY2018 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000012	Administrative Aide 1	2.00	3.00	3.00	\$36,962 - \$44,533	\$ 123,798
20000024	Administrative Aide 2	2.00	1.00	1.00	42,578 - 51,334	50,564
20000071	Assistant Engineer-Civil	6.00	7.00	7.00	57,866 - 69,722	451,989
20000145	Associate Engineer-Civil	2.00	2.00	2.00	66,622 - 80,454	160,908
20000119	Associate Management Analyst	1.00	1.00	1.00	54,059 - 65,333	65,333
20000539	Clerical Assistant 2	2.00	2.00	2.00	29,931 - 36,067	71,593
20000545	Contracts Processing Clerk	1.00	1.00	1.00	32,968 - 39,811	32,968
20001168	Deputy Director	1.00	1.00	1.00	46,966 - 172,744	120,000
20000890	Senior Civil Engineer	2.00	2.00	2.00	76,794 - 92,851	180,179
20000015	Senior Management Analyst	1.00	1.00	1.00	59,363 - 71,760	71,760
	Budgeted Vacancy Savings					(57,866)
FTE, Salaries, and Wages Subtotal		20.00	21.00	21.00		\$ 1,271,226

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Fringe Benefits				
Employee Offset Savings	\$ 8,172	\$ 8,523	\$ 8,772	\$ 249
Flexible Benefits	142,300	205,571	238,571	33,000
Long-Term Disability	3,546	4,044	-	(4,044)
Medicare	16,103	18,497	18,455	(42)
Other Post-Employment Benefits	97,729	118,298	120,020	1,722
Retiree Medical Trust	977	1,424	1,588	164
Retirement 401 Plan	1,580	1,673	2,607	934
Retirement ADC	320,849	348,264	499,120	150,856

Public Works - Contracts

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Retirement DROP	2,856	2,832	-	(2,832)
Risk Management Administration	16,883	20,440	20,220	(220)
Supplemental Pension Savings Plan	58,841	77,916	69,952	(7,964)
Unemployment Insurance	2,019	2,311	2,277	(34)
Workers' Compensation	10,007	30,100	15,635	(14,465)
Fringe Benefits Subtotal	\$ 681,863	\$ 839,893	\$ 997,217	\$ 157,324
Total Personnel Expenditures			\$ 2,268,443	



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Public Works - Engineering & Capital Projects

Department Summary

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
FTE Positions (Budgeted)	598.60	644.70	715.80	71.10
Personnel Expenditures	\$ 59,302,437	\$ 69,262,802	\$ 79,622,265	\$ 10,359,463
Non-Personnel Expenditures	8,512,227	13,980,255	15,685,504	1,705,249
Total Department Expenditures	\$ 67,814,664	\$ 83,243,057	\$ 95,307,769	\$ 12,064,712
Total Department Revenue	\$ 68,440,977	\$ 83,243,057	\$ 95,314,239	\$ 12,071,182

Engineering & Capital Projects Fund

Department Expenditures

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Architectural Engineering & Parks	\$ 8,485,645	\$ 10,137,988	\$ 10,076,954	\$ (61,034)
Construction Management & Field Services	23,249,762	26,730,879	32,181,272	5,450,393
Engineering & Capital Projects	1,463,457	255,978	286,079	30,101
Project & Operational Support	-	17,772,279	18,826,709	1,054,430
Project Implementation	18,838,455	10,949,497	15,486,141	4,536,644
Right-of-Way Design	15,777,344	17,396,436	18,450,614	1,054,178
Total	\$ 67,814,664	\$ 83,243,057	\$ 95,307,769	\$ 12,064,712

Department Personnel

	FY2016 Budget	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Architectural Engineering & Parks	77.85	81.50	81.35	(0.15)
Construction Management & Field Services	200.65	227.80	271.95	44.15
Engineering & Capital Projects	1.00	1.00	1.00	0.00
Project & Operational Support	0.00	84.35	80.50	(3.85)
Project Implementation	165.70	93.00	125.50	32.50
Right-of-Way Design	153.40	157.05	155.50	(1.55)
Total	598.60	644.70	715.80	71.10

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments	0.00	\$ 4,191,865	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
Support for Information Technology	0.00	1,286,982	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.			
Construction Management & Field Services Inspection Services	11.00	1,019,797	-
Addition of 11.00 FTE positions and associated non-personnel expenditures to provide required field inspections and meet construction protocols.			

