

# **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 and maintaining the warehousing of essential materials, supporting mail center and delivery operations citywide, and administering internal service level agreements. The 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 administers the Living Wage Ordinance (LWO) and the Equal Benefits Ordinance (EBO). The Program ensures compliance with these City regulations through oversight of contract requirements, including complaint investigations and proactive contract reviews. The Program provides ongoing assistance in understanding and fulfilling obligations for City staff, covered employers and employees, labor and community organizations, and the public. Records are maintained and reports are issued to City Council. Informational material is updated as required 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.

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***

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## Goals and Objectives

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

***Goal 1: Efficiently procure high-quality products and services for the best value***

The Department will continue toward accomplishing this goal by focusing on these following objectives:

- Focus on increased use of technology
- Evaluate, refine, and reengineer procurement processes to optimize the use of SAP
- Streamline policy review and revision
- Initiate development of tools and metrics to facilitate improved cost, operational, and management analysis

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

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

- Implement new integrated technical solutions for more effective contract management
- Increase competitive solicitation interests through the expansion of vendor outreach and the City's electronic vendor registration system
- Enhance the City's contract administration processes through increased contract administration training opportunities

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

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

- Improve departmental teamwork through enhanced internal communications and increased participation in strategic meetings
- Solicit increased customer feedback by instituting a customer survey

***Goal 4: Pursue ongoing workforce learning and professional and development opportunities to ensure employees are adequately trained***

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

- Participate in professional organizations and serve on regional collaborative contracting efforts
- Support professional development and training toward relevant professional certification

***Goal 5: Effectively administer the City's Small Local Business, Contract Compliance, Living Wage and Equal Benefits programs***

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

- Increase the number and participation levels of Small Local Business Enterprise (SLBE) City contracting
- Communicate ordinance requirements to City staff, potential bidders, employers, employees, and the public to ensure requirements are understood and met
- Investigate allegations to identify violations, methodically document non-compliance, and pursue legal remedies for willful violations

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## Key Performance Indicators

Performance Indicator	Actual FY2014	Target FY2015	Actual FY2015	Target FY2016
1. Percent of contract compliance with federal, State, and local equal employment and contracting laws	100%	100%	100%	100%
2. Percent of contracts, based on total dollar value, awarded to Small Local Business Enterprises (SBLEs) <sup>1</sup>	30%	15%	N/A <sup>1</sup>	20%
3. Percent of Living Wage Ordinance violations investigated and addressed within 60 days	100%	100%	100%	100%
4. Total number of formal bids completed by Purchasing & Contracting	N/A <sup>2</sup>	N/A <sup>3</sup>	42	130
5. Average processing time between submission of a completed requisition and placement of a purchase order	N/A <sup>2</sup>	N/A <sup>3</sup>	17 days	15 days
6. Average cycle time for completion of request for proposal (RFP) / invitation to bid (ITB)	N/A <sup>2</sup>	N/A <sup>3</sup>	77 days	60-100 days
7. Average completion time of purchases under \$150,000	N/A <sup>2</sup>	N/A <sup>3</sup>	16 days	15 days
8. Total number of trainings conducted with City staff	10	15	28 <sup>4</sup>	25
9. Percent of process narratives completed	N/A <sup>2</sup>	N/A <sup>3</sup>	100%	100%
10. Percent increase of SLBE firms registered annually in PlanetBids	N/A <sup>2</sup>	N/A <sup>3</sup>	6%	10%

1. This information is typically not available until the end of July. This information is only available for Construction and Architecture/Engineering (A/E) contracts, not for P&C contracts.
2. Indicators were established for Fiscal Year 2015; therefore, prior data was not available at the time the Fiscal Year 2015 Adopted Budget was published.
3. Indicators were established for Fiscal Year 2015; therefore, targets for Fiscal Year 2015 were not set until a baseline was established.
4. The Department identified and addressed the need to provide more training in order to fill the gaps in knowledge among new hires.

