

**City Treasurer**



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## Description

The Office of the City Treasurer is responsible for the receipt, custody, and reconciliation of all City revenue; banking and cash management; tax administration; parking administration and parking meter operations; and collection of citywide delinquent accounts. The City Treasurer is also responsible for the investment of all operating and capital improvement funds. In addition, the City Treasurer serves as a member of the Funds Commission and Trustee for City's Defined Contribution Plans.

The City Treasurer's Divisions include:

### Business Operations

Business Operations is responsible for the administration and collection of Business Tax, Cannabis Business Tax, and Rental Unit Business Tax. The Division also collects the Business Improvement District fees, maintains the regulatory clearance review data for Police regulated businesses, issues permits for Sidewalk Vending, and oversees the Department's lobby operations.

### Investments

In compliance with the City Treasurer's Investment Policy, the Investments Division manages the City's operating and capital improvements funds which totaled \$3.08B as of June 30, 2022. The Division also participates on the City's financing team for all new bond issues. Additionally, the Investments Division is responsible for cash management, maintains banking relationships and compliance with all applicable banking rules and laws, and evaluates new payment technology to effectively collect revenue citywide.

### Revenue Collections

The Revenue Collections Division is comprised of the Parking Administration, Parking Meter Operations, and Delinquent Accounts Programs. The Delinquent Accounts Program is responsible for the administration and the collection of citywide delinquent accounts. Parking Administration processes all parking citations, issues residential and temporary overnight RV permits, and processes parking citation appeals. Parking Meter Operations installs and maintains parking meters citywide including the collection of all parking meter coin.

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## Financial Operations

The Financial Operations Division includes three Programs: Treasury Accounting, Revenue Compliance, and Short-Term Residential Occupancy (STRO). Treasury Accounting is responsible for the administration and collection of the Transient Occupancy Tax (TOT) and Tourism Marketing District (TMD) assessment and management of the City's general accounts receivable, cash handling, depositing, and bank reconciliation processes. Revenue Compliance conducts revenue compliance audits of TOT, percentage lease and franchise agreements, and Cannabis Business Tax. The STRO Program is responsible for the administration of the City's STRO licensing process.

## Treasury Systems

The Treasury Systems Division supports the Department's portfolio of applications used to provide services to approximately 1.9 million customer accounts. The Division also serves as the project functional lead on the Department's Information Technology (IT) initiatives and special projects. In addition, the Division manages the Department's IT contracts and provides end user support.

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

Provide Treasury services that promote transparency and public trust by providing excellent customer service and accessibility to all

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

Receive, maintain, and maximize collection of public funds, providing excellent service while upholding the integrity of regulations, to support services and amenities for all

## Goals and Objectives

### ***Goal 1: Provide excellent and equitable customer service to all internal and external customers***

- Maintain a highly skilled workforce through adequate training and cross-training opportunities
- Respond to all phone call and email inquiries within one business day
- Provide the guidance and support that our employees need to deliver exceptional customer service

### ***Goal 2: Enhance accessibility of services***

- Modernize existing applications to improve accessibility to online customers
- Consistently evaluate opportunities to improve customer access, their awareness of City requirements and available options
- Improve availability of services that consider customers' language and access preferences

### ***Goal 3: Promote transparency and public trust through the delivery of Treasury services***

- Enhance accessibility of data and reporting on a continuous basis
- Improve readability and navigation of our website

<b>Budget Equity Impact Statement</b>	
<b>Budget Equity Lens Summary Base Budget</b>	<b>Budget Equity Lens Summary Budget Adjustment</b>
<p><i>Is there an opportunity to adjust the department's ongoing Base Budget to address disparity?</i></p> <p>Yes</p> <p>1. Collaborate with Department of Race &amp; Equity and Department of Information Technology to improve customers' access to City requirements and available options. 2. Collaborate with Department of Information Technology to evaluate options to increase customer access to digital services. 3. Re-evaluate walk-in lobby hours to provide more equitable access to customers who are tech-limited and customers who contact our office by phone or email. 4. Collaborate with Human Resources to develop and enhance onboarding and ongoing training for employees to improve customer service. 5. Collaborate with the Performance and Analytics Department and the Department of Information Technology to increase data available on the City's Open Portal and/or our website.</p>	<p><i>Do the Budget Adjustments address a disparity?</i></p> <p>No</p>

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## Key Performance Indicators

