

**DRAFT**



# CITY OF FORT LAUDERDALE | FISCAL YEAR 2027 DEPARTMENT REQUEST

## Finance Department



# Finance Department

## Department Description

The mission of the Finance Department is to safeguard the City's assets and financial affairs and provide for the long-term financial stability, integrity, and accountability of the City's financial resources. This Department ensures the expenditure of City funds is conducted in a manner that will instill trust in neighbors and provide the best value to the City.

The Department is a valuable internal financial resource to all City departments and strives to provide excellent service to entities by ensuring transactions are in accordance with accounting standards for state and local governments. Additionally, the Department provides timely reporting of information to investors and other external stakeholders. To achieve its mission, the Finance Department provides services through the functions of financial administration, accounting and financial reporting, payroll administration, treasury, and utility billing and collections.

The Finance Department's resource allocation and initiatives described in this section advance and achieve the following guiding principles to become the "City you never want to leave."

### PRESS PLAY FORT LAUDERDALE 2029 STRATEGIC PLAN

Guiding Principle: Customer Service

Guiding Principle: Fiscal Responsibility

### HIGHLIGHTED PROGRAMS

- Finance Administration
- Central Accounting
- Treasury Accounts Receivable
- Utility Billing and Collections
- Payroll Administration

# Finance Department

## FY 2027 Projected Organizational Chart

Total FTEs - 59

**ADMINISTRATION - 4**

Director - Finance	1
Deputy Director - Finance	1
Assistant to the Director	1
Senior Management Analyst	1

**PAYROLL ADMINISTRATION - 5**

Division Manager	1
Payroll Manager	1
Payroll Specialist	2
Payroll Supervisor	1

**UTILITY BILLING AND COLLECTIONS  
- 26**

Revenue Collections Manager	1
Assistant Manager	1
Administrative Assistant	1
Billing Coordinator	2
Billing Specialist	6
Customer Service Representative	3
Senior Accounting Clerk	3
Senior Administrative Assistant	1
Senior Billing Specialist	1
Senior Customer Service Representative	7

**TREASURY - 8**

Treasurer	1
Chief Accountant	1
Accountant	1
Senior Accountant	4
Senior Accounting Clerk	1

**ACCOUNTING AND FINANCIAL  
REPORTING - 16**

Controller	1
Assistant Controller	2
Chief Accountant	1
Accountant	2
Accounting Clerk	4
Accounts Payable Supervisor	1
Senior Accountant	3
Senior Accounting Clerk	2

FY 2026 Adopted	FY 2027 Projected	Difference
59	59	0

# Finance Department

## Administration

### Division Description

The Administration Division safeguards the City's assets, executes its financial affairs, and provides for the long-term financial stability, integrity, and accountability of resources. This is achieved by sharing information as well as promoting and adopting sound fiscal and operational practices. The Division oversees the City's debt issuances and works with credit agencies in obtaining credit ratings. Division staff work with external advisors, bond counsel, disclosure counsel, and financial advisors to ensure compliance with securities regulations. Reporting mechanisms include the Annual Bondholder's Report to interested parties pursuant to Rule 15c2-12 of the United States Securities and Exchange Commission (SEC). The Division also oversees the administration, monitoring, and compliance of the City's Procurement Card (P-Card) and Travel Programs.

### FY 2026 Anticipated Major Accomplishments

- Updated the Procurement Card Policy
- Implemented an electronic travel request reimbursement process
- Oversaw financing for \$105.5 million of Special Obligation Bonds for public safety facilities and municipal improvements
- Oversaw financing for \$330 million Stormwater Special Assessment Revenue Bonds and refinancing of \$120 million Water Infrastructure Finance and Innovation Act (WIFIA) loan

### FY 2027 Major Projects and Initiatives

- Oversee financing for the issuance of Water and Sewer Bonds
- Oversee financing for the Holiday Park Parking Garage
- Oversee financing for the new City Hall

# **Finance Department**

## **Accounting and Financial Reporting**

### **Division Description**

The Accounting and Financial Reporting Division ensures that financial transactions are properly recorded in accordance with Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB). The Division is responsible for issuing vendor payments and providing stakeholders with timely financial information to ensure accuracy, accountability, and transparency.

The Division is responsible for monitoring capital and non-capital project expenditures along with maintaining fixed assets records. The Division also reconciles bank and trust accounts. Financial data is generated for several audiences using a variety of reporting mechanisms: the State of Florida Annual Financial Report, the Annual Single Audit Report, the Popular Annual Financial Report (PAFR), and the Annual Comprehensive Financial Report (ACFR).

