

Internal Operations



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Branch Description

The Internal Operations Branch includes 1.00 FTE Deputy Chief Operating Officer, 0.50 FTE Executive Secretary, and 201.50 FTEs in the Fleet Services Division. 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

The Fleet Services Division 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.

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,

Internal Operations

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 Branch's mission is:

To actively support the mission-critical services of all City departments

The Branch's vision is:

To be a nationally-recognized industry leader in internal municipal service delivery

Goals and Objectives

Goal 1: Provide quality goods and services to City departments and employees

- Improve IT cost effectiveness
- Procure goods and services in a fiscally responsible, timely, and cost effective manner

Goal 2: Demonstrate continuous, customer-focused improvement

- Ensure a high level of availability of mission critical applications
- Improve customer satisfaction

Goal 3: Attract and retain top quality staff

- Create opportunities for career growth and advancement
- Support and enhance staff education and training

Key Performance Indicators

The performance indicators for this branch are maintained at the department-level and can be found in the "Key Performance Indicators" section of each respective department's budget pages. The Managed Competition-related key performance indicators for Fleet Services follows.

Internal Operations

Managed Competition Performance Measures - Fleet

Performance Indicator	Target FY2015	Actual FY2015	Estimated FY2016	Target FY2017
1. Completion of scheduled preventive maintenance on time	N/A ¹	N/A ¹	82% ^{2 3}	95% ⁴
2. Maintain availability of Priority 1 vehicles	N/A ¹	N/A ¹	85% ³	90%
3. Completion of maintenance needs within one day	N/A ¹	N/A ¹	N/A ⁵	90%

1. The MEGO was not implemented until January 2015; therefore, prior fiscal year performance data is not available
2. Excludes data on refuse packers. These vehicles are heavily used and are serviced weekly.
3. Targets for Fiscal Year 2016 are not anticipated to be met due to higher than normal vacancies. During the first three quarters of Fiscal Year 2016, vacancies averaged 15%. However, in the last quarter of Fiscal Year 2016, vacancies are expected to decrease by 7% to 8% vacancy rate Division-wide.
4. The method of measurement changed from number of days to a percentage which more accurately reflects performance.
5. The fleet management software used to track all vehicles and maintenance activities is currently being upgraded. The upgrade is expected to be completed by March of Fiscal Year 2017.



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Department Summary

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016-2017 Change
FTE Positions (Budgeted)	179.00	203.00	207.50	4.50
Personnel Expenditures	\$ 19,118,303	\$ 20,054,669	\$ 21,098,820	\$ 1,044,151
Non-Personnel Expenditures	48,243,706	63,309,858	65,200,601	1,890,743
Total Department Expenditures	\$ 67,362,009	\$ 83,364,527	\$ 86,299,421	\$ 2,934,894
Total Department Revenue	\$ 74,575,508	\$ 73,492,639	\$ 80,068,330	\$ 6,575,691

General Fund

Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016-2017 Change
Internal Operations	\$ 413,650	\$ 396,361	\$ 416,960	\$ 20,599
Total	\$ 413,650	\$ 396,361	\$ 416,960	\$ 20,599

Department Personnel

	FY2015 Budget	FY2016 Budget	FY2017 Proposed	FY2016-2017 Change
Internal Operations	1.50	1.50	1.50	0.00
Total	1.50	1.50	1.50	0.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2016 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	\$ 13,987	\$ -
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	6,217	-
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	342	-
Employee Rewards and Recognition Program Addition of non-personnel expenditures to comply with the Employee Rewards and Recognition Program per Administrative Regulation 95.91.	0.00	53	-
Total	0.00	\$ 20,599	\$ -

Internal Operations

Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016–2017 Change
PERSONNEL				
Personnel Cost	\$ 230,760	\$ 219,230	\$ 220,424	\$ 1,194
Fringe Benefits	170,185	160,527	173,320	12,793
PERSONNEL SUBTOTAL	400,945	379,757	393,744	13,987
NON-PERSONNEL				
Supplies	\$ 2,221	\$ 1,250	\$ 1,250	\$ -
Contracts	4,368	8,554	8,949	395
Information Technology	340	-	6,217	6,217
Energy and Utilities	76	1,000	1,000	-
Other	5,700	5,800	5,800	-
NON-PERSONNEL SUBTOTAL	12,705	16,604	23,216	6,612
Total	\$ 413,650	\$ 396,361	\$ 416,960	\$ 20,599

