

Purchasing & Contracting



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Purchasing & Contracting



Department Description

The Department manages Central Stores, the Living Wage and Equal Opportunity Contracting (EOC) programs, as well as Administrative Hearings, Publishing Services. Additionally, the Department oversees the City's Animal Services contract. The Living Wage Program ensures compliance with the City's Living Wage Ordinance through oversight of contract requirements, complaint investigations, and proactive contract reviews. The EOC Program assists businesses and the labor market with increased access to contracting opportunities with the City of San Diego. Working in partnership with City departments and other agencies, EOC monitors and enforces equal opportunity and public contracting laws related to the use of construction contractors, consultants, vendors, and suppliers.

The Department's mission is:

The Purchasing & Contracting Department administers the City's centralized procurement and materials management functions to ensure the availability of supplies, equipment, and services to meet the City's operational needs. The Department establishes and manages procurement standards that meet or exceed City, State, or federal regulations and requirements.

The Department's vision is:

Purchasing and Contracting staff strive to provide responsive customer service for internal (City departments) and external (bidders and proposers) clients and customers.

Goals and Objectives

Goal 1: Provide quality goods and services in a fiscally responsible manner

- Continuously improve sound procurement policies and procedures
- Optimize use of SAP
- Provide contract administration
- Procure goods and services expeditiously

Purchasing & Contracting

Goal 2: Ensure equality, non-discrimination, and compliance in the procurement of City contracts

- Encourage small and local businesses to participate in the City’s Small Local Business Enterprise (SLBE) Program
- Ensure non-discrimination in City procurement
- Monitor contracts subject to the Prevailing Wage Ordinance

Goal 3: Ensure the Living Wage Ordinance (LWO) requirements are understood and met

- Maintain records
- Monitor contracts
- Provide educational information to contractors and employees

Goal 4: Use best practices in the delivery of procured goods and mail

- Maintain optimum inventories
- Minimize loss
- Provide exceptional delivery services
- Discard or recycle used assets

Key Performance Indicators

Performance Indicator	FY2017 Target	FY2017 Actual	FY2018 Target	FY2018 Actual	FY2019 Target
Average number of days to award a contract	65	66	65	66	65
Percent of Living Wage Ordinance violations investigated and addressed within 60 days	100%	100%	100%	100%	100%
Percent of total transactions on contract under \$150,000 ¹	50%	33%	40%	68%	34%
Percentage increase in customer satisfaction ²	5%	1%	5%	N/A	5%
Percentage of contracts, based on total dollar value, awarded to Small Local Business Enterprises (SLBEs)	20%	31%	20%	20%	20%
Percentage of purchase orders processed within 10 days	90%	83%	90%	81%	88%

1. The increase in the percent of total transactions on contract under \$150,000 is attributable to Ariba process improvements.

2. Due to several business process changes, Purchasing and Contracting is in the process of revising the survey for use in the next fiscal year. The revised survey will provide a more thorough and current evaluation of department operations.

Purchasing & Contracting

Department Summary

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
FTE Positions (Budgeted)	82.96	79.96	81.96	2.00
Personnel Expenditures Non- Personnel Expenditures	\$ 6,223,623 8,453,241	\$ 7,416,497 9,434,989	\$ 7,652,906 19,474,608	\$ 236,409 10,039,619
Total Department Expenditures	\$ 14,676,864	\$ 16,851,486	\$ 27,127,514	\$ 10,276,028
Total Department Revenue	\$ 10,455,184	\$ 11,401,962	\$ 11,126,306	\$ (275,656)

General Fund

Department Expenditures

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Central Stores	\$ -	\$ 20,480	\$ -	(20,480)
Equal Opportunity Contracting	1,710,322	2,202,101	1,428,294	(773,807)
Purchasing & Contracting	3,952,088	4,507,935	15,667,804	11,159,869
Total	\$ 5,662,409	\$ 6,730,516	\$ 17,096,098	\$ 10,365,582

Department Personnel

	FY2017 Budget	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Equal Opportunity Contracting	19.48	19.48	13.00	(6.48)
Purchasing & Contracting	40.48	38.48	39.96	1.48
Total	59.96	57.96	52.96	(5.00)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Animal Services Contract Transfer of non-personnel expenditures from Citywide Program Expenditures to the Purchasing & Contracting Department to support animal services.	0.00	\$ 10,503,418	-
Animal Services Contract Addition of expenditures to support the contract between the City of San Diego and the San Diego Humane Society for animal services.	0.00	450,717	-