Performance Indicator	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Estimate	Goal
Percentage of Annual User Access Reviews completed for Treasury Systems <sup>1</sup>	100%	100%	100%	100%	100%	100%
Percentage of satisfied customers from lobby surveys <sup>1</sup>	98%	91%	N/A	N/A	70%	90%
Percentage by which City outperforms the ACA International (Association of Credit & Collection Professionals) recovery rate on government debt <sup>1</sup>	66%	65%	65%	58%	58%	58%
Department employees feel supported by the management and receive coaching from their supervisor to do their job well. <sup>2</sup>	N/A	N/A	N/A	N/A	78%	85%
Increase customer participation in surveys <sup>3</sup>	N/A	N/A	N/A	N/A	N/A	400
Implement improvements to enhance accessibility, readability and navigation of services that are identified through customer feedback. <sup>4</sup>	N/A	N/A	N/A	N/A	N/A	TBD
Identify and implement opportunities for cross-training and/or knowledge sharing of Department services. <sup>4</sup>	N/A	N/A	N/A	N/A	N/A	4
Develop and implement standard customer service scorecard to provide opportunities to coach, train, or recognize employees. <sup>4</sup>	N/A	N/A	N/A	N/A	N/A	2

1. This KPI will no longer be tracked in FY24.
2. New KPI for FY24. Questions from the Employee satisfaction survey will be used to measure this KPI
3. New KPI for FY24. City Treasurer recently launched a new customer service survey for email and lobby customers. The survey is also anticipated to be available to phone customers in the 4th Quarter of FY23. After one year of increased participation we will consider revising the KPI to focus on customer satisfaction.
4. New KPI for FY24.

### Department Summary

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
FTE Positions (Budgeted)	126.00	133.00	134.00	1.00
Personnel Expenditures	\$ 14,292,248	\$ 16,350,662	\$ 17,221,900	\$ 871,238
Non-Personnel Expenditures	11,362,759	12,437,136	13,064,388	627,252
<b>Total Department Expenditures</b>	<b>\$ 25,655,007</b>	<b>\$ 28,787,798</b>	<b>\$ 30,286,288</b>	<b>\$ 1,498,490</b>
<b>Total Department Revenue</b>	<b>\$ 50,311,837</b>	<b>\$ 61,560,219</b>	<b>\$ 51,454,962</b>	<b>\$ (10,105,257)</b>

### General Fund

#### Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Administration	\$ 3,747,275	\$ 4,311,422	\$ 4,141,733	\$ (169,689)
Revenue Collections	5,616,175	7,059,181	7,266,732	207,551
Treasury Operations	7,439,453	9,190,065	9,958,146	768,081
<b>Total</b>	<b>\$ 16,802,903</b>	<b>\$ 20,560,668</b>	<b>\$ 21,366,611</b>	<b>\$ 805,943</b>

#### Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Administration	17.00	18.00	17.00	(1.00)
Revenue Collections	46.00	47.00	47.25	0.25
Treasury Operations	51.00	58.00	60.00	2.00
<b>Total</b>	<b>114.00</b>	<b>123.00</b>	<b>124.25</b>	<b>1.25</b>

#### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b> Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	\$ 741,056	\$ -
<b>Revenue Audit Program</b> Addition of 1.00 Accountant 3 and associated revenue to meet the three-year Transient Occupancy Tax audit cycle.	1.00	108,166	250,000
<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	56,132	-
<b>Position Reallocation</b> Reallocation of 0.25 Public Information Clerk from the Parking Meter Operations Fund to the General Fund.	0.25	21,286	-

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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>One-Time Additions and Annualizations</b> Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2023.	0.00	(15,000)	(8,113,121)
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	(105,697)	-
<b>Transient Occupancy Tax (TOT) Transfer</b> Adjustment to reflect revised reimbursements for eligible services from the TOT Fund.	0.00	-	1,000,000
<b>Short-Term Residential Occupancy Revenue</b> Addition of one-time revenue associated to application and licensing fees for the Short-Term Residential Occupancy Program.	0.00	-	645,000
<b>Revised Collection Referral Revenue</b> Adjustment to reflect collection referral revenue projections associated with delinquent accounts trending similar to pre-pandemic levels.	0.00	-	560,064
<b>Revised Cannabis Business Tax Revenue</b> Reduction of Cannabis Business Tax revenue due to a decrease in gross receipts associated with increased competition from neighboring municipalities and delivery services.	0.00	-	(4,447,200)
<b>Total</b>	<b>1.25 \$</b>	<b>805,943 \$</b>	<b>(10,105,257)</b>

## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 7,220,210	\$ 9,088,169	\$ 9,809,256	\$ 721,087
Fringe Benefits	5,673,524	5,960,269	6,109,690	149,421
<b>PERSONNEL SUBTOTAL</b>	<b>12,893,734</b>	<b>15,048,438</b>	<b>15,918,946</b>	<b>870,508</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 202,715	\$ 277,029	\$ 265,333	\$ (11,696)
Contracts & Services	1,714,392	2,054,183	2,164,906	110,723
<i>External Contracts &amp; Services</i>	<i>1,318,993</i>	<i>1,430,828</i>	<i>1,521,282</i>	<i>90,454</i>
<i>Internal Contracts &amp; Services</i>	<i>395,399</i>	<i>623,355</i>	<i>643,624</i>	<i>20,269</i>
Information Technology	1,908,956	3,107,009	2,911,908	(195,101)
Energy and Utilities	78,655	64,503	96,968	32,465
Other	4,451	5,506	6,050	544
Capital Expenditures	-	4,000	2,500	(1,500)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>3,909,169</b>	<b>5,512,230</b>	<b>5,447,665</b>	<b>(64,565)</b>
<b>Total</b>	<b>\$ 16,802,903</b>	<b>\$ 20,560,668</b>	<b>\$ 21,366,611</b>	<b>\$ 805,943</b>

## Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Charges for Services	\$ 292,515	\$ 328,119	\$ 1,578,119	\$ 1,250,000



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## Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Fines Forfeitures and Penalties	3,856,347	3,403,874	3,963,938	560,064
Licenses and Permits	37,237,630	48,813,226	36,897,905	(11,915,321)
Other Revenue	25,802	-	-	-
Rev from Other Agencies	20,133	15,000	15,000	-
<b>Total</b>	<b>\$ 41,432,428</b>	<b>\$ 52,560,219</b>	<b>\$ 42,454,962</b>	<b>\$ (10,105,257)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000866	Accountant 2	8.00	7.00	7.00	\$ 72,797 - 87,970	\$ 549,715
20000007	Accountant 3	5.00	9.00	10.00	79,952 - 96,624	928,286
20000102	Accountant 4	6.00	6.00	6.00	89,923 - 119,814	730,356
20000011	Account Clerk	8.00	8.00	8.00	42,394 - 51,026	402,189
20000024	Administrative Aide 2	13.00	15.00	16.00	54,716 - 65,935	983,619
20001208	Assistant Investment Officer	2.00	2.00	2.00	62,941 - 231,483	305,097
20000119	Associate Management Analyst	4.00	5.00	5.00	69,466 - 83,940	363,033
20000267	Collections Investigator 1	15.00	15.00	15.00	51,636 - 62,354	922,964
20000268	Collections Investigator 1	1.00	1.00	1.00	51,636 - 62,354	64,490
20000269	Collections Investigator 2	5.00	5.00	5.00	58,072 - 70,092	334,419
20000270	Collections Investigator Supervisor	4.00	4.00	4.00	63,856 - 77,154	320,508
20000287	Collections Manager	1.00	1.00	1.00	77,794 - 94,261	98,975
20001168	Deputy Director	3.75	3.75	3.75	62,941 - 231,483	627,889
20000924	Executive Assistant	1.00	1.00	1.00	54,883 - 66,380	67,260
20001172	Financial Operations Manager	1.00	1.00	1.00	62,941 - 231,483	154,573
20000293	Information Systems Analyst 3	2.00	2.00	2.00	77,711 - 93,968	197,334
20000998	Information Systems Analyst 4	1.00	1.00	1.00	87,409 - 105,912	91,780
20001194	Investment Officer	1.00	1.00	1.00	106,371 - 424,736	181,835
20000680	Payroll Specialist 2	1.00	1.00	1.00	46,697 - 56,380	58,311
20001182	Principal Accountant	3.00	3.00	3.00	33,904 - 203,486	424,349
20000741	Principal Clerk	1.00	1.00	1.00	50,742 - 61,372	64,441
20001234	Program Coordinator	1.00	1.00	1.00	33,904 - 184,808	127,317
20001222	Program Manager	2.50	4.50	4.50	62,941 - 231,483	648,851
20000783	Public Information Clerk	16.75	16.75	16.00	42,394 - 51,026	812,244
20000869	Senior Account Clerk	2.00	2.00	2.00	48,533 - 58,555	112,442
20000015	Senior Management Analyst	2.00	2.00	2.00	76,252 - 92,204	193,628
20000970	Supervising Management Analyst	2.00	3.00	3.00	81,732 - 99,033	289,486
20001148	Treasurer	1.00	1.00	1.00	83,242 - 315,328	220,351
	Bilingual - Regular					36,400
	Budgeted Personnel					(636,492)
	Expenditure Savings					
	Overtime Budgeted					25,102

