

**Engineering and Capital Projects /  
Strategic Capital Projects**



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# Engineering and Capital Projects / Strategic Capital Projects



## Description

The department is currently undergoing a restructure in Fiscal Year 2023. The department will be splitting into two departments: The Engineering & Capital Projects Department (E&CP) and the Strategic Capital Projects Department (SCP). While the primary duties of E&CP will remain the same, SCP will focus on more specialized, large, and complicated projects such as the Pure Water program, dams and reservoir projects, the potential convention center expansion project, and others. This restructure is projected to be completed in Fiscal Year 2024. In the meantime, both departments share the same vision, mission, goals and objectives, and Key Performance Indicators.

### Engineering & Capital Projects Department

The Engineering & Capital Projects Department (E&CP) strives to provide quality engineering, program and construction management, and inspection services that enhance the safety and the environment of the City of San Diego.

The Department has approximately 800 engineers, surveyors, and support staff that provide a full range of engineering services for the City's Capital Improvements Program (CIP), such as structural, electrical, and traffic engineering; material testing, and surveying. E&CP is responsible for project planning, designing, and construction management of public improvement projects; as well as the quality assurance and inspection of public and private work permitted in rights-of-way; in addition to surveying, and materials testing services.

E&CP supports a broad range of projects for various asset types including libraries, fire, lifeguard and police stations, parks and recreation centers; outdoor lighting, streetlights and traffic signals; street and sidewalk improvements, bikeways and other transportation projects; drainage and flood control facilities, water and sewer pipeline, treatment plants and pump stations; and undergrounded utilities. E&CP is also responsible for the asset management of citywide survey monumentation.

# Engineering and Capital Projects / Strategic Capital Projects

## Strategic Capital Projects Department

The Strategic Capital Projects Department (SCP) strives to provide quality engineering, project management, and construction management on complex, unique, and large capital projects that enhance the safety and the environment of the City of San Diego.

The department provides project management expertise including, but not limited to, the direct management of City capital projects and the oversight of capital projects led by other organizations via an agreement. This includes a full range of services such as planning, designing, engineering, project and construction management, quality assurance and inspection, contract management (contractors & consultants), Project Labor Agreement oversight, and funds management. These services are targeted to support the delivery of larger, complex capital projects that are beyond the core focus of the Engineering & Capital Projects Department and strategic to the City's Mission and Objectives.

The department will deliver capital projects through multiple methods including but not limited to: Design-Bid-Build, Design-Build, Construction Manager at Risk, Private-Public Partnerships, Agency Agreement, and more. Due to the complexity and unique nature of the capital projects, SCP is dependent on private consultant services. SCP will be working closely with the Engineering & Capital Projects Department to coordinate the City's large and complex Capital Improvements Program.

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

To be the innovative industry leader in developing public infrastructure systems.

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

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

## Goals and Objectives

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

- Provide high quality customer service
- Employ alternative project delivery methods when appropriate

### ***Goal 2: Provide timely and efficient delivery of projects***

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

### ***Goal 3: Effect change and promote innovation***

- Establish common goals with other City departments and other government agencies
- Partner with City departments and other government agencies to improve organizational effectiveness
- Engage regularly with industries, professional organizations, and government agencies that support City Infrastructure
- Explore and utilize new technology in information management

# Engineering and Capital Projects / Strategic Capital Projects

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

- Provide training opportunities for staff
- Retain the workforce
- Be the City of choice for private industry that supports the delivery of Capital Projects
- Actively recruit City employees and consultants
- Support a positive culture/organization

## Key Performance Indicators

Performance Indicator	FY2021 Target	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2023 Target
Percentage of Capital Improvement Projects delivered on baseline Project Charter schedule <sup>1</sup>	80.0 %	82.0 %	80.0 %	64.9 %	N/A
Average number of days to award contracts <sup>2</sup>	90	109	90	N/A	N/A
Number of information-sharing meetings with industries supporting City infrastructure	12	14	12	13	12
Percentage of all Construction Change Orders due to changed/unforeseen conditions and design errors <sup>3</sup>	4.0 %	3.5 %	4.0 %	3.2 %	4.0 %
Percentage of Capital Improvement Projects awarded on baseline schedule <sup>4</sup>	N/A	N/A	N/A	N/A	80%
Percentage of Capital Improvement Projects completed on baseline schedule <sup>4</sup>	N/A	N/A	N/A	N/A	80%