Public Works - Engineering & Capital Projects

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Improvements to CIP Project Controls Management Addition of 1.00 Program Manager, 1.00 Project Officer 2, 7.00 Project Officer 1s and associated non-personnel expenditures to improve data management and reporting quality control.	9.00	915,983	-
Traffic and Electrical Construction Management and Field Engineering Services Support Addition of 4.00 Assistant Engineers-Electrical, 2.00 Associate Engineers-Traffic, 1.00 Senior Engineer-Electrical and associated non-personnel expenditures to provide traffic and electrical engineering services.	7.00	680,669	-
Materials and Lab Testing Support Addition of 3.00 Principal Engineering Aides, 2.00 Senior Engineering Aides, 2.00 Assistant Engineers-Civil, 1.00 Associate Engineer-Civil and associated non-personnel expenditures to meet increased requested services to the Construction Management and Field Services Materials & Test Lab.	8.00	661,878	-
Water & Wastewater CIP Field Engineering Support Addition of 5.00 Assistant Engineers-Civil, 2.00 Principal Engineering Aides and associated non-personnel expenditures to meet increased workloads in the water and wastewater construction management requirements.	7.00	601,099	-
Regional Water Quality Control Board Penalty Adjustment for monetary penalties associated to the Construction Administrative Civil Liability issued by the Regional Water Quality Control Board.	0.00	576,766	-
Field Engineering Storm Water Inspection Support Addition of 3.00 Principal Engineering Aides, 2.00 Assistant Engineers-Civil, 1.00 Associate Engineer-Civil and associated non-personnel expenditures to support increased workloads managing storm water best management practices for development and capital projects.	6.00	524,423	-
IAM San Diego Engineering Support Addition of 1.00 Senior Civil Engineer, 1.00 Assistant Engineers-Civil, 2.00 Associate Engineer-Civil and associated non-personnel expenditures to support the Infrastructure Asset Management (IAM) San Diego Project with engineering services.	4.00	402,978	-
Construction Management Support for Major Buildings Addition of 2.00 Assistant Engineer Civil, 1.00 Principal Engineering Aide and associated non-personnel expenditures to meet and provide required construction management of major buildings and structures in the CIP.	3.00	256,370	-
Organizational Effectiveness Support Addition of 1.00 Program Manager, 1.00 Organization Effectiveness Specialist 3 and associated non-personnel expenditures for employee programs and services.	2.00	238,780	-

Public Works - Engineering & Capital Projects

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
CIP Access Law Compliance Support Addition of 1.00 Associate Engineer-Civil, 1.00 Assistant Engineer-Civil and associated non-personnel expenditures for the evaluation of roadway projects to support the City's street paving activities.	2.00	183,760	-
Environmental & Permitting Support Addition of 1.00 Project Officer 1, 1.00 Associate Planner and associated non-personnel expenditures to meet environmental permit requirements and support the increase of mitigation studies.	2.00	182,590	-
Support for Construction Management and Field Engineering Services Addition of 2.00 Assistant Engineers-Civil and associated non-personnel expenditures to meet and provide required construction management of new bridges in the Capital Improvements Program and permits.	2.00	176,715	-
Preliminary Engineering Services Support Addition of 2.00 Assistant Engineers-Civil and associated non-personnel expenditures to provide necessary preliminary engineering services to support the CIP.	2.00	174,032	-
Engineering Administrative Support Increase Addition of 2.00 Administrative Aide 1s and associated non-personnel expenditures to provide administrative support to engineering activities.	2.00	128,556	-
Field Engineering Survey Activity Support Addition of 1.00 Associate Engineer-Civil and associated non-personnel expenditures to support the management of survey monuments and assist with as-needed survey consultant contracts.	1.00	98,250	-
Engineering Contracts Addition of 1.00 Project Officer 1 and associated non-personnel expenditures to provide contract management for the increased amount of as-needed and job order contracts.	1.00	96,909	-
Computer Aided Drafting Design (CADD) Support Addition of 1.00 Project Assistant and associated non-personnel expenditures to provide CADD support.	1.00	89,931	-
Engineering Standard Drawings Support Addition of 1.00 Principal Engineering Aide and associated non-personnel expenditures to provide drafting support for new design standard manuals and regulatory demands for storm water and streetlights.	1.00	80,315	-
Utilities Undergrounding Program Support Addition of 1.00 Principal Engineering Aide and associated non-personnel expenditures for drafting Americans with Disabilities Act (ADA) curb ramps that are designed in-house for the Utilities Undergrounding Program.	1.00	80,314	-
Hourly Sick Leave Adjustment to reflect prior year expenditure trends, related to paid sick leave benefits for eligible hourly employees consistent with the requirements of Assembly Bill 1522.	0.00	(11,104)	-

Public Works - Engineering & Capital Projects

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(24,894)	-
Non-Standard Hour Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	(0.90)	(99,502)	-
One-Time Reductions and Annualizations Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2017.	0.00	(448,750)	(959,738)
Revised Revenue Adjustment to reflect revised revenue projections.	0.00	-	12,559,649
IAM Reimbursable Revenue Adjustment to reflect revised revenue projections for reimbursement of SAP Infrastructure Asset Management (IAM) project labor.	0.00	-	471,271
Total	71.10	\$ 12,064,712	\$ 12,071,182

