

# Fleet Operations



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# Fleet Operations



## Description

The Fleet Operations Department provides City departments with comprehensive fleet management services, largely by providing a dependable fleet of over 4,400 motive vehicles and equipment. The Department also provides the following core services in support of the City's fleet:

- Repair and Maintenance of Motive Vehicles and Equipment
- Acquisition And Disposition Services for Motive Vehicles and Equipment
- Fuel System Management
- Telematics System Management
- 24 Hour Fuel Availability/Delivery
- 24 Hour Maintenance and Monitoring of 15 Fuel Islands
- 24 Hour Road Call Services
- Maintenance of 19 Car/Truck Wash Facilities
- Citywide Rental Fleet of 109 Motive Vehicles And Equipment
- Citywide Driver/Operator Training
- Metal Fabrication Services
- Body Shop Services
- Mobile Welding Services
- Motive Vehicle and Equipment Lifecycle Analysis
- Asset Management Including Maintenance and Repair Tracking and Lifecycle Analysis
- Forecasting, Analysis and Oversight of nearly \$100M annually in Operating, Vehicle Replacement and CIP Budget

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

Provide our customers, the employees of the City of San Diego, with comprehensive fleet management services by delivering environmentally-friendly, safe, and dependable vehicles, equipment, and fuel.

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

An award-winning fleet recognized for its safety, dependability, and reduction of greenhouse gasses.

# Fleet Operations

## Goals and Objectives

*Goal 1: Provide quality fleet services efficiently and economically*

- Provide excellent customer service
- Improve communications to our customers
- Provide reliable vehicles

*Goal 2: Advance a Green Fleet program*

- Reduce greenhouse gas emissions
- Advance the knowledge of alternative fuel options

*Goal 3: Continue to develop a trained and certified team of professionals*

- Develop a new safety program
- Develop a new training program

*Goal 4: Improve internal controls and accountability*

- Improve internal fleet operations information system
- Improve policies and procedures

## Key Performance Indicators

Performance Indicator	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Estimate	FY2020 Target
Percentage of fleet within designated lifecycle <sup>1</sup>	85%	64%	85%	66%	85%
Greenhouse Gas reduction from municipal vehicles (metric tons) <sup>2</sup>	6,072	15,389	17,989	17,989	19,788
Number of OSHA Reportable Cases <sup>3</sup>	0	0	0	0	0
Completion of scheduled preventative maintenance on time <sup>4</sup>	95%	N/A	95%	N/A	95%
Maintain availability of Priority 1 vehicles <sup>5</sup>	95%	N/A	95%	N/A	95%

1. The Fleet Operations Department was created in Fiscal Year 2017 and key performance indicators were not yet created. As such, prior year data is not available.

2. The Fleet Operations Department has met the Climate Action Plan GHG emissions goal FY 2020 of 12,144 metric tons primarily through the switch to renewable diesel fuel in mid FY 2017. The City plans to further reduce GHG emissions by converting viable motive equipment units in the municipal fleet to zero emission and further expand the use of renewable diesel.

3. Refer to footnote #1.

4. The Fleet Operations Department completed phase I of the upgrade of its fleet asset management software in the first quarter of Fiscal Year 2018. Fleet Operations has added a database manager position and anticipates the development of parameters to report actual data once the position is filled.

5. Refer to footnote #4.

# Fleet Operations

## Department Summary

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
FTE Positions (Budgeted)	206.00	205.75	206.25	0.50
Personnel Expenditures	\$ 20,763,752	\$ 22,648,272	\$ 23,090,817	\$ 442,545
Non-Personnel Expenditures	52,185,450	75,407,700	100,918,089	25,510,389
<b>Total Department Expenditures</b>	<b>\$ 72,949,202</b>	<b>\$ 98,055,972</b>	<b>\$ 124,008,906</b>	<b>\$ 25,952,934</b>
<b>Total Department Revenue</b>	<b>\$ 96,350,175</b>	<b>\$ 85,414,356</b>	<b>\$ 102,530,213</b>	<b>\$ 17,115,857</b>

## Fleet Operations Operating Fund

### Department Expenditures

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Fleet Administration	\$ 16,711,401	\$ 9,346,383	\$ 18,961,364	\$ 9,614,981
Fleet Maintenance	35,603,543	43,634,285	38,629,175	(5,005,110)
Vehicle Acquisition	390,721	315,554	553,846	238,292
<b>Total</b>	<b>\$ 52,705,664</b>	<b>\$ 53,296,222</b>	<b>\$ 58,144,385</b>	<b>\$ 4,848,163</b>