1. This key performance indicator is being replaced with two new indicators to increase the accuracy of measuring the department's ability to deliver CIP projects and increase transparency. The two new indicators will address two critical milestones in the life of a CIP project: executing & awarding CIP contracts and substantial completion of construction.
2. This key performance indicator is no longer being tracked by the Engineering & Capital Projects Department due to the contract functions being moved into the Purchasing and Contracts Department.
3. At Notice of Completion.
4. This is a new key performance indicator for FY 2023. The two new indicators will address two critical milestones in the life of a CIP project: executing and awarding CIP contracts and substantial completion of construction.

# Engineering and Capital Projects / Strategic Capital Projects

## Department Summary

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
FTE Positions (Budgeted)	825.50	825.50	822.50	(3.00)
Personnel Expenditures	\$ 95,566,439	\$ 107,096,412	\$ 114,204,761	\$ 7,108,349
Non-Personnel Expenditures	15,203,983	22,595,322	27,430,880	4,835,558
<b>Total Department Expenditures</b>	<b>\$ 110,770,422</b>	<b>\$ 129,691,734</b>	<b>\$ 141,635,641</b>	<b>\$ 11,943,907</b>
<b>Total Department Revenue</b>	<b>\$ 114,986,538</b>	<b>\$ 129,691,734</b>	<b>\$ 136,819,545</b>	<b>\$ 7,127,811</b>

## Engineering & Capital Projects Fund

### Department Expenditures

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
Architectural Engineering & Parks	\$ 12,001,186	\$ 13,023,237	\$ 15,266,931	\$ 2,243,694
Business Operations & Fiscal Services	18,177,840	31,966,188	33,815,338	1,849,150
Capital Asset Management	8,665,340	10,274,846	10,710,295	435,449
Construction Management & Field Engineer	28,568,662	27,762,663	32,300,524	4,537,861
Contracting	3,070,693	3,979,827	-	(3,979,827)
Engineering & Capital Projects	1,081,073	(8,167)	1,280,126	1,288,293
Program & Project Development	21,709,643	22,902,197	28,483,575	5,581,378
Transportation & Utility Engineering	17,495,985	19,790,943	19,778,852	(12,091)
<b>Total</b>	<b>\$ 110,770,422</b>	<b>\$ 129,691,734</b>	<b>\$ 141,635,641</b>	<b>\$ 11,943,907</b>

### Department Personnel

	FY2021 Budget	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
Architectural Engineering & Parks	88.00	88.00	92.00	4.00
Business Operations & Fiscal Services	74.50	76.50	91.50	15.00
Capital Asset Management	84.00	80.00	79.00	(1.00)
Construction Management & Field Engineer	193.00	190.00	212.00	22.00
Contracting	48.00	49.00	0.00	(49.00)
Engineering & Capital Projects	3.00	3.00	4.00	1.00
Program & Project Development	181.00	182.00	188.00	6.00
Transportation & Utility Engineering	154.00	157.00	156.00	(1.00)
<b>Total</b>	<b>825.50</b>	<b>825.50</b>	<b>822.50</b>	<b>(3.00)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b>	0.00	\$ 6,241,736	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			

