



Description

The Economic Development Department (EDD) leads the City's efforts in Real Estate Services, Airport Operations, Cultural Affairs, Community and Business Engagement, and Strategic Partnerships. EDD implements four key goal areas as identified in the Economic Development Strategy: 1) Support workers and families, 2) Support small and local businesses, 3) Bolster trade and innovation, and 4) Strengthen neighborhoods.

EDD manages the City's real estate portfolio, which includes all the facilities necessary to provide the basic government functions, such as parks, police stations, fire stations, libraries, maintenance yards, and administrative space. Additionally, the Department manages a major league baseball stadium, a sports arena, 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 tens of millions in income and providing cultural and community-based services, including the iconic Balboa Park and San Diego's water wonderland, Mission Bay.

EDD also oversees the City's two airports: Montgomery-Gibbs Executive Airport and Brown Field Airport, which provide critical services to aviation users and other 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 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.

The Real Estate and Lease Administration Division is a comprehensive unit dedicated to managing the City's real estate portfolio and supporting its broader economic development goals. The division is comprised of four specialized teams that provide a wide array of services: 1) Lease Administration, 2) Municipal Assets Services, 3) Strategic Partnerships and Research, including Successor Agency, Valuations and Dispositions, and 4) Acquisitions. Together, these teams ensure effective management and utilization of the City's real estate while contributing to its economic growth and operational efficiency.

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The Airports Division is responsible for ensuring the safe and secure operation of both City's general aviation airports. The Division plans the development of the airports and work hand-in-hand with the FAA to obtain grant funding for critical capital infrastructure needs. It also manages the Airports' Noise Program to ensure that the City's airports and the neighboring communities understand each other's needs.

The Community and Business Engagement Division supports the Business Expansion, Attraction, and Retention (BEAR), Community Development Division (CDD), and Cultural Affairs.

BEAR Division supports area businesses and nonprofits with technical assistance, due diligence, policy advocacy, and small business support, among others. It administers a suite of programs for ongoing business resiliency and oversees assessment district administration.

CDD is comprised of HUD Programs, and the federally designated San Diego Promise Zone. HUD Programs administers federal entitlement grants via Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Emergency Solutions Grant (ESG) programs. The Promise Zone is a 10-year designation on 6.4 square miles that includes some of the City's most culturally rich and ethnically diverse neighborhoods but also starkly under-resourced and densely populated communities. The designation concluded in June 2026.

Cultural Affairs (CA) administers public art, arts and culture funding, the Lyceum Theatre, enhanced capacity building, and provides support for creative workforce development. CA drives an equitable and inclusive creative economy and arts ecosystem, cultivates local participation and access, and works to advance San Diego as a global city. Guided by the adopted Creative City 10-year cultural plan, CA's portfolio includes core program areas such as administration of the only annual general operating support program for the arts and culture in San Diego and stewardship of a large civic art collection housed on City properties.

The Business Operations and Support Services (BOSS) Division oversees the Department's financial administration, internal operations support activities, records management and a recurring federal and State grants portfolio. BOSS develops and administers the Department's annual budget, processes rents and maintains accounts for all agreements, creates and processes payments of purchase orders and assists staff with financial transactions. BOSS ensures timely processing of payments to business owners, nonprofits, and partner agencies that positively impact the quality of life for residents and communities.

The vision is:

San Diego is a global leader in tackling today's toughest challenges, bringing shared prosperity and sustainable growth to residents and the broader community.

The mission is:

Provide targeted resources and outreach to promote economic vibrancy, innovation, and opportunity in every neighborhood.

Goals and Objectives

Goal 1: *Promote transparent real estate practices that drive mutual benefit for community members and the City.*

- Ensure that the public and decision makers have access to information regarding the City's real estate initiatives.
- Follow City's policies and industry best practices to support the methodology for real estate decisions.
- Negotiate in good faith with all prospective non-profits and businesses to establish fair and equitable terms.

Goal 2: *Maintain a cohesive and inclusive work environment where department employees can utilize tools to provide exemplary customer service.*

- All staff are provided opportunities for professional development (LinkedIn Learning, Conferences/Seminars, etc.)
- Create an equitable framework for OCA and advancement opportunities.
- Prioritize software/programming systems and emerging technologies to facilitate innovation.

Goal 3: *Provide exemplary customer service for all public interactions.*

- Provide an empathic and solutions-based approach when responding to customers' inquiries and needs.
- Increase overall awareness of department programs, incentives and services with the public.
- Prioritize intentional and authentic outreach opportunities for all for community and stakeholder engagement.

Goal 4: *Ensure the sustained financial self-sufficiency, connectivity and economic opportunity for all San Diegans through our City's airports.*

- Evaluate airports user fees annually to ensure proper revenues stream that will maintain public air transportation infrastructure for community members and visitors.
- Facilitate transformational development projects at City airports to support the strengthening of neighborhoods, increasing business and tourism, and revenue.
- Reduce regulatory barriers to aeronautical business entrants to enhance diversity and provide for additional airport revenues.
- Seek infrastructure grant opportunities to reduce the airport's share of projects costs.

Goal 5: *Catalyze economic growth for communities, nonprofits and businesses by tapping into emerging trends, advancing economic mobility, and prioritizing sustainability.*

- Create more opportunities for well-paying jobs, help workers qualify for and secure employment, and coordinate services like childcare and continuing education.
- Provide targeted engagement and resources to under-resourced communities, build lively centers of culture and commerce, and help increase affordable housing.

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- Eliminate barriers to trade, foster growth and collaboration among innovative industries, and enhance San Diego's position as a binational and multicultural economy.
- Support nonprofits that provide small business resources, provide direct assistance to entrepreneurs, and facilitate additional opportunities for businesses to access funding, while increasing revenue and in-kind values provided to the City through Corporate Partners.

Goal 6: *Implement the City's Creative City cultural plan toward Creative City goals, beginning with year one implementation.*

- Address the critical need for affordable creative spaces.
- Create a formal designation and support program for arts and cultural districts and creative enterprise zones.
- Research and develop a creative economy growth strategy.

Budget Equity Impact Statement

Equity Highlights

Examples from the current fiscal year.

- The Small Business Engagement Team, in partnership with community-based organizations, conducted nine business walks in neighborhoods throughout the City powered by diverse small business communities. These walks provided over 1100 businesses with direct access to City leadership, including the Mayor and Councilmembers, and resources to support small businesses, including immigration rights information. Expanding on this success, additional walks are planned for through the end of the fiscal year.
- With the adoption of the Brown Field Airport Master Plan, the City is moving forward with a vision centered on equitable economic growth and opportunities. This long-term investment will stimulate job creation and business opportunities in the South Bay community. The Master Plan also prioritizes modernizing safety measures and enhancing visual aesthetics.
- The Cultural Affairs Team provided comprehensive business and financial trainings and seed funding to 30 San Diego County artists from the most under-resourced neighborhoods, through the San Diego Artist Incubator Program. The Program equipped artists with resources to sustain their creative enterprise and achieved a 100% completion rate.

Budget Equity Lens Summary

Ongoing Operations

Is there an opportunity to adjust the department's ongoing operations to mitigate the impacts of identified disparities, gaps, and deficiencies?

YES

Yes. The department Tactical Equity Plan (TEP) identifies disparities, gaps and deficiencies to mitigate the impacts under each TEP goal and objective below:

TEP Goal 1:

- Objective 1: Continuing to work on updates to Council Policies, preparation of the Real Property Management Plan, and Department policies and procedures, and making them accessible to the public.
- Objective 3: Developing policies and procedures and negotiating with existing and future tenants, staff can work to ensure that practices are consistent and consider all factors when developing terms and conditions that benefit the City in a fair and equitable manner.

TEP Goal 5:

- Objective 2: Developing programs that support small businesses in under-resourced communities and using inclusive outreach methods to ensure all community members can participate in community engagement.

TEP Goal 6:

- Objective 2: Ensuring partnerships opportunities are open to all types of corporations and promoting diversity and inclusion in the selection of corporate partners.

Economic Development

Budget Adjustment(s)

Do the adjustments impact any department disparities, gaps, and deficiencies?

YES

Yes. Adjustment(s) impact disparities, gaps and deficiencies identified within the following Tactical Equity Plan (TEP) Goals and Objectives:

TEP Goal 6:

•Objective 1, 3: The restoration of base funding level for the Small Businesses Enhancement Program promotes opportunities and resources for non-profits and small businesses throughout the city. In particular, this funding includes flagship programs such as the Storefront Improvement Program and the Capacity Building grant programs which have contributed to vibrant commercial corridors and strengthened support for small businesses by non-profits especially in the city's most under-resourced communities.