### Department Personnel

	FY2018 Budget	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Fleet Administration	33.00	34.50	34.00	(0.50)
Fleet Maintenance	173.00	169.25	168.25	(1.00)
Vehicle Acquisition	0.00	2.00	4.00	2.00
<b>Total</b>	<b>206.00</b>	<b>205.75</b>	<b>206.25</b>	<b>0.50</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Fuel Adjustment</b> Addition of non-personnel expenditures and associated revenue to reflect increasing fuel purchases.	0.00	\$ 2,500,051	\$ 2,147,462
<b>Supplies and Contracts Adjustment</b> Addition of non-personnel expenditures and associated revenue to maintain service levels to the City's vehicle fleet.	0.00	2,074,400	2,074,400
<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	625,698	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.	0.00	555,044	-
<b>Addition of Program Coordinator</b> Addition of 1.00 Program Coordinator and associated revenue to manage, provide operational support and implement policies and procedures in support of the Fleet Focus Enterprise Asset Management System.	1.00	150,986	150,405
<b>Pay-in-Lieu of Annual Leave Adjustments</b> Adjustment to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.	0.00	40,814	-

# Fleet Operations

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Regular Rate of Pay</b> Addition of personnel expenditures associated with the cash payments in lieu of health benefits provided to employees as required by the recent Flores legal case.	0.00	27,519	-
<b>Non-Standard Hour Personnel Funding</b> Funding allocated according to a zero-based annual review of hourly funding requirements.	(0.50)	(13,636)	-
<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 2019.	0.00	(250,000)	(28,296)
<b>Diesel Fuel Reduction</b> Reduction of non-personnel expenditures and associated revenue to reflect the replacement of diesel refuse packers with compressed natural gas vehicles.	0.00	(300,000)	(300,000)
<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	(562,713)	-
<b>Revised Revenue</b> Adjustment to reflect revised revenue projections.	0.00	-	7,883,427
<b>Total</b>	<b>(0.50) \$</b>	<b>4,848,163 \$</b>	<b>11,927,398</b>

## Expenditures by Category

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 11,154,741	\$ 12,474,732	\$ 12,951,863	477,131
Fringe Benefits	9,609,010	10,173,540	10,138,954	(34,586)
<b>PERSONNEL SUBTOTAL</b>	<b>20,763,752</b>	<b>22,648,272</b>	<b>23,090,817</b>	<b>442,545</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 13,798,965	\$ 9,810,464	\$ 13,531,018	3,720,554
Contracts	5,046,662	6,930,069	6,424,219	(505,850)
Information Technology	570,336	1,304,723	1,859,767	555,044
Energy and Utilities	12,188,430	12,019,230	13,094,488	1,075,258
Other	4,646	-	3,478	3,478
Transfers Out	1,633	-	-	-
Capital Expenditures	67,581	450,000	140,598	(309,402)
Debt	263,659	133,464	-	(133,464)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>31,941,913</b>	<b>30,647,950</b>	<b>35,053,568</b>	<b>4,405,618</b>
<b>Total</b>	<b>\$ 52,705,664</b>	<b>\$ 53,296,222</b>	<b>\$ 58,144,385</b>	<b>4,848,163</b>

## Revenues by Category

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Charges for Services	\$ 50,130,434	\$ 46,448,333	\$ 58,162,709	11,714,376
Other Revenue	321,304	391,439	647,000	255,561
Rev from Money and Prop	128,223	-	110,000	110,000
Transfers In	206,862	152,539	-	(152,539)
<b>Total</b>	<b>\$ 50,786,822</b>	<b>\$ 46,992,311</b>	<b>\$ 58,919,709</b>	<b>11,927,398</b>

