

# Planning



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## Department Description

The Planning Department is responsible for maintaining the General Plan, creating and refining land use policies, amending community plans and furthering implementation of those plans. Updates take into account community values and priorities, state laws, development pressure and changing regional and citywide needs over time. Given the complex nature of these documents, the Department has been structured into three divisions, each having focused specialties and staff with varied technical disciplines: Long-Range Planning, Environment & Policy Analysis, and Financial & Administrative Services.

The Long-Range Planning Division is responsible for maintaining a comprehensive, citywide General Plan, Community Plans and other long-range plans. The Division also updates and amends the Land Development Code to implement the policy goals of these plans.

The Environment & Policy Analysis Division is responsible for creating and implementing General Plan policies related to recreation, land use, conservation, resource management and environmental protection. The Division establishes citywide CEQA-specific policies and thresholds, and conducts reviews of all City projects and other actions under CEQA for potential environment impacts and implementation of mitigation measures to reduce or avoid such environmental effects.

The Financial & Administrative Services (F&AS) Division serves as the center for all financial, technical, and administrative activities for the Department. This Division is responsible for developing, updating and administering programs and plans that provide funding sources to assist in the department's operations as well as the financing of community serving infrastructure, such as roads, parks, recreation facilities, libraries, and fire and police stations. The Division also administers the Development Impact Fee (DIF) program for the City.

***The Department's mission is:***

To envision, plan, and create a world-class city

***The Department's vision is:***

An innovative and collaborative leader in planning

## Goals and Objectives

**Goal 1: Balance growth, preservation, and conservation in our land use plans and programs**

- Promote sustainable and responsible development
- Practice preservation of our natural, physical, and cultural environment

**Goal 2: Foster public and community trust**

- Improve transparency regarding our department efforts
- Promote inclusiveness, equity, and effective communication

**Goal 3: Achieve operational efficiencies**

- Enhance productivity
- Invest in staff development and technology

## Key Performance Indicators

Performance Indicator	FY2017 Target	FY2017 Actual	FY2018 Target	FY2018 Actual	FY2019 Target
Percent of achieved major milestones associated with environmental resource initiatives <sup>1</sup>	80%	86%	80%	47%	80%
Percent of achieved major milestones associated with planning initiatives	80%	80%	80%	83%	80%

1. KPI is below targeted 80% primarily due to conducting additional analysis to address issue areas raised by stakeholders.

## Department Summary

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
FTE Positions (Budgeted)	65.07	64.95	<b>64.95</b>	0.00
Personnel Expenditures	\$ 7,107,105	\$ 8,213,509	\$ <b>8,263,712</b>	\$ 50,203
Non-Personnel Expenditures	2,372,821	4,535,830	<b>4,293,589</b>	(242,241)
<b>Total Department Expenditures</b>	<b>\$ 9,479,926</b>	<b>\$ 12,749,339</b>	<b>\$ 12,557,301</b>	<b>\$ (192,038)</b>
<b>Total Department Revenue</b>	<b>\$ 3,511,687</b>	<b>\$ 4,012,454</b>	<b>\$ 3,973,287</b>	<b>\$ (39,167)</b>

## General Fund

### Department Expenditures

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Environment & Policy Analysis	\$ 2,512,399	\$ 3,317,090	\$ <b>3,859,782</b>	\$ 542,692
Long Range Planning	5,279,233	4,872,652	<b>4,049,261</b>	(823,391)
Planning	1,688,294	1,909,597	<b>1,998,258</b>	88,661
<b>Total</b>	<b>\$ 9,479,926</b>	<b>\$ 10,099,339</b>	<b>\$ 9,907,301</b>	<b>\$ (192,038)</b>

### Department Personnel

	FY2017 Budget	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Environment & Policy Analysis	21.00	21.00	<b>27.00</b>	6.00
Long Range Planning	33.07	32.95	<b>26.95</b>	(6.00)
Planning	11.00	11.00	<b>11.00</b>	0.00
<b>Total</b>	<b>65.07</b>	<b>64.95</b>	<b>64.95</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Mixed Income Housing Density Program</b> Addition of one-time non-personnel expenditures for the preparation of an ordinance and environmental impact report to support the Mixed Income Housing Density Bonus Program.	0.00	\$ 250,000	-
<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	49,070	-