Purchasing & Contracting

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Transfer of Program Manager Transfer of 1.00 Program Manager from the Department of Information Technology to the Purchasing & Contracting Department for Information Technology services.	1.00	202,560	-
Transfer of Assistant to the Director Transfer of 1.00 Assistant to the Director from the Office of the Assistant Chief Operating Officer to the Purchasing & Contracting Department to support the Animal Services Program.	1.00	147,416	-
Administrative Appeals Hearing Program Addition of 1.00 Program Manager and associated revenue due to the expansion of the Administrative Appeals Hearing Program.	1.00	147,303	225,000
Non-Standard Hour Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	0.00	690	-
One-Time Reductions and Annualizations Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2018.	0.00	(3,868)	-
Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	(20,304)	-
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(96,164)	-
Reduction of Associate Contract Officer Reduction of 2.00 Associate Procurement Contracting Officer and associated non-personnel expenditures related to the administration and management of goods & services contracts.	(2.00)	(168,016)	-
Salary and Benefit Adjustments 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	(242,170)	-
Transfer of Prevailing Wage Program Transfer of 6.00 FTE and associated non-personnel expenditures from the Purchasing & Contracting Department to the Public Works Department related to the Prevailing Wage Program.	(6.00)	(556,000)	(590,000)
Total	(5.00) \$	10,365,582 \$	(365,000)

Expenditures by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
PERSONNEL				

Purchasing & Contracting

Expenditures by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Personnel Cost	\$ 3,046,559	\$ 3,533,721	\$ 3,332,355	(201,366)
Fringe Benefits	1,681,935	2,170,954	1,919,526	(251,428)
PERSONNEL SUBTOTAL	4,728,494	5,704,675	5,251,881	(452,794)
NON-PERSONNEL				
Supplies	\$ 64,731	\$ 67,791	\$ 55,062	(12,729)
Contracts	330,731	441,207	11,295,043	10,853,836
Information Technology	530,308	505,694	485,390	(20,304)
Energy and Utilities	4,215	3,838	3,411	(427)
Other	3,847	7,311	5,311	(2,000)
Capital Expenditures	82	-	-	-
NON-PERSONNEL SUBTOTAL	933,915	1,025,841	11,844,217	10,818,376
Total	\$ 5,662,409	\$ 6,730,516	\$ 17,096,098	10,365,582

Revenues by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Charges for Services	\$ 1,478,976	\$ 1,458,716	\$ 1,093,716	(365,000)
Other Revenue	3,190	-	-	-
Total	\$ 1,482,166	\$ 1,458,716	\$ 1,093,716	(365,000)

Personnel Expenditures

Job Number	Job Title / Wages	FY2017 Budget	FY2018 Budget	FY2019 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000012	Administrative Aide 1	0.00	1.00	1.00	\$ 38,181 - 46,002	\$ 46,002
20001233	Assistant to the Director	0.00	0.00	1.00	48,516 - 178,445	113,480
20000119	Associate Management Analyst	12.00	13.00	9.00	55,843 - 67,489	516,916
21000328	Associate Procurement Contracting Officer	0.00	8.00	8.00	55,843 - 67,489	494,485
20000232	Buyer's Aide 1	1.00	1.00	1.00	38,181 - 46,002	46,002
90000539	Clerical Assistant 2 - Hourly	0.48	0.48	0.48	30,919 - 37,257	16,347
20000545	Contracts Processing Clerk	3.00	1.00	0.00	34,056 - 41,125	-
20001101	Department Director	1.00	1.00	1.00	61,107 - 231,494	160,115
20001168	Deputy Director	1.00	1.00	1.00	48,516 - 178,445	129,125

Purchasing & Contracting

Personnel Expenditures

Job Number	Job Title / Wages	FY2017 Budget	FY2018 Budget	FY2019 Adopted	Salary Range	Total
20000924	Executive Secretary	1.00	1.00	1.00	44,993 - 54,404	54,404
20000290	Information Systems Analyst 2	1.00	1.00	1.00	55,843 - 67,489	66,385
20000293	Information Systems Analyst 3	1.00	1.00	1.00	61,322 - 74,128	74,128
90001073	Management Intern - Hourly	0.48	0.48	0.48	25,075 - 30,167	13,232
20000680	Payroll Specialist 2	1.00	1.00	1.00	36,647 - 44,245	42,475
20000173	Payroll Supervisor	1.00	1.00	1.00	42,021 - 50,896	48,860
20000791	Principal Procurement Specialist	4.00	1.00	1.00	61,322 - 74,236	61,322
20000227	Procurement Specialist	12.00	3.00	0.00	50,729 - 61,451	-
20001234	Program Coordinator	1.00	1.00	1.00	23,764 - 142,455	96,069
20001222	Program Manager	1.00	2.00	4.00	48,516 - 178,445	447,139
20000927	Senior Clerk/Typist	1.00	0.00	0.00	37,257 - 44,950	-
20000015	Senior Management Analyst	6.00	5.00	5.00	61,322 - 74,128	329,257
21000329	Senior Procurement Contracting Officer	0.00	2.00	5.00	61,322 - 74,128	353,463
20000879	Senior Procurement Specialist	5.00	4.00	2.00	55,736 - 67,424	134,848
20000970	Supervising Management Analyst	3.00	3.00	2.00	68,971 - 83,561	160,152
21000330	Supervising Procurement Contracting Officer	0.00	4.00	4.00	68,971 - 83,561	302,967
20000756	Word Processing Operator	3.00	1.00	1.00	32,530 - 39,170	37,257
	Bilingual - Regular					2,912
	Budgeted Vacancy Savings					(414,987)
FTE, Salaries, and Wages Subtotal		59.96	57.96	52.96		\$ 3,332,355

