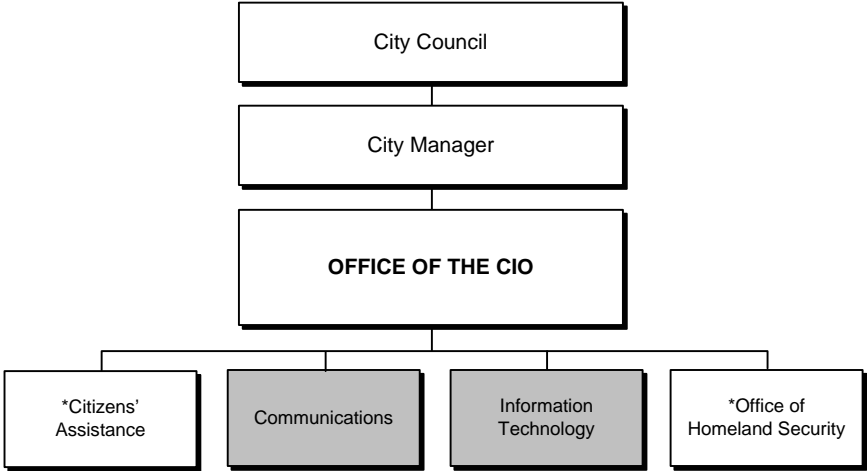


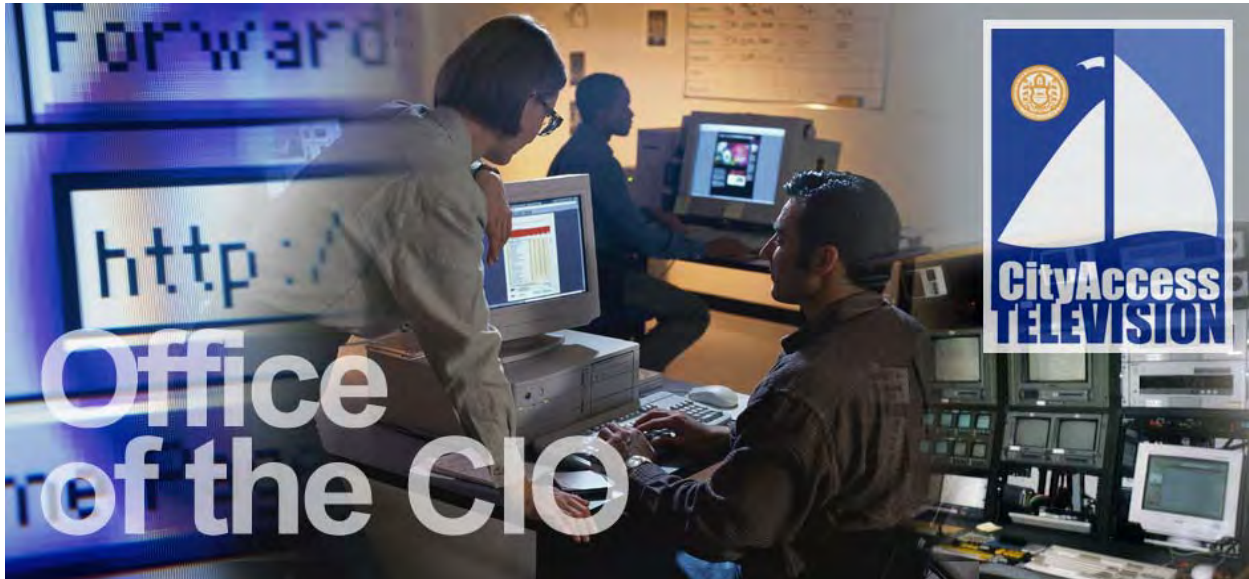
# OFFICE OF THE CIO

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\*See Citizens' Assistance and Office of Homeland Security sections for budget details



## Mission Statement

To establish strategies, policies and procedures for effective implementation of Citywide information and communication technologies; provide information to the citizens of the region through the City Government Cable Channel; provide electronic information and interactive services via the Internet; and provide effective wireless communications to the City and other governmental agencies through high quality systems and services, ensuring the highest level of service to the public.