# Planning

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<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	17,345	-
<b>Non-Standard Hour Personnel Funding</b> Funding allocated according to a zero-based annual review of hourly funding requirements.	0.00	1,133	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	(9,586)	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2018.	0.00	(500,000)	-
<b>Otay Mesa Enhanced Infrastructure Financing District</b> Addition of one-time reimbursable expenditures related to Otay Mesa Enhanced Infrastructure Financing District (EIFD) formation.	0.00	-	30,000
<b>Revised Revenue</b> Adjustment to reflect revised revenue projections.	0.00	-	(69,167)
<b>Total</b>	<b>0.00 \$</b>	<b>(192,038) \$</b>	<b>(39,167)</b>

## Expenditures by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 4,456,706 \$	4,857,306 \$	<b>4,978,661 \$</b>	121,355
Fringe Benefits	2,650,399	3,356,203	<b>3,285,051</b>	(71,152)
<b>PERSONNEL SUBTOTAL</b>	<b>7,107,105</b>	<b>8,213,509</b>	<b>8,263,712</b>	<b>50,203</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 41,436 \$	58,695 \$	<b>58,785 \$</b>	90
Contracts	2,074,160	1,569,811	<b>1,335,141</b>	(234,670)
Information Technology	241,337	242,479	<b>232,893</b>	(9,586)
Energy and Utilities	6,719	4,575	<b>6,500</b>	1,925
Other	9,035	10,270	<b>10,270</b>	-
Capital Expenditures	134	-	-	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>2,372,821</b>	<b>1,885,830</b>	<b>1,643,589</b>	<b>(242,241)</b>
<b>Total</b>	<b>\$ 9,479,926 \$</b>	<b>10,099,339 \$</b>	<b>9,907,301 \$</b>	<b>(192,038)</b>

# Planning

## Revenues by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Charges for Services	\$ 727,904	\$ 1,361,954	\$ 1,323,187	(38,767)
Licenses and Permits	2,783,079	-	-	-
Other Revenue	704	500	100	(400)
<b>Total</b>	<b>\$ 3,511,687</b>	<b>\$ 1,362,454</b>	<b>\$ 1,323,287</b>	<b>(39,167)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2017 Budget	FY2018 Budget	FY2019 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000011	Account Clerk	1.00	1.00	1.00	\$ 32,530 - 39,170	\$ 37,799
20000024	Administrative Aide 2	1.00	1.00	1.00	43,983 - 53,028	50,802
20000116	Assistant Engineer-Traffic	3.00	3.00	3.00	59,775 - 72,022	213,541
20001083	Assistant Planning Director	1.00	1.00	1.00	32,788 - 179,712	144,620
20000167	Associate Engineer-Traffic	4.00	3.00	3.00	68,821 - 83,109	243,305
20000119	Associate Management Analyst	1.00	1.00	1.00	55,843 - 67,489	51,967
20000162	Associate Planner	9.00	9.00	9.00	60,791 - 73,453	586,554
20000539	Clerical Assistant 2	1.00	1.00	1.00	30,919 - 37,257	37,257
20000303	Community Development Specialist 4	1.00	1.00	1.00	68,971 - 83,561	68,971
20001168	Deputy Director	1.00	1.00	1.00	48,516 - 178,445	129,125
20001179	Deputy Planning Director	1.00	1.00	1.00	48,516 - 178,445	129,125
20000105	Development Project Manager 3	3.00	4.00	4.00	79,328 - 95,915	345,519
20000924	Executive Secretary	1.00	1.00	1.00	44,993 - 54,404	54,404
20000290	Information Systems Analyst 2	1.00	1.00	2.00	55,843 - 67,489	123,332
20000998	Information Systems Analyst 4	1.00	1.00	1.00	68,971 - 83,561	83,561
20000669	Park Designer	4.00	4.00	4.00	68,864 - 83,152	308,820
20000680	Payroll Specialist 2	1.00	1.00	1.00	36,647 - 44,245	41,958
20001132	Planning Director	1.00	1.00	1.00	61,107 - 231,494	175,610
90001145	Planning Intern - Hourly	1.32	1.20	1.20	25,075 - 30,167	33,080
20000743	Principal Engineering Aide	2.00	2.00	1.00	51,653 - 62,547	62,547
20001222	Program Manager	3.00	3.00	3.00	48,516 - 178,445	318,014
20000015	Senior Management Analyst	2.00	2.00	2.00	61,322 - 74,128	147,144
20000918	Senior Planner	17.75	17.75	17.75	70,042 - 84,688	1,464,970

