

Internal Operations



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Branch Description

The Internal Operations Branch includes 1.00 FTE Deputy Chief Operating Officer and 0.50 FTE Executive Secretary.

The Deputy Chief Operating Officer for Internal Operations reports to the Assistant Chief Operating Officer and oversees the day-to-day City operations for the Internal Operations Branch that includes the following functions:

- Fleet Services
- Human Resources
- Information Technology
- Purchasing & Contracting
- Real Estate Assets

Fleet Services provides City departments with motive equipment and comprehensive fleet management services. Support includes vehicle acquisition, fitting, maintenance and repair, the provision of parts and fuel, body repair, painting, metal fabrication, disposal services, machining, equipment rental, and operator training.

The Human Resources Department supports all Mayoral departments with a focus on labor law compliance and aiding departments in understanding and implementing applicable collective bargaining agreements. Working in coordination with the City Attorney's Office, the Human Resources Department conducts meet-and-confer sessions and negotiates with all labor bargaining organizations. The Department also provides services regarding Employee Learning & Development and the City's Volunteer Program.

The Department of Information Technology (DoIT) provides strategic technology direction; develops and implements IT operational policies and standards; manages multi-million dollar contracts for IT services which includes two prime service providers; provides daily operational and development support for citywide technologies and applications. DoIT directs IT governance in coordination with the cross-departmental IT Business Leadership Group (ITBLG) for departmental and citywide IT solutions. The Department also provides IT customer relationship management, IT procurement, and manages the citywide IT budget.

Internal Operations

The Purchasing & Contracting Department administers approximately \$38.0 million of 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 also monitors and enforces City, State, and federal requirements for the Equal Opportunity Contracting Program, the Living Wage Program, and the Prevailing Wage Program.

The Real Estate Assets Department manages, negotiates, markets, and appraises the City's real estate portfolio. The City portfolio includes 3,800 properties comprising approximately 120,000 acres and over 500 leases generating over \$77.0 million annually. The Department additionally directs the operations of the City Concourse and parking garages, QUALCOMM Stadium, and PETCO Park, as well as operates the City's Brown Field and Montgomery Field airports. The Real Estate Assets Department is organized to reflect its core lines of business functions: Property Acquisition/Disposition, Asset Management, Valuation, and Corporate Services.

The Internal Operations Branch's mission is:

To provide efficient and effective services that support the mission-critical services of City departments

Service Efforts and Accomplishments

Fleet Services

The Fleet Services Division implemented the Most Efficient Government Organization (MEGO) employees' winning proposal in January 2015. The MEGO proposal will result in savings of approximately \$4.0 million per year over the five-year term. In Fiscal Year 2015, all labor negotiations items were completed, a vehicle parts provider contract was established, work location assignments were finalized, additional approved service contracts were established, and an assessment was completed on the Fleet Focus software identifying additional system requirements. A new business model was established for the acquisition and distribution of vehicle maintenance parts and supplies.

The Vehicle Acquisition Program procured approximately 395 replacement and 24 additional vehicles in Fiscal Year 2015, resulting in significantly reduction of over-age and over-mileage vehicles, particularly in the Police and Fire-Rescue departments. Fleet Services is also acquiring a new cliff rescue vehicle for the Fire-Rescue Department.

Managed Competition Performance Measures - Fleet

Performance Indicator	Actual FY2014	Target FY2015	Actual FY2015	Target FY2016
1. Completion of scheduled preventive maintenance on time	N/A ¹	N/A ¹	N/A ²	9.0 days
2. Maintain availability of Priority 1 vehicles ³	N/A ¹	N/A ¹	N/A ²	90.0%
3. Completion of maintenance needs within one day	N/A ¹	N/A ¹	N/A ²	90.0%

1. Since the MEGO was not implemented until January 2015, performance data is unavailable.
2. The fleet management software used to track all vehicles and maintenance activities is currently being upgraded. The upgrade is expected to be completed in December 2015. At that time, accurate data will be available.
3. As defined by each City department's fleet inventory based on critical operational needs.