# Engineering and Capital Projects / Strategic Capital Projects

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Proposition B Transition Costs</b> Addition of one-time expenditures associated with the transition costs of post-Proposition B employees into the Pension System.	0.00	5,357,164	-
<b>Strategic Capital Projects Department</b> Addition of 12.00 FTE positions, non-personnel expenditures and revenue in the new Strategic Capital Projects Department to support the Pure Water program, general project development, and support services.	12.00	1,626,183	759,243
<b>Overtime Adjustments</b> Addition of overtime expenditures associated with aligning the budget based on historical expenditures.	0.00	1,020,730	-
<b>Project Management Office Division</b> Addition of 1.00 Deputy Director, 1.00 Assistant Deputy Director, 1.00 Geographic Information Systems Analyst and non-personnel expenditures to establish the Project Management Office Division.	3.00	438,093	-
<b>Storm Drain Project Support</b> Addition of 1.00 Associate Civil Engineer, 2.00 Assistant Civil Engineers, non-personnel expenditures and revenue to support the need for additional oversight for future storm drain projects.	3.00	372,879	360,387
<b>Design-Build Project Support</b> Addition of 1.00 Senior Civil Engineer, 1.00 Associate Civil Engineer, non-personnel expenditures and revenue to support design-build projects.	2.00	321,124	319,827
<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	235,429	-
<b>Community Inquiries and Public Records Act</b> Addition of 2.00 Customer Service Supervisors and non-personnel expenditures to respond to increased information requests from the public.	2.00	225,578	-
<b>Department Grants Section</b> Addition of 1.00 Senior Management Analyst, 1.00 Associate Management Analyst and non-personnel expenditures to support the new grants section.	2.00	218,077	-
<b>Addition of Assistant Director</b> Addition of 1.00 Assistant Director and non-personnel expenditures to oversee the Architectural Engineering and Parks, Program and Project Development, and Transportation and Utility Engineering Divisions.	1.00	203,408	-
<b>Addition of Assistant Director</b> Addition of 1.00 Assistant Director and non-personnel expenditures to oversee the Project Management Office and Business Operations and Employee Services Divisions.	1.00	203,408	-

# Engineering and Capital Projects / Strategic Capital Projects

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>City Land Surveyor Office</b> Addition of 1.00 Deputy Director and non-personnel expenditures to serve as the city's registered land surveyor.	1.00	162,060	-
<b>Desktop and Monitor Replacement</b> Replacement of aging desktops and monitors to facilitate teleworking and modernize review process.	0.00	155,167	-
<b>Addition of Supervising Management Analyst</b> Addition of 1.00 Supervising Management Analyst and non-personnel expenditures to convert the currently filled supplemental position to a permanent, budgeted position.	1.00	122,152	-
<b>California Environmental Quality Act Compliance</b> Addition of 1.00 Associate Planner and non-personnel expenditures to perform Quality Assurance and Quality Control and ensure compliance with permit and environmental requirements during construction.	1.00	117,623	-
<b>Department Training</b> Addition of 1.00 Training Supervisor and non-personnel expenditures to assist in developing a comprehensive training program for the department.	1.00	108,525	-
<b>Non-Standard Hour Personnel Funding</b> Funding allocated according to a zero-based annual review of hourly funding requirements.	0.00	(1,222)	-
<b>One-Time Additions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2022.	0.00	(302,336)	334,796
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	(658,718)	-
<b>Transfer of the Prevailing Wage Program</b> Transfer of 14.00 FTE positions and associated expenditures and revenue from the Engineering & Capital Projects Department to the Compliance Department.	(14.00)	(1,549,812)	(1,633,363)
<b>Transfer of the Public Works Contracts Division</b> Transfer of 19.00 FTE positions and associated expenditures and revenue from the Engineering & Capital Projects Department to the Purchasing and Contracting Department.	(19.00)	(2,673,341)	(2,247,109)
<b>Revised Revenue</b> Adjustment to reflect revised revenue projections.	0.00	-	8,590,098
<b>Right-of-Way Permit Reimbursements</b> Revenue adjustment associated to reimbursements from the General Fund for Fiscal Year 2021 right-of-way utility permits.	0.00	-	643,932
<b>Total</b>	<b>(3.00)</b>	<b>\$ 11,943,907</b>	<b>\$ 7,127,811</b>



# Engineering and Capital Projects / Strategic Capital Projects

## Expenditures by Category

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 57,126,688	\$ 64,341,537	\$ 72,444,423	\$ 8,102,886
Fringe Benefits	38,439,750	42,754,875	41,760,338	(994,537)
<b>PERSONNEL SUBTOTAL</b>	95,566,439	107,096,412	114,204,761	7,108,349
<b>NON-PERSONNEL</b>				
Supplies	\$ 270,305	\$ 816,446	\$ 1,011,130	\$ 194,684
Contracts & Services	7,990,902	10,460,516	15,040,285	4,579,769
Information Technology	5,869,494	10,100,586	9,518,523	(582,063)
Energy and Utilities	341,250	351,221	398,075	46,854
Other	732,033	866,553	866,553	-
Transfers Out	-	-	596,314	596,314
<b>NON-PERSONNEL SUBTOTAL</b>	15,203,983	22,595,322	27,430,880	4,835,558
<b>Total</b>	<b>\$ 110,770,422</b>	<b>\$ 129,691,734</b>	<b>\$ 141,635,641</b>	<b>\$ 11,943,907</b>

