

# **Purchasing & Contracting**



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# Purchasing & Contracting



## Department Description

The Purchasing & Contracting Department is responsible for administering the City's centralized procurement and materials management functions to ensure the availability of materials, supplies, equipment (commodities), and services to meet the City's operational needs. The Department's responsibilities include the administration of procurement standards to meet or exceed its regulations, as well as the applicable requirements of federal and State when required all while maintaining excellent internal (City departments) and external (bidders and proposers) customer service.

In addition, the Department manages contracts for professional and general services necessary to support the City's Managed Competition processes, including all operational, administrative, and procurement functions. Procurement professionals carry on the daily operational contracting needs of organizing, maintaining the warehousing of essential materials, supporting mail center and delivery operations citywide, and administering internal service level agreements. Department staff are instrumental in developing City policies and procedures that reflect the City's leading edge approach to social, environmental, and economic goals.

The Living Wage and Equal Benefits Program, newly added to the Department, administered the Living Wage Ordinance (LWO) and the Equal Benefits Ordinance (EBO). The Program provided ongoing assistance in understanding and fulfilling obligations for City staff, covered employers and employees, labor and community organizations, and the public and ensured compliance through oversight of contract requirements, complaint investigations, and proactive contract reviews. Informational material was updated as needed on the City's website.

The Equal Opportunity Contracting Program staff serves both businesses and the labor market by working to ensure equal access to contracting opportunities with the City of San Diego. Working in partnership with City departments/agencies and other local, State, and federal agencies, EOC monitors and enforces equal opportunity and public contracting laws related to the use of construction contractors, consultants, vendors, and suppliers.

# Purchasing & Contracting

The Department's mission is:

*To support the achievement of the City's Strategic Plan goals and objectives by providing superior services and support to City departments and customers for the centralized acquisition of services and supplies*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department:

### ***Goal 1: Procure high-quality products and services for the best value, supporting fiscally sound, efficient City government***

Providing the highest-quality products and services at the best value is central to the City's ability to meet its operational goals and responsibilities. The Department will continue toward accomplishing this goal by focusing on these following objectives during the next fiscal year:

- Identify and evaluate opportunities to standardize and reduce unnecessary complexities of its operations focusing on organizational structure, work assignments, and policy review and revision
- Evaluate, refine, and reengineer procurement processes to optimize the use of SAP
- Initiate development of new tools and metrics to facilitate improved cost, operational, and management analysis
- Develop new criteria for incorporating sustainable practices into procurement considerations
- Increase the number and variety of diversity and local business outreach programs

### ***Goal 2: Effectively facilitate the procurement of services and materials and manage related data leading to a fiscally-sound, efficient City government***

Creating simplified, precise, and easily managed contracts, agreements, and supporting documents is necessary to improve operational cost effectiveness and will result in the efficient and timely receipt of goods and professional services. The Department will work toward accomplishing this goal by focusing on the following objectives during the next fiscal year:

- Develop new integrated technical solutions for contract management by increasing the use of SAP
- Increase competitive solicitation interests through the expansion of the vendor outreach program
- Increase the number of departmental and client-oriented procurement and contract administration training opportunities
- Improve the internal customer complaint response process
- Develop a more precise program to resolve contractor and supplier issues in a timely manner

### ***Goal 3: Provide excellent customer service***

Ensuring that customers are provided excellent service is paramount to the overall effectiveness of the City. The Department will provide responsive and timely customer service to enable City employees to perform their jobs most effectively. The Department will work toward accomplishing this goal by focusing on the following objectives during the next fiscal year:

- Provide personal support and reference resources for the use of internal and external customers
- Provide ongoing customer service training for Department staff
- Improve departmental teamwork through enhanced internal communications and increased participation in strategic meetings
- Solicit increased customer feedback to improve responsiveness and service delivery by instituting a focused Purchasing & Contracting customer survey

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***Goal 4: Pursue ongoing workforce learning to ensure assimilation of critical professional and technical knowledge and the development of high-performing skill sets facilitating the development of a more responsive and innovative workforce***

Developing and retaining a trained and skilled workforce is essential to the stability and success of the Department and the overall effectiveness of client departments. Ensuring that employees are adequately trained, continue to pursue professional development, education, and certification as well as take advantage of development opportunities will help create a high-performing organization that operates more efficiently and effectively. The Department will continue to work toward accomplishing this goal by focusing on the following objectives during the next fiscal year:

- Participate in professional organizations and serve on regional collaborative contracting efforts
- Support professional development and training toward relevant professional certification
- Implement internal team rotations and employee cross-training