Personnel Expenditures

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Proposed	Salary Range	Total																																																																						
FTE, Salaries, and Wages																																																																												
20001118	Deputy Chief Operating Officer	1.00	1.00	1.00	\$59,155 - \$224,099	\$ 195,000																																																																						
20000924	Executive Secretary	0.50	0.50	0.50	43,555 - 52,666	25,424																																																																						
FTE, Salaries, and Wages Subtotal						\$ 220,424																																																																						
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Fleet Services Operating Fund

Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016–2017 Change
Fleet Services	\$ 47,606,813	\$ 51,908,246	\$ 55,512,280	\$ 3,604,034
Total	\$ 47,606,813	\$ 51,908,246	\$ 55,512,280	\$ 3,604,034

Internal Operations

Department Personnel

	FY2015 Budget	FY2016 Budget	FY2017 Proposed	FY2016–2017 Change
Fleet Services	177.50	201.50	206.00	4.50
Total	177.50	201.50	206.00	4.50

Significant Budget Adjustments

	FTE	Expenditures	Revenue
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	\$ 2,468,755	\$ -
Fleet Car Wash Facilities Addition of non-personnel expenditures for the replacement and maintenance of fleet car wash facilities.	0.00	1,000,000	-
Fleet Facility Maintenance Addition of non-personnel expenditures for maintenance of fleet facilities.	0.00	750,000	-
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2016 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	749,473	-
Fleet Focus System Enhancement Addition of non-personnel expenditures to increase the scope of the Fleet Focus System project.	0.00	525,000	-
Fleet Services Parts Support Addition of 1.00 Fleet Parts Buyer and 2.00 Stock Clerks to maintain inventory and assist with clean-up duties.	3.00	174,914	-
Equipment Outlay Addition of non-personnel expenditures for specialized vehicle maintenance equipment.	0.00	142,380	-
Addition of Fleet Team Leader Addition of 1.00 Fleet Team Leader to support maintenance and repair operations at the Chollas maintenance shop.	1.00	81,698	-
Addition of Associate Management Analyst Addition of 0.50 Associate Management Analyst to support the Fleet Acquisition section.	0.50	30,552	-
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	(225,625)	-
Fuel Adjustments Adjustment of non-personnel expenditures and associated revenue to reflect revised gasoline and other motor fuel usage projections.	0.00	(2,093,113)	(2,093,113)
Revised Revenue Adjustment to revenue to reflect revised fleet usage.	0.00	-	2,434,588

Internal Operations

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
IAM Reimbursable Revenue	0.00	-	72,776
Adjustment to reflect revised revenue projections for reimbursement of SAP Infrastructure Asset Management (IAM, formerly EAM) project labor.			
Total	4.50	\$ 3,604,034	\$ 414,251

Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016-2017 Change
PERSONNEL				
Personnel Cost	\$ 10,880,773	\$ 11,595,663	\$ 11,764,840	\$ 169,177
Fringe Benefits	7,836,585	8,079,249	8,940,236	860,987
PERSONNEL SUBTOTAL	18,717,358	19,674,912	20,705,076	1,030,164
NON-PERSONNEL				
Supplies	\$ 10,233,876	\$ 8,666,510	\$ 8,664,586	\$ (1,924)
Contracts	5,076,832	7,610,593	10,022,505	2,411,912
Information Technology	599,326	1,067,924	3,536,679	2,468,755
Energy and Utilities	11,875,572	14,515,394	12,068,139	(2,447,255)
Other	1,235	-	-	-
Transfers Out	641,151	-	-	-
Capital Expenditures	197,804	107,620	250,000	142,380
Debt	263,659	265,293	265,295	2
NON-PERSONNEL SUBTOTAL	28,889,455	32,233,334	34,807,204	2,573,870
Total	\$ 47,606,813	\$ 51,908,246	\$ 55,512,280	\$ 3,604,034