TEP Goal 6:

•Objective 1, 3: The reduction of the Community Development Coordinator position removes needed expertise and resources to ensure that available capital, financial literacy, and tourism dollars are accessible to those businesses and non-profits that might have the greatest barriers to access other funding. This position oversees the management of the city's revolving loan fund including marketing and outreach to underserved small businesses as well as tourism marketing and ED funding programs to ensure partners are aligning the work to implement the city's equity goals through their activities.

Key Performance Indicators

Performance Indicator	Definition	Baseline	FY2026 Performance	Goal
Annual Aircraft Operations	# of annual aircraft operations, take-offs and landings	386,000	466,639	386,000
Appraisals Completed within 90 days of Commencement	Percentage of Appraisals Completed within 90 days of Commencement	85.00%	95.00%	90.00%
Civic Art Collection	Percentage of artworks in the Civic Art Collection on exhibit	70.00%	71.00%	72.00%
Investment in infrastructure of public and private facilities, affordable housing, neighborhood services, and operations ¹	Total investment awarded to improve the infrastructure of public and private facilities, affordable housing, neighborhood services, and operations.	N/A	\$117,871,246	\$81,501,888
Jobs supported ²	Number of jobs supported or created by the expansion, attraction, and retention of employers working with the Department	N/A	2,788	2,660
Lease Negotiations Started ³	Number of negotiations and property marketing efforts initiated	N/A	82	50

Key Performance Indicators

Performance Indicator	Definition	Baseline	FY2026 Performance	Goal
Noise complaint response time	Average number of working days to respond to a noise complaint	1.00	2.00	2.00
Outreach activities - Libraries and Parks & Recreation Centers ⁴	Number of libraries and parks & recreation centers within the city where arts and culture outreach activities by Organizational Support Program funding recipients take place	43	80	60
Real Estate Transactions	# of real estate jobs/ transactions completed per year	255	758	425
Small businesses assisted ⁵	Number of small businesses assisted, expanded, and retained as a result of small and neighborhood business programs executed by EDD	N/A	5,440	4,802
Total amount of corporate partner investment in City and public services, programs, and initiatives ⁶	This is the total dollar value of corporate partner contracts for monetary and in-kind contributions to City- and public-facing services, programs, and initiatives managed by the City of San Diego.	N/A	\$5,771,643	\$3,457,921

- 1 Fiscal Year 2026 Estimates include \$36 million private investment from San Diego Airpark for FBO and Mitigation Lands as well as support funding for arts and culture organizations that improve access to neighborhood services and operations to support vibrant communities. About \$18 million of these investments are now anticipated to be realized in Fiscal Year 2027. Fiscal Year 2027 Goal also include the total \$9M in funding for arts & culture organizations to support thriving neighborhoods and continued operations of arts and culture activities in public facilities like libraries and recreation centers.
- 2 Commercial development activity has remained sluggish, resulting in a reduction in permit assistance provided to life sciences campus and large employer projects. Job supported numbers remain steady due to an increase in the number of jobs supported at City-owned airport facilities at Montgomery-Gibbs Executive Airport and Brown Field Airport. Based on current demand, EDD anticipates an increase in energy, aerospace, and defense activity in FY 2027 to help offset the expected reduction in other areas such as life sciences and tech.
- 3 Includes Letters of Intent, Requests for Proposals, Requests for Interest, Requests for Qualifications, Notice of Availability or Broker Listings for properties in holdover and/or with upcoming expirations.
- 4 Reflects best available estimates. Performance actuals are scheduled to be finalized in August 2026 upon collection of grantee reports.
- 5 Following Mayor Gloria's July 2025 Executive Order focused on community safety and immigrant rights, multilingual "Know Your Rights" materials were distributed to over 600 small businesses in communities most impacted by federal immigration enforcement. Despite Small Business Enhancement Program (SBEP) funding based on reduced one-time funds in Fiscal Year 2026, the Capacity Building grant program assisted over 1,500 small businesses in under-resourced communities. The goal for Fiscal Year 2027 represents a steady but slightly lower expected reduction in the number of businesses that can be assisted since SBEP funding for Fiscal Year 2027 was the same as Fiscal Year 2026 but small businesses are facing stronger headwinds (cost of goods, inflation, high interest rates) that likely hinder abilities to expand or even retain existing levels of service.
- 6 Additional value due to IKE infrastructure coming online and increase of \$100,000 annually from California Coast Credit Union's new marketing Agreement over 5 year term.

Department Summary

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
FTE Positions (Budgeted)	142.00	135.00	132.03	(2.97)
Personnel Expenditures	\$19,814,892	\$22,225,688	\$21,487,848	(\$737,840)
Non-Personnel Expenditures	45,421,611	55,720,392	47,477,700	(8,242,692)
Total Department Expenditures	\$65,236,503	\$77,946,080	\$68,965,548	(\$8,980,532)
Total Department Revenue	\$123,774,702	\$118,155,704	\$118,200,122	\$44,418

General Fund

Department Expenditures

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Business Expansion, Attraction & Retention	\$4,848,571	\$2,756,820	\$3,653,974	\$897,154
Community Development	3,024,146	3,021,452	2,391,120	(630,332)
Economic Development	5,736,720	8,732,526	5,657,891	(3,074,635)
Economic Growth Services	11,177	-	-	-
Real Estate	7,884,065	9,417,296	8,718,083	(699,213)
Total	\$21,504,679	\$23,928,094	\$20,421,068	(\$3,507,026)

Department Personnel

	FY2025 Budget	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Business Expansion, Attraction & Retention	16.00	15.00	16.00	1.00
Community Development	18.00	15.00	15.00	-
Economic Development	26.50	28.75	27.75	(1.00)
Real Estate	42.25	38.00	36.00	(2.00)
Total	102.75	96.75	94.75	(2.00)

Budget Adjustments

	FTE	Expenditures	Revenue
Small Business Enhancement Program	-	\$750,000	\$ -
Addition of one-time non-personnel expenditures associated with technical support for grants and other business assistance services.			
Central Power Support	-	253,818	-
Addition of non-personnel expenditures associated with the Public Purpose Lease with SD Theatres to cover staffing and maintenance costs.			
Property and Business Improvement Districts (PBID)	1.00	150,726	-
Addition of 1.00 Community Development Specialist 3 associated with supporting operations, contract oversight, and community engagement.			

Economic Development

Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment	-	28,806	-
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.			
Revised Lease Administration Revenue	-	-	833,496
Revised revenue adjustment related to rents, concessions, fees, and charges for service.			
Revised Corporate Sponsorship Revenue	-	-	(169,481)
Adjustment to reflect revised revenue projections associated with the Corporate Sponsorship Program.			
Support for Information Technology	-	(79,834)	-
Adjustment to expenditure allocations according to an annual review of information technology funding requirements.			
Successor Agency Support	(1.00)	(142,868)	-
Reduction of 1.00 Community Development Specialist 4 responsible for providing economic research support.			
Community and Business Engagement	(1.00)	(163,723)	-
Reduction of 1.00 Community Development Coordinator supporting the Business Expansion, Attraction and Retention program.			
Real Estate Disposition Support	(1.00)	(232,186)	-
Reduction of 1.00 Program Manager supporting the disposition of City properties.			
Salary and Benefit Adjustments	-	(402,404)	-
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
One-time Additions and Annualizations	-	(669,361)	-
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in the prior Fiscal Year.			
Restructure of Eviction Prevention Program (EPP)	-	(3,000,000)	-
Transfer of non-personnel expenditures supporting renters with low income to the Homelessness Strategies and Solutions Department.			
Total	(2.00)	(\$3,507,026)	\$664,015

Economic Development

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
PERSONNEL EXPENDITURES				
Personnel Cost	10,200,584	11,166,400	10,919,038	(247,362)
Fringe Benefits	4,804,037	5,716,286	5,173,193	(543,093)
PERSONNEL SUBTOTAL	15,004,621	16,882,686	16,092,231	(790,455)
NON-PERSONNEL EXPENDITURES				
Supplies	16,668	33,248	39,858	6,610
Contracts & Services	4,058,976	5,467,403	3,149,385	(2,318,018)
<i>External Contracts & Services</i>	<i>3,842,283</i>	<i>5,195,722</i>	<i>2,876,704</i>	<i>(2,319,018)</i>
<i>Internal Contracts & Services</i>	<i>216,693</i>	<i>271,681</i>	<i>272,681</i>	<i>1,000</i>
Information Technology	938,130	1,489,690	803,616	(686,074)
Energy and Utilities	21,714	33,633	61,044	27,411
Other Expenses	494,573	21,434	19,934	(1,500)
Transfers Out	969,997	-	255,000	255,000
NON-PERSONNEL SUBTOTAL	6,500,058	7,045,408	4,328,837	(2,716,571)
Total	\$21,504,679	\$23,928,094	\$20,421,068	(\$3,507,026)