## Service Efforts and Accomplishments

### Administration:

- Reduced the average processing time between submission of a department requisition and placement of a purchase order by 22% (P&C is on target to reduce the average processing time by over 55%)
- Increased the total number of formal bids completed by P&C annually by 42%
- Obtained City Council approval of an e-procurement system to improve the efficiency and effectiveness of the City's procurement process and contract management and administration capabilities
- Successfully implemented a citywide procurement forecasting process to facilitate increased dialogue between City departments and City Council with a new City Council contract pre-approval process
- Established regional partnerships and collaborative efforts with peer agencies, including the County of San Diego, to strengthen the City's procurement processes and leverage best practices
- Implemented 34 new P&C templates and department procedures working with the Office of the City Attorney to simplify review timelines
- Completed the review and update of 14 P&C process narratives, including a new P&C Contract Administration Process Narrative, to increase internal controls over contract administration

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- Conducted 28 citywide trainings for over 597 City department staff on SAP process enhancements and system improvements

## **Equal Opportunity Contracting Program**

- Increased SLBE participation on CIP Construction and Architectural & Engineering projects for Fiscal Year 2014 by 8.5%
- Have more than 500 certified firms in the SLBE Program
- Conducted reviews of over 400 contracts to ensure compliance with State, federal, and local ordinance requirements
- Successfully implemented City of San Diego Prevailing Wage Ordinance (citywide)
- Held citywide trainings for over 280 City staff employees with continuous efforts to expand Prevailing Wage educational outreach
- Managed the Planet Bids/PRISM interface (the compliance web portal now utilized by contractors)
- Participated in over 30 outreach events to promote the SLBE Program and potential opportunities with the City

## **Living Wage and Equal Benefits Program**

- Monitored 391 contracts covered by the LWO with 129 contractors for a value of \$52.5 million
- Initiated 27 LWO Compliance Reviews; identified violations in half; recovered \$146,476 in back wages
- Received, processed, and recorded 247 Equal Benefits Ordinance Certifications of Compliance

# Purchasing & Contracting

## Department Summary

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
FTE Positions (Budgeted)	64.93	78.55	<b>82.96</b>	4.41
Personnel Expenditures	\$ 5,188,196	\$ 6,926,011	\$ <b>6,860,155</b>	\$ (65,856)
Non-Personnel Expenditures	10,195,631	12,707,001	<b>14,059,536</b>	1,352,535
<b>Total Department Expenditures</b>	<b>\$ 15,383,827</b>	<b>\$ 19,633,012</b>	<b>\$ 20,919,691</b>	<b>\$ 1,286,679</b>
<b>Total Department Revenue</b>	<b>\$ 11,883,927</b>	<b>\$ 14,949,133</b>	<b>\$ 14,857,928</b>	<b>\$ (91,205)</b>

## General Fund

### Department Expenditures

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
Equal Opportunity Contracting	\$ 1,157,544	\$ 2,229,024	\$ <b>2,011,723</b>	\$ (217,301)
Purchasing & Contracting	2,916,093	4,062,711	<b>5,600,812</b>	1,538,101
<b>Total</b>	<b>\$ 4,073,636</b>	<b>\$ 6,291,735</b>	<b>\$ 7,612,535</b>	<b>\$ 1,320,800</b>

### Department Personnel

	FY2014 Budget	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
Equal Opportunity Contracting	12.70	19.70	<b>19.48</b>	(0.22)
Purchasing & Contracting	28.89	35.50	<b>40.48</b>	4.98
<b>Total</b>	<b>41.59</b>	<b>55.20</b>	<b>59.96</b>	<b>4.76</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<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	\$ 1,357,873	\$ -
<b>Contract Compliance Positions</b> Addition of 1.00 Principal Procurement Specialist and 2.00 Senior Procurement Specialists for contract compliance.	3.00	256,155	-
<b>Addition of Public Utilities Procurement Specialist</b> Addition of 1.00 Procurement Specialist and associated revenue to support the Public Utilities Department's purchasing needs per the Service Level Agreement (SLA).	1.00	77,160	77,160
<b>Addition of Payroll Supervisor</b> Addition of 1.00 Payroll Supervisor to provide additional support for the Internal Operations Branch.	1.00	72,147	-
<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	8,460	-
<b>Hourly Sick Leave</b> Addition of personnel expenditures for paid sick leave benefits for eligible hourly employees consistent with the requirements of Assembly Bill 1522.	0.00	110	-