Revenues by Category

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016-2017 Change
Charges for Services	\$ 46,803,059	\$ 50,133,181	\$ 50,547,432	\$ 414,251
Other Revenue	418,395	295,000	295,000	-
Rev from Money and Prop	498,145	-	-	-
Rev from Other Agencies	857	-	-	-
Transfers In	468,058	-	-	-
Total	\$ 48,188,515	\$ 50,428,181	\$ 50,842,432	\$ 414,251

Personnel Expenditures

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Proposed	Salary Range	Total
FTE, Salaries, and Wages						
20000011	Account Clerk	2.00	3.00	3.00	\$31,491 - \$37,918	\$ 107,327
20000254	Apprentice 2-Fleet Technician	0.00	2.00	0.00	38,085 - 48,235	-
20000088	Assistant Engineer-Mechanical	1.00	1.00	1.00	57,866 - 69,722	57,866
20000443	Assistant Fleet Technician	24.00	27.00	27.00	36,587 - 43,618	1,146,079
20000154	Associate Engineer-Mechanical	1.00	1.00	1.00	66,622 - 80,454	66,622
20000119	Associate Management Analyst	1.50	0.50	1.00	54,059 - 65,333	54,060
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	125,000
20000426	Equipment Operator 1	0.00	1.00	0.00	37,690 - 45,115	-

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Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Proposed	Salary Range	Total		
20000430	Equipment Operator 2	0.00	0.00	1.00	41,350 - 49,462	41,350		
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	57,533		
21000191	Fleet Attendant	1.00	2.00	2.00	30,534 - 36,296	66,830		
20000774	Fleet Manager	3.00	3.00	3.00	76,773 - 93,018	279,054		
20000183	Fleet Parts Buyer	2.00	3.00	4.00	44,637 - 54,059	197,392		
20000182	Fleet Parts Buyer Supervisor	1.00	1.00	1.00	51,355 - 62,442	62,442		
20000062	Fleet Repair Supervisor	7.00	10.00	10.00	62,421 - 75,525	732,105		
21000195	Fleet Team Leader	10.00	9.00	10.00	50,003 - 61,402	602,621		
20000420	Fleet Technician	70.00	78.00	80.00	44,366 - 53,206	4,095,744		
20000293	Information Systems Analyst 3	0.00	1.00	1.00	59,363 - 71,760	59,363		
20000998	Information Systems Analyst 4	0.00	1.00	1.00	66,768 - 80,891	80,891		
20000618	Machinist	1.00	1.00	1.00	46,134 - 55,266	51,876		
20000439	Master Fleet Technician	17.00	17.00	17.00	47,715 - 57,158	962,243		
20000644	Metal Fabrication Supervisor	2.00	2.00	2.00	54,309 - 65,666	131,332		
20000445	Motive Service Technician	0.00	2.00	2.00	34,195 - 40,976	78,593		
20000680	Payroll Specialist 2	1.00	1.00	1.00	34,611 - 41,787	41,787		
20001222	Program Manager	0.00	1.00	1.00	46,966 - 172,744	109,855		
20000847	Safety Officer	1.00	1.00	1.00	57,907 - 69,930	69,930		
20000015	Senior Management Analyst	1.00	1.00	1.00	59,363 - 71,760	71,760		
20000950	Stock Clerk	0.00	0.00	2.00	30,056 - 36,275	60,112		
20000951	Stock Clerk	7.00	7.00	7.00	30,056 - 36,275	247,706		
20000955	Storekeeper 1	3.00	4.00	4.00	34,611 - 41,517	161,942		
20001041	Training Supervisor	0.00	1.00	1.00	59,363 - 71,760	59,363		
20001051	Utility Worker 1	1.00	1.00	1.00	30,534 - 36,296	36,296		
20001056	Vehicle and Fuel Clerk	2.00	0.00	0.00	31,491 - 37,918	-		
20001058	Welder	9.00	10.00	10.00	44,366 - 53,206	514,380		
	ASE Cert					48,880		
	ASE Damage Estimate					936		
	ASE Master Cert					221,927		
	Class B					71,760		
	Collison Repair Cert					3,640		
	Exceptional Performance Pay-Classified					3,000		
	Night Shift Pay					152,562		
	Overtime Budgeted					400,000		
	Plant/Tank Vol Cert Pay					22,656		
	Termination Pay Annual Leave					19,591		
	Welding Certification					17,992		
FTE, Salaries, and Wages Subtotal		177.50	201.50	206.00		\$ 11,764,840		
		FY2015 Actual	FY2016 Budget	FY2017 Proposed		FY2016-2017 Change		
Fringe Benefits								
Employee Offset Savings	\$	17,566	\$	15,315	\$	21,648	\$	6,333