Internal Operations

Department Summary

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
FTE Positions (Budgeted)	169.50	179.00	203.00	24.00
Personnel Expenditures	\$ 19,761,619	\$ 17,871,532	\$ 20,054,669	\$ 2,183,137
Non-Personnel Expenditures	49,695,474	54,017,912	63,309,858	9,291,946
Total Department Expenditures	\$ 69,457,092	\$ 71,889,444	\$ 83,364,527	\$ 11,475,083
Total Department Revenue	\$ 82,216,104	\$ 77,525,786	\$ 73,492,639	\$ (4,033,147)

General Fund

Department Expenditures

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Internal Operations	\$ -	\$ 388,217	\$ 396,361	\$ 8,144
Total	\$ -	\$ 388,217	\$ 396,361	\$ 8,144

Department Personnel

	FY2014 Budget	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Internal Operations	0.00	1.50	1.50	0.00
Total	0.00	1.50	1.50	0.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments	0.00	\$ 4,307	\$ -
Adjustments to reflect the annualization of the Fiscal Year 2015 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.			
Transportation Allowance	0.00	2,800	-
Addition of non-personnel expenditures for transportation allowance.			
Wireless Stipend	0.00	612	-
Addition of non-personnel expenditures for cellular phone usage.			
Non-Discretionary Adjustment	0.00	425	-
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.			
Total	0.00	\$ 8,144	\$ -

Expenditures by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
PERSONNEL				
Personnel Cost	\$ -	\$ 226,333	\$ 219,230	\$ (7,103)

Internal Operations

Expenditures by Category (Cont'd)

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Fringe Benefits	-	149,117	160,527	11,410
PERSONNEL SUBTOTAL	-	375,450	379,757	4,307
NON-PERSONNEL				
Supplies	\$ -	\$ 1,250	\$ 1,250	\$ -
Contracts	-	7,441	8,554	1,113
Energy and Utilities	-	1,076	1,000	(76)
Other	-	3,000	5,800	2,800
NON-PERSONNEL SUBTOTAL	-	12,767	16,604	3,837
Total	\$ -	\$ 388,217	\$ 396,361	\$ 8,144

Personnel Expenditures

Job Number	Job Title / Wages	FY2014 Budget	FY2015 Budget	FY2016 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20001118	Deputy Chief Operating Officer	0.00	1.00	1.00	\$59,155 - \$224,099	\$ 195,000
20000924	Executive Secretary	0.00	0.50	0.50	43,555 - 52,666	24,230
FTE, Salaries, and Wages Subtotal		0.00	1.50	1.50		\$ 219,230
		FY2014 Actual	FY2015 Budget	FY2016 Adopted		FY2015–2016 Change
Fringe Benefits						
Employee Offset Savings	\$	-	\$ 6,263	\$ 6,092	\$	(171)
Flexible Benefits		-	11,906	16,730		4,824
Long-Term Disability		-	779	717		(62)
Medicare		-	3,282	351		(2,931)
Other Post-Employment Benefits		-	9,099	8,829		(270)
Retirement ADC		-	106,557	109,438		2,881
Risk Management Administration		-	1,421	1,576		155
Supplemental Pension Savings Plan		-	6,903	16,091		9,188
Unemployment Insurance		-	446	410		(36)
Workers' Compensation		-	2,461	293		(2,168)
Fringe Benefits Subtotal	\$	-	\$ 149,117	\$ 160,527	\$	11,410
Total Personnel Expenditures				\$ 379,757		

Fleet Services Operating Fund

Department Expenditures

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Fleet Services	\$ 49,248,811	\$ 50,837,774	\$ 51,908,246	\$ 1,070,472
Total	\$ 49,248,811	\$ 50,837,774	\$ 51,908,246	\$ 1,070,472