Expenditures by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
PERSONNEL				
Personnel Cost	\$ 36,682,600	\$ 42,437,260	\$ 46,519,788	\$ 4,082,528
Fringe Benefits	22,619,837	26,825,542	33,102,477	6,276,935
PERSONNEL SUBTOTAL	59,302,437	69,262,802	79,622,265	10,359,463
NON-PERSONNEL				
Supplies	\$ 489,946	\$ 1,154,220	\$ 932,500	\$ (221,720)
Contracts	4,143,041	7,607,886	7,915,543	307,657
Information Technology	2,538,461	4,099,485	5,386,467	1,286,982
Energy and Utilities	366,274	342,114	368,662	26,548
Other	735,533	691,351	859,053	167,702
Transfers Out	473	-	158,080	158,080
Capital Expenditures	238,499	84,726	64,726	(20,000)
Debt	-	473	473	-
NON-PERSONNEL SUBTOTAL	8,512,227	13,980,255	15,685,504	1,705,249
Total	\$ 67,814,664	\$ 83,243,057	\$ 95,307,769	\$ 12,064,712

Revenues by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Charges for Services	\$ 68,355,645	\$ 83,243,057	\$ 95,314,239	\$ 12,071,182
Other Revenue	80,140	-	-	-
Rev from Money and Prop	5,192	-	-	-
Total	\$ 68,440,977	\$ 83,243,057	\$ 95,314,239	\$ 12,071,182

Public Works - Engineering & Capital Projects

Personnel Expenditures

Job Number	Job Title / Wages	FY2016 Budget	FY2017 Budget	FY2018 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000011	Account Clerk	4.00	5.00	4.00	\$31,491 - \$37,918	141,863
20000012	Administrative Aide 1	4.00	4.00	9.00	36,962 - 44,533	375,667
20000024	Administrative Aide 2	4.00	4.00	5.00	42,578 - 51,334	238,507
20001140	Assistant Department Director	1.00	1.00	1.00	31,741 - 173,971	145,000
20001202	Assistant Deputy Director	3.00	5.00	5.00	23,005 - 137,904	544,454
20000070	Assistant Engineer-Civil	177.75	186.75	205.75	57,866 - 69,722	13,246,199
90000070	Assistant Engineer-Civil - Hourly	1.05	1.05	0.35	57,866 - 69,722	24,403
20000077	Assistant Engineer-Electrical	6.00	6.00	10.00	57,866 - 69,722	596,778
20000116	Assistant Engineer-Traffic	7.00	7.00	7.00	57,866 - 69,722	446,488
20000143	Associate Engineer-Civil	100.00	110.00	118.00	66,622 - 80,454	9,169,048
90000143	Associate Engineer-Civil - Hourly	0.35	0.35	0.00	66,622 - 80,454	-
20000150	Associate Engineer-Electrical	2.00	3.00	3.00	66,622 - 80,454	227,530
20000154	Associate Engineer-Mechanical	2.00	1.00	0.00	66,622 - 80,454	-
20000167	Associate Engineer-Traffic	4.00	4.00	6.00	66,622 - 80,454	454,087
20000119	Associate Management Analyst	17.00	18.00	16.00	54,059 - 65,333	935,266
90000119	Associate Management Analyst - Hourly	0.35	0.00	0.00	54,059 - 65,333	-
20000162	Associate Planner	7.00	10.00	9.00	56,722 - 68,536	552,631
20000110	Auto Messenger 2	0.00	0.50	0.50	29,931 - 36,067	14,966
20000649	Biologist 3	1.00	1.00	2.00	62,005 - 75,067	137,072
20000539	Clerical Assistant 2	6.00	6.00	3.00	29,931 - 36,067	105,500
20000545	Contracts Processing Clerk	6.00	8.00	6.00	32,968 - 39,811	211,494
20001168	Deputy Director	4.00	5.00	5.00	46,966 - 172,744	619,000
20000178	Information Systems Administrator	0.00	0.00	1.00	73,466 - 88,982	88,982
20000290	Information Systems Analyst 2	4.00	3.00	3.00	54,059 - 65,333	184,091
20000293	Information Systems Analyst 3	1.00	2.00	2.00	59,363 - 71,760	141,390
20000998	Information Systems Analyst 4	1.00	1.00	1.00	66,768 - 80,891	80,891
20000377	Information Systems Technician	1.00	1.00	1.00	42,578 - 51,334	48,272
90000552	Junior Engineer-Civil - Hourly	0.00	0.35	0.00	50,003 - 60,549	-
20001018	Land Surveying Assistant	23.00	27.00	25.00	57,866 - 69,722	1,648,526
20001019	Land Surveying Associate	6.00	7.00	7.00	66,622 - 80,454	548,389
90001073	Management Intern - Hourly	6.50	6.00	6.00	24,274 - 29,203	145,640
20000627	Organization Effectiveness Specialist 3	0.00	0.00	1.00	59,363 - 71,760	59,363
20000669	Park Designer	4.00	4.00	4.00	66,664 - 80,496	305,738
90000669	Park Designer - Hourly	0.00	0.00	0.35	66,664 - 80,496	28,174
20000680	Payroll Specialist 2	3.00	2.00	3.00	34,611 - 41,787	119,898
20000173	Payroll Supervisor	0.00	1.00	1.00	39,686 - 48,069	39,686
20000743	Principal Engineering Aide	74.00	75.00	87.00	50,003 - 60,549	4,949,759
90000743	Principal Engineering Aide - Hourly	0.35	0.00	0.00	50,003 - 60,549	-
20001187	Principal Planner	1.00	1.00	0.00	46,966 - 172,744	-