### **FY 2026 Anticipated Major Accomplishments**

- Implemented mandatory GASB Statement No. 101 – Compensated Absences
- Developed and updated desk reference job aids for the City’s Enterprise Resource Planning (ERP) system and other accounting processes
- Implemented electronic vendor invoice processing
- Completed the monthly financial close within 68 days of month-end
- Completed all annual financial reporting within nine (9) months of the end of the fiscal year
- Utilized available publishing tools to facilitate the preparation of the ACFR

### **FY 2027 Major Projects and Initiatives**

- Implement a vendor Automated Clearing House (ACH) program to reduce the issuance of paper checks, improving payment security and efficiency
- Implement mandatory GASB Statement No. 103 – Financial Reporting Model Improvements

# Finance Department

## Payroll Administration

### Division Description

The Payroll Administration Division ensures that approximately 3,000 City employees are paid accurately and on time. The Division ensures that negotiated pay practices are followed, manages required and voluntary deductions, and oversees the withholding earnings payable to various creditors and agencies for garnishments, including federal tax levies and child support. Additionally, this Division is responsible for the payroll module in the City's Enterprise Resource Planning (ERP) system.

### FY 2026 Anticipated Major Accomplishments

- Completed implementation of the City's timekeeping system upgrade
- Created a payroll procedures manual

### FY 2027 Major Projects and Initiatives

- Decrease off-cycle checks and emergency payments through the implementation of strategic internal controls and targeted training to minimize payroll errors and adjustments

# Finance Department

## Treasury

### Division Description

The Treasury Division manages the City's estimated \$1.5 billion investment portfolio, which includes an average of \$40 million in cash equity. The Division also oversees the debt management and revenue tracking functions. The Division supports the Administration Division with the City's debt issuances and assists in obtaining credit ratings. Treasury Division staff work with external advisors and investment managers to ensure compliance with securities regulations. The Division is also responsible for recording and reporting revenue properly, accurately, and timely in the City's accounting system. Reporting mechanisms include the Annual Investment Report to the City Commission. The Treasury Division is also responsible for assisting with financial management of various state, local, and federal grants, including preparation of the annual Single Audit.

### FY 2026 Anticipated Major Accomplishments

- Assisted with the Special Obligation Bonds financing for the public safety and municipal improvement projects
- Assisted with the financing for \$330 million Stormwater Special Assessment Revenue Bonds
- Procured a new 457 retirement savings plan administrator to provide additional investment options for City employees
- Finalized the build-out of the accounts receivable module within the City's ERP system
- Coordinated the implementation of a grant's module within the City's ERP system
- Configured the Schedule of Expenditures for Federal Awards (SEFA) from the financial system

### FY 2027 Major Projects and Initiatives

- Assist with the financing for the issuance of Water and Sewer Bonds
- Assist with the financing for the Holiday Park parking garage
- Assist with the financing for the new City Hall
- Coordinate the implementation of the special assessment billing process within the City's ERP system
- Implement a "Penny Policy" to account for the cessation of US Treasury penny minting

# Finance Department

## Utility Billing and Collections

### Division Description

The Utility Billing and Collections Division is responsible for the accurate and timely billing and collection of utility bills, special assessments, and miscellaneous account receivables monthly. The Division also provides accurate posting of the City's monetary collections to the City's financial accounting system. Additional responsibilities include property lien searches and applying liens to properties with delinquent utility balances. The Division strives to deliver excellent customer support to neighbors paying for utility services.

### FY 2026 Anticipated Major Accomplishments

- Implemented an ordinance change to reduce uncollectible debt by allowing only property owners to establish a utility account
- Procured a new utility billing software system that will integrate with the Advanced Metering Infrastructure (AMI) system and coordinate with the Utility Services and Information Technology Services Departments for system implementation

### FY 2027 Major Projects and Initiatives

- Implement the new utility billing software system

# Finance Department

## Department Performance Measures

Strategic Goal	Performance Measure	FY 2024 Actual	FY 2025 Actual	FY 2026 Projected	FY 2026 Target	FY 2027 Target
Guiding Principle: Fiscal Responsibility	Number of accounts payable checks issued	10,524	12,523	12,000	≤10,000	≤10,000
	Percent of total payments that are electronic	75%	72%	75%	≥78%	≥80%
	General fund cash and investments as a percentage of current liabilities	399.6%	500.0% <sup>1</sup>	500.0%	≥500.0%	≥500.0%
	General obligation bond debt per capita	\$1,264.80	\$1,142.00 <sup>1</sup>	\$1,175.00	≤\$1,500.00 <sup>2</sup>	≤\$1,175.00
	Benchmark returns for the City's surplus cash <sup>3</sup>	24 bps below benchmark	32 bps below benchmark	5 bps above benchmark	≥5 bps above benchmark	≥5 bps above benchmark
	Benchmark returns for the City's long-term portfolio <sup>3</sup>	66 bps above benchmark	42 bps above benchmark	5 bps above benchmark	≥5 bps above benchmark	≥5 bps above benchmark
	Governmental debt as a percentage of total governmental expenditures	7.5%	9.0% <sup>1</sup>	9.0%	≤9.0%	≤9.0%
	Purchase Card (P-Card) volume as a percentage of all purchases <sup>4</sup>	21%	23%	20%	≥20%	≥20%
	Net P-Card rebates	\$1,015,400	\$883,122	\$750,000	≥\$900,000	≥\$750,000
	Percent of utility billing accounts that are uncollected	38.5%	38.1% <sup>5</sup>	22.0%	≤20.0%	≤20.0%