## Department Description

The Office of the CIO is comprised of the Communications and Information Technology (IT) Divisions. The Communications Division provides all wireless communication technologies; engineers, installs, maintains and repairs wireless voice and data communications systems and equipment; and contracts for commercially-provided wireless services. The IT Division is responsible for providing strategic direction and IT operational policies and standards; coordinating major Citywide initiatives including IT project management, Geographic Information Systems (GIS), the City's website and IT training; and operating the City's cable TV program.

## Division/Major Program Description

### Communications

The Communications Division's roles and responsibilities include providing effective wireless communication to the City and other governmental agencies through high quality systems and services, ensuring the highest level of service to the public. The Communications Division plans, engineers and coordinates wireless communications projects and systems, including writing and evaluating specifications for the City's communications equipment; provides technical advice to customers; procures, develops and manages the City's

# Office of the CIO

## Division/Major Program Description

### Communications (continued)

radio communications sites and Federal Communications Commission licenses; installs, maintains and repairs all City wireless communications equipment; provides wireless voice and data systems and services and special electronic alarm systems and services; and administers the Division's Capital Improvements Program.

### Information Technology

The Information Technology (IT) Division strives to identify and implement more effective and less costly IT investments, leverage economies of scale and take advantage of the "big picture" perspective in balancing departments' interests with Citywide direction. The Office of the CIO helps ensure standards, avoid redundancy and identify project impacts. The IT Division's roles and responsibilities include design, implementation and administration of Citywide IT service delivery. The IT Division also provides leadership and support for Citywide IT systems, computer training and contracts for standard and non-standard software and hardware procurement. Additionally, the IT Division manages implementation of the IT Strategic Plan, the Program Management Office, GIS, Web Services and Infrastructure and Enterprise Architecture. The Cable Television Program, also within the IT Division, provides administration and enforcement of existing cable television and service provider franchises, addresses policy on the use of City rights-of-way, provides video production services and manages CityTV 24, the City of San Diego's government cable access television channel.

## Service Efforts and Accomplishments

In Fiscal Year 2005, the Information Technology (IT) Division continued to provide IT Project Management training and mentoring to City staff; managed the City's Payment Engine System; and administered the City's TeleWork Program. The Division also conducted a preliminary update of the IT Strategic Plan, created an updated assessment report of 311/Call Center opportunities and implemented a new Constituent Tracking System for the Mayor and Council Offices. The Division also co-sponsored the development of the SD CityWorks application for the Internet, allowing resident access to construction projects in their neighborhoods.

The Division served as project liaison and team member for the San Diego Fire-Rescue Department's Mobile Data Computer Project and selected a vendor for Citywide computer application training. The Division led project planning for the Citywide implementation of the 1472 Request for Council Automated Workflow Process and completed the first phases of the 2005 Photogrammetric Mapping Citywide Project. The Division also worked with the Office of Homeland Security to plan integration of Geographic Information Systems into the Emergency Operations Center and Department Operations Centers.

As part of the Office of the CIO's goal to leverage economies of scale, the IT Division has taken a leadership role in

## Service Efforts and Accomplishments

and end-of-life management for PC equipment. The Program emphasizes cost effectiveness and compliance with new State environmental laws.

In 2005, the Office of the CIO also saw the launch of a public safety digital channel; creation of a City press room with live broadcasting capabilities; implementation of video on demand Internet streaming of Mayor and City Council meetings; and live telecast capabilities, via microwave vehicle, of major City events from the field.

The IT Division updated the process for reviewing IT infrastructure requests to ensure consideration of enterprise computing solutions. IT security received additional attention as a result of increased security incidents (viruses/worms) and improvement areas identified in IT performance audits. A Citywide task force was formed to develop the updated IT Security Policy as well as specific procedures related to preventing and responding to security incidents. Through the City's IT governance process, new standards were adopted pertaining to IT security and acceptable use, virus attacks, software patch management, web application servers, Computer Aided Design and Drafting software, e-mail and messaging software. The standards are an important component in reducing Citywide IT costs, protecting the City's IT assets and providing residents with access to information and services.