Revenues by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Charges for Current Services	\$8,347,319	\$8,728,975	\$9,324,718	\$595,743
Licenses and Permits	679,946	712,416	767,977	55,561
Other Revenue	782,226	942,010	911,354	(30,656)
Revenue from Other Agencies	263	-	-	-
Revenue from Use of Money and Property	78,582,369	71,286,890	72,238,299	951,409
Total	\$88,392,122	\$82,578,333	\$83,242,348	\$664,015

Personnel Expenditures

Job Number	Job Title/Wages	FY2025 Budget	FY2026 Budget	FY2027 Adopted	Salary Range	Total
FTE, Salaries and Wages						
20000011	Account Clerk	2.00	2.00	2.00	49,629 - 59,696	\$119,336
20000012	Administrative Aide 1	1.00	1.00	1.00	58,365 - 70,262	58,365
20000024	Administrative Aide 2	4.00	4.00	4.00	67,184 - 80,974	297,851
20001140	Assistant Department Director	0.00	1.00	1.00	99,237 - 375,918	237,245
20001202	Assistant Deputy Director	4.00	5.00	5.00	79,643 - 292,822	1,000,895
20000119	Associate Management Analyst	3.00	3.00	3.00	85,280 - 103,085	281,304
20000163	Associate Property Agent	3.00	4.00	4.00	86,944 - 105,061	380,756

Economic Development

Personnel Expenditures

Job Number	Job Title/Wages	FY2025 Budget	FY2026 Budget	FY2027 Adopted	Salary Range	Total
20000295	Community Development Coordinator	6.00	6.00	5.00	121,077 - 146,557	732,785
20000300	Community Development Specialist 2	10.00	10.00	10.00	83,678 - 101,130	939,925
20000301	Community Development Specialist 3	5.00	5.00	6.00	96,387 - 116,480	687,328
20000303	Community Development Specialist 4	10.00	10.00	9.00	103,334 - 125,195	1,104,894
20001101	Department Director	1.00	1.00	1.00	99,237 - 375,918	261,747
20001168	Deputy Director	2.00	2.00	2.00	79,643 - 292,822	430,144
20000924	Executive Assistant	2.00	2.00	2.00	67,392 - 81,557	163,114
20000293	Information Systems Analyst 3	0.00	0.00	1.00	95,472 - 115,378	105,061
20000998	Information Systems Analyst 4	1.00	1.00	0.00	107,328 - 130,083	-
90001073	Management Intern - Hourly	6.00	0.00	0.00	36,920 - 47,320	-
20000680	Payroll Specialist 2	1.00	1.00	1.00	57,325 - 69,264	69,264
20001234	Program Coordinator	3.00	3.00	1.00	36,920 - 220,314	153,504
20001222	Program Manager	10.75	9.75	10.75	79,643 - 292,822	1,936,026
20000768	Property Agent	11.00	10.00	10.00	95,472 - 115,378	1,120,397
20000783	Public Information Clerk	1.00	1.00	1.00	49,629 - 59,696	56,113
20001137	Real Estate Assets Director	1.00	0.00	0.00	99,237 - 375,918	-
21000762	Records Management Analyst	1.00	1.00	1.00	85,280 - 103,085	70,262
20000869	Senior Account Clerk	1.00	1.00	1.00	56,763 - 68,474	68,474
20000015	Senior Management Analyst	3.00	3.00	3.00	93,621 - 113,214	300,456
20000970	Supervising Management Analyst	2.00	2.00	2.00	100,381 - 121,597	215,402
20001003	Supervising Property Agent	6.00	6.00	6.00	107,328 - 130,083	780,498
20001005	Supervising Property Agent	2.00	2.00	2.00	107,328 - 130,083	237,411
	Bilingual - Regular					17,472
	Budgeted Personnel Expenditure Savings					(1,033,405)
	Other Certification Pays					14,660
	Overtime Budgeted					12,835
	Salary Savings					(37,261)

Economic Development

Personnel Expenditures

Job Number	Job Title/Wages	FY2025 Budget	FY2026 Budget	FY2027 Adopted	Salary Range	Total
	Sick Leave - Hourly					3,193
	Termination Pay Annual Leave					64,497
	Vacation Pay In Lieu					68,490
FTE, Salaries and Wages Subtotal		102.75	96.75	94.75		\$10,919,038

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Fringe Benefits				
Employee Offset Savings	38,994	46,606	28,018	(18,588)
Flexible Benefits	1,050,215	1,115,026	1,126,433	11,407
Insurance	1,660	-	-	-
Long-Term Disability	36,355	55,695	46,815	(8,880)
Medicare	148,991	159,761	156,164	(3,597)
Other Post-Employment Benefits	347,936	349,171	264,817	(84,354)
Retiree Medical Trust	18,964	20,858	21,090	232
Retirement 401 Plan	65,354	72,738	76,424	3,686
Retirement ADC	2,698,509	3,406,439	3,012,305	(394,134)
Retirement DROP	4,036	2,612	18,271	15,659
Risk Management Administration	114,596	142,856	132,911	(9,945)
Supplemental Pension Savings Plan	212,704	237,522	194,074	(43,448)
Unemployment Insurance	13	10,435	9,338	(1,097)
Workers' Compensation	65,710	96,567	86,533	(10,034)
Fringe Benefits Subtotal	\$4,804,037	\$5,716,286	\$5,173,193	(\$543,093)
Total Personnel Expenditures			\$16,092,231	

Airports Fund

Department Expenditures

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Airport Management	\$9,240,240	\$10,891,835	\$11,682,298	\$790,463
Total	\$9,240,240	\$10,891,835	\$11,682,298	\$790,463

Department Personnel

	FY2025 Budget	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Airport Management	30.25	29.25	29.28	0.03
Total	30.25	29.25	29.28	0.03

Economic Development

Budget Adjustments

	FTE	Expenditures	Revenue
Pavement Maintenance	-	\$400,000	\$ -
Addition of one-time non-personnel expenditures associated with preventative maintenance at Montgomery-Gibbs Executive Airport.			
Salary and Benefit Adjustments¹	0.03	274,436	-
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	-	211,544	-
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.			
Property Management Services	-	150,000	-
Addition of non-personnel expenditures associated with the commercial and retail center buildings at Montgomery-Gibbs Executive Airport.			
Preventative Maintenance Equipment	-	80,000	-
Addition of one-time non-personnel expenditures supporting year-round crack seal repairs at both airports.			
Brown Field Airport Marking	-	50,000	-
Addition of one-time non-personnel expenditures associated with refreshing runway and taxiway markings.			
Commercial and Retail Center	-	50,000	-
Addition of one-time non-personnel expenditures associated with needed power washing and exterior maintenance work.			
Concrete Repair Services	-	25,000	-
Addition of one-time non-personnel expenditures associated with preventative maintenance at Brown Field Airport.			
Support for Information Technology	-	(50,517)	-
Adjustment to expenditure allocations according to an annual review of information technology funding requirements.			
One-time Additions and Annualizations	-	(400,000)	-
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in the prior Fiscal Year.			
Total	0.03	\$790,463	\$ -

1. The budget adjustment includes the restructure of 0.03 FTE from the Office of the Mayor related to the allocation of a Chief Officer position.