Internal Operations

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016–2017 Change
Flexible Benefits	1,331,559	1,717,135	2,443,386	726,251
Long-Term Disability	86,311	34,506	34,461	(45)
Medicare	141,083	148,760	150,179	1,419
Other Post-Employment Benefits	1,106,723	1,188,972	1,219,373	30,401
Retiree Medical Trust	2,538	6,550	7,386	836
Retirement 401 Plan	8,909	8,985	7,655	(1,330)
Retirement ADC	3,891,494	3,513,151	3,557,253	44,102
Retirement DROP	54,568	49,425	61,105	11,680
Risk Management Administration	159,316	212,100	210,748	(1,352)
Supplemental Pension Savings Plan	571,898	665,934	700,904	34,970
Unemployment Insurance	20,001	19,790	19,737	(53)
Workers' Compensation	444,620	498,626	506,401	7,775
Fringe Benefits Subtotal	\$ 7,836,585	\$ 8,079,249	\$ 8,940,236	\$ 860,987
Total Personnel Expenditures			\$ 20,705,076	

Fleet Services Replacement Fund

Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016–2017 Change
Fleet Services	\$ 19,341,546	\$ 31,059,920	\$ 30,370,181	\$ (689,739)
Total	\$ 19,341,546	\$ 31,059,920	\$ 30,370,181	\$ (689,739)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
One-Time Reductions and Annualizations	0.00	\$ (12,275)	\$ -
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2016.			
Non-Discretionary Adjustment	0.00	(677,464)	-
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.			
Revised Revenue	0.00	-	6,161,440
Adjustment to revenue to reflect revised assignment fees.			
Total	0.00	\$ (689,739)	\$ 6,161,440

Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016–2017 Change
NON-PERSONNEL				
Supplies	\$ 891,263	\$ -	\$ -	\$ -
Contracts	360,921	-	-	-
Other	312,534	12,275	-	(12,275)
Capital Expenditures	10,970,814	22,994,920	22,994,920	-
Debt	6,806,015	8,052,725	7,375,261	(677,464)
NON-PERSONNEL SUBTOTAL	19,341,546	31,059,920	30,370,181	(689,739)

Internal Operations

Expenditures by Category (Cont'd)

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016-2017 Change
Total	\$ 19,341,546	\$ 31,059,920	\$ 30,370,181	\$ (689,739)

Revenues by Category

	FY2015 Actual	FY2016 Budget	FY2017 Proposed	FY2016-2017 Change
Charges for Services	\$ 24,633,340	\$ 17,944,968	\$ 24,106,408	\$ 6,161,440
Other Revenue	1,548,360	2,000,000	2,000,000	-
Rev from Other Agencies	6,186	-	-	-
Transfers In	199,108	3,119,490	3,119,490	-
Total	\$ 26,386,993	\$ 23,064,458	\$ 29,225,898	\$ 6,161,440