There were more than 10 million visits to the City's public website in calendar year 2004, an increase of 22 percent from the prior year. MuniNet Guide & Review selected the City of San Diego for the sixth time in seven years as one of its "Top Picks" among government websites in the country. The website again received a rating of over 90 percent in the annual Resident Satisfaction Survey. Updates via content management tools, which allow departments to save costs by updating their own websites, have grown to 1,000 to 2,000 per month with 20 to 25 department contributors.

The Communications Division continues to implement the initiatives identified in the City's Wireless Communications Long Range Plan as part of the Public Safety Communications Project. The Communications Division works with Police and San Diego Fire-Rescue staff to develop implementation plans for upgrading and replacing the City's critical public safety radio and other critical wireless networks.

The Communications Division also supports first responders by ensuring that communications systems continue to operate and provide critical communications for San Diego Fire-Rescue and Police staff.

## Future Outlook

In Fiscal Year 2006, the City will be looking for opportunities to lower costs and to improve performance and reliability by providing computing and network infrastructures at an enterprise level capable of meeting individual department needs. The Office of the CIO will continue to share IT business expertise, support development, adopt and implement IT policies and provide electronic access to City services and information.

The IT Division will provide an online forum for City project managers to share documents and better communicate project status, issues, and lessons learned through implementation of a Project Document Repository; pursue creation of an IT Project Management classification or certification; utilize Earned Value Management as a technique for better managing IT projects; add Paradise in Progress to the list of Citywide applications supported; complete the 2005 Photogrammetric Mapping Project; assist in the development of more web-based mapping applications used by City staff and residents; update the Citywide GIS Architecture Plan; and integrate GIS support into the Office of Homeland Security and Emergency Operations Center.

New for Fiscal Year 2006 will be Citywide IT cost tracking, in line with IT industry standards and best practices.

# Office of the CIO

## Future Outlook

The IT Division will also implement video on demand archiving of Planning Commission meetings to better serve the public; continue to update the City's public website with redesigned content; and replace the City's internal website using current technology.

The Communications Division continues to work on the critical initiatives outlined in the City's Wireless Communications Long Range Plan. Mobile Data Computers are being provided for all Police and San Diego Fire-Rescue vehicles to replace the obsolete Mobile Data Terminals previously in place. The Public Safety Communications Project planning and implementation continues, and replacement of a portion of the City's Digital Microwave Network will occur in order to continue to provide reliable critical communications for Police and San Diego Fire-Rescue services.

## Budget Dollars at Work

- \$3,038,000 In City projects involving GIS integration
- 150 Public meetings covered by cable TV program
- 4,437,117 Unique visitors to the City's website
- 34,521 Communications equipment units maintained
- 22 Fixed communication sites registered and maintained

Office of the CIO				
	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL	FY 2005-2006 CHANGE
Positions	73.42	72.91	<b>66.88</b>	(6.03)
Personnel Expense	\$ 6,364,045	\$ 6,875,050	\$ <b>6,796,370</b>	\$ (78,680)
Non-Personnel Expense	\$ 1,552,286	\$ 1,501,129	\$ <b>1,477,671</b>	\$ (23,458)
<b>TOTAL</b>	\$ 7,916,331	\$ 8,376,179	\$ <b>8,274,041</b>	\$ (102,138)

## Department Staffing

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>INFORMATION TECHNOLOGY FUND</b>			
<b>Office of the CIO-Information Technology</b>			
Cable TV & Telecom Policy	4.00	4.00	<b>4.00</b>
Infrastructure & Enterprise Architecture	3.00	2.00	<b>4.00</b>
IT Financial Services	3.50	3.00	<b>4.00</b>
Management & Support	3.52	3.52	<b>0.50</b>
Program Management Office	6.00	7.00	<b>5.00</b>
<b>Total</b>	<b>20.02</b>	<b>19.52</b>	<b>17.50</b>
<b>Office of the CIO-Communications</b>			
Communication Eng & Support Services	3.50	3.50	<b>3.50</b>