Public Works - Engineering & Capital Projects

Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2016 Budget	FY2017 Budget	FY2018 Adopted	Salary Range	Total
20000518	Principal Survey Aide	13.00	17.00	18.00	50,003 - 60,549	1,000,490
20000748	Principal Traffic Engineering Aide	1.00	1.00	0.00	50,003 - 60,549	-
90000748	Principal Traffic Engineering Aide - Hourly	0.35	0.00	0.00	50,003 - 60,549	-
20001222	Program Manager	1.00	0.00	3.00	46,966 - 172,744	333,000
20000760	Project Assistant	18.00	24.00	27.00	57,866 - 69,722	1,754,966
20000761	Project Officer 1	7.00	7.00	17.00	66,622 - 80,454	1,200,530
20000763	Project Officer 2	6.00	5.00	6.00	76,794 - 92,851	524,992
90000779	Public Information Specialist - Hourly	0.00	0.35	0.00	32,968 - 39,811	-
20000869	Senior Account Clerk	1.00	1.00	1.00	36,067 - 43,514	42,861
20000885	Senior Civil Engineer	27.00	28.00	32.00	76,794 - 92,851	2,888,862
90000885	Senior Civil Engineer - Hourly	0.35	0.00	0.00	76,794 - 92,851	-
20000927	Senior Clerk/Typist	4.00	3.00	1.00	36,067 - 43,514	42,861
90000400	Senior Drafting Aide - Hourly	0.35	0.00	0.00	44,429 - 53,706	-
20000904	Senior Electrical Engineer	0.00	0.00	1.00	76,794 - 92,851	76,794
20000900	Senior Engineering Aide	4.00	6.00	8.00	44,429 - 53,706	387,216
90000830	Senior Engineering Geologist - Hourly	0.35	0.35	0.35	76,794 - 92,851	32,498
20001014	Senior Land Surveyor	2.00	2.00	2.00	76,794 - 92,851	185,702
20000015	Senior Management Analyst	9.00	8.00	10.00	59,363 - 71,760	712,148
90000015	Senior Management Analyst - Hourly	0.35	0.00	0.00	59,363 - 71,760	-
20000918	Senior Planner	4.00	5.00	5.00	65,354 - 79,019	374,127
20000929	Senior Survey Aide	3.00	3.00	4.00	44,429 - 53,706	204,778
20000926	Senior Traffic Engineer	2.00	2.00	2.00	76,794 - 92,851	184,309
90000964	Student Engineer - Hourly	5.50	4.00	4.50	26,707 - 32,011	120,182
20000970	Supervising Management Analyst	3.00	4.00	5.00	66,768 - 80,891	404,344
20001041	Training Supervisor	0.00	0.00	1.00	59,363 - 71,760	70,724
20000756	Word Processing Operator	4.00	7.00	10.00	31,491 - 37,918	355,913
	Bilingual - Regular					1,456
	Budgeted Vacancy Savings					(2,998,684)
	Engineering Geologist Pay					4,875
	Landscape Architect Lic					26,300
	Overtime Budgeted					341,933
	Reg Pay For Engineers					1,575,491
	Sick Leave - Hourly					3,273
	Termination Pay Annual Leave					93,095
FTE, Salaries, and Wages Subtotal		598.60	644.70	715.80		\$ 46,519,788
		FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change	
Fringe Benefits						
Employee Offset Savings		\$ 253,271	\$ 246,782	\$ 246,914	\$ 132	
Flexible Benefits		4,017,064	6,042,747	7,685,752	1,643,005	