## Revenues by Category

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
Charges for Services	\$ 114,812,543	\$ 129,691,734	\$ 136,819,545	\$ 7,127,811
Fines Forfeitures and Penalties	52,830	-	-	-
Other Revenue	85,356	-	-	-
Rev from Money and Prop	(1,413)	-	-	-
Transfers In	37,222	-	-	-
<b>Total</b>	<b>\$ 114,986,538</b>	<b>\$ 129,691,734</b>	<b>\$ 136,819,545</b>	<b>\$ 7,127,811</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2021 Budget	FY2022 Budget	FY2023 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000011	Account Clerk	2.00	2.00	2.00	\$ 36,705 - 44,178	\$ 88,356
20000012	Administrative Aide 1	18.00	18.00	17.00	45,269 - 54,528	878,168
20000024	Administrative Aide 2	9.00	10.00	12.00	52,142 - 62,833	701,317
20000058	Assistant Customer Services Supervisor	0.00	0.00	1.00	62,923 - 75,830	79,766
20001140	Assistant Department Director	1.00	1.00	4.00	71,693 - 271,584	660,769
20001202	Assistant Deputy Director	7.00	7.00	8.00	56,929 - 209,339	1,232,986
20000070	Assistant Engineer-Civil	240.00	238.00	244.00	77,889 - 93,840	21,900,698
20000071	Assistant Engineer-Civil	23.00	23.00	9.00	77,889 - 93,840	701,001
20000077	Assistant Engineer-Electrical	7.00	9.00	9.00	77,889 - 93,840	797,183
20000116	Assistant Engineer-Traffic	4.00	4.00	4.00	77,889 - 93,840	373,952
21000175	Assistant Trainer	1.00	0.00	0.00	51,832 - 63,008	-
20000143	Associate Engineer-Civil	132.00	131.00	136.00	89,669 - 108,295	14,430,913
20000145	Associate Engineer-Civil	7.00	7.00	0.00	89,669 - 108,295	-
20000150	Associate Engineer-Electrical	4.00	5.00	5.00	89,669 - 108,295	520,096
20000167	Associate Engineer-Traffic	5.00	5.00	5.00	89,669 - 108,295	522,848
20000119	Associate Management Analyst	21.00	21.00	18.00	66,197 - 79,990	1,298,741
20000162	Associate Planner	9.00	9.00	10.00	76,386 - 92,308	877,645
20000110	Auto Messenger 2	0.50	0.50	1.50	34,865 - 42,020	58,192

