

**City Treasurer**



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# City Treasurer



## 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; issuance of Short-Term Residential Occupancy (STRO) licenses and Sidewalk Vending permits; 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, Rental Unit Business Tax, Transient Occupancy Tax and Tourism Marketing District (TMD) assessment. The Division also collects the Business Improvement District fees, maintains the regulatory clearance review data for Police regulated businesses, oversees the Department's lobby operations, issues permits for Sidewalk Vending, and oversees the administration of the Short-Term Residential Occupancy (STRO) licensing process.

### *Investments*

In compliance with the City Treasurer's Investment Policy, the Investments Division manages the City's operating and capital improvements funds which totaled \$3.04 billion as of June 30, 2023. The Division also participates on the City's financing team for all new bond issuances. 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

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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.

## *Financial Operations*

The Financial Operations Division includes two Programs, Treasury Accounting and Revenue Compliance. Treasury Accounting is responsible for the 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.

## *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

## Budget Equity Impact Statement

<p><b>Equity Highlights</b></p> <p><i>Examples from the current fiscal year.</i></p> <ul style="list-style-type: none"> <li>• Incorporated educational component to quarterly Employee Recognition events</li> <li>• Expanded customer service surveys to measure service provided to customers via phone and email</li> <li>• Expanded lobby hours of operation for walk-in customers to provide more equitable services to customers who are tech-limited</li> </ul>
<p><b>Budget Equity Lens Summary</b></p> <p><b>Ongoing Operations</b>  <i>Is there an opportunity to adjust the department's ongoing operations to address a disparity?</i>  <b>Yes</b>                      Yes, by Collaborating with Department of Race &amp; Equity and Department of Information Technology to improve customers' access to City requirements and available options. Collaborating with Department of Information Technology to evaluate options to increase customer access to digital services. Collaborating 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><b>Budget Adjustment(s)</b>  <i>Do the Budget Adjustments address a disparity?</i>  <b>No</b>                      Budget adjustments added are not anticipated to address potential disparities.</p>

## Key Performance Indicators

Performance Indicator	Definition	Baseline	FY2024 Performance	Goal
Department employees feel supported and receive feedback <sup>1</sup>	Employees sentiment about management support and being provided feedback from supervisors to do their job well	55.7%	58.0%	80.0%
Number of department training opportunities	Cross-training and/or knowledge sharing to enhance Department services	4	5	6
Customer calls answered within target timeframe <sup>2</sup>	Percentage of calls that are answered within target	75%	83%	85%

<sup>1</sup> Survey is conducted on a semi-annual basis.

<sup>2</sup> A new application was implemented for the customer service call center in January 2024. Prior data is no longer available.

## Department Summary

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
FTE Positions (Budgeted)	133.00	134.00	133.00	(1.00)
Personnel Expenditures	\$ 14,931,244	\$ 17,466,566	\$ 17,801,831	\$ 335,265
Non-Personnel Expenditures	13,577,046	13,064,859	13,473,675	408,816
<b>Total Department Expenditures</b>	<b>\$ 28,508,290</b>	<b>\$ 30,531,425</b>	<b>\$ 31,275,506</b>	<b>\$ 744,081</b>
<b>Total Department Revenue</b>	<b>\$ 53,691,453</b>	<b>\$ 51,454,962</b>	<b>\$ 56,053,962</b>	<b>\$ 4,599,000</b>

## General Fund

### Department Expenditures

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
Administration	\$ 4,248,342	\$ 4,184,709	\$ 4,467,353	\$ 282,644
Revenue Collections	6,193,277	7,347,420	7,374,290	26,870
Treasury Operations	8,525,064	10,056,046	9,885,798	(170,248)
<b>Total</b>	<b>\$ 18,966,684</b>	<b>\$ 21,588,175</b>	<b>\$ 21,727,441</b>	<b>\$ 139,266</b>

### Department Personnel

	FY2023 Budget	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
Administration	18.00	17.00	16.00	(1.00)
Revenue Collections	47.00	47.25	47.25	0.00
Treasury Operations	58.00	60.00	60.00	0.00
<b>Total</b>	<b>123.00</b>	<b>124.25</b>	<b>123.25</b>	<b>(1.00)</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	\$ 699,455	\$ -
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	18,314	-
<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	15,005	-
<b>Reduction of Photocopy Costs</b> Reduction of non-personnel expenditures for photocopy costs as a result of maximizing the use of digital copies.	0.00	(7,970)	-

## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Reduction of Training Budget</b> One-time reduction in non-personnel expenditures associated with training costs as a result of staff attending local training events.	0.00	(8,815)	-
<b>Reduction of Office Supplies</b> Reduction in non-personnel expenditures associated with office supplies as a result of current spending trends.	0.00	(11,000)	-
<b>Reduction of Security Services Costs</b> One-time reduction in non-personnel expenditures associated with Security Services as a result of aligning with the current cost of services.	0.00	(20,000)	-
<b>Reorganization of Department Operations</b> Reclassification of 1.00 Financial Operations Manager to 1.00 Program Manager position due to reorganization of department operations.	0.00	(27,000)	-
<b>Reduction of Merchant Services Costs</b> Reduction of non-personnel expenditures associated with merchant service fees due to assessing an in-person credit card surcharge for all lobby credit card transactions.	0.00	(50,000)	-
<b>Reduction of Executive Assistant</b> Reduction of 1.00 Executive Assistant and associated non-personnel expenditures.	(1.00)	(92,229)	-
<b>Executive Approval to Fill Vacancies</b> Addition of estimated savings associated with the implementation of the Executive Approval to Fill Vacancies process.	0.00	(146,494)	-
<b>Reduction of STRO Compliance Contract</b> Reduction in non-personnel expenditures associated with the termination of the Short-Term Residential Occupancy (STRO) compliance contract.	0.00	(230,000)	-
<b>Short-Term Residential Occupancy (STRO) Revenue</b> Addition of one-time revenue for Short-Term Residential Occupancy application and licensing fees.	0.00	-	6,254,000
<b>Transient Occupancy Tax (TOT) Revenue</b> Adjustment to reflect revised revenue associated with reimbursement for the administration of the Transient Occupancy Tax (TOT) Fund.	0.00	-	1,050,000
<b>Revised Parking Citation Revenue</b> Adjustment to reflect revised parking citation revenue due to a realignment of core duties.	0.00	-	(310,000)
<b>Revised Business Tax Revenue</b> Adjustment to reflect revised Business Tax revenue due to a decrease in the number of monthly renewals for small businesses.	0.00	-	(350,000)
<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 2024.	0.00	-	(645,000)

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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Revised Cannabis Business Tax Revenue</b>	0.00	-	(2,000,000)
Adjustment to reflect revised Cannabis Business Tax revenue due to a decrease in gross receipts reported by cannabis business outlets.			
<b>Total</b>	<b>(1.00) \$</b>	<b>139,266 \$</b>	<b>3,999,000</b>

## Expenditures by Category

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 8,063,987	\$ 10,037,186	\$ 10,760,269	723,083
Fringe Benefits	5,674,177	6,103,324	5,813,973	(289,351)
<b>PERSONNEL SUBTOTAL</b>	<b>13,738,164</b>	<b>16,140,510</b>	<b>16,574,242</b>	<b>433,732</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 241,304	\$ 265,333	\$ 357,648	92,315
Contracts & Services	1,845,304	2,164,906	1,843,720	(321,186)
<i>External Contracts &amp; Services</i>	<i>1,449,311</i>	<i>1,521,282</i>	<i>1,367,109</i>	<i>(154,173)</i>
<i>Internal Contracts &amp; Services</i>	<i>395,993</i>	<i>643,624</i>	<i>476,611</i>	<i>(167,013)</i>
Information Technology	3,033,516	2,911,908	2,838,222	(73,686)
Energy and Utilities	102,370	96,968	105,109	8,141
Other	6,025	6,050	6,000	(50)
Capital Expenditures	-	2,500	2,500	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>5,228,519</b>	<b>5,447,665</b>	<b>5,153,199</b>	<b>(294,466)</b>
<b>Total</b>	<b>\$ 18,966,684 \$</b>	<b>21,588,175 \$</b>	<b>21,727,441 \$</b>	<b>139,266</b>