***Goal 5: Promote the highest ethical standard and behavior among employees to promote public trust and confidence in City government***

The Department will work toward accomplishing this goal by focusing on the following objectives:

- Conduct an annual Department-wide review of professional standards and ethical practices
- Provide annual training on ethics standards set by National Institute of Governmental Purchasing (NIGP)

***Goal 6: Effectively administer the City's small local business and contract compliance programs***

It is important that the City promotes economic opportunities in public contracting for City residents and businesses. Developing effective policies, procedures, and monitoring contractor compliance will ensure an effective EOC. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Ensure that all who do business with the City comply with federal, State, and local labor laws
- Foster collaborative relationships with the public, contractor organizations, subcontractors, and City staff involved in EOC activities

***Goal 7: Effectively administer State and federal equal opportunity, labor compliance, and subcontracting programs***

It is important that the City and its prime and subcontractors comply with federal and State Equal Employment Opportunity, labor, and subcontracting laws to continue to receive funding from these agencies. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Implement its approved labor compliance program
- Implement and update its Title VI Program
- Ensure federal and State requirements are included in contract specifications

***Goal 8: Effectively administer local Ordinances for Living Wage and Equal Benefits***

It is important that the City ensure compliance with its ordinances that require payment of living wage rates on applicable service contracts and prohibit contracts with any contractor that discriminates in the provision of benefits between employees with spouses and employees with domestic partners. The Department will accomplish this goal through the following objectives:

- Provide thorough information regarding these ordinances on the City's website, in printed brochures, and at outreach events
- Communicate ordinance requirements to City staff, potential bidders, employers, employees, and the public
- Conduct proactive compliance reviews to identify discrepancies and assist contractors to understand and meet ordinance obligations
- Investigate allegations to identify violations, methodically document non-compliance, and pursue legal remedies for willful violations

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## Key Performance Indicators

Performance Measure	Actual FY2013	Actual FY2014	Target FY2015
1. Average number of days from Purchasing and Contracting RFP issuance to contract	90-180	90-160	90-120
2. Cost savings/cost avoidance achieved via strategic purchase processes	\$389,000	\$760,000	\$480,000
3. Number of central warehouse items supplied to client departments annually	53,059	49,500	56,000
4. Number of supplier education outreach/supplier workshops conducted annually	13	18	16
5. Number of client department educational workshops conducted annually	6	10	15
6. Number of vendor reviews and conferences completed annually	26	27	25
7. Percent of contract compliance with federal, State, and local equal employment and contracting laws	100%	100%	100%
8. Percent of contracts, based on total dollar value, awarded to SBLEs (including minority and women-owned businesses)	22%	15%	15%
9. Investigate and address alleged Living Wage Ordinance violations within 60 days	100%	100%	100%

## Service Efforts and Accomplishments

The Purchasing & Contracting Department has worked to accomplish the following:

- Implemented electronic vendor registration system, PlanetBids
- Established Citywide Goods/Services Forecast Program to coordinate with departments to address their anticipated needs for their fiscal year operations
- Implemented posting of awarded City contracts on City website
- Developed Action Plan for 100 percent review of Purchasing and Contracting policies and procedures
- Launched 'Procure to Pay' deep dive effort with Department of Information Technology and City Comptroller
- Established standing discussion group with regional partners

# Purchasing & Contracting

## Department Summary

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
FTE Positions (Budgeted)	56.74	64.93	78.55	13.62
Personnel Expenditures	\$ 4,158,274	\$ 5,812,534	\$ 6,926,011	\$ 1,113,477
Non-Personnel Expenditures	7,954,784	12,348,933	12,707,001	358,068
<b>Total Department Expenditures</b>	<b>\$ 12,113,058</b>	<b>\$ 18,161,467</b>	<b>\$ 19,633,012</b>	<b>\$ 1,471,545</b>
<b>Total Department Revenue</b>	<b>\$ 12,795,004</b>	<b>\$ 14,016,338</b>	<b>\$ 14,949,133</b>	<b>\$ 932,795</b>

## General Fund

### Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Equal Opportunity Contracting	\$ -	\$ 1,368,572	\$ 2,229,024	\$ 860,452
Purchasing & Contracting	2,896,755	3,436,111	4,062,711	626,600
<b>Total</b>	<b>\$ 2,896,755</b>	<b>\$ 4,804,683</b>	<b>\$ 6,291,735</b>	<b>\$ 1,487,052</b>

### Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Equal Opportunity Contracting	0.00	12.70	19.70	7.00
Purchasing & Contracting	30.39	28.89	35.50	6.61
<b>Total</b>	<b>30.39</b>	<b>41.59</b>	<b>55.20</b>	<b>13.61</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Prevailing Wage Program Support</b> Addition of 7.00 FTE positions and associated expenditures and revenue to support the Equal Opportunity Contracting Prevailing Wage Program.	7.00	\$ 780,336	\$ 590,000
<b>Procurement Positions</b> Addition of 4.00 FTE positions and associated expenditures and revenue to provide procurement services for the Public Utilities Department.	4.00	357,530	358,302
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	321,611	-
<b>Living Wage Program Transfer</b> Transfer of the Living Wage Program from the Administration Department to the Purchasing & Contracting Department.	2.00	236,367	-
<b>Addition of Senior Management Analyst</b> Addition of 1.00 Senior Management Analyst to support the enforcement of the Living Wage Ordinance.	1.00	115,897	-

# Purchasing & Contracting

## Significant Budget Adjustments (Cont'd)

	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	21,736	-
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	(0.39)	(21,823)	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2014 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	(324,602)	-
<b>Total</b>	<b>13.61</b>	<b>\$ 1,487,052</b>	<b>\$ 948,302</b>

## Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014-2015 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 1,555,661	\$ 2,457,453	\$ 3,264,895	\$ 807,442
Fringe Benefits	1,015,776	1,746,840	2,068,571	321,731
<b>PERSONNEL SUBTOTAL</b>	<b>2,571,437</b>	<b>4,204,293</b>	<b>5,333,466</b>	<b>1,129,173</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 29,242	\$ 44,443	\$ 57,587	\$ 13,144
Contracts	53,132	148,164	147,354	(810)
Information Technology	378,505	290,310	611,921	321,611
Energy and Utilities	507	2,371	2,371	-
Other	2,004	5,111	11,311	6,200
Transfers Out	(138,072)	109,991	127,725	17,734
<b>NON-PERSONNEL SUBTOTAL</b>	<b>325,318</b>	<b>600,390</b>	<b>958,269</b>	<b>357,879</b>
<b>Total</b>	<b>\$ 2,896,755</b>	<b>\$ 4,804,683</b>	<b>\$ 6,291,735</b>	<b>\$ 1,487,052</b>

## Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014-2015 Change
Charges for Services	\$ 497,152	\$ 634,554	\$ 1,582,856	\$ 948,302
Other Revenue	247,296	25,000	25,000	-
<b>Total</b>	<b>\$ 744,448</b>	<b>\$ 659,554</b>	<b>\$ 1,607,856</b>	<b>\$ 948,302</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000024	Administrative Aide 2	1.00	0.00	0.00	\$42,578 - \$51,334	\$ -
20000119	Associate Management Analyst	2.00	6.00	12.00	54,059 - 65,333	660,296
90000539	Clerical Assistant 2 - Hourly	1.00	0.50	0.50	29,931 - 36,067	16,484
20000545	Contracts Processing Clerk	4.00	4.00	5.00	32,968 - 39,811	188,426