Economic Development

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
PERSONNEL EXPENDITURES				
Personnel Cost	2,390,622	2,615,713	2,702,692	86,979
Fringe Benefits	1,005,867	1,196,228	1,383,685	187,457
PERSONNEL SUBTOTAL	3,396,489	3,811,941	4,086,377	274,436
NON-PERSONNEL EXPENDITURES				
Supplies	275,088	206,558	192,228	(14,330)
Contracts & Services	4,368,587	5,539,072	6,195,515	656,443
<i>External Contracts & Services</i>	<i>2,604,438</i>	<i>4,606,218</i>	<i>5,091,650</i>	<i>485,432</i>
<i>Internal Contracts & Services</i>	<i>1,764,149</i>	<i>932,854</i>	<i>1,103,865</i>	<i>171,011</i>
Information Technology	203,220	219,223	168,706	(50,517)
Energy and Utilities	875,640	890,197	934,628	44,431
Other Expenses	3,508	6,000	6,000	-
Transfers Out	-	844	844	-
Capital Expenses	117,708	218,000	98,000	(120,000)
NON-PERSONNEL SUBTOTAL	5,843,750	7,079,894	7,595,921	516,027
Total	\$9,240,240	\$10,891,835	\$11,682,298	\$790,463

Revenues by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Charges for Current Services	\$1,384,307	\$1,136,022	\$1,136,022	\$ -
Other Revenue	91,899	-	-	-
Revenue from Other Agencies	10,349	-	-	-
Revenue from Use of Money and Property	7,554,478	7,756,718	7,756,718	-
Total	\$9,041,033	\$8,892,740	\$8,892,740	\$ -

Personnel Expenditures

Job Number	Job Title/Wages	FY2025 Budget	FY2026 Budget	FY2027 Adopted	Salary Range	Total
FTE, Salaries and Wages						
20000011	Account Clerk	0.00	0.00	1.00	49,629 - 59,696	\$49,629
20000012	Administrative Aide 1	2.00	2.00	2.00	58,365 - 70,262	140,466
20000036	Airport Manager	2.00	2.00	2.00	88,733 - 106,974	213,948
20000035	Airport Operations Assistant	7.00	7.00	7.00	59,904 - 71,427	460,730
20000119	Associate Management Analyst	1.00	1.00	1.00	85,280 - 103,085	103,085
20000540	Clerical Assistant 2	1.00	1.00	0.00	47,174 - 56,867	-
20001118	Chief Officer	0.00	0.00	0.03	99,237 - 375,918	10,441
20001168	Deputy Director	1.00	1.00	1.00	79,643 - 292,822	217,194

Economic Development

Personnel Expenditures

Job Number	Job Title/Wages	FY2025 Budget	FY2026 Budget	FY2027 Adopted	Salary Range	Total
21000451	Environmental Biologist 3	1.00	1.00	1.00	102,523 - 124,114	124,114
20000426	Equipment Operator 1	1.00	1.00	1.00	56,098 - 67,205	56,098
20000468	Grounds Maintenance Worker 2	2.00	2.00	2.00	54,725 - 65,125	130,250
90001073	Management Intern - Hourly	1.00	0.00	0.00	36,920 - 47,320	-
20001234	Program Coordinator	1.00	1.00	1.00	36,920 - 220,314	159,661
20001222	Program Manager	2.25	2.25	2.25	79,643 - 292,822	397,259
20000768	Property Agent	2.00	2.00	2.00	95,472 - 115,378	230,756
20000831	Senior Airport Operations Assistant	2.00	2.00	2.00	65,832 - 78,624	151,292
20000927	Senior Clerk/Typist	1.00	1.00	1.00	55,806 - 67,288	67,288
20001003	Supervising Property Agent	1.00	1.00	1.00	107,328 - 130,083	130,083
20001053	Utility Worker 2	2.00	2.00	2.00	54,704 - 65,104	126,490
	Bilingual - Regular					2,912
	Budgeted Personnel Expenditure Savings					(116,002)
	Overtime Budgeted					26,380
	Salary Savings					(13,073)
	Vacation Pay In Lieu					33,691
FTE, Salaries and Wages Subtotal		30.25	29.25	29.28		\$2,702,692

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Fringe Benefits				
Employee Offset Savings	2,530	2,685	4,499	1,814
Flexible Benefits	282,371	319,970	373,774	53,804
Long-Term Disability	8,011	12,861	11,508	(1,353)
Medicare	35,248	36,848	38,321	1,473
Other Post-Employment Benefits	97,845	106,893	86,259	(20,634)
Retiree Medical Trust	5,249	5,683	5,779	96
Retirement 401 Plan	20,160	22,302	23,104	802
Retirement ADC	470,272	572,995	724,670	151,675
Risk Management Administration	32,183	43,736	43,294	(442)
Supplemental Pension Savings Plan	20,931	20,258	18,690	(1,568)
Unemployment Insurance	-	2,412	2,295	(117)
Workers' Compensation	31,068	49,585	51,492	1,907
Fringe Benefits Subtotal	\$1,005,867	\$1,196,228	\$1,383,685	\$187,457
Total Personnel Expenditures			\$4,086,377	

Concourse and Park Garages Operating Fund

Department Expenditures

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Concourse & Parking Garage	\$4,344,918	\$3,785,121	\$4,262,403	\$477,282
Total	\$4,344,918	\$3,785,121	\$4,262,403	\$477,282

Department Personnel

	FY2025 Budget	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Concourse & Parking Garage	2.00	2.00	2.00	-
Total	2.00	2.00	2.00	-

Budget Adjustments

	FTE	Expenditures	Revenue
Central Power Support	-	\$897,647	\$ -
Addition of non-personnel expenditures associated with the Public Purpose Lease with SD Theatres to cover staffing and maintenance costs.			
Non-Discretionary Adjustment	-	22,284	-
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.			
Salary and Benefit Adjustments	-	2,850	-
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
Revised Concourse Lease Revenue	-	-	(620,976)
Adjustment to reflect revised lease revenue projections resulting from the end of King Chavez School lease.			
Support for Information Technology	-	(2,633)	-
Adjustment to expenditure allocations according to an annual review of information technology funding requirements.			
One-time Additions and Annualizations	-	(442,866)	-
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in the prior Fiscal Year.			
Total	0.00	\$477,282	(\$620,976)

Economic Development

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
PERSONNEL EXPENDITURES				
Personnel Cost	175,245	185,218	187,173	1,955
Fringe Benefits	61,611	68,707	69,602	895
PERSONNEL SUBTOTAL	236,856	253,925	256,775	2,850
NON-PERSONNEL EXPENDITURES				
Supplies	7,240	53,500	53,500	-
Contracts & Services	2,562,234	2,633,931	3,556,516	922,585
<i>External Contracts & Services</i>	<i>2,391,372</i>	<i>2,546,775</i>	<i>3,444,422</i>	<i>897,647</i>
<i>Internal Contracts & Services</i>	<i>170,861</i>	<i>87,156</i>	<i>112,094</i>	<i>24,938</i>
Information Technology	20,395	12,788	10,155	(2,633)
Energy and Utilities	122,564	388,111	385,457	(2,654)
Other Expenses	-	-	-	-
Transfers Out	1,395,631	442,866	-	(442,866)
NON-PERSONNEL SUBTOTAL	4,108,063	3,531,196	4,005,628	474,432
Total	\$4,344,918	\$3,785,121	\$4,262,403	\$477,282

Revenues by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Other Revenue	\$164	\$ -	\$ -	\$ -
Revenue from Use of Money and Property	2,846,613	2,986,732	2,365,756	(620,976)
Total	\$2,846,777	\$2,986,732	\$2,365,756	(\$620,976)

Personnel Expenditures

Job Number	Job Title/Wages	FY2025 Budget	FY2026 Budget	FY2027 Adopted	Salary Range	Total
FTE, Salaries and Wages						
20000011	Account Clerk	1.00	1.00	1.00	49,629 - 59,696	\$47,174
20001003	Supervising Property Agent	1.00	1.00	1.00	107,328 - 130,083	130,083
	Bilingual - Regular					2,912
	Holiday Credit on Day Off					500
	Right Of Way Cert					6,504
FTE, Salaries and Wages Subtotal		2.00	2.00	2.00		\$187,173

Economic Development

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Fringe Benefits				
Flexible Benefits	20,120	20,338	20,505	167
Long-Term Disability	602	889	773	(116)
Medicare	2,572	2,678	2,707	29
Other Post-Employment Benefits	8,340	8,144	6,324	(1,820)
Retiree Medical Trust	438	462	467	5
Retirement 401 Plan	1,442	1,847	1,867	20
Retirement ADC	23,503	27,814	31,510	3,696
Risk Management Administration	2,773	3,332	3,174	(158)
Unemployment Insurance	-	167	154	(13)
Workers' Compensation	1,821	3,036	2,121	(915)
Fringe Benefits Subtotal	\$61,611	\$68,707	\$69,602	\$895
Total Personnel Expenditures			\$256,775	

Maintenance Assessment District (MAD) Funds

Department Expenditures

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
BID & Commercial MAD	\$5,018,847	\$4,092,435	\$4,087,962	(\$4,473)
Economic Development	150	-	-	-
Total	\$5,018,997	\$4,092,435	\$4,087,962	(\$4,473)

Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment	-	(\$4,473)	\$ -
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.			
Total	-	(\$4,473)	\$ -

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
NON-PERSONNEL EXPENDITURES				
Supplies	1,890	-	-	-
Contracts & Services	4,884,807	3,717,383	3,953,964	236,581
<i>External Contracts & Services</i>	<i>4,809,910</i>	<i>3,541,963</i>	<i>3,598,685</i>	<i>56,722</i>
<i>Internal Contracts & Services</i>	<i>74,896</i>	<i>175,420</i>	<i>355,279</i>	<i>179,859</i>
Energy and Utilities	88,017	97,812	93,480	(4,332)