## Revenues by Category

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
Charges for Services	\$ 259,174	\$ 1,578,119	\$ 2,628,119	1,050,000
Fines Forfeitures and Penalties	3,675,326	3,963,938	3,653,938	(310,000)
Licenses and Permits	39,989,941	36,897,905	40,156,905	3,259,000
Other Revenue	78,538	-	-	-
Rev from Other Agencies	45,631	15,000	15,000	-
<b>Total</b>	<b>\$ 44,048,609 \$</b>	<b>42,454,962 \$</b>	<b>46,453,962 \$</b>	<b>3,999,000</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2023 Budget	FY2024 Budget	FY2025 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000866	Accountant 2	7.00	7.00	7.00	\$ 86,323 - 104,304	\$ 571,616
20000007	Accountant 3	9.00	10.00	10.00	95,084 - 114,900	1,064,201
20000102	Accountant 4	6.00	6.00	6.00	117,041 - 142,233	742,039
20000011	Account Clerk	8.00	8.00	8.00	46,777 - 56,281	435,091
20000024	Administrative Aide 2	15.00	16.00	16.00	63,360 - 76,360	1,112,595
20001208	Assistant Investment Officer	2.00	2.00	2.00	72,886 - 268,057	344,182
20000119	Associate Management Analyst	5.00	5.00	5.00	80,424 - 97,203	441,123
20000267	Collections Investigator 1	15.00	15.00	15.00	59,777 - 72,231	989,438
20000268	Collections Investigator 1	1.00	1.00	1.00	59,777 - 72,231	71,148



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## Personnel Expenditures

Job Number	Job Title / Wages	FY2023 Budget	FY2024 Budget	FY2025 Adopted	Salary Range	Total
20000269	Collections Investigator 2	5.00	5.00	5.00	67,293 - 81,210	399,960
20000270	Collections Investigator Supervisor	4.00	4.00	4.00	73,957 - 89,338	334,285
20000287	Collections Manager	1.00	1.00	1.00	90,081 - 109,176	109,176
20001168	Deputy Director	3.75	3.75	3.75	72,886 - 268,057	748,409
20000924	Executive Assistant	1.00	1.00	0.00	63,557 - 76,906	-
20001172	Financial Operations Manager	1.00	1.00	1.00	72,886 - 268,057	170,472
20000293	Information Systems Analyst 3	2.00	2.00	2.00	90,015 - 108,805	217,610
20000998	Information Systems Analyst 4	1.00	1.00	1.00	101,223 - 122,656	101,223
20001194	Investment Officer	1.00	1.00	1.00	123,203 - 491,871	204,828
20000680	Payroll Specialist 2	1.00	1.00	1.00	54,075 - 65,305	65,305
20001182	Principal Accountant	3.00	3.00	3.00	36,814 - 235,656	521,130
20000741	Principal Clerk	1.00	1.00	1.00	58,750 - 71,094	71,094
20001234	Program Coordinator	1.00	1.00	1.00	36,814 - 214,004	150,549
20001222	Program Manager	4.50	4.50	4.50	72,886 - 268,057	781,698
20000783	Public Information Clerk	16.75	16.00	16.00	46,777 - 56,281	831,485
20000869	Senior Account Clerk	2.00	2.00	2.00	53,528 - 64,584	129,168
20000015	Senior Management Analyst	2.00	2.00	2.00	88,289 - 106,773	213,546
20000970	Supervising Management Analyst	3.00	3.00	3.00	94,669 - 114,682	342,899
20001148	Treasurer	1.00	1.00	1.00	96,395 - 365,173	246,844
	Bilingual - Regular					69,888
	Budgeted Personnel					(976,463)
	Expenditure Savings					
	Other Certification Pays					7,879
	Overtime Budgeted					25,102
	Sick Leave - Hourly					898
	Termination Pay Annual					47,343
	Leave					
	Vacation Pay In Lieu					174,508
<b>FTE, Salaries, and Wages Subtotal</b>		<b>123.00</b>	<b>124.25</b>	<b>123.25</b>		<b>\$ 10,760,269</b>