# Purchasing & Contracting

## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	(0.24)	(6,887)	-
<b>Salary and Benefit Adjustments</b> 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	(444,218)	-
<b>Enterprise Asset Management Revenue</b> Addition of anticipated reimbursable revenue associated with the implementation of the new SAP Enterprise Asset Management (EAM) System.	0.00	-	92,056
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2016 revenue projections.	0.00	-	(226,300)
<b>Total</b>	<b>4.76</b>	<b>\$ 1,320,800</b>	<b>\$ (57,084)</b>

## Expenditures by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 2,283,718	\$ 3,264,895	\$ 3,486,722	\$ 221,827
Fringe Benefits	1,297,590	2,068,571	1,794,711	(273,860)
<b>PERSONNEL SUBTOTAL</b>	<b>3,581,308</b>	<b>5,333,466</b>	<b>5,281,433</b>	<b>(52,033)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 50,018	\$ 57,587	\$ 63,661	\$ 6,074
Contracts	204,582	273,275	287,371	14,096
Information Technology	224,080	611,921	1,969,794	1,357,873
Energy and Utilities	2,726	4,175	2,965	(1,210)
Other	7,008	11,311	7,311	(4,000)
Transfers Out	3,914	-	-	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>492,328</b>	<b>958,269</b>	<b>2,331,102</b>	<b>1,372,833</b>
<b>Total</b>	<b>\$ 4,073,636</b>	<b>\$ 6,291,735</b>	<b>\$ 7,612,535</b>	<b>\$ 1,320,800</b>

## Revenues by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
Charges for Services	\$ 583,553	\$ 1,582,856	\$ 1,550,772	\$ (32,084)
Other Revenue	86,705	25,000	-	(25,000)
<b>Total</b>	<b>\$ 670,258</b>	<b>\$ 1,607,856</b>	<b>\$ 1,550,772</b>	<b>\$ (57,084)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2014 Budget	FY2015 Budget	FY2016 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000119	Associate Management Analyst	6.00	12.00	12.00	\$54,059 - \$65,333	\$ 619,424
90000539	Clerical Assistant 2 - Hourly	0.50	0.50	0.48	29,931 - 36,067	15,825
20000545	Contracts Processing Clerk	4.00	5.00	5.00	32,968 - 39,811	190,319



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## Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2014 Budget	FY2015 Budget	FY2016 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	52,666
20000293	Information Systems Analyst 3	1.00	1.00	1.00	59,363 - 71,760	65,333
90001073	Management Intern - Hourly	0.70	0.70	0.48	24,274 - 29,203	12,810
20000680	Payroll Specialist 2	1.00	1.00	1.00	34,611 - 41,787	41,787
20000173	Payroll Supervisor	0.00	0.00	1.00	39,686 - 48,069	48,069
20000791	Principal Procurement Specialist	2.00	3.00	4.00	59,363 - 71,864	277,170
90000791	Principal Procurement Specialist - Hourly	0.39	0.00	0.00	59,363 - 71,864	-
20000227	Procurement Specialist	10.00	11.00	12.00	49,109 - 59,488	668,535
20001234	Program Coordinator	0.00	1.00	1.00	23,005 - 137,904	101,001
20001222	Program Manager	2.00	1.00	1.00	46,966 - 172,744	105,000
20000927	Senior Clerk/Typist	1.00	1.00	1.00	36,067 - 43,514	43,514
20000015	Senior Management Analyst	4.00	6.00	6.00	59,363 - 71,760	426,067
20000879	Senior Procurement Specialist	2.00	3.00	5.00	53,955 - 65,270	314,496
20000970	Supervising Management Analyst	1.00	3.00	3.00	66,768 - 80,891	227,781
20000756	Word Processing Operator	3.00	3.00	3.00	31,491 - 37,918	105,476
	Bilingual - Regular					4,368
	Budgeted Vacancy Savings					(108,118)
	Sick Leave - Hourly					110
	Termination Pay Annual Leave					8,089
<b>FTE, Salaries, and Wages Subtotal</b>		<b>41.59</b>	<b>55.20</b>	<b>59.96</b>		<b>\$ 3,486,722</b>
		<b>FY2014 Actual</b>	<b>FY2015 Budget</b>	<b>FY2016 Adopted</b>	<b>FY2015-2016 Change</b>	
<b>Fringe Benefits</b>						
	Employee Offset Savings	\$ 11,834	\$ 27,035	\$ 12,632	\$ (14,403)	
	Flexible Benefits	254,219	401,876	513,252	111,376	
	Insurance	282	-	-	-	
	Long-Term Disability	17,425	11,230	11,327	97	
	Medicare	33,470	46,303	49,398	3,095	
	Other Post-Employment Benefits	227,237	315,432	335,502	20,070	
	Retiree Medical Trust	2,512	2,210	5,156	2,946	
	Retirement 401 Plan	3,251	3,108	2,341	(767)	
	Retirement ADC	526,586	992,768	505,250	(487,518)	
	Retirement DROP	8,183	8,838	12,643	3,805	
	Retirement Offset Contribution	74	-	-	-	
	Risk Management Administration	33,760	49,244	59,850	10,606	
	Supplemental Pension Savings Plan	125,245	158,342	245,516	87,174	
	Unemployment Insurance	5,991	6,427	6,492	65	
	Workers' Compensation	47,521	45,758	35,352	(10,406)	
<b>Fringe Benefits Subtotal</b>		<b>\$ 1,297,590</b>	<b>\$ 2,068,571</b>	<b>\$ 1,794,711</b>	<b>\$ (273,860)</b>	
<b>Total Personnel Expenditures</b>					<b>\$ 5,281,433</b>	