# Office of the CIO

## Department Staffing

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>INFORMATION TECHNOLOGY FUND</b>			
<b>Office of the CIO-Communications</b>			
Communication Management & Support	5.52	5.51	5.50
Maint Elect & Comm Equipment	44.38	44.38	40.38
<b>Total</b>	<b>53.40</b>	<b>53.39</b>	<b>49.38</b>

## Department Expenditures

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>INFORMATION TECHNOLOGY FUND</b>			
<b>Office of the CIO-Information Technology</b>			
Cable TV & Telecom Policy	\$ 545,873	\$ 579,291	\$ 617,601
Infrastructure & Enterprise Architecture	\$ 312,880	\$ 245,191	\$ 462,379
IT Financial Services	\$ 335,617	\$ 315,873	\$ 391,635
Management & Support	\$ 642,017	\$ 619,989	\$ 276,367
Office of the CIO-Information Technology	\$ 22,081	\$ 3,473	\$ 2,949
Program Management Office	\$ 672,753	\$ 861,440	\$ 728,644
<b>Total</b>	<b>\$ 2,531,221</b>	<b>\$ 2,625,257</b>	<b>\$ 2,479,575</b>
<b>Office of the CIO-Communications</b>			
Communication Eng & Support Services	\$ 536,598	\$ 606,310	\$ 637,576
Communication Management & Support	\$ 473,163	\$ 496,249	\$ 527,168
Maint Elect & Comm Equipment	\$ 4,375,349	\$ 4,648,363	\$ 4,629,722
<b>Total</b>	<b>\$ 5,385,110</b>	<b>\$ 5,750,922</b>	<b>\$ 5,794,466</b>

## Significant Budget Adjustments

### INFORMATION TECHNOLOGY FUND

Office of the CIO-Communications	Positions	Cost
<b>Salary and Benefit Adjustments</b>	1.31	\$ 676,400
Adjustments to reflect the annualization of the Fiscal Year 2005 negotiated salary compensation schedule, changes to average salaries, retirement contributions, and retiree health contributions. Position adjustments, if applicable, reflect the City Manager's restructuring of Executive Team assignments.		
<b>Support for Information Technology</b>	0.00	\$ 4,829
Funding is allocated according to a zero based annual review of information technology funding requirements and priority analyses.		

# Office of the CIO

## Significant Budget Adjustments

### INFORMATION TECHNOLOGY FUND

Office of the CIO-Communications	Positions	Cost
<b>Non-Discretionary</b>	0.00 \$	1,764
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
<b>Citywide Classified Personnel Reductions</b>	(0.66) \$	(50,658)
Reduction of 0.66 Executive Secretary.		
<b>Citywide Unclassified Personnel Reductions</b>	(0.66) \$	(160,379)
Reduction of 0.66 Deputy City Manager.		
<b>Reduction of the Special Systems Unit</b>	(4.00) \$	(428,412)
Reduction of 1.00 Communications Technician Supervisor and 3.00 Communications Technicians. This reduction would eliminate installation, maintenance and support of audio and audio visual systems, video camera systems and overhead paging and alarm systems. This reduction would also eliminate maintenance of speed meter radars.		
Office of the CIO-Information Technology	Positions	Cost
<b>Salary and Benefit Adjustments</b>	(1.42) \$	(61,664)
Adjustments to reflect the annualization of the Fiscal Year 2005 negotiated salary compensation schedule, changes to average salaries, retirement contributions, and retiree health contributions. Position adjustments, if applicable, reflect the City Manager's restructuring of Executive Team assignments.		
<b>Support for Information Technology</b>	0.00 \$	9,808
Funding is allocated according to a zero based annual review of information technology funding requirements and priority analyses.		
<b>Non-Discretionary</b>	0.00 \$	772
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
<b>Citywide Classified Personnel Reductions</b>	(0.30) \$	(23,027)
Reduction of 0.30 Executive Secretary.		
<b>Citywide Unclassified Personnel Reductions</b>	(0.30) \$	(71,571)
Reduction of 0.30 Deputy City Manager.		



