

# **Real Estate and Airport Management**



**Page Intentionally Left Blank**

# Real Estate and Airport Management



## Description

The City of San Diego is unique among municipalities statewide in the size and diversity of its real estate portfolio. The City owns more than 1,600 properties that total an estimated 123,000 acres. These properties range in size from large tracts of open space to tiny remnant parcels.

The Department of Real Estate and Airport Management (DREAM) oversees the City's real estate portfolio, which includes all the facilities necessary to provide the basic functions of government, such as parks, police stations, fire stations, libraries, maintenance yards, and administrative space. Additionally, the department manages a major league baseball stadium, an 8,000-acre Agricultural Preserve and nearly 60,000 acres of open space. City properties support over 800 leases and agreements with third parties, generating approximately \$80 million in income and providing cultural and community-based services, including the iconic Balboa Park and San Diego's water wonderland, Mission Bay.

DREAM also manages Montgomery-Gibbs Executive Airport and Brown Field Municipal Airport, which provide critical services to aviation users and its citizens. The Federal Aviation Administration (FAA) has classified Montgomery-Gibbs Executive Airport as a reliever airport for San Diego International Airport - Lindbergh Field, which means it's instrumental in preventing major delays at the scheduled passenger service airport. Brown Field Municipal Airport is also a reliever airport and the gateway for international general aviation aircraft entering the United States needing to clear Customs. Combined, City airports support more than 1,500 local jobs and generate \$199 million in economic activity annually.

### Our Teams:

The Acquisitions Team provides complete real estate acquisition and relocation services for the City of San Diego. The Acquisition Team acquires sites for public facilities, parks, open space, and rights-of-way for streets and utilities. If private residences or businesses are affected by these acquisitions, the Team provides the occupants with relocation assistance to minimize the disruption.

The Airport Operations Teams are primarily focused on Airport Safety at Brown Field Municipal Airport and Montgomery-Gibbs Executive Airport. They conduct daily and periodic inspections of the runways and

# Real Estate and Airport Management

taxiways to ensure compliance with the FAA, Caltrans – Division of Aeronautics and other entities' regulations. They also serve as the primary points of contact for airport users. Additionally, they perform airfield maintenance and repair work such as replacing airfield signs and repainting markings.

The Airport Programs/Noise Abatement Team is in charge of planning the Capital Improvement needs of the City's two general aviation airports. They work hand-in-hand with the FAA to obtain grant funding for critical infrastructure needs. This team also manages the Airports' Noise Program to ensure that the City's airports and the neighboring communities understand each other's needs.

The Dispositions Team is responsible for processing sales of City-owned properties and implementation of the Surplus Land Act. Additional information on surplus property and information regarding affordable housing development can be found on HCD's website.

The Financial and Records Management Team develops and administers the Real Estate and Airport Management budgets, processes rents and maintains accounts for all agreements, creates and processes payments of purchase orders and assists staff with financial transactions. The team maintains records for City-owned real estate and agreements in accordance with the established records retention policies and assists other teams with property information. Members of the team assist staff with the management of the many Public Record Act requests that are submitted to the department.

The Lease Administration Teams administer the City's diverse lease portfolio, with one team sitting in Real Estate and one in Airport Management. The teams negotiate, develop and administer lease agreements and permits for use of City-owned property by profit and non-profit organizations, citywide. This includes Mission Bay Park, Balboa Park, San Pasqual Valley and the City's two municipal airports. The Real Estate Lease Administration Team is also responsible for short-term permitting for use of city property, as well as facility management at the City Concourse.

The Municipal Assets Services Team is tasked with planning, organizing and executing transactions that support all of the City's facilities' needs and the office space needs for our workforce of over 11,000 employees. The team works with individual City departments to determine how much space is needed and whether the requirement can be best accommodated through occupancy of City-owned properties, a lease from an outside entity, or the acquisition of a new facility.

The Valuations Team provides opinions of value to support: property sales, property acquisitions, rental rates, market-rate adjustments, bond offerings collateralized by real estate and all other City functions requiring real estate appraisal services.

For more information on department programs, please visit the DREAM website at: <https://www.sandiego.gov/real-estate-and-airport-management>.

## ***The vision is:***

To be a nationally recognized model for municipal real estate services and serve the City with world renowned general aviation airports

## ***The mission is:***

To serve the San Diego community and its aviation customers through excellence in stewardship of the City's assets

# Real Estate and Airport Management

## Goals and Objectives

**Goal 1: Maximize revenue and overall benefit to the City**

- Secure maximum revenue due to the City for leasehold agreements
- Promote the creation of additional affordable housing units on City-owned properties

**Goal 2: Attract and retain quality staff**

- Promote a proactive, creative, productive and team focused work atmosphere
- Recruit employees with the broad skills, perspective, and experience that will help develop the Department and its services

**Goal 3: Enhance transparency about the City's real estate decision making**

- Ensure that the public and decision makers have access to information regarding the City's real estate initiatives

**Goal 4: Ensure the financial self-sufficiency of City Airports**

- Maximize the City's return-on-investment
- Ensure rates and charges remain competitive to the market"