Economic Development

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Other Expenses	44,284	31,500	31,500	-
Contingencies	-	245,740	9,018	(236,722)
NON-PERSONNEL SUBTOTAL	5,018,997	4,092,435	4,087,962	(4,473)
Total	\$5,018,997	\$4,092,435	\$4,087,962	(\$4,473)

Revenues by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Charges for Current Services	\$570,420	\$48,500	\$48,500	\$ -
Other Revenue	50	-	-	-
Property Taxes	4,022,331	2,997,037	2,997,037	-
Revenue from Use of Money and Property	53,331	-	-	-
Special Assessments	229,525	45,000	45,000	-
Transfers In	183,765	178,000	178,000	-
Total	\$5,059,422	\$3,268,537	\$3,268,537	\$ -

PETCO Park Fund

Department Expenditures

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
PETCO Park	\$20,846,517	\$19,461,510	\$18,727,781	(\$733,729)
Total	\$20,846,517	\$19,461,510	\$18,727,781	(\$733,729)

Budget Adjustments

	FTE	Expenditures	Revenue
One-time Additions and Annualizations	-	\$ -	\$210,000
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in the prior Fiscal Year.			
Transient Occupancy Tax Transfer	-	-	(208,621)
Adjustment to reflect revised revenue for safety and maintenance of tourism-related facilities from the Transient Occupancy Tax Fund.			
Non-Discretionary Adjustment	-	(733,729)	-
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.			
Total	0.00	(\$733,729)	\$1,379

Economic Development

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
PERSONNEL EXPENDITURES				
Personnel Cost	(770)	-	-	-
Fringe Benefits	1,829	-	-	-
PERSONNEL SUBTOTAL	1,059	-	-	-
NON-PERSONNEL EXPENDITURES				
Supplies	-	936	936	-
Contracts & Services	11,440,868	9,905,018	10,006,229	101,211
<i>External Contracts & Services</i>	<i>6,165,490</i>	<i>5,345,692</i>	<i>5,345,692</i>	-
<i>Internal Contracts & Services</i>	<i>5,275,378</i>	<i>4,559,326</i>	<i>4,660,537</i>	<i>101,211</i>
Information Technology	3,153	-	-	-
Energy and Utilities	9,604	14,431	12,241	(2,190)
Transfers Out	9,391,834	9,541,125	8,708,375	(832,750)
NON-PERSONNEL SUBTOTAL	20,845,459	19,461,510	18,727,781	(733,729)
Total	\$20,846,517	\$19,461,510	\$18,727,781	(\$733,729)

Revenues by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Other Revenue	\$2,883,261	\$2,084,759	\$2,084,759	\$ -
Revenue from Use of Money and Property	6,237,901	5,986,874	5,986,874	-
Transfers In	7,788,624	10,423,403	10,424,782	1,379
Total	\$16,909,786	\$18,495,036	\$18,496,415	\$1,379

Personnel Expenditures

Job Number	Job Title/Wages	FY2025 Budget	FY2026 Budget	FY2027 Adopted	Salary Range	Total
FTE, Salaries and Wages						
FTE, Salaries and Wages Subtotal		0.00	0.00	0.00		0.00

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Fringe Benefits				
Employee Offset Savings	(23)	-	-	-
Flexible Benefits	(65)	-	-	-
Long-Term Disability	(4)	-	-	-
Medicare	(6)	-	-	-
Other Post-Employment Benefits	56	-	-	-
Retirement ADC	1,928	-	-	-
Risk Management Administration	(6)	-	-	-

Economic Development

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Supplemental Pension Savings Plan	(47)	-	-	-
Unemployment Insurance	(1)	-	-	-
Workers' Compensation	(2)	-	-	-
Fringe Benefits Subtotal	\$1,829	\$ -	\$ -	\$ -

Public Arts Fund

Department Expenditures

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Public Art	\$101,033	\$ -	\$ -	\$ -
Total	\$101,033	\$ -	\$ -	\$ -

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
NON-PERSONNEL EXPENDITURES				
Supplies	3,657	-	-	-
Contracts & Services	97,376	-	-	-
<i>External Contracts & Services</i>	93,952	-	-	-
<i>Internal Contracts & Services</i>	3,424	-	-	-
NON-PERSONNEL SUBTOTAL	101,033	-	-	-
Total	\$101,033	\$ -	\$ -	\$ -

Revenues by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Other Revenue	\$80,310	\$ -	\$ -	\$ -
Transfers In	85,000	-	-	-
Total	\$165,310	\$ -	\$ -	\$ -

Successor Agency Admin & Project - CivicSD Fund

Department Expenditures

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Economic Development	\$1,357,357	\$1,934,326	\$1,934,326	\$ -
Total	\$1,357,357	\$1,934,326	\$1,934,326	\$ -

Economic Development

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
NON-PERSONNEL EXPENDITURES				
Contracts & Services	1,357,357	1,934,326	1,934,326	-
<i>External Contracts & Services</i>	<i>1,357,357</i>	<i>1,934,326</i>	<i>1,934,326</i>	-
NON-PERSONNEL SUBTOTAL	1,357,357	1,934,326	1,934,326	-
Total	\$1,357,357	\$1,934,326	\$1,934,326	\$ -

Revenues by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Revenue from Other Agencies	\$1,357,357	\$1,934,326	\$1,934,326	\$ -
Total	\$1,357,357	\$1,934,326	\$1,934,326	\$ -

Transient Occupancy Tax Fund

Department Expenditures

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Arts & Culture	\$ -	\$11,806,910	\$6,000,000	(\$5,806,910)
Cultural Affairs	2,822,752	2,045,849	1,849,710	(196,139)
Public Art	9	-	-	-
Total	\$2,822,762	\$13,852,759	\$7,849,710	(\$6,003,049)

Department Personnel

	FY2025 Budget	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Cultural Affairs	7.00	7.00	6.00	(1.00)
Total	7.00	7.00	6.00	(1.00)

Budget Adjustments

	FTE	Expenditures	Revenue
One-time Additions and Annualizations	-	\$100,000	\$ -
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in the prior Fiscal Year.			
Salary and Benefit Adjustments	-	(3,888)	-
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			

Economic Development

Budget Adjustments

	FTE	Expenditures	Revenue
Support for Information Technology	-	(4,380)	-
Adjustment to expenditure allocations according to an annual review of information technology funding requirements.			
Non-Discretionary Adjustment	-	(67,088)	-
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.			
Community and Business Engagement	(1.00)	(220,783)	-
Reduction of 1.00 Program Manager supporting the implementation of the Creative City cultural plan.			
Arts & Culture Funding Allocations	-	(5,806,910)	-
Reduction of external funding allocations for Creative Communities San Diego and Organizational Support Programs.			
Total	(1.00)	(\$6,003,049)	\$ -

Expenditures by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
PERSONNEL EXPENDITURES				
Personnel Cost	920,796	1,000,634	812,193	(188,441)
Fringe Benefits	255,071	276,502	240,272	(36,230)
PERSONNEL SUBTOTAL	1,175,867	1,277,136	1,052,465	(224,671)
NON-PERSONNEL EXPENDITURES				
Supplies	7,313	9,505	9,060	(445)
Contracts & Services	1,397,124	12,348,705	6,576,152	(5,772,553)
<i>External Contracts & Services</i>	<i>1,341,133</i>	<i>12,290,921</i>	<i>6,514,628</i>	<i>(5,776,293)</i>
<i>Internal Contracts & Services</i>	<i>55,990</i>	<i>57,784</i>	<i>61,524</i>	<i>3,740</i>
Information Technology	231,893	207,313	202,933	(4,380)
Energy and Utilities	4,548	5,100	5,100	-
Other Expenses	6,017	5,000	4,000	(1,000)
NON-PERSONNEL SUBTOTAL	1,646,894	12,575,623	6,797,245	(5,778,378)
Total	\$2,822,762	\$13,852,759	\$7,849,710	(\$6,003,049)

Revenues by Category

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Other Revenue	\$2,896	\$ -	\$ -	\$ -
Total	\$2,896	\$ -	\$ -	\$ -

Economic Development

Personnel Expenditures

Job Number	Job Title/Wages	FY2025 Budget	FY2026 Budget	FY2027 Adopted	Salary Range	Total
FTE, Salaries and Wages						
21000752	Arts Management Associate	2.00	2.00	2.00	85,280 - 103,085	\$206,170
20001101	Department Director	1.00	1.00	0.00	99,237 - 375,918	-
20001168	Deputy Director	0.00	0.00	1.00	79,643 - 292,822	186,233
20001234	Program Coordinator	1.00	1.00	1.00	36,920 - 220,314	153,504
20001222	Program Manager	1.00	1.00	0.00	79,643 - 292,822	-
20000778	Public Art Program Administrator	2.00	2.00	2.00	95,534 - 115,773	230,954
	Salary Savings					(1,546)
	Vacation Pay In Lieu					36,878
FTE, Salaries and Wages Subtotal		7.00	7.00	6.00		\$812,193