Department Personnel

	FY2014 Budget	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Fleet Services	169.50	177.50	201.50	24.00
Total	169.50	177.50	201.50	24.00

Internal Operations

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Fleet Technicians Addition Addition of 2.00 Master Fleet Technicians, 8.00 Fleet Technicians, 3.00 Assistant Fleet Technicians and associated non-personnel expenditures to meet increased service levels.	13.00	\$ 880,290	\$ -
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2015 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	517,900	-
Equipment/Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	299,153	-
Fleet Services Operations Administrative Support Addition of 1.00 Program Manager, 1.00 Information Systems Analyst 3, and associated non-personnel expenditures for administrative support.	2.00	220,813	-
Fleet Services Managed Competition Inflation Addition of non-personnel expenditures to reflect the approved Fiscal Year 2016 bid level for the Fleet Services Managed Competition.	0.00	220,620	-
Fleet Services Operations Transfer Transfer of 1.00 Supervising Management Analyst and 1.00 Information Systems Analyst 4 from Public Works-General Services to the Public Works-General Services Fleet division, and transfer of 1.00 Associate Management Analyst from Public Works - General Services Fleet Division to Public Works General Services due to a reorganization of the administration support unit.	1.00	216,241	-
Apprenticeship Program Addition of 2.00 Apprentice 2-Fleet Technicians and associated non-personnel expenditures for the Apprenticeship Program.	2.00	126,653	-
Heavy Tire Maintenance Addition of 2.00 Motive Service Technicians and associated non-personnel expenditures for heavy tire maintenance.	2.00	123,391	-
Fleet Services Division Administration Addition of 1.00 Account Clerk and 1.00 Storekeeper for department support.	2.00	108,658	-
Training Supervisor Addition of 1.00 Training Supervisor to provide driver training to all operators citywide.	1.00	82,407	-
Fleet Parts Buyer Addition of 1.00 Fleet Parts Buyer to support fleet repairs.	1.00	71,027	-
Welding Services Support Addition of 1.00 Welder and associated revenue to meet increased customer demand for non-vehicle welding services.	1.00	70,304	70,304

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Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Car Wash Debris Hauling Addition of 1.00 Equipment Operator and associated non-personnel expenditures to provide debris hauling services.	1.00	63,123	-
Downtown Automated Rental Pool Addition of 1.00 Fleet Attendant and associated non-personnel expenditures for the downtown automated rental pool.	1.00	52,384	-
Fleet Repair Supervisors Addition of 3.00 Fleet Supervisors to provide night shift supervision at the Miramar, Chollas, and Rose Canyon repair facilities.	3.00	257,915	-
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	(50,978)	-
Supervising Management Analyst Reduction Reduction of 1.00 Supervising Management Analyst as a result of Fleet Division's operational needs.	(1.00)	(148,205)	-
Vehicle and Fuel Clerk Reductions Reduction of 2.00 Vehicle and Fuel Clerks as a result of Fleet Division's operational needs.	(2.00)	(154,926)	-
Master Fleet Technicians and Team Leader Reduction Reduction of 2.00 Master Fleet Technicians and 1.00 Fleet Team Leader.	(3.00)	(256,308)	-
Fuel Adjustments Reduction of non-personnel expenditures and associated revenue for gasoline and other motor fuels.	0.00	(737,039)	(737,039)
Fire Apparatus Vehicles Reduction of non-personnel expenditures and associated revenue as a result of the end of the fire apparatus lease.	0.00	(892,951)	(892,951)
Revised Revenue Adjustment to reflect Fiscal Year 2016 Revenue Projections.	0.00	-	1,758,633
Total	24.00	\$ 1,070,472	\$ 198,947