**Goal 5: Manage customer focused airports and are responsive to citizen's concerns, particularly those related to noise and safety**

- Ensure the orderly development of the airports' properties

Budget Equity Impact Statement	
Budget Equity Lens Summary Base Budget	Budget Equity Lens Summary Budget Adjustment
<p><b><i>Is there an opportunity to adjust the department's ongoing Base Budget to address disparity?</i></b></p> <p>Yes</p> <p>Continued collaboration with other City Departments.</p>	<p><b><i>Do the Budget Adjustments address a disparity?</i></b></p> <p>Yes</p> <p>• Midway Rising Economic Analysis – JLL's economic analysis under this contract will support the City in taking steps towards maximizing affordable housing and revenue in the Midway District (Tactical Equity Plan – Goal 1) • Concourse &amp; CCP Security/Golden Hall Janitorial – This adjustment addresses safety and sanitation disparities • Repair and Maintenance of MYF Commercial/Retail Center – This adjustment helps provide equitable conditions for all businesses and the public that utilize them</p>

# Real Estate and Airport Management

## Key Performance Indicators

Performance Indicator	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	Goal
Number of properties reviewed for potential disposition per year	31	52	17	26	18	10
Percentage of appraisals completed within 90 days of commencement	72%	85%	84%	85%	85%	85%
Percentage of lease agreements on a month-to-month holdover status	25%	23%	28%	28%	25%	25%
Percentage of rent reviews completed on time per fiscal year	87%	84%	83%	79%	81%	90%
Average number of working days to respond to a noise complaint	1	1	1	1	1	1
Number of days/year Airports are closed or otherwise unavailable to serve as part of the Regional and National Air Transportation System	0	0	0	0	0	0
Percent of total revenue derived from non-aviation related activities	41%	41%	41%	38%	43%	38%
Number of deficiencies from CALTRANS Division of Aeronautics Annual Airport Inspections	N/A	N/A	N/A	N/A	0	0

# Real Estate and Airport Management

## Department Summary

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
FTE Positions (Budgeted)	54.00	66.00	70.00	4.00
Personnel Expenditures	\$ 6,712,037	\$ 8,673,170	\$ 8,875,333	\$ 202,163
Non-Personnel Expenditures	26,789,960	29,851,645	29,609,719	(241,926)
<b>Total Department Expenditures</b>	<b>\$ 33,501,996</b>	<b>\$ 38,524,815</b>	<b>\$ 38,485,052</b>	<b>\$ (39,763)</b>
<b>Total Department Revenue</b>	<b>\$ 89,662,303</b>	<b>\$ 82,824,748</b>	<b>\$ 95,232,625</b>	<b>\$ 12,407,877</b>

## General Fund

### Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Real Estate	\$ 5,304,424	\$ 8,911,626	\$ 7,916,692	\$ (994,934)
<b>Total</b>	<b>\$ 5,304,424</b>	<b>\$ 8,911,626</b>	<b>\$ 7,916,692</b>	<b>\$ (994,934)</b>

### Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Real Estate	28.00	39.00	38.75	(0.25)
<b>Total</b>	<b>28.00</b>	<b>39.00</b>	<b>38.75</b>	<b>(0.25)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Lease Management Software</b> Addition of one-time non-personnel expenditures to support the lease management software solution upgrade.	0.00	\$ 375,000	\$ -
<b>Downtown Office Space Analysis</b> Addition of non-personnel expenditures to continue consultant services for office space optimization.	0.00	250,000	-
<b>Sports Arena Development and Lease Support</b> Addition of non-personnel expenditures to continue consultant services for Midway Rising.	0.00	200,000	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	102,751	-
<b>Civic Center Plaza Security Services</b> Addition of non-personnel expenditures for increased security services at Civic Center Plaza.	0.00	102,000	-
<b>Non-Discretionary Adjustment</b> 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	8,292	-

# Real Estate and Airport Management

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Reallocation of Program Manager</b> Reallocation of 0.25 Program Manager from the General Fund to the Airports Fund.	(0.25)	(48,796)	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	(356,681)	-
<b>One-Time Additions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2023.	0.00	(1,627,500)	(2,111,292)
<b>Revised Mission Bay Park Revenue</b> Adjustment to reflect revised Mission Bay Park revenue projections.	0.00	-	8,756,191
<b>Revised Pueblo Lands Revenue</b> Adjustment to reflect revised Pueblo Lands revenue projections.	0.00	-	1,807,635
<b>Revised Belmont Park Revenue</b> Adjustment to reflect revised Belmont Park revenue projections.	0.00	-	875,643
<b>Revised Sports Arena Rentals Revenue</b> Adjustment to reflect revised Sports Arena Rentals revenue projections.	0.00	-	512,430
<b>Revised Other Rents and Concessions Revenue</b> Adjustment to reflect revised Other Rents and Concessions revenue projections.	0.00	-	155,220
<b>Revised Other Land and Building Leases Revenue</b> Adjustment to reflect revised Other Land and Building Leases revenue projections.	0.00	-	117,084
<b>Revised Instructional Camp Fees Revenue</b> Adjustment to reflect revised Instructional Camp Fees revenue projections.	0.00	-	88,536
<b>Revised Kayak Instructional Camp Revenue</b> Adjustment to reflect revised Kayak Instructional Camp revenue projections.	0.00	-	86,954
<b>Revised Other Midway Frontier Rent Revenue</b> Adjustment to reflect revised Other Midway Frontier Rent revenue projections.	0.00	-	60,153
<b>Total</b>	<b>(0.25) \$</b>	<b>(994,934) \$</b>	<b>10,348,554</b>

## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 2,491,152	\$ 3,741,054	\$ 3,635,782	(105,272)
Fringe Benefits	1,394,173	1,776,805	1,476,600	(300,205)
<b>PERSONNEL SUBTOTAL</b>	<b>3,885,325</b>	<b>5,517,859</b>	<b>5,112,382</b>	<b>(405,477)</b>
<b>NON-PERSONNEL</b>				



# Real Estate and Airport Management

## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Supplies	\$ 17,366	\$ 25,735	\$ 25,386	\$ (349)
Contracts & Services	1,123,373	2,631,935	1,969,627	(662,308)
<i>External Contracts &amp; Services</i>	1,023,585	2,516,290	1,843,290	(673,000)
<i>Internal Contracts &amp; Services</i>	99,788	115,645	126,337	10,692
Information Technology	247,739	684,885	760,136	75,251
Energy and Utilities	25,585	22,212	20,161	(2,051)
Other	5,035	29,000	29,000	-
<b>NON-PERSONNEL SUBTOTAL</b>	1,419,098	3,393,767	2,804,310	(589,457)
<b>Total</b>	<b>\$ 5,304,424</b>	<b>\$ 8,911,626</b>	<b>\$ 7,916,692</b>	<b>\$ (994,934)</b>

## Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Charges for Services	\$ 1,741,574	\$ 1,676,882	\$ 1,480,519	\$ (196,363)
Licenses and Permits	724,961	671,320	759,856	88,536
Other Revenue	13,167	-	-	-
Rev from Money and Prop	60,377,951	53,447,787	63,904,168	10,456,381
<b>Total</b>	<b>\$ 62,857,653</b>	<b>\$ 55,795,989</b>	<b>\$ 66,144,543</b>	<b>\$ 10,348,554</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000011	Account Clerk	1.00	1.00	1.00	\$ 45,627 - 54,916	\$ 54,916
20001140	Assistant Department Director	1.00	1.00	0.00	89,589 - 339,372	-
20000119	Associate Management Analyst	1.00	1.00	1.00	74,763 - 90,340	74,763
20000163	Associate Property Agent	2.00	2.00	1.00	76,193 - 92,069	76,193
20001168	Deputy Director	0.00	0.00	1.00	67,740 - 249,134	180,286
20000924	Executive Assistant	1.00	1.00	1.00	59,068 - 71,442	71,442
20001234	Program Coordinator	2.00	2.00	2.00	36,489 - 198,900	247,494
20001222	Program Manager	5.00	6.00	5.75	67,740 - 249,134	863,511
20000768	Property Agent	6.00	13.00	13.00	83,637 - 101,133	1,187,616
20000783	Public Information Clerk	1.00	1.00	1.00	45,627 - 54,916	54,916
20001137	Real Estate Assets Director	1.00	1.00	1.00	89,589 - 339,372	221,431
21000762	Records Management Analyst	0.00	0.00	1.00	74,763 - 90,340	74,763
20000869	Senior Account Clerk	1.00	1.00	1.00	52,234 - 63,020	63,020
20000970	Supervising Management Analyst	1.00	1.00	1.00	87,965 - 106,585	106,585
20001003	Supervising Property Agent	4.00	6.00	6.00	94,074 - 113,988	624,186
20001005	Supervising Property Agent Bilingual - Regular Budgeted Personnel Expenditure Savings Right Of Way Cert Vacation Pay In Lieu	1.00	2.00	2.00	94,074 - 113,988	202,638 2,912 (522,696)  10,756 41,050
<b>FTE, Salaries, and Wages Subtotal</b>		<b>28.00</b>	<b>39.00</b>	<b>38.75</b>		<b>\$ 3,635,782</b>

# Real Estate and Airport Management

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 9,130	\$ 12,382	\$ 6,975	\$ (5,407)
Flexible Benefits	346,824	448,130	354,321	(93,809)
Insurance	1,295	-	-	-
Long-Term Disability	10,639	12,824	12,389	(435)
Medicare	36,047	51,974	49,485	(2,489)
Other Post-Employment Benefits	170,836	221,871	186,309	(35,562)
Retiree Medical Trust	4,513	7,341	7,742	401
Retirement 401 Plan	3,303	13,196	26,844	13,648
Retirement ADC	584,641	738,103	693,626	(44,477)
Retirement DROP	2,749	2,947	3,251	304
Risk Management Administration	30,519	45,435	42,146	(3,289)
Supplemental Pension Savings Plan	167,422	190,802	64,297	(126,505)
Unemployment Insurance	3,626	4,650	4,075	(575)
Workers' Compensation	22,629	27,150	25,140	(2,010)
<b>Fringe Benefits Subtotal</b>	<b>\$ 1,394,173</b>	<b>\$ 1,776,805</b>	<b>\$ 1,476,600</b>	<b>\$ (300,205)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 5,112,382</b>	