	FY2025 Actual	FY2026 Budget	FY2027 Adopted	FY2026-2027 Change
Fringe Benefits				
Flexible Benefits	82,202	83,571	68,839	(14,732)
Insurance	1,317	-	-	-
Long-Term Disability	3,224	4,886	3,380	(1,506)
Medicare	13,921	13,975	11,242	(2,733)
Other Post-Employment Benefits	29,300	28,504	18,972	(9,532)
Retiree Medical Trust	2,308	2,410	1,939	(471)
Retirement 401 Plan	5,029	5,371	5,564	193
Retirement ADC	65,195	80,028	94,191	14,163
Risk Management Administration	9,663	11,662	9,522	(2,140)
Supplemental Pension Savings Plan	38,506	39,252	20,135	(19,117)
Unemployment Insurance	-	915	675	(240)
Workers' Compensation	4,407	5,928	5,813	(115)
Fringe Benefits Subtotal	\$255,071	\$276,502	\$240,272	(\$36,230)
Total Personnel Expenditures			\$1,052,465	

Economic Development

Organization / Program	FY2025 Actual	FY2026 Budget	FY2027 Adopted
ARTS, CULTURE, AND COMMUNITY FESTIVALS			
Organizational Support*			
Art of Elan	\$ 36,423	\$ 36,765	\$ -
Art Produce	9,547	-	-
ArtReach	65,979	82,124	-
Arts Education Connection San Diego	69,420	52,100	-
Bach Collegium San Diego	42,030	41,220	-
Backyard Renaissance	14,558	15,378	-
Balboa Art Conservation Center	99,169	53,171	-
Balboa Park Cultural Partnership	206,164	212,153	-
Balboa Park Online Collaborative Inc.	69,806	68,872	-
Blindspot Collective	24,205	20,852	-
Camarada Inc.	29,489	27,692	-
Center for World Music	5,533	53,143	-
Centro Cultural De La Raza Inc.	750	42,108	-
Choral Consortium of San Diego	9,384	10,000	-
City Ballet Inc.	94,601	85,120	-
Classics for Kids Inc.	45,483	39,900	-
COTA (Collaborations Teachers and Artists)	8,167	-	-
Culture Shock Dance Troupe Inc.	46,817	68,066	-
Cygnnet Theatre Company	151,948	143,929	-
DanzArts	8,500	10,000	-
Disco Riot	-	28,242	-
Diversionsary Theater Productions, Inc.	98,470	98,237	-
Encore Vocal Ensemble of San Diego	8,500	10,000	-
Fern Street Community Arts, Inc.	55,192	59,419	-
Gaslamp Quarter Historical Foundation	34,450	39,946	-
Get Empowered Today, Inc.	2,290	-	-
Guitars in the Classroom	72,902	58,935	-
Hausmann Quartet Foundation	23,548	18,380	-
Isadoranow Foundation	19,053	29,589	-
Japanese Friendship Garden & Museum	236,317	216,698	-
La Jolla Historical Society	116,712	111,578	-
La Jolla Music Society	306,647	273,222	-
La Jolla Symphony and Chorus Association	34,129	45,566	-
Lambda Archives of San Diego	29,550	10,000	-
Lao Community Cultural Center of San Diego	9,644	10,000	-
Library Association of La Jolla	113,284	81,203	-
Loud Fridge Theatre Group	8,500	10,000	-
Mainly Mozart, Inc.	149,390	125,096	-
Malashock Dance & Company	57,933	48,499	-
Maritime Museum Association of San Diego	212,025	181,046	-
Media Arts Center San Diego	113,202	106,963	-
Mid-City Community Music	4,994	-	-
Mingei International Inc.	224,024	197,326	-
Mojalet Dance Collective	16,231	17,421	-
Moxie Theatre, Inc.	40,377	44,250	-
Museum of Contemporary Art San Diego	289,726	341,323	-
Music Company Tmc	-	13,254	-

Economic Development

Organization / Program	FY2025 Actual	FY2026 Budget	FY2027 Adopted
New Americans Museum Inc.	29,844	30,828	-
NTC Foundation	277,879	225,823	-
Old Globe Theatre	400,108	382,057	-
Opera Neo	38,445	56,518	-
Opera4Kids	918	-	-
Otic Theater Collective Inc.	14,298	21,947	-
Outside the Lens	125,635	129,351	-
Pacific Arts Movement	62,072	48,301	-
Persian Cultural Center	37,743	47,168	-
Playwrights Project	40,377	55,516	-
Project [BLANK]	9,250	15,966	-
Prophet World Beat Productions	35,334	33,029	-
Resounding Joy Inc.	48,817	53,689	-
Reuben H. Fleet Science Center	317,481	304,639	-
Revision Project Inc.	22,572	30,633	-
Sacra/Profana	18,232	18,551	-
San Diego Air & Space Museum	563,911	253,800	-
San Diego Archaeological Center	35,320	34,219	-
San Diego Architectural Foundation	18,673	18,399	-
San Diego Art Institute	67,244	66,764	-
San Diego Automotive Museum Inc.	112,652	107,159	-
San Diego Ballet	70,874	59,772	-
San Diego Center for Jewish Culture	82,505	91,983	-
San Diego Chapter of Sweet Adelines International	-	10,000	-
San Diego Children's Choir	71,846	69,937	-
San Diego Chinese Historical Societ	21,131	28,276	-
San Diego Chorus Chapter of Sweet	10,725	-	-
San Diego Civic Youth Ballet Inc.	72,762	71,799	-
San Diego Collaborative Arts Project	15,971	23,213	-
San Diego Comic Convention	367,323	342,251	-
San Diego Craft Collective	24,244	-	-
San Diego Dance Theater	45,833	35,122	-
San Diego Early Music Society	23,534	38,930	-
San Diego Filipino Cinema	1,954	14,424	-
San Diego Gay Men's Chorus, Inc.	50,165	29,497	-
San Diego Historical Society	-	61,659	-
San Diego History Center	80,101	-	-
San Diego Jazz Ventures Inc.	-	11,052	-
San Diego Junior Theatre	89,503	87,594	-
San Diego Master Chorale Inc.	32,154	36,879	-
San Diego Model Railroad Museum Inc.	78,624	92,436	-
San Diego Museum Council Inc.	18,662	20,253	-
San Diego Museum of Art	424,222	303,520	-
San Diego Museum of Man	152,032	138,772	-
San Diego Musical Theatre	69,047	71,232	-
San Diego Opera Association	307,688	270,293	-
San Diego Society of Natural History	374,189	343,195	-
San Diego Symphony Orchestra Association	357,287	268,412	-
San Diego Urban Warriors Inc.	-	10,100	-
San Diego Watercolor Society	35,343	33,093	-

Economic Development

Organization / Program	FY2025 Actual	FY2026 Budget	FY2027 Adopted
San Diego Women's Chorus	19,410	-	-
San Diego Writers Ink	21,765	20,229	-
San Diego Young Artists Music Academy	11,013	13,688	-
San Diego Youth Symphony and Conservatory	141,498	142,080	-
Save Our Heritage Organisation	56,956	44,937	-
Scripps Ranch Theatre	20,793	10,000	-
So Say We All	2,403	16,145	-
Southern California Ballet Inc.	67,483	65,645	-
Space 4 Art Inc.	40,616	41,444	-
Spreckels Organ Society	49,519	36,687	-
Tap Fever Studios	22,461	21,411	-
The Aja Project	43,576	38,888	-
The David's Harp Foundation Inc.	63,231	-	-
The House of China	9,311	12,529	-
The Italian Cultural Center of San Diego	17,276	14,785	-
The New Children's Museum	238,351	223,243	-
The Putnam Foundation	182,872	188,499	-
The Rosin Box Project Inc.	34,711	48,492	-
The Roustabouts	14,980	13,953	-
Theater and Arts Foundation of San Diego	416,133	383,884	-
transcendANCE Youth Arts Project	60,516	85,125	-
Trinity One Theatre Troupe Inc.	35,642	63,563	-
Unscripted Learning	20,799	19,987	-
Vanguard Culture	9,841	15,205	-
Villa Musica	90,601	94,563	-
Visions Museum of Textile Art	26,832	21,162	-
Voices of Our City Choir Inc.	93,803	89,024	-
Westwind Brass Inc.	8,500	10,000	-
Wheelchair Dancers Organization	9,999	10,000	-
Women's History Reclamation Project	26,597	41,705	-
Words Alive	64,082	-	-
Write Out Loud	29,410	17,903	-
Youth Philharmonic Orchestra	32,695	47,993	-
Organizational Support Subtotal	\$ 10,453,257	\$ 9,589,606	\$ 4,872,000
Creative Communities San Diego*			
A Reason to Survive	\$ 750	\$ 5,000	\$ -
Adams Avenue Business Association Inc.	26,585	19,705	-
Alliance Francaise De San Diego	-	5,826	-
Armed Services YMCA - San Diego Branch	161,163	120,178	-
Ascendtials	750	-	-
Asian Culture and Media Alliance	8,722	5,000	-
Asian Story Theater Incorporated	5,000	5,000	-
Babay L Angles LLC	1,655	-	-
Ballet Folklorico El Tapatio	-	5,000	-
Best Practice	12,362	7,602	-
BIPOC Support Foundation	-	8,992	-
Black San Diego Empowering Our Community dba Black San Diego	-	5,209	-
Bocon Inc.	45,180	30,257	-
Bodhi Tree Concerts	5,000	-	-
Boys & Girls Clubs of Northwest	3,110	23,317	-