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## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Adopted	Salary Range	Total
20001101	Department Director	1.00	1.00	1.00	59,155 - 224,099	147,000
20001168	Deputy Director	1.00	1.00	1.00	46,966 - 172,744	120,000
20000924	Executive Secretary	1.00	1.00	1.00	43,555 - 52,666	49,801
20000293	Information Systems Analyst 3	1.00	1.00	1.00	59,363 - 71,760	71,760
90001073	Management Intern - Hourly	0.00	0.70	0.70	24,274 - 29,203	18,681
20000680	Payroll Specialist 2	1.00	1.00	1.00	34,611 - 41,787	41,787
20000791	Principal Procurement Specialist	2.00	2.00	3.00	59,363 - 71,864	201,823
90000791	Principal Procurement Specialist - Hourly	0.39	0.39	0.00	59,363 - 71,864	-
20000227	Procurement Specialist	10.00	10.00	11.00	49,109 - 59,488	639,542
20001234	Program Coordinator	0.00	0.00	1.00	23,005 - 137,904	101,001
20001222	Program Manager	0.00	2.00	1.00	46,966 - 172,744	109,855
20000927	Senior Clerk/Typist	1.00	1.00	1.00	36,067 - 43,514	43,514
20000015	Senior Management Analyst	0.00	4.00	6.00	59,363 - 71,760	409,224
20000879	Senior Procurement Specialist	2.00	2.00	3.00	53,955 - 65,270	119,225
20000970	Supervising Management Analyst	0.00	1.00	3.00	66,768 - 80,891	221,104
20000756	Word Processing Operator	2.00	3.00	3.00	31,491 - 37,918	103,916
	Bilingual - Regular					1,456
<b>FTE, Salaries, and Wages Subtotal</b>		<b>30.39</b>	<b>41.59</b>	<b>55.20</b>		<b>\$ 3,264,895</b>
		<b>FY2013 Actual</b>	<b>FY2014 Budget</b>	<b>FY2015 Adopted</b>	<b>FY2014-2015 Change</b>	
<b>Fringe Benefits</b>						
	Employee Offset Savings	\$ 15,491	\$ 36,287	\$ 27,035	\$ (9,252)	
	Flexible Benefits	159,754	286,957	401,876	114,919	
	Insurance	103	-	-	-	
	Long-Term Disability	8,796	13,315	11,230	(2,085)	
	Medicare	23,314	35,047	46,303	11,256	
	Other Post-Employment Benefits	167,111	243,399	315,432	72,033	
	Retiree Medical Trust	713	901	2,210	1,309	
	Retirement 401 Plan	2,513	3,606	3,108	(498)	
	Retirement ADC	497,879	913,369	992,768	79,399	
	Retirement DROP	1,550	6,374	8,838	2,464	
	Retirement Offset Contribution	3,823	-	-	-	
	Risk Management Administration	26,828	36,933	49,244	12,311	
	Supplemental Pension Savings Plan	71,702	106,212	158,342	52,130	
	Unemployment Insurance	4,478	7,071	6,427	(644)	
	Workers' Compensation	31,722	57,369	45,758	(11,611)	
<b>Fringe Benefits Subtotal</b>		<b>\$ 1,015,776</b>	<b>\$ 1,746,840</b>	<b>\$ 2,068,571</b>	<b>\$ 321,731</b>	
<b>Total Personnel Expenditures</b>					<b>\$ 5,333,466</b>	

# Purchasing & Contracting

## Central Stores Fund

### Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Central Stores	\$ 9,216,303	\$ 13,356,784	\$ 13,341,277	\$ (15,507)
<b>Total</b>	<b>\$ 9,216,303</b>	<b>\$ 13,356,784</b>	<b>\$ 13,341,277</b>	<b>\$ (15,507)</b>

### Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
Central Stores	26.35	23.34	23.35	0.01
<b>Total</b>	<b>26.35</b>	<b>23.34</b>	<b>23.35</b>	<b>0.01</b>

### 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	\$ 4,402	\$ -
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	0.01	2,474	-
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	(4,213)	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2014 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	(18,170)	-
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2015 revenue projections.	0.00	-	(15,507)
<b>Total</b>	<b>0.01</b>	<b>\$ (15,507)</b>	<b>\$ (15,507)</b>

### Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014–2015 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 869,437	\$ 820,638	\$ 825,806	\$ 5,168
Fringe Benefits	717,400	787,603	766,739	(20,864)
<b>PERSONNEL SUBTOTAL</b>	<b>1,586,837</b>	<b>1,608,241</b>	<b>1,592,545</b>	<b>(15,696)</b>

# Purchasing & Contracting

## Expenditures by Category (Cont'd)

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014-2015 Change
<b>NON-PERSONNEL</b>				
Supplies	\$ 7,223,780	\$ 11,031,621	\$ 11,009,964	\$ (21,657)
Contracts	385,689	423,792	449,570	25,778
Information Technology	81,719	38,755	34,542	(4,213)
Energy and Utilities	68,277	136,482	134,509	(1,973)
Other	(244,350)	928	928	-
Transfers Out	114,351	116,965	119,219	2,254
<b>NON-PERSONNEL SUBTOTAL</b>	<b>7,629,466</b>	<b>11,748,543</b>	<b>11,748,732</b>	<b>189</b>
<b>Total</b>	<b>\$ 9,216,303</b>	<b>\$ 13,356,784</b>	<b>\$ 13,341,277</b>	<b>\$ (15,507)</b>

## Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014-2015 Change
Charges for Services	\$ 11,893,252	\$ 13,236,784	\$ 13,221,277	\$ (15,507)
Fines Forfeitures and Penalties	1,465	-	-	-
Other Revenue	155,132	120,000	120,000	-
Rev from Money and Prop	707	-	-	-
<b>Total</b>	<b>\$ 12,050,556</b>	<b>\$ 13,356,784</b>	<b>\$ 13,341,277</b>	<b>\$ (15,507)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
2000011	Account Clerk	2.00	2.00	2.00	\$31,491 - \$37,918	\$ 75,836
20000171	Auto Messenger 1	5.00	5.00	5.00	26,208 - 31,491	151,916
20000110	Auto Messenger 2	7.00	7.00	7.00	29,931 - 36,067	233,063
90000110	Auto Messenger 2 - Hourly	0.00	0.34	0.35	29,931 - 36,067	12,624
20000545	Contracts Processing Clerk	1.00	0.00	0.00	32,968 - 39,811	-
20000227	Procurement Specialist	1.00	0.00	0.00	49,109 - 59,488	-
20000927	Senior Clerk/Typist	1.00	1.00	1.00	36,067 - 43,514	43,514
90000927	Senior Clerk/Typist - Hourly	0.35	0.00	0.00	36,067 - 43,514	-
20000950	Stock Clerk	3.00	3.00	3.00	30,056 - 36,275	108,825
20000951	Stock Clerk	1.00	1.00	1.00	30,056 - 36,275	36,275
20000955	Storekeeper 1	3.00	2.00	2.00	34,611 - 41,517	41,517
20000953	Storekeeper 3	1.00	1.00	1.00	39,811 - 47,882	47,882
20000538	Stores Operations Supervisor	1.00	1.00	1.00	45,573 - 55,078	55,078
	Overtime Budgeted					19,276
<b>FTE, Salaries, and Wages Subtotal</b>		<b>26.35</b>	<b>23.34</b>	<b>23.35</b>		<b>\$ 825,806</b>

	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014-2015 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 7,400	\$ 8,018	\$ 7,579	\$ (439)
Flexible Benefits	132,708	150,590	162,250	11,660
Long-Term Disability	4,645	4,340	2,773	(1,567)
Medicare	11,000	9,740	9,665	(75)
Other Post-Employment Benefits	140,327	137,302	133,452	(3,850)
Retiree Medical Trust	96	91	91	-

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	FY2013 Actual	FY2014 Budget	FY2015 Adopted	FY2014-2015 Change
Retirement 401 Plan	377	363	363	-
Retirement ADC	310,874	366,804	359,379	(7,425)
Retirement Offset Contribution	2,812	-	-	-
Risk Management Administration	22,521	20,834	20,834	-
Supplemental Pension Savings Plan	40,784	40,669	39,453	(1,216)
Unemployment Insurance	2,366	2,302	1,591	(711)
Workers' Compensation	41,490	46,550	29,309	(17,241)
<b>Fringe Benefits Subtotal</b>	<b>\$ 717,400</b>	<b>\$ 787,603</b>	<b>\$ 766,739</b>	<b>\$ (20,864)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,592,545</b>	

# Purchasing & Contracting

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

Central Stores Fund	FY2013 Actual	FY2014* Budget	FY2015 Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ (2,297,272)	\$ 71,784	\$ 348,324
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ (2,297,272)</b>	<b>\$ 71,784</b>	<b>\$ 348,324</b>
<b>REVENUE</b>			
Interoffice Mail Delivery	\$ 349,383	\$ 328,826	\$ 405,343
Reimbursed Material	9,820,540	11,144,189	10,976,860
Reimbursed Material Surcharge	673,333	969,021	969,021
Reimbursement Between Funds	463	–	–
Surplus Property Sales	53,232	30,000	30,000
Surplus Property Sales Surcharge	101,900	90,000	90,000
Interest and Dividends	707	–	–
Litigation Awards - Miscellaneous	1,465	–	–
Internal Delivery Reimbursement	1,049,533	794,748	870,053
<b>TOTAL REVENUE</b>	<b>\$ 12,050,556</b>	<b>\$ 13,356,784</b>	<b>\$ 13,341,277</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 9,753,284</b>	<b>\$ 13,428,568</b>	<b>\$ 13,689,601</b>
<b>OPERATING EXPENSE</b>			
Inventory Purchases	\$ 7,145,467	\$ 10,999,427	\$ 10,982,947
Personnel and Non-Personnel Expense	2,070,836	2,357,357	2,358,330
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 9,216,303</b>	<b>\$ 13,356,784</b>	<b>\$ 13,341,277</b>
<b>TOTAL EXPENSE</b>	<b>\$ 9,216,303</b>	<b>\$ 13,356,784</b>	<b>\$ 13,341,277</b>
<b>BALANCE</b>	<b>\$ 536,981</b>	<b>\$ 71,784</b>	<b>\$ 348,324</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 9,753,284</b>	<b>\$ 13,428,568</b>	<b>\$ 13,689,601</b>

\* At the time of publication, audited financial statements for Fiscal Year 2014 were not available. Therefore, the Fiscal Year 2014 column reflects final budget amounts from the Fiscal Year 2014 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.



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