Expenditures by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
PERSONNEL				
Personnel Cost	\$ 11,447,094	\$ 10,009,494	\$ 11,595,663	\$ 1,586,169
Fringe Benefits	8,314,525	7,486,588	8,079,249	592,661
PERSONNEL SUBTOTAL	19,761,619	17,496,082	19,674,912	2,178,830
NON-PERSONNEL				
Supplies	\$ 8,463,997	\$ 8,408,951	\$ 8,666,510	\$ 257,559
Contracts	5,016,804	8,607,024	7,610,593	(996,431)
Information Technology	382,170	768,771	1,067,924	299,153
Energy and Utilities	15,221,700	15,005,127	14,515,394	(489,733)
Other	7,512	-	-	-

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Expenditures by Category (Cont'd)

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
Transfers Out	182,263	175,274	-	(175,274)
Capital Expenditures	80,916	107,620	107,620	-
Debt	131,830	268,925	265,293	(3,632)
NON-PERSONNEL SUBTOTAL	29,487,192	33,341,692	32,233,334	(1,108,358)
Total	\$ 49,248,811	\$ 50,837,774	\$ 51,908,246	\$ 1,070,472

Revenues by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
Charges for Services	\$ 52,463,624	\$ 49,041,283	\$ 50,133,181	\$ 1,091,898
Other Revenue	350,602	295,000	295,000	-
Rev from Money and Prop	15,802	-	-	-
Transfers In	1,092,951	892,951	-	(892,951)
Total	\$ 53,922,979	\$ 50,229,234	\$ 50,428,181	\$ 198,947

Personnel Expenditures

Job Number	Job Title / Wages	FY2014 Budget	FY2015 Budget	FY2016 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000011	Account Clerk	2.00	2.00	3.00	\$31,491 - \$37,918	\$ 94,473
20000254	Apprentice 2-Fleet Technician	0.00	0.00	2.00	38,085 - 48,235	76,170
20000088	Assistant Engineer-Mechanical	1.00	1.00	1.00	57,866 - 69,722	69,722
20000443	Assistant Fleet Technician	24.00	24.00	27.00	36,587 - 43,618	1,146,257
20000154	Associate Engineer-Mechanical	1.00	1.00	1.00	66,622 - 80,454	80,454
20000119	Associate Management Analyst	1.50	1.50	0.50	54,059 - 65,333	27,030
20000193	Body and Fender Mechanic	5.00	5.00	5.00	44,366 - 53,206	266,030
20001168	Deputy Director	1.00	1.00	1.00	46,966 - 172,744	118,000
20000426	Equipment Operator 1	0.00	0.00	1.00	37,690 - 45,115	37,690
20000438	Equipment Painter	2.00	2.00	2.00	44,366 - 53,206	106,412
20000433	Equipment Trainer	1.00	1.00	1.00	47,570 - 57,533	56,382
21000191	Fleet Attendant	0.00	1.00	2.00	30,534 - 36,296	61,068
20000774	Fleet Manager	3.00	3.00	3.00	76,773 - 93,018	279,054
20000183	Fleet Parts Buyer	1.00	2.00	3.00	44,637 - 54,059	152,755
20000182	Fleet Parts Buyer Supervisor	1.00	1.00	1.00	51,355 - 62,442	62,442
20000062	Fleet Repair Supervisor	7.00	7.00	10.00	62,421 - 75,525	715,937
21000195	Fleet Team Leader	8.00	10.00	9.00	50,003 - 61,402	551,178
20000420	Fleet Technician	70.00	70.00	78.00	44,366 - 53,206	4,061,672
20000293	Information Systems Analyst 3	0.00	0.00	1.00	59,363 - 71,760	59,363
20000998	Information Systems Analyst 4	0.00	0.00	1.00	66,768 - 80,891	80,891
20000618	Machinist	1.00	1.00	1.00	46,134 - 55,266	46,134
20000439	Master Fleet Technician	12.00	17.00	17.00	47,715 - 57,158	962,243
20000644	Metal Fabrication Supervisor	2.00	2.00	2.00	54,309 - 65,666	130,347
20000445	Motive Service Technician	0.00	0.00	2.00	34,195 - 40,976	68,390
20000680	Payroll Specialist 2	1.00	1.00	1.00	34,611 - 41,787	41,787
20001222	Program Manager	0.00	0.00	1.00	46,966 - 172,744	100,000
20000847	Safety Officer	1.00	1.00	1.00	57,907 - 69,930	69,930