Economic Development

Organization / Program	FY2025 Actual	FY2026 Budget	FY2027 Adopted
California Lawyers for the Arts Inc.	75,857	46,647	-
Casa Familiar Inc.	40,009	24,603	-
Central San Diego Black Chamber of Commerce Education Foundati	-	5,000	-
Centro Cultural De La Raza Inc.	6,495	-	-
Chicano Park Steering Committee	750	-	-
City Heights Community Development Corporation	-	7,104	-
Contact Arts	117,557	41,260	-
CoTA (Collaborations: Teachers and Artists)	9,432	5,000	-
Creative Engagement dba Blanket Sounds	-	6,265	-
Design Forward Alliance	47,493	-	-
Diamond Business Association Inc.	884	-	-
Disco Riot	862	-	-
Dreams & Ducats	-	5,000	-
Educreate	-	5,000	-
Friends of International Friendship Park Inc.	-	16,311	-
Fundstume	-	5,742	-
Generation STEAM	13,075	49,144	-
Gente Unida	5,000	-	-
Get Empowered Today Inc.	6,008	-	-
Gray Area Foundation for the Arts	202,470	144,585	-
Hillcrest Business Improvement Association	17,785	-	-
House of Panama	5,000	-	-
Ilan-Lael, Inc.	5,000	5,000	-
Indian Fine Arts Academy of San Diego	26,907	19,400	-
Installation Gallery	-	38,302	-
Italian American Art and Culture Association of San Diego	13,697	7,294	-
Karama	5,000	5,000	-
Karen Organization of San Diego	5,000	-	-
Kyoto Symposium Organization	83,361	-	-
La Maestra Family Clinic Inc.	72,172	39,012	-
Linda Vista Multi-Cultural Fair Inc.	8,860	5,448	-
Little Saigon San Diego	22,053	-	-
Mandate Project Impact Inc.	24,122	19,201	-
Media Heritage Inc.	9,646	6,299	-
Medium Photography Inc.	13,894	-	-
Monarch School Project	29,431	12,046	-
Mother Sponge Inc. DBA Set and Drift	5,000	5,000	-
Musicians for Education Inc.	20,915	17,001	-
North Park Organization of Business	21,502	-	-
Ocean Beach Merchants Association Inc.	24,404	15,052	-
Old Town SD Chamber of Commerce	750	-	-
Olongapo Disco	-	5,000	-
Pacific Beach Community Development Corp	17,321	8,948	-
Pacific Beach Town Council	7,097	-	-
Particle FM	-	5,000	-
Pasacat	2,388	-	-
Paving Great Futures	2,651	-	-
Point Loma Summer Concerts	2,196	-	-
Poway Center for the Performing Art	11,759	-	-
RISE San Diego	-	5,000	-

Economic Development

Organization / Program	FY2025 Actual	FY2026 Budget	FY2027 Adopted
Rock N Roll Camp for Girls San Diego	-	5,000	-
Rolando Community Council, Inc.	7,263	5,000	-
Saikat	19,610	24,909	-
San Diego African American Museum	884	-	-
San Diego Alpha Foundation	4,250	5,000	-
San Diego American Indian Health Center	-	5,000	-
San Diego Art Matters	-	9,933	-
San Diego Bird Alliance formerly San Diego Audubon Society	25,416	17,324	-
San Diego Diplomacy Council	-	67,890	-
San Diego Entertainment & Arts	750	-	-
San Diego Film Foundation	151,362	94,215	-
San Diego Guild of Puppetry Inc.	16,319	-	-
San Diego LGBT Pride	204,091	376,564	-
San Diego Made	6,261	27,421	-
San Diego Parks Foundation	21,337	15,296	-
San Diego Performing Arts League	4,250	-	-
San Diego State University Foundation	25,777	20,742	-
San Diego Synergy Arts Network Inc.	4,250	-	-
San Diego Urban Warriors	2,267	-	-
Sherman Heights Community Center Corp	5,842	5,000	-
Sisters Of St. James Productions	-	5,000	-
Spirit of the Fourth Inc.	9,845	5,000	-
T3 Triple Threat Youth Mentors	4,250	5,000	-
Teatro Mascara Magica	4,250	-	-
Teatro San Diego	-	5,000	-
The Bon Temps Social Club of San Diego	114,080	85,801	-
The Cooper Family Foundation	13,830	9,339	-
The High Steppers Drill Team Inc.	23,927	16,474	-
The Mariachi Scholarship Foundation	33,448	24,905	-
The San Diego River Park Foundation	-	5,000	-
Theory of Forms	4,250	-	-
Tiltshift Dance	-	5,000	-
transcendANCE Youth Arts Project	3,341	-	-
Tuyo Theatre Inc.	-	12,335	-
Vapa Foundation	45,367	15,113	-
Via International	-	12,730	-
Viet Voices	5,000	-	-
Vietnamese American Youth Alliance Corp	-	10,563	-
Creative Communities San Diego Subtotal	\$ 2,015,594	\$ 1,717,304	\$ 870,000
Impact Subtotal	\$ 517,500	\$ 500,000	\$ 258,000
Grand Total	\$ 12,986,351	\$ 11,806,910	\$ 6,000,000

*The FY 2027 Adopted Budget allocations for Creative Communities San Diego and Organizational Support are in the process of being awarded and will be listed on the Economic Development Department's webpage under the Cultural Affairs section after final allocations are determined.

Economic Development

Revenue and Expense Statement (Non-General Fund)

Airports Fund	FY 2025 ACTUAL	FY 2026* BUDGET	FY 2027** ADOPTED
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 12,881,413	\$ 12,673,537	\$ 8,541,182
Continuing Appropriation - CIP	8,507,357	7,279,090	7,480,137
TOTAL BALANCE AND RESERVES	\$ 21,388,770	\$ 19,952,627	\$ 16,021,319
REVENUE			
Charges for Services	\$ 1,375,638	\$ 1,136,022	\$ 1,136,022
Other Revenue	91,899	-	-
Revenue from Other Agencies	10,349	-	-
Revenue from Use of Money and Property	7,554,478	7,756,718	7,756,718
TOTAL REVENUE	\$ 9,032,363	\$ 8,892,740	\$ 8,892,740
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 30,421,134	\$ 28,845,367	\$ 24,914,059
CAPITAL IMPROVEMENTS PROGRAM (CIP) EXPENSE			
CIP Expenditures	\$ 119,748	\$ 1,500,000	\$ -
TOTAL CIP EXPENSE	\$ 119,748	\$ 1,500,000	\$ -
OPERATING EXPENSE			
Personnel Expenses	\$ 2,390,622	\$ 2,615,713	\$ 2,702,692
Fringe Benefits	1,005,867	1,196,228	1,383,685
Supplies	275,088	206,558	192,228
Contracts & Services	4,368,587	5,539,072	6,195,515
Information Technology	203,220	219,223	168,706
Energy and Utilities	875,640	890,197	934,628
Other Expenses	3,508	6,000	6,000
Transfers Out	-	844	844
Capital Expenditures	117,708	218,000	98,000
TOTAL OPERATING EXPENSE	\$ 9,240,240	\$ 10,891,835	\$ 11,682,298
EXPENDITURE OF PRIOR YEAR FUNDS			
CIP Expenditures	\$ 1,108,519	\$ -	\$ 3,000,000
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ 1,108,519	\$ -	\$ 3,000,000
TOTAL EXPENSE	\$ 10,468,506	\$ 12,391,835	\$ 14,682,298
RESERVES			
Continuing Appropriation - CIP	\$ 7,279,090	\$ 7,279,090	\$ 4,480,137
TOTAL RESERVES	\$ 7,279,090	\$ 7,279,090	\$ 4,480,137
BALANCE	\$ 12,673,537	\$ 9,174,442	\$ 5,751,623
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 30,421,134	\$ 28,845,367	\$ 24,914,059

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**Fiscal Year 2027 Beginning Fund Balance reflects the projected Fiscal Year 2026 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2026.