## Airports Fund

### Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Airport Management	\$ 6,325,789	\$ 9,485,826	\$ 9,205,221	\$ (280,605)
<b>Total</b>	<b>\$ 6,325,789</b>	<b>\$ 9,485,826</b>	<b>\$ 9,205,221</b>	<b>\$ (280,605)</b>

### Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Airport Management	23.00	24.00	28.25	4.25
<b>Total</b>	<b>23.00</b>	<b>24.00</b>	<b>28.25</b>	<b>4.25</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Commercial/Retail Center Repair and Maintenance</b> Addition of one-time non-personnel expenditures for repairs and maintenance to the Commercial and Retail Center.	0.00	\$ 914,950	\$ -
<b>Repair and Maintenance</b> Addition of non-personnel expenditures for repairs and maintenance at Montgomery-Gibbs and Brown Field airports.	0.00	500,000	-
<b>Non-Discretionary Adjustment</b> 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	272,555	-

# Real Estate and Airport Management

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Airport Operations Support</b> Addition of 3.00 Airport Operations Assistants to support Montgomery-Gibbs and Brown Field airports.	3.00	228,342	-
<b>Airport Management Support</b> Addition of 1.00 Program Coordinator to coordinate airport projects at Montgomery-Gibbs and Brown Field airports.	1.00	150,544	-
<b>Business Retail Property Management Agreement</b> Addition of non-personnel expenditures to support the management of office buildings and the retail center at Montgomery-Gibbs Executive Airport.	0.00	150,000	-
<b>Lease Management Software</b> Addition of one-time non-personnel expenditures to update the lease management software for real estate administration.	0.00	125,000	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	124,470	-
<b>IT Equipment Upgrade at Brown Field</b> Addition of one-time non-personnel expenditures to upgrade information technology equipment at the Brown Field Customs Border Patrol facility.	0.00	90,000	-
<b>Reallocation of Program Manager</b> Reallocation of 0.25 Program Manager from the General Fund to the Airports Fund.	0.25	48,796	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	(14,064)	-
<b>One-Time Additions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2023.	0.00	(2,871,198)	-
<b>Revised Rent Revenue</b> Adjustment to reflect revised commercial leasing revenue projections.	0.00	-	1,388,261
<b>Revised Airport Parking Revenue</b> Adjustment to reflect revised airport parking revenue projections at Montgomery-Gibbs Executive Airport.	0.00	-	250,000
<b>Revised Flowage Fees Revenue</b> Adjustment to reflect revised flowage fee revenue projections for Brown Field Airport.	0.00	-	150,000
<b>Total</b>	<b>4.25 \$</b>	<b>(280,605) \$</b>	<b>1,788,261</b>

# Real Estate and Airport Management

## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 1,409,483	\$ 1,693,758	\$ 2,084,698	\$ 390,940
Fringe Benefits	1,051,563	1,076,827	1,238,039	161,212
<b>PERSONNEL SUBTOTAL</b>	<b>2,461,046</b>	<b>2,770,585</b>	<b>3,322,737</b>	<b>552,152</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 116,154	\$ 206,787	\$ 206,089	(698)
Contracts & Services	2,993,653	5,686,845	4,549,697	(1,137,148)
<i>External Contracts &amp; Services</i>	<i>1,982,044</i>	<i>4,875,252</i>	<i>3,701,024</i>	<i>(1,174,228)</i>
<i>Internal Contracts &amp; Services</i>	<i>1,011,608</i>	<i>811,593</i>	<i>848,673</i>	<i>37,080</i>
Information Technology	177,541	293,276	369,212	75,936
Energy and Utilities	574,162	502,138	731,291	229,153
Other	3,233	7,351	7,351	-
Transfers Out	-	844	844	-
Capital Expenditures	-	18,000	18,000	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>3,864,743</b>	<b>6,715,241</b>	<b>5,882,484</b>	<b>(832,757)</b>
<b>Total</b>	<b>\$ 6,325,789</b>	<b>\$ 9,485,826</b>	<b>\$ 9,205,221</b>	<b>\$ (280,605)</b>

## Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Charges for Services	\$ 1,066,870	\$ 534,884	\$ 1,134,884	\$ 600,000
Other Revenue	40,702	-	-	-
Rev from Money and Prop	5,853,747	6,568,457	7,756,718	1,188,261
<b>Total</b>	<b>\$ 6,961,320</b>	<b>\$ 7,103,341</b>	<b>\$ 8,891,602</b>	<b>\$ 1,788,261</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000012	Administrative Aide 1	1.00	1.00	2.00	\$ 51,126 - 61,583	\$ 119,459
20000036	Airport Manager	2.00	2.00	2.00	77,786 - 93,773	187,546
20000035	Airport Operations Assistant	4.00	4.00	7.00	52,517 - 62,590	384,663
20000119	Associate Management Analyst	1.00	1.00	1.00	74,763 - 90,340	90,340
20001168	Deputy Director	1.00	1.00	1.00	67,740 - 249,134	181,899
21000451	Environmental Biologist 3	1.00	1.00	1.00	89,837 - 108,807	102,774
20000426	Equipment Operator 1	1.00	1.00	1.00	49,198 - 58,890	58,890
20000468	Grounds Maintenance Worker 2	1.00	2.00	2.00	43,511 - 51,765	93,038
20000172	Payroll Specialist 1	1.00	1.00	0.00	48,050 - 57,830	-
20001234	Program Coordinator	0.00	0.00	1.00	36,489 - 198,900	116,027
20001222	Program Manager	2.00	2.00	2.25	67,740 - 249,134	334,143
20000768	Property Agent	2.00	2.00	2.00	83,637 - 101,133	184,770
20000831	Senior Airport Operations Assistant	2.00	2.00	2.00	57,699 - 68,885	137,770
20000927	Senior Clerk/Typist	1.00	1.00	1.00	48,915 - 59,015	59,015
20001003	Supervising Property Agent	1.00	1.00	1.00	94,074 - 113,988	113,988
20001053	Utility Worker 2 Bilingual - Regular	2.00	2.00	2.00	43,500 - 51,767	102,794 1,456

# Real Estate and Airport Management

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Adopted	Salary Range	Total
	Budgeted Personnel					(232,182)
	Expenditure Savings					
	Overtime Budgeted					26,380
	Right Of Way Cert					5,699
	Vacation Pay In Lieu					16,229
<b>FTE, Salaries, and Wages Subtotal</b>		<b>23.00</b>	<b>24.00</b>	<b>28.25</b>		<b>\$ 2,084,698</b>

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 4,011	\$ 4,077	\$ 4,491	\$ 414
Flexible Benefits	240,223	270,592	254,975	(15,617)
Long-Term Disability	6,036	5,830	7,182	1,352
Medicare	21,689	24,241	29,613	5,372
Other	-	(12,023)	-	12,023
Other Post-Employment Benefits	120,547	125,158	137,964	12,806
Retiree Medical Trust	2,300	2,874	3,657	783
Retirement 401 Plan	720	1,888	13,941	12,053
Retirement ADC	506,443	485,266	687,014	201,748
Risk Management Administration	21,480	25,630	31,213	5,583
Supplemental Pension Savings Plan	101,091	115,223	34,190	(81,033)
Unemployment Insurance	2,058	2,116	2,321	205
Workers' Compensation	24,965	25,955	31,478	5,523
<b>Fringe Benefits Subtotal</b>	<b>\$ 1,051,563</b>	<b>\$ 1,076,827</b>	<b>\$ 1,238,039</b>	<b>\$ 161,212</b>
<b>Total Personnel Expenditures</b>			<b>\$ 3,322,737</b>	

## Concourse and Parking Garages Operating Fund

### Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Concourse & Parking Garage	\$ 2,038,386	\$ 2,724,454	\$ 3,561,362	\$ 836,908
<b>Total</b>	<b>\$ 2,038,386</b>	<b>\$ 2,724,454</b>	<b>\$ 3,561,362</b>	<b>\$ 836,908</b>

### Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Concourse & Parking Garage	2.00	2.00	2.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Fire Sprinkler System Replacement</b>	0.00	\$ 593,000	\$ -
Addition of one-time non-personnel expenditures to replace the San Diego Theater's fire sprinkler system to comply with fire safety standards.			

# Real Estate and Airport Management

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>One-Time Additions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2023.	0.00	251,151	(600,000)
<b>Security Services</b> Addition of non-personnel expenditures for additional security around Golden Hall and the Concourse Parkade.	0.00	160,000	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	30,123	-
<b>Maintenance and Janitorial Services</b> Addition of non-personnel expenditures to support maintenance and janitorial services at the homeless shelter at Golden Hall.	0.00	15,000	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	(6,096)	-
<b>Non-Discretionary Adjustment</b> 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	(206,270)	-
<b>Reimbursements for Operating Expenditures</b> Adjustment to reflect revised reimbursement of operating expenditures associated with the homeless shelter at Golden Hall.	0.00	-	600,000
<b>Revised Parking Revenue</b> Adjustment to reflect revised municipal parking garage revenue projections.	0.00	-	99,269
<b>Revised Lease Revenue</b> Adjustment to reflect revised Other Centre City Rental revenue projections.	0.00	-	30,086
<b>Total</b>	<b>0.00</b>	<b>\$ 836,908</b>	<b>\$ 129,355</b>

## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 131,374	\$ 149,136	\$ 176,059	26,923
Fringe Benefits	63,379	61,488	64,688	3,200
<b>PERSONNEL SUBTOTAL</b>	<b>194,753</b>	<b>210,624</b>	<b>240,747</b>	<b>30,123</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 48,418	\$ 57,800	\$ 57,800	-
Contracts & Services	1,740,906	2,209,866	3,201,520	991,654
<i>External Contracts &amp; Services</i>	<i>1,615,715</i>	<i>2,127,656</i>	<i>3,146,807</i>	<i>1,019,151</i>
<i>Internal Contracts &amp; Services</i>	<i>125,191</i>	<i>82,210</i>	<i>54,713</i>	<i>(27,497)</i>