<sup>1</sup>Final FY 2025 data is unavailable until post- ACFR completion; thus, the FY 2025 Actual amount remains a projection

<sup>2</sup>The FY 2026 target includes an additional \$60 million for the anticipated funding of Phase III of the \$200 million Parks Bond

<sup>3</sup>A basis point, equal to one hundredth of a percentage point, is a standard unit of measure used to communicate changes in interest rates

<sup>4</sup>Beginning in FY 2024, large construction projects with contract values over \$5 million are excluded from the calculation as they are no longer required to accept P-Cards for payment as a condition of the contract

<sup>5</sup>FY 2025 data has been updated; the prior reported figure excluded September 2025 data as it was not available at the time of publication

# General Fund

**Finance Department - General Fund**

**Department Fund Financial Summary**

**Financial Summary - Funding Source**

	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Estimate	FY 2027 Budget Recommended	FY 2026 Adopted Budget vs FY 2027 Budget Recommended	Percent Difference
General Fund - 001	\$ 5,822,003	6,529,478	6,999,199	6,683,745	154,267	2.4%
<b>Total Funding</b>	<b>5,822,003</b>	<b>6,529,478</b>	<b>6,999,199</b>	<b>6,683,745</b>	<b>154,267</b>	<b>2.4%</b>

**Financial Summary - Program Expenditures**

	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Estimate	FY 2027 Budget Recommended	FY 2026 Adopted Budget vs FY 2027 Budget Recommended	Percent Difference
Administration	1,426,354	1,492,027	1,578,369	1,525,909	33,882	2.3%
Accounting and Financial Reporting	2,021,241	2,441,091	2,399,029	2,480,520	39,429	1.6%
Payroll Administration	635,580	710,290	732,340	751,923	41,633	5.9%
Treasury	1,738,829	1,886,070	2,289,461	1,925,393	39,323	2.1%
<b>Total Expenditures</b>	<b>5,822,004</b>	<b>6,529,478</b>	<b>6,999,199</b>	<b>6,683,745</b>	<b>154,267</b>	<b>2.4%</b>

**Financial Summary - Category Expenditures**

	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Estimate	FY 2027 Budget Recommended	FY 2026 Adopted Budget vs FY 2027 Budget Recommended	Percent Difference
Personnel Services	4,303,732	4,886,425	4,844,214	5,054,403	167,978	3.4%
Operating Expenses	1,518,272	1,643,053	2,154,985	1,629,342	(13,711)	(0.8%)
<b>Total Expenditures</b>	<b>\$ 5,822,004</b>	<b>6,529,478</b>	<b>6,999,199</b>	<b>6,683,745</b>	<b>154,267</b>	<b>2.4%</b>
Full Time Equivalents (FTEs)	30	33	33	33	-	0.0%

**FY 2027 Major Variances**

**Operating Expenses**

- \$ (9,000) - Transition of annual external audit of the City's Procurement Card (P-Card) Program for internal oversight supported by compliance-monitoring software
- (8,000) - Decrease in financial advising fees due to new contract terms

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# **Descriptions & Line Items by Division**