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 470,137	\$ 49,335	\$ 42,539	\$ (6,796)
Flexible Benefits	1,303,818	1,451,345	1,499,923	48,578
Insurance	1,411	-	-	-
Long-Term Disability	39,588	34,529	38,409	3,880
Medicare	124,917	142,288	153,538	11,250
Other Post-Employment Benefits	591,622	661,347	460,361	(200,986)
Retiree Medical Trust	12,517	16,836	19,047	2,211
Retirement 401 Plan	44,745	60,416	71,598	11,182
Retirement ADC	2,520,852	3,070,441	2,944,636	(125,805)
Retirement DROP	15,423	16,997	19,231	2,234
Risk Management Administration	144,074	149,615	154,196	4,581

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	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
Supplemental Pension Savings Plan	216,488	239,905	219,667	(20,238)
Unemployment Insurance	10,146	11,242	10,935	(307)
Workers' Compensation	178,441	199,028	179,893	(19,135)
<b>Fringe Benefits Subtotal</b>	<b>\$ 5,674,177</b>	<b>\$ 6,103,324</b>	<b>\$ 5,813,973</b>	<b>\$ (289,351)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 16,574,242</b>	

## Parking Meter Operations Fund

### Department Expenditures

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
Revenue Collections	\$ 9,541,606	\$ 8,943,250	\$ 9,548,065	\$ 604,815
<b>Total</b>	<b>\$ 9,541,606</b>	<b>\$ 8,943,250</b>	<b>\$ 9,548,065</b>	<b>\$ 604,815</b>

### Department Personnel

	FY2023 Budget	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
Revenue Collections	10.00	9.75	9.75	0.00
<b>Total</b>	<b>10.00</b>	<b>9.75</b>	<b>9.75</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Transfers 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	\$ 591,480	\$ -
<b>Parking Meter Operations Program Support</b> Addition of non-personnel expenditures to support parking-related work provided by the Sustainability and Mobility Department.	0.00	175,000	-
<b>Support for Information Technology</b> Adjustment to expenditure allocations according to an annual review of information technology funding requirements.	0.00	3,156	-
<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	(66,354)	-
<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	(98,467)	-

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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Revised Parking Meter Revenue</b>	0.00	-	600,000
Adjustment to reflect revised parking meter revenue due to parking meter revenue trends.			
<b>Total</b>	<b>0.00 \$</b>	<b>604,815 \$</b>	<b>600,000</b>

## Expenditures by Category

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 647,820	\$ 767,876	\$ 766,333	(1,543)
Fringe Benefits	545,260	558,180	461,256	(96,924)
<b>PERSONNEL SUBTOTAL</b>	<b>1,193,080</b>	<b>1,326,056</b>	<b>1,227,589</b>	<b>(98,467)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 47,115	\$ 41,025	\$ 40,075	(950)
Contracts & Services	2,452,846	3,332,213	3,446,388	114,175
<i>External Contracts &amp; Services</i>	<i>1,797,580</i>	<i>2,515,656</i>	<i>2,506,173</i>	<i>(9,483)</i>
<i>Internal Contracts &amp; Services</i>	<i>655,266</i>	<i>816,557</i>	<i>940,215</i>	<i>123,658</i>
Information Technology	31,850	25,892	29,048	3,156
Energy and Utilities	16,782	17,564	12,985	(4,579)
Transfers Out	5,799,934	4,200,000	4,791,480	591,480
Capital Expenditures	-	500	500	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>8,348,526</b>	<b>7,617,194</b>	<b>8,320,476</b>	<b>703,282</b>
<b>Total</b>	<b>\$ 9,541,606 \$</b>	<b>\$ 8,943,250 \$</b>	<b>\$ 9,548,065 \$</b>	<b>\$ 604,815</b>

## Revenues by Category

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
Licenses and Permits	\$ 9,541,606	\$ 9,000,000	\$ 9,600,000	600,000
Other Revenue	4,338	-	-	-
Rev from Money and Prop	96,899	-	-	-
<b>Total</b>	<b>\$ 9,642,843 \$</b>	<b>\$ 9,000,000 \$</b>	<b>\$ 9,600,000 \$</b>	<b>\$ 600,000</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2023 Budget	FY2024 Budget	FY2025 Adopted	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000119	Associate Management Analyst	1.00	1.00	1.00	\$ 80,424 - 97,203	\$ 95,745
20001168	Deputy Director	0.25	0.25	0.25	72,886 - 268,057	49,895
20000678	Parking Meter Supervisor	2.00	2.00	2.00	63,884 - 76,404	148,271
20000674	Parking Meter Technician	5.00	5.00	5.00	55,254 - 66,004	317,950
20001222	Program Manager	0.50	0.50	0.50	72,886 - 268,057	86,852
20000783	Public Information Clerk	0.25	0.00	0.00	46,777 - 56,281	-
20000827	Senior Parking Meter Technician	1.00	1.00	1.00	58,117 - 69,237	58,117
	Bilingual - Regular					2,912
	Budgeted Personnel					(58,117)
	Expenditure Savings					
	Overtime Budgeted					50,608