# Fleet Operations

## Personnel Expenditures

Job Number	Job Title / Wages	FY2018 Budget	FY2019 Budget	FY2020 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000011	Account Clerk	3.00	2.00	<b>2.00</b>	\$ 33,605 - 40,459	\$ 73,365
20000024	Administrative Aide 2	0.00	1.00	<b>1.00</b>	45,444 - 54,769	52,053
20000253	Apprentice 1-Fleet Technician	0.00	2.00	<b>2.00</b>	34,077 - 45,444	89,164
20000088	Assistant Engineer-Mechanical	1.00	1.00	<b>0.00</b>	61,752 - 74,407	-
20000443	Assistant Fleet Technician	27.00	27.00	<b>27.00</b>	40,932 - 48,796	1,273,556
20000119	Associate Management Analyst	1.00	2.00	<b>2.00</b>	57,691 - 69,723	103,146
20000193	Body and Fender Mechanic	5.00	5.00	<b>5.00</b>	47,335 - 56,767	279,934
20001246	Business Systems Analyst 3	1.00	0.00	<b>0.00</b>	69,809 - 84,356	-
20001101	Department Director	1.00	1.00	<b>1.00</b>	63,127 - 239,144	167,530
20001168	Deputy Director	1.00	1.00	<b>1.00</b>	50,128 - 184,332	133,387
20000430	Equipment Operator 2	1.00	1.00	<b>1.00</b>	44,133 - 52,771	52,771
20000438	Equipment Painter	2.00	2.00	<b>2.00</b>	47,335 - 56,767	113,534
20000433	Equipment Trainer	1.00	1.00	<b>1.00</b>	50,751 - 61,387	61,387
21000191	Fleet Attendant	2.00	2.00	<b>2.00</b>	34,163 - 40,609	81,218
20000774	Fleet Manager	4.00	4.00	<b>4.00</b>	81,928 - 99,267	387,834
20000183	Fleet Parts Buyer	4.00	4.00	<b>4.00</b>	47,635 - 57,691	228,376
20000182	Fleet Parts Buyer Supervisor	1.00	1.00	<b>1.00</b>	54,790 - 66,629	66,629
20000062	Fleet Repair Supervisor	10.00	10.00	<b>10.00</b>	66,608 - 80,595	791,963
21000195	Fleet Team Leader	10.00	10.00	<b>10.00</b>	55,951 - 68,692	674,179
20000420	Fleet Technician	80.00	76.25	<b>76.25</b>	49,634 - 59,517	4,417,272
20000293	Information Systems Analyst 3	1.00	1.00	<b>1.00</b>	63,342 - 76,578	74,019
20000998	Information Systems Analyst 4	0.00	1.00	<b>0.00</b>	71,249 - 86,311	-
20000618	Machinist	1.00	1.00	<b>1.00</b>	49,225 - 58,980	58,980
20000439	Master Fleet Technician	17.00	17.00	<b>17.00</b>	53,372 - 63,944	1,031,927
20000644	Metal Fabrication Supervisor	2.00	2.00	<b>2.00</b>	57,949 - 70,067	128,016
20000445	Motive Service Technician	2.00	2.00	<b>2.00</b>	36,484 - 43,725	79,039
20000680	Payroll Specialist 2	1.00	1.00	<b>1.00</b>	38,783 - 49,160	46,423
20001234	Program Coordinator	0.00	0.00	<b>1.00</b>	24,537 - 147,160	116,482
20001222	Program Manager	1.00	1.00	<b>1.00</b>	50,128 - 184,332	115,253
20000847	Safety Officer	1.00	1.00	<b>1.00</b>	61,795 - 74,622	74,622
20000015	Senior Management Analyst	0.00	0.00	<b>2.00</b>	63,342 - 76,578	147,874
20000951	Stock Clerk	9.00	9.00	<b>9.00</b>	32,079 - 38,718	336,892
20000955	Storekeeper 1	4.00	4.00	<b>4.00</b>	36,935 - 44,305	173,279
90001146	Student Intern - Hourly	0.00	0.50	<b>0.00</b>	19,875 - 25,784	-
20000970	Supervising Management Analyst	1.00	1.00	<b>1.00</b>	71,249 - 86,311	86,311
20001041	Training Supervisor	1.00	1.00	<b>1.00</b>	63,342 - 76,578	76,578
20001058	Welder	10.00	10.00	<b>10.00</b>	47,335 - 56,767	558,238
	ASE Cert					23,296
	ASE Damage Estimate					936
	ASE Master Cert					164,190
	Budgeted Vacancy Savings					(229,518)
	Class B					81,380
	Collison Repair Cert					3,640
	Exceptional Performance					3,000
	Pay-Classified					
	Night Shift Pay					165,150
	Overtime Budgeted					424,870
	Plant/Tank Vol Cert Pay					32,240
	Termination Pay Annual					69,002
	Leave					
	Vacation Pay In Lieu					40,814

# Fleet Operations

## Personnel Expenditures

Job Number / Job Title / Wages	FY2018 Budget	FY2019 Budget	FY2020 Proposed	Salary Range	Total
Welding Certification					21,632
<b>FTE, Salaries, and Wages Subtotal</b>	<b>206.00</b>	<b>205.75</b>	<b>206.25</b>		<b>\$ 12,951,863</b>