# Real Estate and Airport Management

## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Information Technology	28,361	26,743	20,647	(6,096)
Energy and Utilities	25,948	218,921	40,148	(178,773)
Other	-	500	500	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>1,843,633</b>	<b>2,513,830</b>	<b>3,320,615</b>	<b>806,785</b>
<b>Total</b>	<b>\$ 2,038,386</b>	<b>\$ 2,724,454</b>	<b>\$ 3,561,362</b>	<b>\$ 836,908</b>

## Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Charges for Services	\$ -	\$ 600,000	\$ 600,000	\$ -
Other Revenue	4	-	-	-
Rev from Money and Prop	1,848,689	1,921,718	2,051,073	129,355
<b>Total</b>	<b>\$ 1,848,693</b>	<b>\$ 2,521,718</b>	<b>\$ 2,651,073</b>	<b>\$ 129,355</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000011	Account Clerk	1.00	1.00	1.00	\$ 45,627 - 54,916	\$ 54,916
20001003	Supervising Property Agent Bilingual - Regular Right Of Way Cert	1.00	1.00	1.00	94,074 - 113,988	113,988 1,456 5,699
<b>FTE, Salaries, and Wages Subtotal</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>		<b>\$ 176,059</b>

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>Fringe Benefits</b>				
Flexible Benefits	\$ 23,520	\$ 23,410	\$ 23,410	\$ -
Long-Term Disability	559	500	596	96
Medicare	2,051	2,163	2,553	390
Other Post-Employment Benefits	13,080	11,378	11,378	-
Retiree Medical Trust	236	262	303	41
Retirement 401 Plan	749	1,050	1,211	161
Retirement ADC	15,584	14,681	16,124	1,443
Retirement DROP	1,289	1,347	1,675	328
Risk Management Administration	2,333	2,330	2,574	244
Supplemental Pension Savings Plan	2,229	2,672	3,322	650
Unemployment Insurance	190	181	193	12
Workers' Compensation	1,558	1,514	1,349	(165)
<b>Fringe Benefits Subtotal</b>	<b>\$ 63,379</b>	<b>\$ 61,488</b>	<b>\$ 64,688</b>	<b>\$ 3,200</b>
<b>Total Personnel Expenditures</b>			<b>\$ 240,747</b>	

# Real Estate and Airport Management

## PETCO Park Fund

### Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
PETCO Park	\$ 17,912,747	\$ 17,402,909	\$ 17,801,777	\$ 398,868
<b>Total</b>	<b>\$ 17,912,747</b>	<b>\$ 17,402,909</b>	<b>\$ 17,801,777</b>	<b>\$ 398,868</b>

### Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
PETCO Park	1.00	1.00	1.00	0.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>One-Time Additions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2023.	0.00	\$ 377,559	\$ 439,859
<b>Salary and Benefit Adjustments</b> Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	25,365	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	(298)	-
<b>Non-Discretionary Adjustment</b> 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	(3,758)	-
<b>Transient Occupancy Tax Fund Support</b> Adjustment to reflect revised revenue for safety and maintenance of tourism-related facilities from the Transient Occupancy Tax Fund.	0.00	-	(298,152)
<b>Total</b>	<b>0.00</b>	<b>\$ 398,868</b>	<b>\$ 141,707</b>

### Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 128,099	\$ 133,988	\$ 158,437	\$ 24,449
Fringe Benefits	43,298	40,114	41,030	916
<b>PERSONNEL SUBTOTAL</b>	<b>171,397</b>	<b>174,102</b>	<b>199,467</b>	<b>25,365</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ -	\$ 936	\$ 936	-



# Real Estate and Airport Management

## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Contracts & Services	8,437,031	7,923,455	8,295,552	372,097
<i>External Contracts &amp; Services</i>	5,244,627	5,345,080	5,345,080	-
<i>Internal Contracts &amp; Services</i>	3,192,404	2,578,375	2,950,472	372,097
Information Technology	3,696	3,424	3,126	(298)
Energy and Utilities	12,691	9,492	12,571	3,079
Transfers Out	9,287,931	9,291,500	9,290,125	(1,375)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>17,741,351</b>	<b>17,228,807</b>	<b>17,602,310</b>	<b>373,503</b>
<b>Total</b>	<b>\$ 17,912,747</b>	<b>\$ 17,402,909</b>	<b>\$ 17,801,777</b>	<b>\$ 398,868</b>

## Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Other Revenue	\$ 1,079,192	\$ 1,430,000	\$ 1,430,000	-
Rev from Money and Prop	2,424,469	1,746,960	2,186,819	439,859
Transfers In	14,341,779	14,226,740	13,928,588	(298,152)
<b>Total</b>	<b>\$ 17,845,440</b>	<b>\$ 17,403,700</b>	<b>\$ 17,545,407</b>	<b>\$ 141,707</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001222	Program Manager	1.00	1.00	1.00	\$ 67,740 - 249,134	\$ 158,437
<b>FTE, Salaries, and Wages Subtotal</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b>\$ 158,437</b>