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2023 Budget	FY2024 Budget	FY2025 Adopted	Salary Range	Total
	Termination Pay Annual Leave					14,100
<b>FTE, Salaries, and Wages Subtotal</b>		<b>10.00</b>	<b>9.75</b>	<b>9.75</b>	<b>\$</b>	<b>766,333</b>

	FY2023 Actual	FY2024 Budget	FY2025 Adopted	FY2024-2025 Change
<b>Fringe Benefits</b>				
Employee Offset Savings	\$ 41,016	\$ 2,011	\$ 1,494	\$ (517)
Flexible Benefits	164,018	168,194	149,230	(18,964)
Long-Term Disability	3,240	2,529	2,525	(4)
Medicare	9,842	10,401	10,174	(227)
Other Post-Employment Benefits	56,851	55,467	36,199	(19,268)
Retiree Medical Trust	533	565	591	26
Retirement 401 Plan	2,079	2,264	2,376	112
Retirement ADC	202,191	234,327	184,895	(49,432)
Retirement DROP	6,791	7,823	8,458	635
Risk Management Administration	13,789	12,547	12,124	(423)
Supplemental Pension Savings Plan	22,912	25,942	23,813	(2,129)
Unemployment Insurance	836	815	713	(102)
Workers' Compensation	21,163	35,295	28,664	(6,631)
<b>Fringe Benefits Subtotal</b>	<b>\$ 545,260</b>	<b>\$ 558,180</b>	<b>\$ 461,256</b>	<b>\$ (96,924)</b>
<b>Total Personnel Expenditures</b>			<b>\$ 1,227,589</b>	

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

Parking Meter Operations Fund	FY2023 Actual	FY2024* Budget	FY2025** Adopted
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 681,315	\$ 782,551	\$ 975,971
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 681,315</b>	<b>\$ 782,551</b>	<b>\$ 975,971</b>
<b>REVENUE</b>			
Licenses and Permits	\$ 9,541,606	\$ 9,000,000	\$ 9,600,000
Other Revenue	4,338	-	-
Revenue from Use of Money and Property	96,899	-	-
<b>TOTAL REVENUE</b>	<b>\$ 9,642,843</b>	<b>\$ 9,000,000</b>	<b>\$ 9,600,000</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 10,324,158</b>	<b>\$ 9,782,551</b>	<b>\$ 10,575,971</b>
<b>OPERATING EXPENSE</b>			
Personnel Expenses	\$ 647,820	\$ 767,876	\$ 766,333
Fringe Benefits	545,260	558,180	461,256
Supplies	47,115	41,025	40,075
Contracts & Services	2,452,846	3,332,213	3,446,388
Information Technology	31,850	25,892	29,048
Energy and Utilities	16,782	17,564	12,985
Transfers Out	5,799,934	4,200,000	4,791,480
Capital Expenditures	-	500	500
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 9,541,606</b>	<b>\$ 8,943,250</b>	<b>\$ 9,548,065</b>
<b>TOTAL EXPENSE</b>	<b>\$ 9,541,606</b>	<b>\$ 8,943,250</b>	<b>\$ 9,548,065</b>
<b>BALANCE</b>	<b>\$ 782,551</b>	<b>\$ 839,301</b>	<b>\$ 1,027,906</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 10,324,158</b>	<b>\$ 9,782,551</b>	<b>\$ 10,575,971</b>

\* At the time of publication, audited financial statements for Fiscal Year 2024 were not available. Therefore, the Fiscal Year 2024 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2024 Adopted Budget, while the beginning Fiscal Year 2024 balance amount reflects the audited Fiscal Year 2023 ending balance.

\*\* Fiscal Year 2025 Beginning Fund Balance reflects the projected Fiscal Year 2024 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2024.



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