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Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2014 Budget	FY2015 Budget	FY2016 Adopted	Salary Range	Total
20000015	Senior Management Analyst	1.00	1.00	1.00	59,363 - 71,760	71,760
20000950	Stock Clerk	7.00	0.00	0.00	30,056 - 36,275	-
20000951	Stock Clerk	0.00	7.00	7.00	30,056 - 36,275	241,487
20000955	Storekeeper 1	3.00	3.00	4.00	34,611 - 41,517	145,350
20001041	Training Supervisor	0.00	0.00	1.00	59,363 - 71,760	59,363
20001051	Utility Worker 1	2.00	1.00	1.00	30,534 - 36,296	36,296
20001056	Vehicle and Fuel Clerk	2.00	2.00	0.00	31,491 - 37,918	-
20001058	Welder	9.00	9.00	10.00	44,366 - 53,206	523,220
	ASE Cert					52,832
	ASE Damage Estimate					936
	ASE Master Cert					210,899
	Class B					69,680
	Collision Repair Cert					3,640
	Exceptional Performance Pay-Classified					3,000
	Night Shift Pay					150,597
	Overtime Budgeted					400,000
	Plant/Tank Vol Cert Pay					22,656
	Termination Pay Annual Leave					64,144
	Welding Certification					17,992
FTE, Salaries, and Wages Subtotal		169.50	177.50	201.50		\$ 11,595,663
		FY2014 Actual		FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Fringe Benefits						
	Employee Offset Savings	\$ 19,964	\$ 16,694	\$ 15,315	\$	(1,379)
	Flexible Benefits	1,239,032		1,331,279	1,717,135	385,856
	Long-Term Disability	78,635		31,480	34,506	3,026
	Medicare	148,337		127,016	148,760	21,744
	Other Post-Employment Benefits	1,174,379		1,079,748	1,188,972	109,224
	Retiree Medical Trust	2,399		1,517	6,550	5,033
	Retirement 401 Plan	8,954		6,071	8,985	2,914
	Retirement ADC	4,218,560		3,674,685	3,513,151	(161,534)
	Retirement DROP	45,665		39,339	49,425	10,086
	Retirement Offset Contribution	134		-	-	-
	Risk Management Administration	174,582		168,566	212,100	43,534
	Supplemental Pension Savings Plan	592,300		490,813	665,934	175,121
	Unemployment Insurance	26,949		18,033	19,790	1,757
	Workers' Compensation	584,636		501,347	498,626	(2,721)
Fringe Benefits Subtotal		\$ 8,314,525	\$ 7,486,588	\$ 8,079,249	\$	592,661
Total Personnel Expenditures					\$ 19,674,912	

Internal Operations

Fleet Services Replacement Fund

Department Expenditures

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Fleet Services	\$ 20,208,281	\$ 20,663,453	\$ 31,059,920	\$ 10,396,467
Total	\$ 20,208,281	\$ 20,663,453	\$ 31,059,920	\$ 10,396,467

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Vehicle Purchases Addition of non-personnel expenditures to reflect vehicle cash replacement funding estimates.	0.00	\$ 11,210,427	\$ -
San Diego Works Proposal Net reduction of non-personnel expenditures associated with San Diego Works Proposal to save on interest expenditures by utilizing fund balance to cash purchase vehicles rather than financing.	0.00	(30,687)	-
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	(783,273)	-
Revised Revenue Adjustment to reflect Fiscal Year 2016 revenue projections.	0.00	-	(4,232,094)
Total	0.00	\$ 10,396,467	\$ (4,232,094)