# Engineering and Capital Projects / Strategic Capital Projects

## Personnel Expenditures

Job Number	Job Title / Wages	FY2021 Budget	FY2022 Budget	FY2023 Adopted	Salary Range	Total
20000539	Clerical Assistant 2	5.00	5.00	5.00	36,630 - 44,147	205,039
20000545	Contracts Processing Clerk	3.00	3.00	3.00	38,409 - 46,381	133,352
20000366	Customer Services Supervisor	0.00	0.00	1.00	72,481 - 87,515	79,766
20001101	Department Director	1.00	1.00	2.00	71,693 - 271,584	427,973
20001168	Deputy Director	7.00	7.00	8.00	56,929 - 209,339	1,273,200
21000451	Environmental Biologist 3	2.00	2.00	2.00	83,472 - 101,098	200,174
20000924	Executive Assistant	1.00	1.00	1.00	52,792 - 63,852	63,852
20000178	Information Systems Administrator	1.00	1.00	1.00	89,941 - 108,937	108,937
20000290	Information Systems Analyst 2	3.00	3.00	3.00	66,845 - 80,773	238,293
20000293	Information Systems Analyst 3	2.00	2.00	4.00	73,375 - 88,725	337,956
20000998	Information Systems Analyst 4	2.00	2.00	2.00	82,532 - 100,002	200,004
20000377	Information Systems Technician	2.00	2.00	1.00	52,652 - 63,447	61,878
20001018	Land Surveying Assistant	36.00	35.00	35.00	79,839 - 96,193	3,165,560
20001019	Land Surveying Associate	8.00	9.00	9.00	91,915 - 111,007	983,232
90001073	Management Intern	4.00	4.00	4.00	31,200 - 34,070	124,800
20000634	Organization Effectiveness Specialist 2	1.00	1.00	1.00	63,008 - 76,136	63,008
20000639	Organization Effectiveness Supervisor	1.00	1.00	1.00	77,794 - 94,261	94,261
20000669	Park Designer	4.00	4.00	4.00	86,638 - 104,624	400,510
20000680	Payroll Specialist 2	5.00	4.00	4.00	46,697 - 56,380	210,568
20000740	Principal Drafting Aide	4.00	9.00	9.00	58,260 - 70,548	610,763
20000743	Principal Engineering Aide	70.00	62.00	61.00	67,291 - 81,483	4,684,828
20000518	Principal Survey Aide	20.00	20.00	20.00	68,985 - 83,530	1,529,353
20001234	Program Coordinator	1.00	1.00	1.00	34,070 - 167,127	122,348
20001222	Program Manager	3.00	3.00	3.00	56,929 - 209,339	411,196
20000760	Project Assistant	32.00	34.00	32.00	71,871 - 86,589	2,575,617
20000761	Project Officer 1	11.00	11.00	11.00	82,740 - 99,927	1,053,135
20000763	Project Officer 2	7.00	7.00	6.00	95,376 - 115,298	691,788
20001042	Safety and Training Manager	1.00	1.00	1.00	77,794 - 94,261	92,847
20000847	Safety Officer	1.00	1.00	1.00	67,482 - 81,496	67,482
20000885	Senior Civil Engineer	35.00	35.00	40.00	103,363 - 124,954	4,865,987
20000890	Senior Civil Engineer	4.00	4.00	1.00	103,363 - 124,954	103,363
20000904	Senior Electrical Engineer	1.00	1.00	1.00	103,363 - 124,954	124,954
20000900	Senior Engineering Aide	11.00	11.00	11.00	59,788 - 72,275	691,310
20001014	Senior Land Surveyor	2.00	2.00	2.00	105,947 - 128,070	256,140
20000015	Senior Management Analyst	13.00	14.00	15.00	72,664 - 87,865	1,242,289
20000918	Senior Planner	5.00	5.00	5.00	87,992 - 106,391	528,763
20000929	Senior Survey Aide	4.00	4.00	4.00	61,285 - 74,094	266,389
20000926	Senior Traffic Engineer	2.00	2.00	1.00	103,363 - 124,954	124,954
90000964	Student Engineer	4.00	4.00	4.00	32,760 - 37,296	149,184
20000970	Supervising Management Analyst	8.00	8.00	9.00	79,751 - 96,633	842,029
21000177	Trainer	1.00	2.00	2.00	63,008 - 76,136	137,263

# Engineering and Capital Projects / Strategic Capital Projects

## Personnel Expenditures

Job Number	Job Title / Wages	FY2021 Budget	FY2022 Budget	FY2023 Adopted	Salary Range	Total
20001041	Training Supervisor	1.00	1.00	2.00	69,163 - 83,631	145,299
20000756	Word Processing Operator	6.00	6.00	4.00	38,188 - 45,963	159,838
	Architect License Pay					16,244
	Bilingual - Regular					1,456
	Budgeted Personnel					(11,483,057)
	Expenditure Savings					
	Infrastructure In-Training					1,109,590
	Pay					
	Infrastructure Registration					2,643,389
	Pay					
	Landscape Architect Lic					31,388
	Overtime Budgeted					1,400,000
	Reg Pay For Engineers					2,513,330
	Sick Leave - Hourly					6,273
	Termination Pay Annual					46,072
	Leave					
	Vacation Pay In Lieu					1,187,625
<b>FTE, Salaries, and Wages Subtotal</b>		<b>825.50</b>	<b>825.50</b>	<b>822.50</b>		<b>\$ 72,444,423</b>