Public Works - Engineering & Capital Projects

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Long-Term Disability	111,543	128,458	-	(128,458)
Medicare	532,633	588,216	650,953	62,737
Other Post-Employment Benefits	2,938,941	3,531,155	3,912,652	381,497
Retiree Medical Trust	20,596	37,216	49,169	11,953
Retirement 401 Plan	33,729	34,934	36,169	1,235
Retirement ADC	11,725,976	12,255,530	16,181,374	3,925,844
Retirement DROP	145,659	146,913	145,033	(1,880)
Risk Management Administration	510,713	610,134	659,172	49,038
Supplemental Pension Savings Plan	2,022,087	2,613,411	3,002,101	388,690
Unemployment Insurance	63,527	73,455	79,619	6,164
Workers' Compensation	244,100	516,591	453,569	(63,022)
Fringe Benefits Subtotal	\$ 22,619,837	\$ 26,825,542	\$ 33,102,477	\$ 6,276,935
Total Personnel Expenditures			\$ 79,622,265	

Public Works - Engineering & Capital Projects

Revenue and Expense Statement (Non-General Fund)

Engineering & Capital Projects Fund	FY2016 Actual	FY2017* Budget	FY2018 Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ (1,781,949)	\$ (1,155,635)	\$ (1,851,993)
TOTAL BALANCE AND RESERVES	\$ (1,781,949)	\$ (1,155,635)	\$ (1,851,993)
REVENUE			
Charges for Services	\$ 68,355,645	\$ 83,243,057	\$ 95,314,239
Other Revenue	80,140	—	—
Revenue from Use of Money and Property	5,192	—	—
TOTAL REVENUE	\$ 68,440,977	\$ 83,243,057	\$ 95,314,239
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 66,659,029	\$ 82,087,422	\$ 93,462,246
OPERATING EXPENSE			
Personnel Expenses	\$ 36,682,600	\$ 42,437,260	\$ 46,519,788
Fringe Benefits	22,619,837	26,825,542	33,102,477
Supplies	489,946	1,154,220	932,500
Contracts	4,143,041	7,607,886	7,915,543
Information Technology	2,538,461	4,099,485	5,386,467
Energy and Utilities	366,274	342,114	368,662
Other Expenses	735,533	691,351	859,053
Transfers Out	473	—	158,080
Capital Expenditures	238,499	84,726	64,726
Debt Expenses	—	473	473
TOTAL OPERATING EXPENSE	\$ 67,814,664	\$ 83,243,057	\$ 95,307,769
TOTAL EXPENSE	\$ 67,814,664	\$ 83,243,057	\$ 95,307,769
BALANCE	\$ (1,155,635)	\$ (1,155,635)	\$ (1,845,523)
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 66,659,029	\$ 82,087,422	\$ 93,462,246

* At the time of publication, audited financial statements for Fiscal Year 2017 were not available. Therefore, the Fiscal Year 2017 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2017 Adopted Budget, while the beginning Fiscal Year 2017 balance amount reflects the audited Fiscal Year 2016 ending balance.

Public Works - General Services

Department Summary

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
FTE Positions (Budgeted)	161.00	184.00	178.00	(6.00)
Personnel Expenditures	\$ 12,170,764	\$ 15,114,459	\$ 15,147,158	\$ 32,699
Non-Personnel Expenditures	16,236,522	12,955,205	8,546,202	(4,409,003)
Total Department Expenditures	\$ 28,407,286	\$ 28,069,664	\$ 23,693,360	\$ (4,376,304)
Total Department Revenue	\$ 6,882,018	\$ 7,362,575	\$ 7,327,339	\$ (35,236)

General Fund

Department Expenditures

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Administration	\$ 1,163,006	\$ 1,390,744	\$ 1,174,453	\$ (216,291)
Facilities	23,883,006	22,746,273	18,858,342	(3,887,931)
Total	\$ 25,046,012	\$ 24,137,017	\$ 20,032,795	\$ (4,104,222)

Department Personnel

	FY2016 Budget	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Administration	10.00	8.00	8.00	0.00
Facilities	141.00	166.00	160.00	(6.00)
Total	151.00	174.00	168.00	(6.00)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments	0.00	\$ 450,882	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
IAM - Training and Supplies	0.00	27,617	-
Addition of one-time non-personnel expenditures associated with SAP Infrastructure Asset Management (IAM).			
Hourly Sick Leave	0.00	(2,439)	-
Adjustment to reflect prior year expenditure trends, related to paid sick leave benefits for eligible hourly employees consistent with the requirements of Assembly Bill 1522.			
Support for Information Technology	0.00	(20,757)	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.			
Non-Discretionary Adjustment	0.00	(127,772)	-
Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			

Public Works - General Services

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Human Resources Functions Consolidation	(1.00)	(171,561)	-
Transfer of 1.00 FTE position to the Human Resources Department from the Public Works Department for centralized human resources support.			
Reduction of Facilities Maintenance Staffing	(5.00)	(845,972)	-
Reduction of 3.00 Custodian 2s, 1.00 Roofer, 1.00 Plasterer and associated non-personnel expenditures in the Facilities Division.			
One-Time Reductions and Annualizations	0.00	(3,414,220)	(253,983)
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2017.			
IAM Reimbursable Revenue	0.00	-	173,086
Adjustment to reflect revised revenue projections for reimbursement of SAP Infrastructure Asset Management (IAM) project labor.			
Total	(6.00)	\$ (4,104,222)	\$ (80,897)