# Office of the CIO

## Expenditures by Category

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>PERSONNEL</b>			
Salaries & Wages	\$ 4,702,809	\$ 4,974,735	\$ <b>4,641,253</b>
Fringe Benefits	\$ 1,661,236	\$ 1,900,315	\$ <b>2,155,117</b>
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 6,364,045</b>	<b>\$ 6,875,050</b>	<b>\$ 6,796,370</b>
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 1,123,820	\$ 1,082,336	\$ <b>1,033,622</b>
Information Technology	\$ 145,374	\$ 157,985	\$ <b>179,689</b>
Energy/Utilities	\$ 211,246	\$ 188,962	\$ <b>192,514</b>
Equipment Outlay	\$ 71,846	\$ 71,846	\$ <b>71,846</b>
<b>SUBTOTAL NON-PERSONNEL</b>	<b>\$ 1,552,286</b>	<b>\$ 1,501,129</b>	<b>\$ 1,477,671</b>
<b>TOTAL</b>	<b>\$ 7,916,331</b>	<b>\$ 8,376,179</b>	<b>\$ 8,274,041</b>

## Key Performance Measures

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
Average cost per piece of equipment	\$126	\$135	\$ <b>131</b>
Average cost per license <sup>(1)</sup>	\$13,708	\$16,084	\$ <b>17,030</b>
Average cost per public service announcement and feature edited production	\$2,884	\$3,564	\$ <b>2,677</b>
Average cost per training <sup>(2)</sup>	\$45.32	\$53	\$ <b>91</b>
Average cost per GIS department, division, or program <sup>(3)</sup>	\$4,060	\$4,845	\$ <b>5,409</b>
Average cost per Web page <sup>(3)(4)</sup>	\$45.01	\$34.93	\$ <b>15.91</b>
Average cost per Index Point <sup>(5)</sup>	N/A	\$32,036	\$ <b>34,826</b>

## Salary Schedule

### INFORMATION TECHNOLOGY FUND Office of the CIO-Information Technology

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>	<i>Salary</i>	<i>Total</i>
1106	Sr Management Analyst	2.00	<b>2.00</b>	\$ 68,456	\$ 136,911
1230	Multimedia Production Specialist	1.00	<b>1.00</b>	\$ 49,777	\$ 49,777
1349	Info Systems Analyst III	5.00	<b>4.00</b>	\$ 68,822	\$ 275,288
1489	Graphic Design Supv	1.00	<b>1.00</b>	\$ 56,845	\$ 56,845
1490	Graphic Designer	1.00	<b>1.00</b>	\$ 49,923	\$ 49,923
1535	Clerical Assistant II	1.00	<b>1.00</b>	\$ 33,827	\$ 33,827
1876	Executive Secretary	1.01	<b>0.00</b>	\$ -	\$ -

- (1) Input excludes leased site costs of \$111,267 in FY04, \$113,593 in FY05, and \$115,876 in FY06 and Supervisory Control and Acquisition Project costs of \$55,218 in FY04, \$58,457 in FY05, and \$61,883 in FY06. FY04 efficiency has been corrected.
- (2) In FY04, this activity's input was decreased from 50% to 25% of the activity's resources.
- (3) Due to restructuring in FY06, FY04 and FY05 efficiencies have been re-calculated.
- (4) In FY05, this activity's input was increased from 60% to 100% of the the activity's resources. In FY06, web pages counted includes all page types and PDF files.
- (5) New performance measure in FY05 due to restructuring.

# Office of the CIO

## Salary Schedule

### INFORMATION TECHNOLOGY FUND

#### Office of the CIO-Information Technology

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>	<i>Salary</i>	<i>Total</i>
1917	Supv Management Analyst	1.00	<b>1.00</b>	\$ 77,660	\$ 77,660
1926	Info Systems Analyst IV	0.00	<b>1.00</b>	\$ 77,494	\$ 77,494
2111	Asst City Manager	0.01	<b>0.00</b>	\$ -	\$ -
2153	Deputy City Manager	1.00	<b>0.00</b>	\$ -	\$ -
2270	Program Manager	5.50	<b>5.50</b>	\$ 103,064	\$ 566,850
	Temporary Help	0.00	<b>0.00</b>	\$ -	\$ 52,885
	<b>Total</b>	19.52	<b>17.50</b>	\$	<b>1,377,460</b>