Expenditures by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
NON-PERSONNEL				
Supplies	\$ 541,756	\$ -	\$ -	\$ -
Contracts	742,397	-	-	-
Other	670,666	-	12,275	12,275
Capital Expenditures	10,972,549	11,827,455	22,994,920	11,167,465
Debt	7,280,913	8,835,998	8,052,725	(783,273)
NON-PERSONNEL SUBTOTAL	20,208,281	20,663,453	31,059,920	10,396,467
Total	\$ 20,208,281	\$ 20,663,453	\$ 31,059,920	\$ 10,396,467

Revenues by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Charges for Services	\$ 21,789,177	\$ 22,177,062	\$ 17,944,968	\$ (4,232,094)
Other Revenue	1,335,580	2,000,000	2,000,000	-
Transfers In	5,168,369	3,119,490	3,119,490	-
Total	\$ 28,293,126	\$ 27,296,552	\$ 23,064,458	\$ (4,232,094)

Internal Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Services Operating Fund	FY2014 Actual	FY2015* Budget	FY2016 Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 1,821,560	\$ 6,830,732	\$ 2,151,872
Continuing Appropriation - CIP	982,695	713,000	2,274,121
TOTAL BALANCE AND RESERVES	\$ 2,804,255	\$ 7,543,732	\$ 4,425,993
REVENUE			
Charges for Current Services	\$ 52,463,624	\$ 49,041,283	\$ 50,133,181
<i>Fleet Operations Usage Charges</i>	35,739,512	32,357,645	34,116,278
<i>Fleet Operations Special Shop Services</i>	22,653	500,000	500,000
<i>Fleet Operations Equipment Damage Repair</i>	—	315,000	385,304
<i>Fleet Operations Pool Rental</i>	1,640,622	1,200,000	1,200,000
<i>Fleet Operations Fittings/Modifications</i>	—	180,000	180,000
<i>Gasoline Surcharge</i>	13,597,214	14,408,638	13,671,599
<i>Reimbursements Between Funds/Dept</i>	1,463,623	80,000	80,000
Other Revenue	350,602	295,000	295,000
<i>Warranty Repair Reimbursements</i>	46,528	75,000	75,000
<i>Expenditure Refund of Prior Year</i>	7,539	140,000	140,000
<i>Individual Comp Insurance</i>	—	30,000	30,000
<i>Sale of Discarded Materials</i>	16,770	50,000	50,000
<i>Misc Revenues</i>	1,000	—	—
<i>Refunds SPSP Forfeitures Terminations</i>	40,466	—	—
<i>Vehicle/Accident Cost Recoveries</i>	238,299	—	—
Revenue from Use of Money and Property	15,802	—	—
Transfers In	1,092,951	892,951	—
TOTAL REVENUE	\$ 53,922,979	\$ 50,229,234	\$ 50,428,181
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 56,727,234	\$ 57,772,966	\$ 54,854,174
CAPITAL IMPROVEMENTS PROGRAM (CIP) EXPENSE			
CIP Expenditures	\$ —	\$ 1,654,028	\$ —
TOTAL CIP EXPENSE	\$ —	\$ 1,654,028	\$ —
OPERATING EXPENSE			
Personnel Expenses	\$ 11,447,094	\$ 10,009,494	\$ 11,595,663
Fringe Benefits	8,314,525	7,486,588	8,079,249
Supplies	8,463,997	8,408,951	8,666,510
Contracts	5,016,804	8,607,024	7,610,593
Information Technology	382,170	768,771	1,067,924
Energy and Utilities	15,221,700	15,005,127	14,515,394
Other Expenses	7,512	—	—
Transfers Out	182,263	175,274	—
Capital Expenditures	80,916	107,620	107,620
Debt Expenses	131,830	268,925	265,293
TOTAL OPERATING EXPENSE	\$ 49,248,811	\$ 50,837,774	\$ 51,908,246