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 33,566	\$ 37,376	\$ 37,257	(119)
Flexible Benefits	2,171,474	2,376,777	2,349,886	(26,891)
Medicare	158,225	165,313	177,572	12,259
Other Post-Employment Benefits	1,148,454	1,238,573	1,244,530	5,957
Retiree Medical Trust	7,940	10,337	11,968	1,631
Retirement 401 Plan	8,462	8,260	8,685	425
Retirement ADC	4,541,218	4,630,437	4,462,352	(168,085)
Retirement DROP	49,640	48,732	56,189	7,457
Risk Management Administration	189,074	212,968	244,720	31,752
Supplemental Pension Savings Plan	664,558	766,716	810,536	43,820
Unemployment Insurance	17,719	19,306	18,608	(698)
Workers' Compensation	618,680	658,745	716,651	57,906
<b>Fringe Benefits Subtotal</b>	<b>\$ 9,609,010</b>	<b>\$ 10,173,540</b>	<b>\$ 10,138,954</b>	<b>(34,586)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 23,090,817</b>	

## Fleet Operations Replacement Fund

### Department Expenditures

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Fleet Maintenance	\$ 8,418,297	\$ -	\$ -	-
Vehicle Acquisition	11,825,241	44,759,750	65,864,521	21,104,771
<b>Total</b>	<b>\$ 20,243,538</b>	<b>\$ 44,759,750</b>	<b>\$ 65,864,521</b>	<b>\$ 21,104,771</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Vehicle Purchases</b>	0.00	\$ 24,141,090	-
Addition of non-personnel expenditures to reflect the cash purchase of replacement funding based on the Fleet Operation department's Five-Year Vehicle Replacement Schedule.			
<b>Non-Discretionary Adjustment</b>	0.00	363,681	-
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.			
<b>One-Time Additions and Annualizations</b>	0.00	(3,400,000)	-
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2019.			
<b>Revised Revenue</b>	0.00	-	5,188,459
Adjustment to reflect revised revenue projections.			
<b>Total</b>	<b>0.00</b>	<b>\$ 21,104,771</b>	<b>\$ 5,188,459</b>



# Fleet Operations

## Expenditures by Category

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
<b>NON-PERSONNEL</b>				
Supplies	\$ 1,011,734	\$ -	\$ -	-
Contracts	103,051	-	-	-
Information Technology	4,963	-	-	-
Transfers Out	-	3,400,000	-	(3,400,000)
Capital Expenditures	10,719,919	28,279,215	<b>52,420,305</b>	24,141,090
Debt	8,403,871	13,080,535	<b>13,444,216</b>	363,681
<b>NON-PERSONNEL SUBTOTAL</b>	<b>20,243,538</b>	<b>44,759,750</b>	<b>65,864,521</b>	<b>21,104,771</b>
<b>Total</b>	<b>\$ 20,243,538</b>	<b>\$ 44,759,750</b>	<b>\$ 65,864,521</b>	<b>\$ 21,104,771</b>

## Revenues by Category

	FY2018 Actual	FY2019 Budget	FY2020 Proposed	FY2019-2020 Change
Charges for Services	\$ 29,850,123	\$ 36,922,045	\$ <b>42,110,504</b>	5,188,459
Other Revenue	15,713,230	1,500,000	<b>1,500,000</b>	-
<b>Total</b>	<b>\$ 45,563,353</b>	<b>\$ 38,422,045</b>	<b>\$ 43,610,504</b>	<b>\$ 5,188,459</b>