#### Office of the CIO-Communications

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>	<i>Salary</i>	<i>Total</i>
1104	Account Clerk	1.00	<b>1.00</b>	\$ 36,329	\$ 36,329
1106	Sr Management Analyst	1.00	<b>1.00</b>	\$ 68,677	\$ 68,677
1219	Assoc Communications Engineer	2.50	<b>2.50</b>	\$ 76,701	\$ 191,753
1346	Sr Communications Engineer	1.00	<b>1.00</b>	\$ 87,205	\$ 87,205
1425	Sr Communications Technician Supv	1.00	<b>1.00</b>	\$ 88,927	\$ 88,927
1426	Communications Technician	25.09	<b>22.09</b>	\$ 65,564	\$ 1,448,302
1427	Communications Technician Supv	4.00	<b>3.00</b>	\$ 77,397	\$ 232,190
1436	Equipment Technician I	4.29	<b>4.29</b>	\$ 40,101	\$ 172,035
1438	Equipment Technician II	1.00	<b>1.00</b>	\$ 44,070	\$ 44,070
1443	Electronics Technician	2.00	<b>2.00</b>	\$ 51,466	\$ 102,931
1648	Payroll Specialist II	1.00	<b>1.00</b>	\$ 39,930	\$ 39,930
1859	Sr Communications Tech	7.00	<b>7.00</b>	\$ 68,818	\$ 481,725
1876	Executive Secretary	0.00	<b>0.00</b>	\$ -	\$ -
1879	Sr Clerk/Typist	1.00	<b>1.00</b>	\$ 41,523	\$ 41,523
2153	Deputy City Manager	0.01	<b>0.00</b>	\$ -	\$ -
2214	Deputy Director	1.00	<b>1.00</b>	\$ 113,747	\$ 113,747
2270	Program Manager	0.50	<b>0.50</b>	\$ 89,434	\$ 44,717
	Overtime Budgeted	0.00	<b>0.00</b>	\$ -	\$ 24,094
	Reg Pay For Engineers	0.00	<b>0.00</b>	\$ -	\$ 45,638
	<b>Total</b>	53.39	<b>49.38</b>	\$	<b>3,263,793</b>
	<b>Information Technology Fund Total</b>	72.91	<b>66.88</b>	\$	<b>4,641,253</b>
	<b>OFFICE OF THE CIO TOTAL</b>	72.91	<b>66.88</b>	\$	<b>4,641,253</b>

**Non-General Fund Five-Year Expenditure Forecast**

	<b>FY 2006 FINAL</b>	FY 2007 FORECAST	FY 2008 FORECAST	FY 2009 FORECAST	FY 2010 FORECAST	FY 2011 FORECAST
Positions	<b>66.88</b>	75.38	82.38	86.38	87.38	88.38
Personnel Expense	<b>\$ 6,796,370</b>	\$ 7,926,416	\$ 8,863,992	\$ 9,482,407	\$ 9,850,199	\$ 10,278,821
Non-Personnel Expense	<b>\$ 1,477,671</b>	\$ 1,682,963	\$ 1,808,573	\$ 1,925,582	\$ 1,937,035	\$ 2,008,232
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,274,041</b>	\$ 9,609,379	\$ 10,672,565	\$ 11,407,989	\$ 11,787,234	\$ 12,287,053