# Purchasing & Contracting

## Central Stores Fund

### Department Expenditures

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Central Stores	\$ 11,310,190	\$ 13,341,277	\$ 13,307,156	\$ (34,121)
<b>Total</b>	<b>\$ 11,310,190</b>	<b>\$ 13,341,277</b>	<b>\$ 13,307,156</b>	<b>\$ (34,121)</b>

### Department Personnel

	FY2014 Budget	FY2015 Budget	FY2016 Adopted	FY2015–2016 Change
Central Stores	23.34	23.35	23.00	(0.35)
<b>Total</b>	<b>23.34</b>	<b>23.35</b>	<b>23.00</b>	<b>(0.35)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Civic Center Plaza Rent Reallocation</b> Adjustment reflects the reallocation of rent for Civic Center Plaza from the General Fund.	0.00	\$ 4,325	\$ -
<b>Hourly Sick Leave</b> Addition of personnel expenditures for paid sick leave benefits for eligible hourly employees consistent with the requirements of Assembly Bill 1522.	0.00	675	-
<b>Salary and Benefit Adjustments</b> 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	(929)	-
<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	(4,445)	-
<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	(9,061)	-
<b>San Diego Works Proposal</b> Net reduction of non-personnel expenditures associated with San Diego Works Proposal to save on postage expenses by replacing the use of a variety of envelopes with standard envelopes.	0.00	(11,117)	-
<b>Non-Standard Hour Personnel Funding</b> Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.	(0.35)	(13,569)	-
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2016 revenue projections.	0.00	-	(34,121)
<b>Total</b>	<b>(0.35)</b>	<b>\$ (34,121)</b>	<b>\$ (34,121)</b>

# Purchasing & Contracting

## Expenditures by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 834,420	\$ 825,806	\$ 825,279	\$ (527)
Fringe Benefits	772,468	766,739	753,443	(13,296)
<b>PERSONNEL SUBTOTAL</b>	<b>1,606,888</b>	<b>1,592,545</b>	<b>1,578,722</b>	<b>(13,823)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 8,920,250	\$ 11,009,964	\$ 10,991,328	\$ (18,636)
Contracts	619,266	553,487	551,098	(2,389)
Information Technology	37,675	34,542	25,481	(9,061)
Energy and Utilities	124,379	138,241	150,819	12,578
Other	(43,045)	928	5,383	4,455
Transfers Out	12,244	11,570	4,325	(7,245)
Capital Expenditures	32,534	-	-	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>9,703,302</b>	<b>11,748,732</b>	<b>11,728,434</b>	<b>(20,298)</b>
<b>Total</b>	<b>\$ 11,310,190</b>	<b>\$ 13,341,277</b>	<b>\$ 13,307,156</b>	<b>\$ (34,121)</b>