# Planning

## Personnel Expenditures

Job Number	Job Title / Wages	FY2017 Budget	FY2018 Budget	FY2019 Adopted	Salary Range	Total
20000926	Senior Traffic Engineer	1.00	2.00	2.00	79,328 - 95,915	190,391
20000970	Supervising Management Analyst	1.00	1.00	1.00	68,971 - 83,561	83,561
20000756	Word Processing Operator	1.00	0.00	0.00	32,530 - 39,170	-
	Bilingual - Regular					4,368
	Budgeted Vacancy Savings					(254,469)
	Landscape Architect Lic					12,473
	Overtime Budgeted					15,000
	Reg Pay For Engineers					75,312
<b>FTE, Salaries, and Wages Subtotal</b>		<b>65.07</b>	<b>64.95</b>	<b>64.95</b>		<b>\$ 4,978,661</b>

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 29,635	\$ 29,749	\$ 30,004	255
Flexible Benefits	562,049	745,313	718,835	(26,478)
Long-Term Disability	11,481	-	-	-
Medicare	66,225	69,702	71,495	1,793
Other Post-Employment Benefits	325,047	372,062	367,440	(4,622)
Retiree Medical Trust	4,860	5,922	6,280	358
Retirement 401 Plan	4,248	4,430	3,206	(1,224)
Retirement ADC	1,283,619	1,706,291	1,586,590	(119,701)
Retirement DROP	6,834	4,483	9,120	4,637
Risk Management Administration	56,645	62,682	63,180	498
Supplemental Pension Savings Plan	263,388	307,242	335,525	28,283
Unemployment Insurance	7,879	8,460	8,181	(279)
Workers' Compensation	28,489	39,867	85,195	45,328
<b>Fringe Benefits Subtotal</b>	<b>\$ 2,650,399</b>	<b>\$ 3,356,203</b>	<b>\$ 3,285,051</b>	<b>(71,152)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 8,263,712</b>	



General Plan Maintenance Fund

Department Expenditures

		FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Environment & Policy Analysis	\$	- \$	906,492 \$	<b>906,492 \$</b>	-
Long Range Planning		-	1,743,508	<b>1,743,508</b>	-
<b>Total</b>	<b>\$</b>	<b>- \$</b>	<b>2,650,000 \$</b>	<b>2,650,000 \$</b>	<b>-</b>

Expenditures by Category

		FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
<b>NON-PERSONNEL</b>					
Contracts	\$	- \$	2,650,000 \$	<b>2,650,000 \$</b>	-
<b>NON-PERSONNEL SUBTOTAL</b>		<b>-</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>-</b>
<b>Total</b>	<b>\$</b>	<b>- \$</b>	<b>2,650,000 \$</b>	<b>2,650,000 \$</b>	<b>-</b>

Revenues by Category

		FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Licenses and Permits	\$	- \$	2,650,000 \$	<b>2,650,000 \$</b>	-
<b>Total</b>	<b>\$</b>	<b>- \$</b>	<b>2,650,000 \$</b>	<b>2,650,000 \$</b>	<b>-</b>

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

General Plan Maintenance Fund	FY2017 Actual	FY2018* Budget	FY2019 Adopted
<b>REVENUE</b>			
Licenses and Permits	\$ -	\$ 2,650,000	\$ 2,650,000
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 2,650,000</b>	<b>\$ 2,650,000</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ -</b>	<b>\$ 2,650,000</b>	<b>\$ 2,650,000</b>
<b>OPERATING EXPENSE</b>			
Contracts	\$ -	\$ 2,650,000	\$ 2,650,000
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ -</b>	<b>\$ 2,650,000</b>	<b>\$ 2,650,000</b>
<b>TOTAL EXPENSE</b>	<b>\$ -</b>	<b>\$ 2,650,000</b>	<b>\$ 2,650,000</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ -</b>	<b>\$ 2,650,000</b>	<b>\$ 2,650,000</b>

\* At the time of publication, audited financial statements for Fiscal Year 2018 were not available. Therefore, the Fiscal Year 2018 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2018 Adopted Budget, while the beginning Fiscal Year 2018 balance amount reflects the audited Fiscal Year 2017 ending balance.