**Office of the CIO**

<b>Fiscal Year 2007</b>	Addition of 2.50 Associate Communications Engineers, 1.00 Communications Technician, 1.00 Senior Communications Technician and 1.00 Communications Technician Supervisor to implement the City's Public Safety Communications Project. Addition of 1.00 Program Manager to provide project management support for Citywide IT projects. Addition of 1.00 Information Systems Analyst III to provide support for web services and applications. Addition of 1.00 Multimedia Production Specialist to provide support for video production services.
<b>Fiscal Year 2008</b>	Addition of 4.00 Communications Technicians and 2.00 Equipment Technicians to implement the City's Public Safety Communications Project. Addition of 1.00 Program Manager provide program management training and mentoring.
<b>Fiscal Year 2009</b>	Addition of 2.00 Communications Technicians and 2.00 Equipment Technicians to implement the City's Public Safety Communications Project.
<b>Fiscal Year 2010</b>	Addition of 1.00 Multimedia Production Specialist to provide support for video production services.
<b>Fiscal Year 2011</b>	Addition of 1.00 Supervising Management Analyst to provide support for financing services, rate negotiations and contract and grants administration.

# Office of the CIO

## Revenue and Expense Statement

### INFORMATION TECHNOLOGY FUND 50064

	FY 2004* BUDGET	FY 2005* BUDGET	FY 2006* FINAL
<b>BEGINNING BALANCE AND RESERVE</b>			
Communications	\$ -	\$ 8,692	\$ 166,587
Communications Beginning Reserve for CIP	\$ -	\$ -	\$ 8,692
Information Technology	\$ 452,000	\$ 1,153,575	\$ 1,045,677
Information Technology Beginning Reserve for CIP	\$ -	\$ -	\$ 875,000
<b>TOTAL BALANCE</b>	<b>\$ 452,000</b>	<b>\$ 1,162,267</b>	<b>\$ 2,095,956</b>
<b>REVENUE</b>			
Communications Revenue	\$ 5,385,110	\$ 5,699,532	\$ 5,272,669
Information Technology Revenue	\$ 2,790,031	\$ 2,979,708	\$ 2,892,899
<b>TOTAL REVENUE</b>	<b>\$ 8,175,141</b>	<b>\$ 8,679,240</b>	<b>\$ 8,165,568</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 8,627,141</b>	<b>\$ 9,841,507</b>	<b>\$ 10,261,524</b>
<b>CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>			
Communications Transfer to Public Safety CIP	\$ -	\$ -	\$ 13,997
Information Technology Transfer to Public Safety CIP	\$ -	\$ -	\$ 500,000
<b>TOTAL CIP EXPENSE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 513,997</b>
<b>OPERATING EXPENSE</b>			
Communications - Non Personnel Exp	\$ 1,020,342	\$ 1,017,259	\$ 994,838
Communications - Personnel Expense	\$ 4,364,768	\$ 4,733,663	\$ 4,799,628
Information Technology - Non Personnel Exp	\$ 531,944	\$ 483,870	\$ 482,833
Information Technology - Personnel Expense	\$ 1,999,277	\$ 2,141,387	\$ 1,996,742
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 7,916,331</b>	<b>\$ 8,376,179</b>	<b>\$ 8,274,041</b>
<b>TOTAL EXPENSE</b>	<b>\$ 7,916,331</b>	<b>\$ 8,376,179</b>	<b>\$ 8,788,038</b>
<b>RESERVE</b>			
Communications Reserve for Public Safety CIP	\$ -	\$ 8,692	\$ 8,692

**Revenue and Expense Statement**

**INFORMATION TECHNOLOGY FUND 50064**

	FY 2004*	FY 2005*	FY 2006*
	BUDGET	BUDGET	FINAL
<b>RESERVE</b>			
Information Technology Reserve for Public Safety CIP	\$ -	\$ 875,000	\$ <b>1,250,000</b>
<b>TOTAL RESERVE</b>	\$ -	\$ 883,692	\$ <b>1,258,692</b>
<b>TOTAL RESERVE</b>	\$ -	\$ 883,692	\$ <b>1,258,692</b>
<b>BALANCE</b>	\$ 710,810	\$ 581,636	\$ <b>214,794</b>
<b>TOTAL EXPENSE, RESERVE AND BALANCE</b>	\$ 8,627,141	\$ 9,841,507	\$ <b>10,261,524</b>

\* At the time of publication audited financial statements for Fiscal Year 2004 were not available. Therefore, the Fiscal Years 2004 and 2005 columns reflect final budget amounts from the Fiscal Year 2004 and 2005 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.