## Revenues by Category

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
Charges for Services	\$ 11,032,160	\$ 13,221,277	\$ 13,187,156	\$ (34,121)
Other Revenue	177,509	120,000	120,000	-
Rev from Money and Prop	4,000	-	-	-
<b>Total</b>	<b>\$ 11,213,669</b>	<b>\$ 13,341,277</b>	<b>\$ 13,307,156</b>	<b>\$ (34,121)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2014 Budget	FY2015 Budget	FY2016 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	155,105
20000110	Auto Messenger 2	7.00	7.00	7.00	29,931 - 36,067	241,296
90000110	Auto Messenger 2 - Hourly	0.34	0.35	0.00	29,931 - 36,067	-
20000927	Senior Clerk/Typist	1.00	1.00	1.00	36,067 - 43,514	43,514
20000951	Stock Clerk	1.00	1.00	1.00	30,056 - 36,275	36,275
20000950	Stock Clerk	3.00	3.00	3.00	30,056 - 36,275	108,825
20000955	Storekeeper 1	2.00	2.00	2.00	34,611 - 41,517	76,128
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
	Budgeted Vacancy Savings					(34,611)
	Overtime Budgeted					19,276
	Sick Leave - Hourly					675
<b>FTE, Salaries, and Wages Subtotal</b>		<b>23.34</b>	<b>23.35</b>	<b>23.00</b>		<b>\$ 825,279</b>

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 6,894	\$ 7,579	\$ 6,827	\$ (752)
Flexible Benefits	141,397	162,250	188,210	25,960

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	FY2014 Actual	FY2015 Budget	FY2016 Adopted	FY2015-2016 Change
Long-Term Disability	6,091	2,773	2,628	(145)
Medicare	10,185	9,665	9,647	(18)
Other Post-Employment Benefits	132,661	133,452	129,492	(3,960)
Retiree Medical Trust	97	91	170	79
Retirement 401 Plan	389	363	363	-
Retirement ADC	373,018	359,379	321,935	(37,444)
Retirement DROP	491	-	3,007	3,007
Retirement Offset Contribution	49	-	-	-
Risk Management Administration	19,680	20,834	23,100	2,266
Supplemental Pension Savings Plan	38,808	39,453	40,291	838
Unemployment Insurance	2,088	1,591	1,505	(86)
Workers' Compensation	40,621	29,309	26,268	(3,041)
<b>Fringe Benefits Subtotal</b>	<b>\$ 772,468</b>	<b>\$ 766,739</b>	<b>\$ 753,443</b>	<b>\$ (13,296)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,578,722</b>	

# Purchasing & Contracting

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

Central Stores Fund	FY2014 Actual	FY2015* Budget	FY2016 Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 304,698	\$ 188,036	\$ 133,481
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 304,698</b>	<b>\$ 188,036</b>	<b>\$ 133,481</b>
<b>REVENUE</b>			
Charges for Current Services	\$ 11,032,160	\$ 13,221,277	\$ 13,187,156
Other Revenue	177,509	120,000	120,000
Revenue from Use of Money and Property	4,000	–	–
<b>TOTAL REVENUE</b>	<b>\$ 11,213,669</b>	<b>\$ 13,341,277</b>	<b>\$ 13,307,156</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 11,518,367</b>	<b>\$ 13,529,313</b>	<b>\$ 13,440,637</b>
<b>OPERATING EXPENSE</b>			
Personnel Expenses	\$ 834,420	\$ 825,806	\$ 825,279
Fringe Benefits	772,468	766,739	753,443
Supplies	8,920,250	11,009,964	10,991,328
<i>Inventory Purchases</i>	<i>8,872,735</i>	<i>10,982,947</i>	<i>10,967,375</i>
<i>Other Supplies</i>	<i>47,515</i>	<i>27,017</i>	<i>23,953</i>
Contracts	619,266	553,487	551,098
Information Technology	37,675	34,542	25,481
Energy and Utilities	124,379	138,241	150,819
Other Expenses	(43,045)	928	5,383
Transfers Out	12,244	11,570	4,325
Capital Expenditures	32,534	–	–
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 11,310,191</b>	<b>\$ 13,341,277</b>	<b>\$ 13,307,156</b>
<b>TOTAL EXPENSE</b>	<b>\$ 11,310,191</b>	<b>\$ 13,341,277</b>	<b>\$ 13,307,156</b>
<b>BALANCE</b>	<b>\$ 208,176</b>	<b>\$ 188,036</b>	<b>\$ 133,481</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 11,518,367</b>	<b>\$ 13,529,313</b>	<b>\$ 13,440,637</b>

\* 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.



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