Expenditures by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
PERSONNEL				
Personnel Cost	\$ 7,043,296	\$ 8,793,128	\$ 8,429,569	\$ (363,559)
Fringe Benefits	4,339,778	5,464,155	5,826,222	362,067
PERSONNEL SUBTOTAL	11,383,074	14,257,283	14,255,791	(1,492)
NON-PERSONNEL				
Supplies	\$ 1,748,953	\$ 2,181,245	\$ 1,819,171	\$ (362,074)
Contracts	5,540,279	4,038,229	2,539,378	(1,498,851)
Information Technology	192,772	288,087	267,330	(20,757)
Energy and Utilities	879,677	1,039,094	952,076	(87,018)
Other	8,145	7,500	7,500	-
Transfers Out	5,264,086	2,119,000	-	(2,119,000)
Capital Expenditures	29,026	30,000	30,000	-
Debt	-	176,579	161,549	(15,030)
NON-PERSONNEL SUBTOTAL	13,662,939	9,879,734	5,777,004	(4,102,730)
Total	\$ 25,046,012	\$ 24,137,017	\$ 20,032,795	\$ (4,104,222)

Revenues by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Charges for Services	\$ 3,304,040	\$ 3,747,579	\$ 3,666,682	\$ (80,897)
Other Revenue	16,498	-	-	-
Rev from Money and Prop	9	-	-	-
Total	\$ 3,320,546	\$ 3,747,579	\$ 3,666,682	\$ (80,897)

Public Works - General Services

Personnel Expenditures

Job Number	Job Title / Wages	FY2016 Budget	FY2017 Budget	FY2018 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000011	Account Clerk	2.00	2.00	2.00	\$31,491 - \$37,918	75,836
20000012	Administrative Aide 1	1.00	1.00	2.00	36,962 - 44,533	81,495
20000024	Administrative Aide 2	1.00	1.00	1.00	42,578 - 51,334	51,334
20000241	Apprentice 1-Electrician (5 Yr)	1.00	0.00	2.00	32,427 - 43,243	79,610
20000245	Apprentice 1-HVACR Technician	1.00	0.00	2.00	32,427 - 43,243	84,391
20000259	Apprentice 1-Plumber	0.00	0.00	1.00	32,427 - 43,243	38,030
20000242	Apprentice 2-Electrician (5 Yr)	0.00	1.00	0.00	45,947 - 54,059	-
20000246	Apprentice 2-HVACR Technician	0.00	1.00	0.00	40,539 - 51,355	-
21000175	Assistant Trainer	0.00	1.00	1.00	44,470 - 54,059	44,470
91000175	Assistant Trainer - Hourly	1.00	0.00	0.00	44,470 - 54,059	-
20000119	Associate Management Analyst	1.00	1.00	1.00	54,059 - 65,333	57,097
20000201	Building Maintenance Supervisor	6.00	6.00	6.00	61,859 - 74,797	440,772
20000224	Building Service Technician	12.00	13.00	11.00	33,322 - 39,666	419,742
20000202	Building Supervisor	1.00	1.00	1.00	39,770 - 47,736	47,736
20000232	Buyer's Aide 1	0.00	1.00	0.00	36,962 - 44,533	-
20000234	Carpenter	16.00	18.00	18.00	43,451 - 52,000	867,724
20000235	Carpenter Supervisor	1.00	2.00	2.00	49,192 - 59,571	105,406
20000617	Construction Estimator	2.00	2.00	2.00	53,706 - 64,958	128,942
20000354	Custodian 2	13.00	13.00	10.00	26,250 - 31,242	298,588
20000355	Custodian 3	1.00	1.00	1.00	28,725 - 33,966	33,966
20001101	Department Director	1.00	1.00	1.00	59,155 - 224,099	170,000
20001168	Deputy Director	1.00	1.00	1.00	46,966 - 172,744	124,000
20000408	Electrician	15.00	19.00	18.00	47,091 - 56,534	971,179
20000413	Electrician Supervisor	1.00	2.00	2.00	53,706 - 64,958	118,664
20000924	Executive Secretary	1.00	0.00	0.00	43,555 - 52,666	-
20000833	HVACR Technician	14.00	16.00	16.00	47,091 - 56,534	821,428
20000499	Heating Technician	2.00	2.00	2.00	47,091 - 56,534	112,220
20000500	Heating, Ventilation, and Air Conditioning Supervisor	2.00	2.00	2.00	53,706 - 64,958	128,125
20000290	Information Systems Analyst 2	1.00	1.00	1.00	54,059 - 65,333	65,333
20000377	Information Systems Technician	1.00	1.00	1.00	42,578 - 51,334	48,361
20000613	Locksmith	2.00	3.00	3.00	44,221 - 52,853	147,604
20000667	Painter	14.00	18.00	18.00	41,600 - 49,962	833,215
20000668	Painter Supervisor	1.00	2.00	2.00	47,382 - 57,262	108,182
20000680	Payroll Specialist 2	1.00	1.00	1.00	34,611 - 41,787	34,611
20000709	Plasterer	2.00	3.00	2.00	45,490 - 54,538	105,525
20000711	Plumber	11.00	13.00	13.00	47,091 - 56,534	699,447
20000713	Plumber Supervisor	1.00	1.00	1.00	53,706 - 64,958	64,958
20001222	Program Manager	1.00	2.00	2.00	46,966 - 172,744	220,855
20000760	Project Assistant	2.00	2.00	2.00	57,866 - 69,722	137,346
20000842	Roofer	6.00	7.00	6.00	39,666 - 47,528	276,689
20000847	Safety Officer	1.00	1.00	1.00	57,907 - 69,930	69,930