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Proposed	Salary Range	Total
	Sick Leave - Hourly					898
	Vacation Pay In Lieu					107,606
<b>FTE, Salaries, and Wages Subtotal</b>		<b>114.00</b>	<b>123.00</b>	<b>124.25</b>		<b>\$ 9,809,256</b>

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 51,894	\$ 59,325	\$ 48,258	\$ (11,067)
Flexible Benefits	1,314,509	1,468,761	1,451,345	(17,416)
Insurance	1,258	-	-	-
Long-Term Disability	30,805	31,112	38,557	7,445
Medicare	109,723	127,577	139,015	11,438
Other Post-Employment Benefits	639,788	642,856	664,368	21,512
Retiree Medical Trust	9,987	13,718	16,414	2,696
Retirement 401 Plan	8,681	18,920	59,323	40,403
Retirement ADC	2,796,890	2,757,998	3,099,098	341,100
Retirement DROP	15,589	17,454	16,857	(597)
Risk Management Administration	114,115	131,649	150,096	18,447
Supplemental Pension Savings Plan	459,875	533,961	237,384	(296,577)
Unemployment Insurance	10,504	11,296	11,274	(22)
Workers' Compensation	109,907	145,642	177,701	32,059
<b>Fringe Benefits Subtotal</b>	<b>\$ 5,673,524</b>	<b>\$ 5,960,269</b>	<b>\$ 6,109,690</b>	<b>\$ 149,421</b>
<b>Total Personnel Expenditures</b>			<b>\$ 15,918,946</b>	

## Parking Meter Operations Fund

### Department Expenditures

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Revenue Collections	\$ 8,852,104	\$ 8,227,130	\$ 8,919,677	\$ 692,547
<b>Total</b>	<b>\$ 8,852,104</b>	<b>\$ 8,227,130</b>	<b>\$ 8,919,677</b>	<b>\$ 692,547</b>

### Department Personnel

	FY2022 Budget	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Revenue Collections	12.00	10.00	9.75	(0.25)
<b>Total</b>	<b>12.00</b>	<b>10.00</b>	<b>9.75</b>	<b>(0.25)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Transfer to Community Parking District Funds</b> Addition of non-personnel expenditures associated with an increase in the transfer to the Community Parking District Funds.	0.00	\$ 781,458	\$ -
<b>Salary and Benefit Adjustments</b> Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.	0.00	22,016	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	(7,085)	-
<b>Position Reallocation</b> Reallocation of 0.25 Public Information Clerk from the Parking Meter Operations Fund to the General Fund.	(0.25)	(21,286)	-
<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	(82,556)	-
<b>Total</b>	<b>(0.25)</b>	<b>\$ 692,547</b>	<b>\$ -</b>

### Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 731,458	\$ 702,122	\$ 750,418	\$ 48,296
Fringe Benefits	667,056	600,102	552,536	(47,566)
<b>PERSONNEL SUBTOTAL</b>	<b>1,398,513</b>	<b>1,302,224</b>	<b>1,302,954</b>	<b>730</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 36,124	\$ 41,025	\$ 41,025	\$ -
Contracts & Services	3,597,976	3,411,395	3,332,213	(79,182)

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## Expenditures by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
External Contracts & Services	2,639,812	2,515,656	2,515,656	-
Internal Contracts & Services	958,164	895,739	816,557	(79,182)
Information Technology	37,224	32,977	25,892	(7,085)
Energy and Utilities	21,458	20,467	17,093	(3,374)
Transfers Out	3,760,808	3,418,542	4,200,000	781,458
Capital Expenditures	-	500	500	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>7,453,590</b>	<b>6,924,906</b>	<b>7,616,723</b>	<b>691,817</b>
<b>Total</b>	<b>\$ 8,852,104</b>	<b>\$ 8,227,130</b>	<b>\$ 8,919,677</b>	<b>\$ 692,547</b>