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Fringe Benefits				
Employee Offset Savings	\$ 16,174	\$ 16,718	\$ 16,796	78
Flexible Benefits	481,700	649,841	541,613	(108,228)
Long-Term Disability	8,038	-	-	-
Medicare	47,576	51,434	48,417	(3,017)
Other Post-Employment Benefits	277,197	324,054	275,580	(48,474)
Retiree Medical Trust	5,145	6,213	6,067	(146)
Retirement 401 Plan	3,378	3,132	3,357	225
Retirement ADC	552,605	745,781	677,585	(68,196)

Purchasing & Contracting

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Retirement DROP	1,494	1,993	-	(1,993)
Risk Management Administration	48,277	54,594	47,385	(7,209)
Supplemental Pension Savings Plan	207,479	253,881	241,025	(12,856)
Unemployment Insurance	5,461	6,318	5,597	(721)
Workers' Compensation	27,411	56,995	56,104	(891)
Fringe Benefits Subtotal	\$ 1,681,935	\$ 2,170,954	\$ 1,919,526	(251,428)
Total Personnel Expenditures		\$	5,251,881	

Central Stores Fund

Department Expenditures

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Central Stores	\$ 9,014,454	\$ 10,120,354	\$ 7,509,489	(2,610,865)
Purchasing & Contracting	-	616	23,505	22,889
Total	\$ 9,014,454	\$ 10,120,970	\$ 7,532,994	(2,587,976)

Department Personnel

	FY2017 Budget	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Central Stores	23.00	22.00	20.00	(2.00)
Total	23.00	22.00	20.00	(2.00)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments 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	\$ 72,557	-
Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	4,664	-
Reduction of Auto Messenger Reduction of 1.00 Auto Messenger providing delivery services in Central Stores.	(1.00)	(52,199)	-

Purchasing & Contracting

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(55,062)	-
Reduction of Stock Clerk Reduction of 1.00 Stock Clerk and associated non-personnel expenditures due to consolidation of stores locations.	(1.00)	(100,265)	-
Revised Revenue Adjustment based on revised non-personnel expenditures revenue projections.	0.00	(2,457,671)	(2,409,332)
Total	(2.00) \$	(2,587,976) \$	(2,409,332)

Expenditures by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
PERSONNEL				
Personnel Cost	\$ 747,169	\$ 786,129	\$ 783,662	(2,467)
Fringe Benefits	747,959	925,693	858,358	(67,335)
PERSONNEL SUBTOTAL	1,495,128	1,711,822	1,642,020	(69,802)
NON-PERSONNEL				
Supplies	\$ 6,737,743	\$ 7,716,980	\$ 5,307,919	(2,409,061)
Contracts	635,864	516,738	389,927	(126,811)
Information Technology	29,943	46,768	51,432	4,664
Energy and Utilities	115,724	127,734	140,768	13,034
Other	33	928	928	-
Capital Expenditures	19	-	-	-
NON-PERSONNEL SUBTOTAL	7,519,326	8,409,148	5,890,974	(2,518,174)
Total	\$ 9,014,454	\$ 10,120,970	\$ 7,532,994	(2,587,976)

Revenues by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Charges for Services	\$ 8,844,294	\$ 9,767,246	\$ 7,357,914	(2,409,332)
Other Revenue	115,075	176,000	176,000	-
Rev from Money and Prop	13,648	-	-	-
Total	\$ 8,973,017	\$ 9,943,246	\$ 7,533,914	(2,409,332)