# Fleet Operations

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

Fleet Operations Operating Fund	FY2018 Actual	FY2019* Budget	FY2020 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 9,429,700	\$ 6,635,953	\$ 1,077,349
Continuing Appropriation - CIP	1,738,626	1,716,845	1,650,752
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 11,168,326</b>	<b>\$ 8,352,798</b>	<b>\$ 2,728,101</b>
<b>REVENUE</b>			
Charges for Services	\$ 50,130,434	\$ 46,448,333	\$ 58,162,709
Other Revenue	321,304	391,439	647,000
Revenue from Use of Money and Property	128,223	-	110,000
Transfers In	206,862	152,539	-
<b>TOTAL REVENUE</b>	<b>\$ 50,786,822</b>	<b>\$ 46,992,311</b>	<b>\$ 58,919,709</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 61,955,148</b>	<b>\$ 55,345,109</b>	<b>\$ 61,647,810</b>
<b>CAPITAL IMPROVEMENTS PROGRAM (CIP) EXPENSE</b>			
CIP Expenditure	\$ 21,800	\$ 250,000	\$ 1,270,598
<b>TOTAL CIP EXPENSE</b>	<b>\$ 21,800</b>	<b>\$ 250,000</b>	<b>\$ 1,270,598</b>
<b>OPERATING EXPENSE</b>			
Personnel Expenses	\$ 11,154,741	\$ 12,474,732	\$ 12,951,863
Fringe Benefits	9,609,010	10,173,540	10,138,954
Supplies	13,798,965	9,810,464	13,531,018
Contracts	5,046,662	6,930,069	6,424,219
Information Technology	570,336	1,304,723	1,859,767
Energy and Utilities	12,188,430	12,019,230	13,094,488
Other Expenses	4,646	-	3,478
Transfers Out	1,633	-	-
Capital Expenditures	67,581	450,000	140,598
Debt Expenses	263,659	133,464	-
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 52,705,664</b>	<b>\$ 53,296,222</b>	<b>\$ 58,144,385</b>
<b>TOTAL EXPENSE</b>	<b>\$ 52,727,464</b>	<b>\$ 53,546,222</b>	<b>\$ 59,414,983</b>
<b>RESERVES</b>			
Continuing Appropriation - CIP	\$ 1,716,826	\$ 1,716,845	\$ 1,650,752
<b>TOTAL RESERVES</b>	<b>\$ 1,716,826</b>	<b>\$ 1,716,845</b>	<b>\$ 1,650,752</b>
<b>BALANCE</b>	<b>\$ 7,510,858</b>	<b>\$ 82,042</b>	<b>\$ 582,075</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 61,955,148</b>	<b>\$ 55,345,109</b>	<b>\$ 61,647,810</b>

\* At the time of publication, financial statements for Fiscal Year 2019 were not available. Therefore, the Fiscal Year 2019 Revenues, Expenditures, and Fund Balances reflect those amounts as published in the Fiscal Year 2019 Adopted Budget. Fiscal Year 2020 Beginning Fund Balance reflects the projected Fiscal Year 2019 Ending Fund Balance based on updated Revenue and Expenditure Projections for Fiscal Year 2019.

# Fleet Operations

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

Fleet Operations Replacement Fund	FY2018 Actual	FY2019* Budget	FY2020 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 90,848,471	\$ 98,251,300	\$ 50,369,814
Continuing Appropriation - Operating	-	-	36,739,484
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 90,848,471</b>	<b>\$ 98,251,300</b>	<b>\$ 87,109,298</b>
<b>REVENUE</b>			
Charges for Services	\$ 29,850,123	\$ 36,922,045	\$ 42,110,504
Other Revenue	15,713,230	1,500,000	1,500,000
<b>TOTAL REVENUE</b>	<b>\$ 45,563,353</b>	<b>\$ 38,422,045</b>	<b>\$ 43,610,504</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 136,411,825</b>	<b>\$ 136,673,345</b>	<b>\$ 130,719,802</b>
<b>OPERATING EXPENSE</b>			
Supplies	\$ 1,092,059	\$ -	\$ -
Contracts	200,236	-	-
Information Technology	4,963	-	-
Transfers Out	-	3,400,000	-
Capital Expenditures	30,095,727	28,279,215	52,420,305
Debt Expenses	8,403,871	13,080,535	13,444,216
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 39,796,856</b>	<b>\$ 44,759,750</b>	<b>\$ 65,864,521</b>
<b>EXPENDITURE OF PRIOR YEAR FUNDS</b>			
Operating Expenditures	\$ -	\$ -	\$ 9,958,183
<b>TOTAL EXPENDITURE OF PRIOR YEAR FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,958,183</b>
<b>TOTAL EXPENSE</b>	<b>\$ 39,796,856</b>	<b>\$ 44,759,750</b>	<b>\$ 75,822,704</b>
<b>RESERVES</b>			
Continuing Appropriation - Operating	\$ -	\$ -	\$ 20,795,737
<b>TOTAL RESERVES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,795,737</b>
<b>BALANCE</b>	<b>\$ 96,614,968</b>	<b>\$ 91,913,595</b>	<b>\$ 34,101,361</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 136,411,825</b>	<b>\$ 136,673,345</b>	<b>\$ 130,719,802</b>

\*At the time of publication, financial statements for Fiscal Year 2019 were not available. Therefore, the Fiscal Year 2019 Revenues, Expenditures, and Fund Balances reflect those amounts as published in the Fiscal Year 2019 Adopted Budget. Fiscal Year 2020 Beginning Fund Balance reflects the projected Fiscal Year 2019 Ending Fund Balance based on updated Revenue and Expenditure Projections for Fiscal Year 2019.

\*The Revenue and Expense Statement and the Financial Summary and Schedules include the expenditures associated with carryforward from prior fiscal years, and will therefore differ from the Department Expenditures.



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