Public Works - General Services

Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2016 Budget	FY2017 Budget	FY2018 Adopted	Salary Range		Total
20001042	Safety and Training Manager	0.00	1.00	1.00	66,768 -	80,891	75,953
20000222	Senior Building Maintenance Supervisor	1.00	1.00	1.00	76,918 -	93,018	93,018
20000966	Senior HVACR Technician	5.00	5.00	5.00	49,462 -	59,384	286,107
20000826	Senior Locksmith	1.00	1.00	1.00	46,446 -	55,578	54,744
20000015	Senior Management Analyst	1.00	1.00	1.00	59,363 -	71,760	71,760
20000313	Supervising Department Human Resources Analyst	1.00	1.00	0.00	66,768 -	80,891	-
21000177	Trainer	1.00	1.00	1.00	54,059 -	65,333	54,059
	Budgeted Vacancy Savings						(466,648)
	Night Shift Pay						1,562
	Overtime Budgeted						136,901
	Termination Pay Annual Leave						9,302
FTE, Salaries, and Wages Subtotal		151.00	174.00	168.00			\$ 8,429,569
		FY2016 Actual		FY2017 Budget	FY2018 Adopted	FY2017–2018 Change	
Fringe Benefits							
	Employee Offset Savings	\$ 24,300	\$ 24,607	\$ 22,495	\$	(2,112)	
	Flexible Benefits	997,943	1,605,625	1,766,432		160,807	
	Long-Term Disability	22,070	27,438	-		(27,438)	
	Medicare	101,661	122,945	117,944		(5,001)	
	Other Post-Employment Benefits	778,572	981,840	942,157		(39,683)	
	Retiree Medical Trust	7,100	11,784	11,573		(211)	
	Retirement 401 Plan	7,772	7,583	7,472		(111)	
	Retirement ADC	1,546,846	1,595,872	1,938,037		342,165	
	Retirement DROP	36,702	34,101	35,130		1,029	
	Risk Management Administration	133,053	169,652	158,727		(10,925)	
	Supplemental Pension Savings Plan	423,550	594,784	572,318		(22,466)	
	Unemployment Insurance	12,577	15,709	14,823		(886)	
	Workers' Compensation	247,632	272,215	239,114		(33,101)	
Fringe Benefits Subtotal		\$ 4,339,778	\$ 5,464,155	\$ 5,826,222	\$	362,067	
Total Personnel Expenditures					\$ 14,255,791		

Publishing Services Fund

Department Expenditures

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Publishing Services	\$ 3,361,274	\$ 3,932,647	\$ 3,660,565	\$ (272,082)
Total	\$ 3,361,274	\$ 3,932,647	\$ 3,660,565	\$ (272,082)

Department Personnel

	FY2016 Budget	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Publishing Services	10.00	10.00	10.00	0.00
Total	10.00	10.00	10.00	0.00

Public Works - General Services

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments	0.00	\$ 30,191	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
Non-Discretionary Adjustment	0.00	(36,266)	-
Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
One-Time Reductions and Annualizations	0.00	(46,507)	-
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2017.			
Support for Information Technology	0.00	(219,500)	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.			
Revised Revenue	0.00	-	45,661
Adjustment to reflect revised revenue projections.			
Total	0.00	\$ (272,082)	\$ 45,661

Expenditures by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
PERSONNEL				
Personnel Cost	\$ 447,899	\$ 479,599	\$ 497,726	\$ 18,127
Fringe Benefits	339,792	377,577	393,641	16,064
PERSONNEL SUBTOTAL	787,691	857,176	891,367	34,191
NON-PERSONNEL				
Supplies	\$ 270,691	\$ 329,464	\$ 334,594	\$ 5,130
Contracts	2,160,036	2,260,135	2,130,504	(129,631)
Information Technology	21,758	365,821	146,321	(219,500)
Energy and Utilities	99,544	115,559	108,008	(7,551)
Other	2,112	-	-	-
Transfers Out	4,492	-	3,279	3,279
Capital Expenditures	14,951	-	42,000	42,000
Debt	-	4,492	4,492	-
NON-PERSONNEL SUBTOTAL	2,573,583	3,075,471	2,769,198	(306,273)
Total	\$ 3,361,274	\$ 3,932,647	\$ 3,660,565	\$ (272,082)