Purchasing & Contracting

Personnel Expenditures

Job Number	Job Title / Wages	FY2017 Budget	FY2018 Budget	FY2019 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000011	Account Clerk	2.00	2.00	2.00	\$ 32,530 - 39,170	\$ 75,402
20000171	Auto Messenger 1	5.00	5.00	4.00	27,073 - 32,530	130,120
20000110	Auto Messenger 2	7.00	7.00	7.00	30,919 - 37,257	252,023
20000927	Senior Clerk/Typist	1.00	0.00	0.00	37,257 - 44,950	-
20000950	Stock Clerk	3.00	3.00	2.00	31,048 - 37,472	72,768
20000951	Stock Clerk	1.00	0.00	0.00	31,048 - 37,472	-
20000955	Storekeeper 1	2.00	3.00	3.00	35,753 - 42,887	126,461
20000956	Storekeeper 2	0.00	1.00	1.00	39,084 - 47,227	47,227
20000953	Storekeeper 3	1.00	0.00	0.00	41,125 - 49,462	-
20000538	Stores Operations Supervisor	1.00	1.00	1.00	47,077 - 56,896	56,896
	Night Shift Pay					3,489
	Overtime Budgeted					19,276
FTE, Salaries, and Wages Subtotal		23.00	22.00	20.00		\$ 783,662

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Fringe Benefits				
Employee Offset Savings	\$ 5,614	\$ 5,802	\$ 5,381	(421)
Flexible Benefits	197,561	245,805	234,100	(11,705)
Long-Term Disability	1,867	-	-	-
Medicare	11,075	10,436	10,390	(46)
Other Post-Employment Benefits	117,183	126,021	122,480	(3,541)
Retiree Medical Trust	297	378	475	97
Retirement 401 Plan	45	-	-	-
Retirement ADC	317,831	432,881	392,779	(40,102)
Retirement DROP	1,161	1,157	1,195	38
Risk Management Administration	20,421	21,231	21,060	(171)
Supplemental Pension Savings Plan	41,691	45,017	46,815	1,798
Unemployment Insurance	1,297	1,366	1,283	(83)
Workers' Compensation	31,916	35,599	22,400	(13,199)
Fringe Benefits Subtotal	\$ 747,959	\$ 925,693	\$ 858,358	(67,335)
Total Personnel Expenditures			\$ 1,642,020	

Purchasing & Contracting

Publishing Services Fund¹

Department Expenditures

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Publishing Services	\$ -	\$ -	\$ 2,101,344	2,101,344
Purchasing & Contracting	-	-	397,078	397,078
Total	\$ -	\$ -	\$ 2,498,422	2,498,422

Department Personnel

	FY2017 Budget	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Publishing Services	0.00	0.00	9.00	9.00
Total	0.00	0.00	9.00	9.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Public Works Restructure Transfer of Publishing Services from the Public Works-General Services Department to the Purchasing & Contracting Department.	9.00	\$ 1,952,994	\$ 2,253,113
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	331,877	-
Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	163,551	-
Transfer to IT Contributions Fund Transfer from the Information Technology Fund to the IT CIP Contributions Fund in support of docketing system enhancement.	0.00	50,000	-
Revised Revenue Adjustment to reflect revised revenue projections.	0.00	-	245,563
Total	9.00	\$ 2,498,422	\$ 2,498,676

¹ In the Fiscal Year 2019 Adopted Budget, the Publishing Services Fund is being transferred from the Public Works-General Services Department. For prior year actuals and budget please refer to the Public Work-General Services Department.

Purchasing & Contracting

Expenditures by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
PERSONNEL				
Personnel Cost	\$ -	\$ -	461,084	461,084
Fringe Benefits	-	-	297,921	297,921
PERSONNEL SUBTOTAL	-	-	759,005	759,005
NON-PERSONNEL				
Supplies	\$ -	\$ -	333,492	333,492
Contracts	-	-	1,026,241	1,026,241
Information Technology	-	-	163,551	163,551
Energy and Utilities	-	-	116,362	116,362
Transfers Out	-	-	53,279	53,279
Capital Expenditures	-	-	42,000	42,000
Debt	-	-	4,492	4,492
NON-PERSONNEL SUBTOTAL	-	-	1,739,417	1,739,417
Total	\$ -	\$ -	2,498,422	2,498,422

Revenues by Category

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Charges for Services	\$ -	\$ -	2,498,676	2,498,676
Total	\$ -	\$ -	2,498,676	2,498,676