# Facilities Financing Program

## Department Summary

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
FTE Positions (Budgeted)	16.35	16.35	18.00	1.65
Personnel Expenditures	\$ 1,916,035	\$ 2,078,987	\$ 2,306,560	\$ 227,573
Non-Personnel Expenditures	631,532	829,124	765,401	(63,723)
<b>Total Department Expenditures</b>	<b>\$ 2,547,568</b>	<b>\$ 2,908,111</b>	<b>\$ 3,071,961</b>	<b>\$ 163,850</b>
<b>Total Department Revenue</b>	<b>\$ 2,410,824</b>	<b>\$ 2,908,283</b>	<b>\$ 3,071,961</b>	<b>\$ 163,678</b>

## Facilities Financing Fund

### Department Expenditures

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Facilities Financing Program	\$ 2,547,568	\$ 2,908,111	\$ 3,071,961	163,850
<b>Total</b>	<b>\$ 2,547,568</b>	<b>\$ 2,908,111</b>	<b>\$ 3,071,961</b>	<b>163,850</b>

### Department Personnel

	FY2017 Budget	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Facilities Financing Program	16.35	16.35	18.00	1.65
<b>Total</b>	<b>16.35</b>	<b>16.35</b>	<b>18.00</b>	<b>1.65</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Development Impact Fee Cost Estimate Services</b> Addition of 1.00 Associate Engineer - Civil to improve management of project costs.	1.00	\$ 105,154	\$ 105,152
<b>Fiscal and Internal Controls Support</b> Addition of 1.00 Associate Management Analyst to improve internal controls and Development Impact Fee program.	1.00	87,101	87,099
<b>Relocation to 101 Ash Street</b> Addition of one-time non-personnel expenditures related to the office relocation into the 101 Ash Street building.	0.00	71,975	-
<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	65,338	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	29,434	-

# Facilities Financing Program

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Rental Compensation</b> Addition of non-personnel expenditures for rental compensation to the General Fund for Non-General Fund use of the 101 Ash Street building.	0.00	7,380	-
<b>Non-Standard Hour Personnel Funding</b> Funding allocated according to a zero-based annual review of hourly funding requirements.	(0.35)	(30,020)	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2018.	0.00	(71,975)	-
<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	(100,537)	-
<b>Revised Revenue</b> Adjustment to reflect revised revenue projections.	0.00	-	(28,573)
<b>Total</b>	<b>1.65 \$</b>	<b>163,850 \$</b>	<b>163,678</b>

## Expenditures by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 1,120,278	\$ 1,125,150	\$ 1,321,054	195,904
Fringe Benefits	795,757	953,837	985,506	31,669
<b>PERSONNEL SUBTOTAL</b>	<b>1,916,035</b>	<b>2,078,987</b>	<b>2,306,560</b>	<b>227,573</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 5,145	\$ 12,611	\$ 10,000	(2,611)
Contracts	521,620	454,090	357,014	(97,076)
Information Technology	95,193	147,170	176,604	29,434
Energy and Utilities	-	1,246	1,190	(56)
Other	10	1,294	500	(794)
Transfers Out	-	212,563	219,943	7,380
Capital Expenditures	9,565	150	150	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>631,532</b>	<b>829,124</b>	<b>765,401</b>	<b>(63,723)</b>
<b>Total</b>	<b>\$ 2,547,568</b>	<b>\$ 2,908,111</b>	<b>\$ 3,071,961</b>	<b>163,850</b>