Revenues by Category

	FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change
Charges for Services	\$ 3,554,759	\$ 3,614,996	\$ 3,660,657	\$ 45,661
Other Revenue	45	-	-	-
Rev from Money and Prop	6,668	-	-	-
Total	\$ 3,561,472	\$ 3,614,996	\$ 3,660,657	\$ 45,661

Public Works - General Services

Personnel Expenditures

Job Number	Job Title / Wages	FY2016 Budget	FY2017 Budget	FY2018 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000011	Account Clerk	1.00	1.00	0.00	\$31,491 - \$37,918	\$ -
20000012	Administrative Aide 1	0.00	0.00	1.00	36,962 - 44,533	41,854
20000024	Administrative Aide 2	1.00	1.00	1.00	42,578 - 51,334	51,334
20000487	Graphic Designer	2.00	2.00	2.00	43,264 - 51,979	102,481
20000752	Print Shop Supervisor	1.00	1.00	1.00	57,158 - 68,120	68,120
21000193	Publishing Specialist 2	2.00	2.00	2.00	31,782 - 37,627	75,254
20000912	Senior Offset Press Operator	2.00	2.00	2.00	38,106 - 45,344	90,688
21000194	Senior Publishing Specialist	1.00	1.00	1.00	36,962 - 44,533	44,533
	Overtime Budgeted					19,462
	Vacation Pay In Lieu					4,000
FTE, Salaries, and Wages Subtotal		10.00	10.00	10.00	\$	497,726
		FY2016 Actual	FY2017 Budget	FY2018 Adopted	FY2017-2018 Change	
Fringe Benefits						
	Employee Offset Savings	\$ 1,994	\$ 2,088	\$ 1,714	\$	(374)
	Flexible Benefits	73,577	97,355	113,855		16,500
	Long-Term Disability	1,427	1,463	-		(1,463)
	Medicare	5,295	5,488	5,683		195
	Other Post-Employment Benefits	57,501	59,150	60,010		860
	Retiree Medical Trust	269	311	436		125
	Retirement ADC	147,446	159,060	155,123		(3,937)
	Retirement DROP	1,601	1,383	2,766		1,383
	Risk Management Administration	9,769	10,220	10,110		(110)
	Supplemental Pension Savings Plan	25,000	26,722	29,708		2,986
	Unemployment Insurance	812	841	848		7
	Workers' Compensation	15,100	13,496	13,388		(108)
Fringe Benefits Subtotal		\$ 339,792	\$ 377,577	\$ 393,641	\$	16,064
Total Personnel Expenditures					\$	891,367

Public Works - General Services

Revenue and Expense Statement (Non-General Fund)

Publishing Services Fund	FY2016 Actual	FY2017* Budget	FY2018 Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 715,356	\$ 915,553	\$ 895,446
TOTAL BALANCE AND RESERVES	\$ 715,356	\$ 915,553	\$ 895,446
REVENUE			
Charges for Services	\$ 3,554,759	\$ 3,614,996	\$ 3,660,657
Other Revenue	45	—	—
Revenue from Use of Money and Property	6,668	—	—
TOTAL REVENUE	\$ 3,561,472	\$ 3,614,996	\$ 3,660,657
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 4,276,828	\$ 4,530,549	\$ 4,556,103
OPERATING EXPENSE			
Personnel Expenses	\$ 447,899	\$ 479,599	\$ 497,726
Fringe Benefits	339,792	377,577	393,641
Supplies	270,691	329,464	334,594
Contracts	2,160,036	2,260,135	2,130,504
Information Technology	21,758	365,821	146,321
Energy and Utilities	99,544	115,559	108,008
Other Expenses	2,112	—	—
Transfers Out	4,492	—	3,279
Capital Expenditures	14,951	—	42,000
Debt Expenses	—	4,492	4,492
TOTAL OPERATING EXPENSE	\$ 3,361,274	\$ 3,932,647	\$ 3,660,565
TOTAL EXPENSE	\$ 3,361,274	\$ 3,932,647	\$ 3,660,565
BALANCE	\$ 915,553	\$ 597,902	\$ 895,538
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 4,276,828	\$ 4,530,549	\$ 4,556,103

* At the time of publication, audited financial statements for Fiscal Year 2017 were not available. Therefore, the Fiscal Year 2017 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2017 Adopted Budget, while the beginning Fiscal Year 2017 balance amount reflects the audited Fiscal Year 2016 ending balance.



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