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>Fringe Benefits</b>				
Flexible Benefits	\$ 10,019	\$ 9,977	\$ 7,600	(2,377)
Long-Term Disability	563	469	559	90
Medicare	1,925	1,943	2,297	354
Other Post-Employment Benefits	6,540	5,689	5,689	-
Retiree Medical Trust	320	335	396	61
Retirement 401 Plan	1,281	1,340	1,584	244
Retirement ADC	20,777	18,477	21,088	2,611
Risk Management Administration	1,165	1,165	1,287	122
Unemployment Insurance	192	170	181	11
Workers' Compensation	517	549	349	(200)
<b>Fringe Benefits Subtotal</b>	<b>\$ 43,298</b>	<b>\$ 40,114</b>	<b>\$ 41,030</b>	<b>\$ 916</b>
<b>Total Personnel Expenditures</b>			<b>\$ 199,467</b>	

# Real Estate and Airport Management

## Stadium Operations Fund

### Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Administration	\$ 1,920,286	\$ -	\$ -	-
Operations	365	-	-	-
<b>Total</b>	<b>\$ 1,920,651</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

### Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ (416)	\$ -	\$ -	-
Fringe Benefits	(68)	-	-	-
<b>PERSONNEL SUBTOTAL</b>	<b>(484)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NON-PERSONNEL</b>				
Contracts & Services	\$ 136	\$ -	\$ -	-
<i>External Contracts &amp; Services</i>	732	-	-	-
<i>Internal Contracts &amp; Services</i>	(597)	-	-	-
Energy and Utilities	842	-	-	-
Transfers Out	1,920,157	-	-	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>1,921,135</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>\$ 1,920,651</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

### Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
Charges for Services	\$ (420)	\$ -	\$ -	-
Other Revenue	143,030	-	-	-
Rev from Money and Prop	6,339	-	-	-
Rev from Other Agencies	248	-	-	-
<b>Total</b>	<b>\$ 149,197</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

	FY2022 Actual	FY2023 Budget	FY2024 Adopted	FY2023-2024 Change
<b>Fringe Benefits</b>				
Flexible Benefits	\$ (64)	\$ -	\$ -	-
Long-Term Disability	(1)	-	-	-
Medicare	(1)	-	-	-
Other Post-Employment Benefits	43	-	-	-
Retiree Medical Trust	(1)	-	-	-
Risk Management Administration	(5)	-	-	-
Supplemental Pension Savings Plan	(40)	-	-	-
Unemployment Insurance	(1)	-	-	-
Workers' Compensation	1	-	-	-
<b>Fringe Benefits Subtotal</b>	<b>\$ (68)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Personnel Expenditures</b>		<b>\$ -</b>	<b>-</b>	

# Real Estate and Airport Management

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

Airports Fund	FY2022 Actual	FY2023* Budget	FY2024** Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 12,494,902	\$ 11,780,537	\$ 10,833,399
Continuing Appropriation - CIP	3,023,712	4,254,711	5,343,228
Operating Reserve	675,000	675,000	675,000
Pension Stability Reserve	24,230	24,230	-
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 16,217,844</b>	<b>\$ 16,734,478</b>	<b>\$ 16,851,626</b>
<b>REVENUE</b>			
Charges for Services	\$ 1,093,996	\$ 534,884	\$ 1,134,884
Other Revenue	40,702	-	-
Revenue from Use of Money and Property	5,876,726	6,568,457	7,756,718
<b>TOTAL REVENUE</b>	<b>\$ 7,011,424</b>	<b>\$ 7,103,341</b>	<b>\$ 8,891,602</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 23,229,268</b>	<b>\$ 23,837,819</b>	<b>\$ 25,743,228</b>
<b>CAPITAL IMPROVEMENTS PROGRAM (CIP) EXPENSE</b>			
CIP Expenditures	\$ 102,819	\$ 700,000	\$ 4,614,497
<b>TOTAL CIP EXPENSE</b>	<b>\$ 102,819</b>	<b>\$ 700,000</b>	<b>\$ 4,614,497</b>
<b>OPERATING EXPENSE</b>			
Personnel Expenses	\$ 1,409,483	\$ 1,693,758	\$ 2,084,698
Fringe Benefits	1,051,563	1,076,827	1,238,039
Supplies	116,154	206,787	206,089
Contracts & Services	2,993,653	5,686,845	4,549,697
Information Technology	177,541	293,276	369,212
Energy and Utilities	574,162	502,138	731,291
Other Expenses	3,233	7,351	7,351
Transfers Out	-	844	844
Capital Expenditures	-	18,000	18,000
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 6,325,789</b>	<b>\$ 9,485,826</b>	<b>\$ 9,205,221</b>
<b>EXPENDITURE OF PRIOR YEAR FUNDS</b>			
CIP Expenditures	\$ 66,182	\$ -	\$ -
<b>TOTAL EXPENDITURE OF PRIOR YEAR FUNDS</b>	<b>\$ 66,182</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENSE</b>	<b>\$ 6,494,790</b>	<b>\$ 10,185,826</b>	<b>\$ 13,819,718</b>
<b>RESERVES</b>			
Continuing Appropriation - CIP	\$ 4,254,711	\$ 4,254,711	\$ 5,343,228
Operating Reserve	675,000	675,000	675,000
Pension Stability Reserve	24,230	-	-
<b>TOTAL RESERVES</b>	<b>\$ 4,953,941</b>	<b>\$ 4,929,711</b>	<b>\$ 6,018,228</b>
<b>BALANCE</b>	<b>\$ 11,780,537</b>	<b>\$ 8,722,282</b>	<b>\$ 5,905,282</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 23,229,268</b>	<b>\$ 23,837,819</b>	<b>\$ 25,743,228</b>