# Facilities Financing Program

## Revenues by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Charges for Services	\$ 2,353,116	\$ 2,857,683	\$ 3,021,361	163,678
Licenses and Permits	59,000	50,000	50,000	-
Rev from Money and Prop	(1,292)	600	600	-
<b>Total</b>	<b>\$ 2,410,824</b>	<b>\$ 2,908,283</b>	<b>\$ 3,071,961</b>	<b>163,678</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2017 Budget	FY2018 Budget	FY2019 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000024	Administrative Aide 2	1.00	1.00	1.00	\$ 43,983 - 53,028	\$ 43,983
20000143	Associate Engineer-Civil	0.00	0.00	1.00	68,821 - 83,109	75,632
20000119	Associate Management Analyst	2.00	2.00	3.00	55,843 - 67,489	190,879
20000290	Information Systems Analyst 2	0.00	0.00	1.00	55,843 - 67,489	55,843
20000743	Principal Engineering Aide	2.00	2.00	1.00	51,653 - 62,547	62,547
20001222	Program Manager	1.00	1.00	1.00	48,516 - 178,445	118,795
20000885	Senior Civil Engineer	1.00	1.00	1.00	79,328 - 95,915	95,915
20000015	Senior Management Analyst	6.00	6.00	6.00	61,322 - 74,128	441,061
20000970	Supervising Management Analyst	2.00	2.00	2.00	68,971 - 83,561	167,122
90000970	Supervising Management Analyst - Hourly	0.35	0.35	0.00	68,971 - 83,561	-
20000756	Word Processing Operator	1.00	1.00	1.00	32,530 - 39,170	39,170
	Overtime Budgeted					11,720
	Reg Pay For Engineers					14,387
	Vacation Pay In Lieu					4,000
<b>FTE, Salaries, and Wages Subtotal</b>		<b>16.35</b>	<b>16.35</b>	<b>18.00</b>		<b>\$ 1,321,054</b>

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 12,300	\$ 12,599	\$ 10,535	(2,064)
Flexible Benefits	167,217	189,180	225,768	36,588
Long-Term Disability	2,885	-	-	-
Medicare	15,722	14,942	17,766	2,824

# Facilities Financing Program

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Other	3,188	-	-	-
Other Post-Employment Benefits	90,178	90,015	110,232	20,217
Retiree Medical Trust	521	426	1,223	797
Retirement 401 Plan	828	610	1,391	781
Retirement ADC	405,932	540,405	496,745	(43,660)
Retirement DROP	4,687	5,988	4,810	(1,178)
Risk Management Administration	15,715	15,165	18,954	3,789
Supplemental Pension Savings Plan	62,734	66,593	78,403	11,810
Unemployment Insurance	1,989	1,956	2,171	215
Workers' Compensation	11,863	15,958	17,508	1,550
<b>Fringe Benefits Subtotal</b>	<b>\$ 795,757</b>	<b>\$ 953,837</b>	<b>\$ 985,506</b>	<b>\$ 31,669</b>
<b>Total Personnel Expenditures</b>		<b>\$</b>	<b>2,306,560</b>	

# Facilities Financing Program

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

Facilities Financing Fund	FY2017 Actual	FY2018* Budget	FY2019 Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 143,105	\$ 6,361	\$ 4,465
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 143,105</b>	<b>\$ 6,361</b>	<b>\$ 4,465</b>
<b>REVENUE</b>			
Charges for Services	\$ 2,353,116	\$ 2,857,683	\$ 3,021,361
Licenses and Permits	59,000	50,000	50,000
Revenue from Use of Money and Property	(1,292)	600	600
<b>TOTAL REVENUE</b>	<b>\$ 2,410,824</b>	<b>\$ 2,908,283</b>	<b>\$ 3,071,961</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 2,553,929</b>	<b>\$ 2,914,644</b>	<b>\$ 3,076,426</b>
<b>OPERATING EXPENSE</b>			
Personnel Expenses	\$ 1,120,278	\$ 1,125,150	\$ 1,321,054
Fringe Benefits	795,757	953,837	985,506
Supplies	5,145	12,611	10,000
Contracts	521,620	454,090	357,014
Information Technology	95,193	147,170	176,604
Energy and Utilities	-	1,246	1,190
Other Expenses	10	1,294	500
Transfers Out	-	212,563	219,943
Capital Expenditures	9,565	150	150
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 2,547,568</b>	<b>\$ 2,908,111</b>	<b>\$ 3,071,961</b>
<b>TOTAL EXPENSE</b>	<b>\$ 2,547,568</b>	<b>\$ 2,908,111</b>	<b>\$ 3,071,961</b>
<b>BALANCE</b>	<b>\$ 6,361</b>	<b>\$ 6,533</b>	<b>\$ 4,465</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 2,553,929</b>	<b>\$ 2,914,644</b>	<b>\$ 3,076,426</b>

\* At the time of publication, audited financial statements for Fiscal Year 2018 were not available. Therefore, the Fiscal Year 2018 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2018 Adopted Budget, while the beginning Fiscal Year 2018 balance amount reflects the audited Fiscal Year 2017 ending balance.



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