## Revenues by Category

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
Licenses and Permits	\$ 8,849,220	\$ 9,000,000	\$ 9,000,000	-
Other Revenue	6,034	-	-	-
Rev from Money and Prop	24,155	-	-	-
<b>Total</b>	<b>\$ 8,879,409</b>	<b>\$ 9,000,000</b>	<b>\$ 9,000,000</b>	<b>-</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2022 Budget	FY2023 Budget	FY2024 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000119	Associate Management Analyst	0.00	1.00	1.00	\$ 69,466 - 83,940	\$ 86,815
20001168	Deputy Director	0.25	0.25	0.25	62,941 - 231,483	42,281
20000678	Parking Meter Supervisor	3.00	2.00	2.00	55,171 - 65,960	137,477
20000674	Parking Meter Technician	7.00	5.00	5.00	47,717 - 57,008	297,499
20001222	Program Manager	0.50	0.50	0.50	62,941 - 231,483	72,459
20000783	Public Information Clerk	0.25	0.25	0.00	42,394 - 51,026	-
20000827	Senior Parking Meter Technician	1.00	1.00	1.00	50,169 - 59,775	61,823
	Bilingual - Regular					1,456
	Overtime Budgeted					50,608
<b>FTE, Salaries, and Wages Subtotal</b>		<b>12.00</b>	<b>10.00</b>	<b>9.75</b>		<b>\$ 750,418</b>

	FY2022 Actual	FY2023 Budget	FY2024 Proposed	FY2023-2024 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 2,759	\$ 3,955	\$ 1,964	(1,991)
Flexible Benefits	187,102	160,688	168,194	7,506
Long-Term Disability	3,177	2,273	2,792	519
Medicare	10,487	9,451	10,146	695
Other Post-Employment Benefits	76,730	56,891	55,722	(1,169)
Retiree Medical Trust	629	312	553	241
Retirement 401 Plan	-	-	2,210	2,210
Retirement ADC	308,931	301,937	236,153	(65,784)
Retirement DROP	5,343	5,534	7,634	2,100
Risk Management Administration	13,773	11,646	12,606	960
Supplemental Pension Savings Plan	48,440	39,906	25,309	(14,597)
Unemployment Insurance	1,083	822	817	(5)
Workers' Compensation	8,601	6,687	28,436	21,749
<b>Fringe Benefits Subtotal</b>	<b>\$ 667,056</b>	<b>\$ 600,102</b>	<b>\$ 552,536</b>	<b>\$ (47,566)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,302,954</b>	

Revenue and Expense Statement (Non-General Fund)

Parking Meter Operations Fund	FY2022 Actual	FY2023* Budget	FY2024** Proposed
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 654,009	\$ 681,315	\$ 747,839
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 654,009</b>	<b>\$ 681,315</b>	<b>\$ 747,839</b>
REVENUE			
Licenses and Permits	\$ 8,849,220	\$ 9,000,000	\$ 9,000,000
Other Revenue	6,034	-	-
Revenue from Use of Money and Property	24,155	-	-
<b>TOTAL REVENUE</b>	<b>\$ 8,879,409</b>	<b>\$ 9,000,000</b>	<b>\$ 9,000,000</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 9,533,418</b>	<b>\$ 9,681,315</b>	<b>\$ 9,747,839</b>
OPERATING EXPENSE			
Personnel Expenses	\$ 731,458	\$ 702,122	\$ 750,418
Fringe Benefits	667,056	600,102	552,536
Supplies	36,124	41,025	41,025
Contracts & Services	3,597,976	3,411,395	3,332,213
Information Technology	37,224	32,977	25,892
Energy and Utilities	21,458	20,467	17,093
Transfers Out	3,760,808	3,418,542	4,200,000
Capital Expenditures	-	500	500
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 8,852,104</b>	<b>\$ 8,227,130</b>	<b>\$ 8,919,677</b>
<b>TOTAL EXPENSE</b>	<b>\$ 8,852,104</b>	<b>\$ 8,227,130</b>	<b>\$ 8,919,677</b>
<b>BALANCE</b>	<b>\$ 681,315</b>	<b>\$ 1,454,185</b>	<b>\$ 828,162</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 9,533,418</b>	<b>\$ 9,681,315</b>	<b>\$ 9,747,839</b>

\* At the time of publication, audited financial statements for Fiscal Year 2023 were not available. Therefore, the Fiscal Year 2023 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2023 Adopted Budget, while the beginning Fiscal Year 2023 balance amount reflects the audited Fiscal Year 2022 ending balance.

\*\* Fiscal Year 2024 Beginning Fund Balance reflect the projected Fiscal Year 2023 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2023.