Personnel Expenditures

Job Number	Job Title / Wages	FY2017 Budget	FY2018 Budget	FY2019 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000012	Administrative Aide 1	0.00	0.00	1.00	\$ 38,181 - 46,002	44,392
20000487	Graphic Designer	0.00	0.00	2.00	44,692 - 53,695	107,388
20000752	Print Shop Supervisor	0.00	0.00	1.00	59,045 - 70,368	70,368
21000193	Publishing Specialist 2	0.00	0.00	2.00	32,831 - 38,869	77,738
20000912	Senior Offset Press Operator	0.00	0.00	2.00	39,363 - 46,840	93,680
21000194	Senior Publishing Specialist	0.00	0.00	1.00	38,181 - 46,002	46,002
	Overtime Budgeted					17,516
	Vacation Pay In Lieu					4,000
FTE, Salaries, and Wages Subtotal		0.00	0.00	9.00	\$	461,084

Purchasing & Contracting

	FY2017 Actual	FY2018 Budget	FY2019 Adopted	FY2018-2019 Change
Fringe Benefits				
Employee Offset Savings	\$ -	\$ -	1,164	1,164
Flexible Benefits	-	-	102,150	102,150
Medicare	-	-	5,132	5,132
Other Post-Employment Benefits	-	-	55,116	55,116
Retiree Medical Trust	-	-	346	346
Retirement ADC	-	-	84,427	84,427
Retirement DROP	-	-	5,681	5,681
Risk Management Administration	-	-	9,477	9,477
Supplemental Pension Savings Plan	-	-	27,260	27,260
Unemployment Insurance	-	-	738	738
Workers' Compensation	-	-	6,430	6,430
Fringe Benefits Subtotal	\$ -	\$ -	297,921	297,921
Total Personnel Expenditures			\$ 759,005	

Purchasing & Contracting

Revenue and Expense Statement (Non-General Fund)

Central Stores Fund	FY2017 Actual	FY2018* Budget	FY2019 Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 466,438	\$ 425,002	\$ 382,455
TOTAL BALANCE AND RESERVES	\$ 466,438	\$ 425,002	\$ 382,455
REVENUE			
Charges for Services	\$ 8,844,294	\$ 9,767,246	\$ 7,357,914
Other Revenue	115,075	176,000	176,000
Revenue from Use of Money and Property	13,648	-	-
TOTAL REVENUE	\$ 8,973,017	\$ 9,943,246	\$ 7,533,914
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 9,439,456	\$ 10,368,248	\$ 7,916,369
OPERATING EXPENSE			
Personnel Expenses	\$ 747,169	\$ 786,129	\$ 783,662
Fringe Benefits	747,959	925,693	858,358
Supplies	6,737,743	7,716,980	5,307,919
Contracts	635,864	516,738	389,927
Information Technology	29,943	46,768	51,432
Energy and Utilities	115,724	127,734	140,768
Other Expenses	33	928	928
Capital Expenditures	19	-	-
TOTAL OPERATING EXPENSE	\$ 9,014,454	\$ 10,120,970	\$ 7,532,994
TOTAL EXPENSE	\$ 9,014,454	\$ 10,120,970	\$ 7,532,994
BALANCE	\$ 425,001	\$ 247,278	\$ 383,375
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 9,439,456	\$ 10,368,248	\$ 7,916,369

* 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.

Purchasing & Contracting

Revenue and Expense Statement (Non-General Fund)

Publishing Services Fund	FY2017 Actual	FY2018* Budget	FY2019 Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 915,553	\$ 824,090	\$ 978,694
TOTAL BALANCE AND RESERVES	\$ 915,553	\$ 824,090	\$ 978,694
REVENUE			
Charges for Services	\$ 3,572,868	\$ 3,660,657	\$ 2,498,676
Other Revenue	5,647	-	-
Revenue from Use of Money and Property	10,240	-	-
TOTAL REVENUE	\$ 3,588,755	\$ 3,660,657	\$ 2,498,676
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 4,504,308	\$ 4,484,747	\$ 3,477,370
OPERATING EXPENSE			
Personnel Expenses	\$ 484,624	\$ 497,726	\$ 461,084
Fringe Benefits	343,086	393,641	297,921
Supplies	226,908	334,594	333,492
Contracts	2,429,666	2,130,504	1,026,241
Information Technology	66,437	146,321	163,551
Energy and Utilities	95,981	108,008	116,362
Transfers Out	4,492	3,279	53,279
Capital Expenditures	29,024	42,000	42,000
Debt Expenses	-	4,492	4,492
TOTAL OPERATING EXPENSE	\$ 3,680,218	\$ 3,660,565	\$ 2,498,422
TOTAL EXPENSE	\$ 3,680,218	\$ 3,660,565	\$ 2,498,422
BALANCE	\$ 824,090	\$ 824,182	\$ 978,948
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 4,504,308	\$ 4,484,747	\$ 3,477,370

* 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.