\* At the time of publication, audited financial statements for Fiscal Year 2023 were not available. Therefore, the Fiscal Year 2023 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2023 Adopted Budget, while the beginning Fiscal Year 2023 balance amount reflects the audited Fiscal Year 2022 ending balance.

\*\* Fiscal Year 2024 Beginning Fund Balance reflects the projected Fiscal Year 2023 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2023.

# Real Estate and Airport Management

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

Concourse and Parking Garages Operating Fund	FY2022 Actual	FY2023* Budget	FY2024** Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 1,548,799	\$ 1,359,106	\$ 1,764,437
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 1,548,799</b>	<b>\$ 1,359,106</b>	<b>\$ 1,764,437</b>
<b>REVENUE</b>			
Charges for Services	\$ -	\$ 600,000	\$ 600,000
Other Revenue	4	-	-
Revenue from Use of Money and Property	1,848,689	1,921,718	2,051,073
<b>TOTAL REVENUE</b>	<b>\$ 1,848,693</b>	<b>\$ 2,521,718</b>	<b>\$ 2,651,073</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 3,397,492</b>	<b>\$ 3,880,824</b>	<b>\$ 4,415,510</b>
<b>OPERATING EXPENSE</b>			
Personnel Expenses	\$ 131,374	\$ 149,136	\$ 176,059
Fringe Benefits	63,379	61,488	64,688
Supplies	48,418	57,800	57,800
Contracts & Services	1,740,906	2,209,866	3,201,520
Information Technology	28,361	26,743	20,647
Energy and Utilities	25,948	218,921	40,148
Other Expenses	-	500	500
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 2,038,386</b>	<b>\$ 2,724,454</b>	<b>\$ 3,561,362</b>
<b>TOTAL EXPENSE</b>	<b>\$ 2,038,386</b>	<b>\$ 2,724,454</b>	<b>\$ 3,561,362</b>
<b>BALANCE</b>	<b>\$ 1,359,106</b>	<b>\$ 1,156,370</b>	<b>\$ 854,148</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 3,397,492</b>	<b>\$ 3,880,824</b>	<b>\$ 4,415,510</b>

\* At the time of publication, audited financial statements for Fiscal Year 2023 were not available. Therefore, the Fiscal Year 2023 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2023 Adopted Budget, while the beginning Fiscal Year 2023 balance amount reflects the audited Fiscal Year 2022 ending balance.

\*\* Fiscal Year 2024 Beginning Fund Balance reflects the projected Fiscal Year 2023 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2023.

# Real Estate and Airport Management

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

PETCO Park Fund	FY2022 Actual	FY2023* Budget	FY2024** Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 553,058	\$ 485,750	\$ 485,998
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 553,058</b>	<b>\$ 485,750</b>	<b>\$ 485,998</b>
<b>REVENUE</b>			
Other Revenue	\$ 1,079,192	\$ 1,430,000	\$ 1,430,000
Revenue from Use of Money and Property	2,424,469	1,746,960	2,186,819
Transfers In	14,341,779	14,226,740	13,928,588
<b>TOTAL REVENUE</b>	<b>\$ 17,845,440</b>	<b>\$ 17,403,700</b>	<b>\$ 17,545,407</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 18,398,497</b>	<b>\$ 17,889,450</b>	<b>\$ 18,031,405</b>
<b>OPERATING EXPENSE</b>			
Personnel Expenses	\$ 128,099	\$ 133,988	\$ 158,437
Fringe Benefits	43,298	40,114	41,030
Supplies	-	936	936
Contracts & Services	8,437,031	7,923,455	8,295,552
Information Technology	3,696	3,424	3,126
Energy and Utilities	12,691	9,492	12,571
Transfers Out	9,287,931	9,291,500	9,290,125
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 17,912,747</b>	<b>\$ 17,402,909</b>	<b>\$ 17,801,777</b>
<b>TOTAL EXPENSE</b>	<b>\$ 17,912,747</b>	<b>\$ 17,402,909</b>	<b>\$ 17,801,777</b>
<b>BALANCE</b>	<b>\$ 485,750</b>	<b>\$ 486,541</b>	<b>\$ 229,628</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 18,398,497</b>	<b>\$ 17,889,450</b>	<b>\$ 18,031,405</b>

\* At the time of publication, audited financial statements for Fiscal Year 2023 were not available. Therefore, the Fiscal Year 2023 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2023 Adopted Budget, while the beginning Fiscal Year 2023 balance amount reflects the audited Fiscal Year 2022 ending balance.

\*\* Fiscal Year 2024 Beginning Fund Balance reflects the projected Fiscal Year 2023 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2023.