Economic Development

Revenue and Expense Statement (Non-General Fund)

Concourse and Parking Garages Operating Fund	FY 2025 ACTUAL	FY 2026* BUDGET	FY 2027** ADOPTED
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 2,491,497	\$ 993,355	\$ (856,941)
TOTAL BALANCE AND RESERVES	\$ 2,491,497	\$ 993,355	\$ (856,941)
REVENUE			
Other Revenue	\$ 164	\$ -	\$ -
Revenue from Use of Money and Property	2,846,613	2,986,732	2,365,756
TOTAL REVENUE	\$ 2,846,777	\$ 2,986,732	\$ 2,365,756
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 5,338,274	\$ 3,980,087	\$ 1,508,815
OPERATING EXPENSE			
Personnel Expenses	\$ 175,245	\$ 185,218	\$ 187,173
Fringe Benefits	61,611	68,707	69,602
Supplies	7,240	53,500	53,500
Contracts & Services	2,562,234	2,633,931	3,556,516
Information Technology	20,395	12,788	10,155
Energy and Utilities	122,564	388,111	385,457
Transfers Out	1,395,631	442,866	-
TOTAL OPERATING EXPENSE	\$ 4,344,918	\$ 3,785,121	\$ 4,262,403
TOTAL EXPENSE	\$ 4,344,918	\$ 3,785,121	\$ 4,262,403
BALANCE***	\$ 993,355	\$ 194,966	\$ (2,753,588)
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 5,338,274	\$ 3,980,087	\$ 1,508,815

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**Fiscal Year 2027 Beginning Fund Balance reflects the projected Fiscal Year 2026 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2026.

*** The Concourse and Parking Garages Operating Fund reflects a negative beginning/ending balance and will be monitored throughout Fiscal Year 2027 to address negative balances.

Economic Development

Revenue and Expense Statement (Non-General Fund)

Maintenance Assessment District Funds	FY 2025 ACTUAL	FY 2026* BUDGET	FY 2027** ADOPTED
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 1,101,067	\$ 1,141,492	\$ 1,222,900
TOTAL BALANCE AND RESERVES	\$ 1,101,067	\$ 1,141,492	\$ 1,222,900
REVENUE			
Charges for Services	\$ 570,420	\$ 48,500	\$ 48,500
Other Revenue	50	-	-
Property Taxes	4,022,331	2,997,037	2,997,037
Revenue from Use of Money and Property	53,331	-	-
Special Assessments	229,525	45,000	45,000
Transfers In	183,765	178,000	178,000
TOTAL REVENUE	\$ 5,059,422	\$ 3,268,537	\$ 3,268,537
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 6,160,489	\$ 4,410,029	\$ 4,491,437
OPERATING EXPENSE			
Supplies	\$ 1,890	\$ -	\$ -
Contracts & Services	4,884,807	3,717,383	3,953,964
Energy and Utilities	88,017	97,812	93,480
Other Expenses	44,284	31,500	31,500
CIP Contingency	-	245,740	9,018
TOTAL OPERATING EXPENSE	\$ 5,018,997	\$ 4,092,435	\$ 4,087,962
TOTAL EXPENSE	\$ 5,018,997	\$ 4,092,435	\$ 4,087,962
BALANCE	\$ 1,141,492	\$ 317,594	\$ 403,475
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 6,160,489	\$ 4,410,029	\$ 4,491,437

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**Fiscal Year 2027 Beginning Fund Balance reflects the projected Fiscal Year 2026 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2026.

Economic Development

Revenue and Expense Statement (Non-General Fund)

PETCO Park Fund	FY 2025 ACTUAL	FY 2026* BUDGET	FY 2027** ADOPTED
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 4,706,014	\$ 769,282	\$ 1
TOTAL BALANCE AND RESERVES	\$ 4,706,014	\$ 769,282	\$ 1
REVENUE			
Other Revenue	\$ 2,883,261	\$ 2,084,759	\$ 2,084,759
Revenue from Use of Money and Property	6,237,901	5,986,874	5,986,874
Transfers In	7,788,624	10,423,403	10,424,782
TOTAL REVENUE	\$ 16,909,786	\$ 18,495,036	\$ 18,496,415
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 21,615,799	\$ 19,264,318	\$ 18,496,416
OPERATING EXPENSE			
Personnel Expenses	\$ (770)	\$ -	\$ -
Fringe Benefits	1,829	-	-
Supplies	-	936	936
Contracts & Services	11,440,868	9,905,018	10,006,229
Information Technology	3,153	-	-
Energy and Utilities	9,604	14,431	12,241
Transfers Out	9,391,834	9,541,125	8,708,375
TOTAL OPERATING EXPENSE	\$ 20,846,517	\$ 19,461,510	\$ 18,727,781
TOTAL EXPENSE	\$ 20,846,517	\$ 19,461,510	\$ 18,727,781
BALANCE***	\$ 769,282	\$ (197,192)	\$ (231,365)
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 21,615,799	\$ 19,264,318	\$ 18,496,416

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**Fiscal Year 2027 Beginning Fund Balance reflects the projected Fiscal Year 2026 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2026.

***The Petco Park Fund reflects a negative beginning/ending balance and will be monitored throughout Fiscal Year 2027 to address negative balances.

Economic Development

Revenue and Expense Statement (Non-General Fund)

Public Art Fund	FY 2025 ACTUAL	FY 2026* BUDGET	FY 2027** ADOPTED
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ -	\$ -	\$ 515,967
Continuing Appropriation - CIP	70,473	-	50,000
Continuing Appropriation - Operating	7,236,209	7,980,057	7,980,057
TOTAL BALANCE AND RESERVES	\$ 7,306,682	\$ 7,980,057	\$ 8,546,023
REVENUE			
Other Revenue	\$ 810,964	\$ -	\$ -
Transfers In	85,000	-	-
TOTAL REVENUE	\$ 895,964	\$ -	\$ -
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 8,202,645	\$ 7,980,057	\$ 8,546,023
OPERATING EXPENSE			
Supplies	\$ 4,097	\$ -	\$ -
Contracts & Services	148,019	-	-
TOTAL OPERATING EXPENSE	\$ 152,116	\$ -	\$ -
EXPENDITURE OF PRIOR YEAR FUNDS			
CIP Expenditures	\$ 70,473	\$ -	\$ 50,000
Operating Expenditures	-	\$ -	-
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ 70,473	\$ -	\$ 50,000
TOTAL EXPENSE	\$ 222,589	\$ -	\$ 50,000
RESERVES			
Continuing Appropriation - Operating	\$ 7,980,057	\$ 7,980,057	\$ 7,980,057
TOTAL RESERVES	\$ 7,980,057	\$ 7,980,057	\$ 7,980,057
BALANCE	\$ -	\$ -	\$ 515,966
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 8,202,646	\$ 7,980,057	\$ 8,546,023

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**Fiscal Year 2027 Beginning Fund Balance reflects the projected Fiscal Year 2026 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2026.

Economic Development

Revenue and Expense Statement (Non-General Fund)

Successor Agency Admin & Project - CivicSD Fund	FY 2025 ACTUAL	FY 2026* BUDGET	FY 2027** ADOPTED
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ -	\$ -	\$ -
TOTAL BALANCE AND RESERVES	\$ -	\$ -	\$ -
REVENUE			
Revenue from Other Agencies	\$ 1,357,357	\$ 1,934,326	\$ 1,934,326
TOTAL REVENUE	\$ 1,357,357	\$ 1,934,326	\$ 1,934,326
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 1,357,357	\$ 1,934,326	\$ 1,934,326
OPERATING EXPENSE			
Contracts & Services	\$ 1,357,357	\$ 1,934,326	\$ 1,934,326
TOTAL OPERATING EXPENSE	\$ 1,357,357	\$ 1,934,326	\$ 1,934,326
TOTAL EXPENSE	\$ 1,357,357	\$ 1,934,326	\$ 1,934,326
BALANCE	\$ -	\$ -	\$ -
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 1,357,357	\$ 1,934,326	\$ 1,934,326

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**Fiscal Year 2027 Beginning Fund Balance reflects the projected Fiscal Year 2026 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2026.