	FY2021 Actual	FY2022 Budget	FY2023 Adopted	FY2022-2023 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 252,372	\$ 257,013	\$ 254,836	\$ (2,177)
Flexible Benefits	8,893,258	9,241,507	9,024,378	(217,129)
Long-Term Disability	231,793	231,333	227,261	(4,072)
Medicare	880,336	909,550	1,031,346	121,796
Other	-	(879,281)	(483,923)	395,358
Other Post-Employment Benefits	4,213,744	4,241,629	3,866,624	(375,005)
Retiree Medical Trust	78,898	90,529	110,217	19,688
Retirement 401 Plan	49,091	53,231	104,762	51,531
Retirement ADC	18,853,636	22,891,263	21,680,730	(1,210,533)
Retirement DROP	101,373	114,617	123,939	9,322
Risk Management Administration	694,225	735,273	792,006	56,733
Supplemental Pension Savings Plan	3,882,762	4,390,547	4,654,223	263,676
Unemployment Insurance	78,337	84,273	82,479	(1,794)
Workers' Compensation	229,926	393,391	291,460	(101,931)
<b>Fringe Benefits Subtotal</b>	<b>\$ 38,439,750</b>	<b>\$ 42,754,875</b>	<b>\$ 41,760,338</b>	<b>\$ (994,537)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 114,204,761</b>	

# Engineering and Capital Projects / Strategic Capital Projects

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

Engineering & Capital Projects Fund	FY2021 Actual	FY2022* Budget	FY2023** Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ (5,598,993)	\$ (1,382,877)	\$ (12,760,831)
Continuing Appropriation - CIP	-	-	-
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ (5,598,993)</b>	<b>\$ (1,382,877)</b>	<b>\$ (12,760,831)</b>
REVENUE			
Charges for Services	\$ 114,812,543	\$ 129,691,734	\$ 136,819,545
Fines Forfeitures and Penalties	52,830	-	-
Other Revenue	85,356	-	-
Revenue from Use of Money and Property	(1,413)	-	-
Transfers In	37,222	-	-
<b>TOTAL REVENUE</b>	<b>\$ 114,986,538</b>	<b>\$ 129,691,734</b>	<b>\$ 136,819,545</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 109,387,545</b>	<b>\$ 128,308,857</b>	<b>\$ 124,058,714</b>
OPERATING EXPENSE			
Personnel Expenses	\$ 57,126,688	\$ 64,341,537	\$ 72,444,423
Fringe Benefits	38,439,750	42,754,875	41,760,338
Supplies	270,305	816,446	1,011,130
Contracts & Services	7,990,902	10,460,516	15,040,285
Information Technology	5,869,494	10,100,586	9,518,523
Energy and Utilities	341,250	351,221	398,075
Other Expenses	732,033	866,553	866,553
Transfers Out	-	-	596,314
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 110,770,422</b>	<b>\$ 129,691,734</b>	<b>\$ 141,635,641</b>
<b>TOTAL EXPENSE</b>	<b>\$ 110,770,422</b>	<b>\$ 129,691,734</b>	<b>\$ 141,635,641</b>
RESERVES			
Continuing Appropriation - CIP	\$ -	\$ -	\$ -
<b>TOTAL RESERVES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>BALANCE</b>	<b>\$ (1,382,877)</b>	<b>\$ (1,382,877)</b>	<b>\$ (17,576,927)</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 109,387,545</b>	<b>\$ 128,308,857</b>	<b>\$ 124,058,714</b>

\* At the time of publication, audited financial statements for Fiscal Year 2022 were not available. Therefore, the Fiscal Year 2022 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2022 Adopted Budget, while the beginning Fiscal Year 2022 balance amount reflects the audited Fiscal Year 2021 ending balance.

\*\* Fiscal Year 2023 Beginning Fund Balance reflect the projected Fiscal Year 2022 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2022.

\*\*\*The Engineering & Capital Projects Fund results in a negative ending balance/beginning balance and will be monitored throughout Fiscal Year 2023 to address negative balances.