Internal Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Services Operating Fund	FY2015 Actual	FY2016* Budget	FY2017 Proposed
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 7,076,511	\$ 6,004,185	\$ 5,377,800
Continuing Appropriation - CIP	713,000	2,274,121	1,519,863
TOTAL BALANCE AND RESERVES	\$ 7,789,511	\$ 8,278,307	\$ 6,897,664
REVENUE			
Charges for Current Services	\$ 46,803,059	\$ 50,133,181	\$ 50,547,432
Other Revenue	418,395	295,000	295,000
Revenue from Other Agencies	857	—	—
Revenue from Use of Money and Property	498,145	—	—
Transfers In	468,058	—	—
TOTAL REVENUE	\$ 48,188,515	\$ 50,428,181	\$ 50,842,432
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 55,978,026	\$ 58,706,488	\$ 57,740,096
CAPITAL IMPROVEMENTS PROGRAM (CIP) EXPENSE			
CIP Expenditures	\$ 92,907	\$ —	\$ —
TOTAL CIP EXPENSE	\$ 92,907	\$ —	\$ —
OPERATING EXPENSE			
Personnel Expenses	\$ 10,880,773	\$ 11,595,663	\$ 11,764,840
Fringe Benefits	7,836,585	8,079,249	8,940,236
Supplies	10,233,876	8,666,510	8,664,586
Contracts	5,076,832	7,610,593	10,022,505
Information Technology	599,326	1,067,924	3,536,679
Energy and Utilities	11,875,572	14,515,394	12,068,139
Other Expenses	1,235	—	—
Transfers Out	641,151	—	—
Capital Expenditures	197,804	107,620	250,000
Debt Expenses	263,659	265,293	265,295
TOTAL OPERATING EXPENSE	\$ 47,606,813	\$ 51,908,246	\$ 55,512,280
EXPENDITURE OF PRIOR YEAR FUNDS			
CIP Expenditures	\$ —	\$ 1,000,000	\$ 499,000
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ —	\$ 1,000,000	\$ 499,000
TOTAL EXPENSE	\$ 47,699,719	\$ 52,908,246	\$ 56,011,280
RESERVES			
Continuing Appropriation - CIP	\$ 2,274,121	\$ 1,274,121	\$ 1,020,863
TOTAL RESERVES	\$ 2,274,121	\$ 1,274,121	\$ 1,020,863
BALANCE	\$ 6,004,185	\$ 4,524,121	\$ 707,953
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 55,978,026	\$ 58,706,488	\$ 57,740,096

* At the time of publication, audited financial statements for Fiscal Year 2016 were not available. Therefore, the Fiscal Year 2016 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2016 Adopted Budget, while the beginning FY 2016 balance amount reflects the audited Fiscal Year 2015 ending balance.

Internal Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Services Replacement Fund	FY2015 Actual	FY2016* Budget	FY2017 Proposed
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 16,478,261	\$ 19,201,802	\$ 11,463,728
Continuing Appropriation - Operating	35,956,055	40,277,962	32,539,888
TOTAL BALANCE AND RESERVES	\$ 52,434,316	\$ 59,479,764	\$ 44,003,616
REVENUE			
Charges for Current Services	\$ 24,633,340	\$ 17,944,968	\$ 24,106,408
Other Revenue	1,548,360	2,000,000	2,000,000
Revenue from Other Agencies	6,186	–	–
Transfers In	199,108	3,119,490	3,119,490
TOTAL REVENUE	\$ 26,386,993	\$ 23,064,458	\$ 29,225,898
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 78,821,310	\$ 82,544,222	\$ 73,229,514
OPERATING EXPENSE			
Supplies	\$ 891,263	\$ –	\$ –
Contracts	360,921	–	–
Other Expenses	312,534	12,275	–
Capital Expenditures	10,970,814	22,994,920	22,994,920
Debt Expenses	6,806,015	8,052,725	7,375,261
TOTAL OPERATING EXPENSE	\$ 19,341,546	\$ 31,059,920	\$ 30,370,181
EXPENDITURE OF PRIOR YEAR FUNDS			
Operating Expenditures	\$ –	\$ 10,000,000	\$ 1,144,283
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ –	\$ 10,000,000	\$ 1,144,283
TOTAL EXPENSE	\$ 19,341,546	\$ 41,059,920	\$ 31,514,464
RESERVES			
Continuing Appropriation - Operating	\$ 40,277,962	\$ 30,277,962	\$ 31,395,605
TOTAL RESERVES	\$ 40,277,962	\$ 30,277,962	\$ 31,395,605
BALANCE	\$ 19,201,802	\$ 11,206,340	\$ 10,319,445
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 78,821,310	\$ 82,544,222	\$ 73,229,514

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