Internal Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Services Operating Fund	FY2014 Actual	FY2015* Budget	FY2016 Adopted
EXPENDITURE OF PRIOR YEAR FUNDS			
CIP Expenditures	\$ —	\$ 713,000	\$ 1,000,000
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ —	\$ 713,000	\$ 1,000,000
TOTAL EXPENSE	\$ 49,248,811	\$ 53,204,802	\$ 52,908,246
RESERVES			
Continuing Appropriation - CIP	\$ 713,000	\$ —	\$ 1,274,121
TOTAL RESERVES	\$ 713,000	\$ —	\$ 1,274,121
BALANCE	\$ 6,765,423	\$ 4,568,164	\$ 671,807
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 56,727,234	\$ 57,772,966	\$ 54,854,174

* At the time of publication, audited financial statements for Fiscal Year 2015 were not available. Therefore, the Fiscal Year 2015 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2015 Adopted Budget, while the beginning FY 2015 balance amount reflects the audited Fiscal Year 2014 ending balance.

Internal Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Services Replacement Fund	FY2014 Actual	FY2015* Budget	FY2016 Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 13,290,032	\$ 10,910,406	\$ 20,380,664
Continuing Appropriation - Operating	33,623,056	35,956,055	25,956,055
TOTAL BALANCE AND RESERVES	\$ 46,913,088	\$ 46,866,461	\$ 46,336,719
REVENUE			
Charges for Current Services	\$ 21,789,177	\$ 22,177,062	\$ 17,944,968
<i>Fleet Operations Assignment Charge</i>	21,789,177	22,177,062	17,944,968
Other Revenue	1,335,580	2,000,000	2,000,000
<i>Sale of Equipment/Material Fuel</i>	1,334,307	2,000,000	2,000,000
<i>Other</i>	1,273	—	—
Transfers In	5,168,369	3,119,490	3,119,490
<i>Transfers in from Other Governmental Funds</i>	3,837,641	2,474,167	3,119,490
<i>Transfers in from Other Funds</i>	1,330,728	645,323	—
TOTAL REVENUE	\$ 28,293,126	\$ 27,296,552	\$ 23,064,458
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 75,206,214	\$ 74,163,013	\$ 69,401,177
OPERATING EXPENSE			
Supplies	\$ 541,756	\$ —	\$ —
Contracts	742,397	—	—
Other Expenses	670,666	—	12,275
Capital Expenditures	10,972,549	11,827,455	22,994,920
<i>Capital Expenditures - Vehicles</i>	10,972,549	—	22,994,920
<i>Acquisition and Fitting</i>	—	11,827,455	—
Debt Expenses	7,280,913	8,835,998	8,052,725
<i>Capital Lease Payments - Interest</i>	599,016	—	676,378
<i>Capital Lease Payments - Principal</i>	6,681,897	—	7,376,347
<i>Equipment Vehicle Financing Program</i>	—	8,835,998	—
TOTAL OPERATING EXPENSE	\$ 20,208,281	\$ 20,663,453	\$ 31,059,920
EXPENDITURE OF PRIOR YEAR FUNDS			
Operating Expenditures	\$ —	\$ —	\$ 10,000,000
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ —	\$ —	\$ 10,000,000
TOTAL EXPENSE	\$ 20,208,281	\$ 20,663,453	\$ 41,059,920
RESERVES			
Continuing Appropriation - Operating	\$ 33,623,056	\$ 35,956,055	\$ 15,956,055
TOTAL RESERVES	\$ 33,623,056	\$ 35,956,055	\$ 15,956,055
BALANCE	\$ 21,374,876	\$ 17,543,505	\$ 12,385,202
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 75,206,214	\$ 74,163,013	\$ 69,401,177

* At the time of publication, audited financial statements for Fiscal Year 2015 were not available. Therefore, the Fiscal Year 2015 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2015 Adopted Budget, while the beginning FY 2015 balance amount reflects the audited Fiscal Year 2014 ending balance.