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## Finance Department

### Administration - General Fund

#### Division - Fund Budget by Account

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
10-1101 - Permanent Salaries	610,055	644,708	644,708	668,758	667,961	667,961	23,253	3.61%	
10-1110 - Sick Conv to Cash	2,639	-	-	-	-	-	-	0.00%	
10-1113 - Vac Mgmt Conv	9,510	10,600	10,600	10,600	11,289	11,289	689	6.50%	
10-1119 - Payroll Accrual	8,111	-	-	-	-	-	-	0.00%	
10-1199 - Other Reg Salaries	89	-	-	6,049	7,279	7,279	7,279	100.00%	
10-1201 - Longevity Pay	3,088	3,352	3,352	3,352	3,616	3,616	264	7.88%	
10-1401 - Car Allowances	15,360	15,360	15,360	15,360	15,360	15,360	-	0.00%	
10-1413 - Cellphone Allowance	3,120	3,120	3,120	3,120	3,120	3,120	-	0.00%	
20-2119 - Wellness Incentives	500	500	500	500	500	500	-	0.00%	
20-2204 - Pension - General Emp	22,900	25,056	25,056	25,056	27,678	27,678	2,622	10.46%	
20-2210 - Pension - FRS	72,581	76,898	76,898	87,668	79,775	79,775	2,877	3.74%	
20-2301 - Soc Sec/ Medicare	42,517	44,705	44,705	31,836	45,555	45,555	850	1.90%	
20-2401 - Disability Insurance	-	100	100	-	107	107	7	7.00%	
20-2402 - Life Insurance	1,908	1,500	1,500	1,500	1,598	1,598	98	6.53%	
20-2404 - Health Insurance	73,962	81,489	81,489	75,172	90,266	90,266	8,777	10.77%	
20-2410 - Workers' Comp	385	395	395	395	395	395	-	0.00%	
90-9239 - Transfer Out to Special Obligation Bonds Refinance	31,752	29,526	29,526	29,526	29,526	29,526	-	0.00%	
<b>Personnel Services</b>	<b>898,476</b>	<b>937,309</b>	<b>937,309</b>	<b>958,892</b>	<b>984,025</b>	<b>984,025</b>	<b>46,716</b>	<b>4.98%</b>	
30-3199 - Other Prof Serv	-	40,000	108,320	108,320	40,000	-	(40,000)	(100.00%)	Decrease due to transitioning external auditing services for the procurement card program to internal operations, supported by compliance-monitoring software
30-3231 - Food Services	184	740	740	790	740	740	-	0.00%	Funding for employee engagement activities based on a citywide allocation, and food and beverages for the Audit Advisory Board

**Finance Department**

**Administration - General Fund**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
30-3299 - Other Services	-	3,500	3,500	3,500	3,500	-	(3,500)	(100.00%)	Decrease due to the transition of the Citywide Amazon Prime Business account subscription funding to the Procurement Services Department
30-3319 - Office Space Rent	273,180	246,000	246,000	246,000	246,000	246,000	-	0.00%	Rent for Finance Administration
30-3628 - Telephone/Cable TV	866	1,400	1,400	1,400	866	866	(534)	(38.14%)	
30-3904 - Books & Manuals	-	550	550	550	-	550	-	0.00%	New editions of the GFOA Governmental Accounting, Auditing, and Financial Reporting (GAAFR) books
30-3907 - Data Proc Supplies	-	-	-	-	392	31,000	31,000	100.00%	Increase due to transitioning external auditing services for the procurement card program to internal compliance monitoring software
30-3925 - Office Equip < \$5000	471	800	800	800	800	800	-	0.00%	Office equipment such as chairs, stand-up desks, monitors, etc.
30-3928 - Office Supplies	65	-	-	-	-	-	-	0.00%	
30-3931 - Periodicals & Mag	265	642	642	642	897	642	-	0.00%	Periodicals such as the Wall Street Journal
30-3949 - Uniforms	-	200	200	200	200	400	200	100.00%	Division shirts and uniforms
30-3999 - Other Supplies	315	1,000	1,000	1,000	1,000	1,000	-	0.00%	Neighbor Support Night giveaways and other miscellaneous supplies
40-4113 - Memberships/Dues	590	-	-	-	-	-	-	0.00%	
40-4119 - Training & Travel	6,189	9,800	9,800	6,189	9,800	9,800	-	0.00%	
40-4322 - Servchg-Cent Serv	1,314	-	-	-	-	-	-	0.00%	
40-4343 - Servchg-Info Sys	218,280	225,881	225,881	225,881	225,881	225,881	-	0.00%	
40-4355 - Servchg-Print Shop	-	100	100	100	100	100	-	0.00%	Business cards
40-4404 - Fidelity Bonds	11	10	10	10	10	10	-	0.00%	
40-4407 - Emp Proceedings	167	102	102	102	102	102	-	0.00%	
40-4410 - General Liability	23,399	21,436	21,436	21,436	21,436	21,436	-	0.00%	
40-4416 - Other Ins Charges	2,581	2,557	2,557	2,557	2,557	2,557	-	0.00%	
<b>Operating Expenses</b>	<b>527,878</b>	<b>554,718</b>	<b>623,038</b>	<b>619,477</b>	<b>554,281</b>	<b>541,884</b>	<b>(12,834)</b>	<b>(2.31%)</b>	

**Finance Department**

**Administration - General Fund**

**Division - Fund Budget by Account**

<b>Account Name</b>	<b>FY 2025 Actuals</b>	<b>FY 2026 Adopted Budget</b>	<b>FY 2026 Amended Budget</b>	<b>FY 2026 Estimate</b>	<b>FY 2027 Department Requested</b>	<b>FY 2027 Budget Recommended</b>	<b>FY 2026 Adopted vs FY 2027 Budget Recommended</b>	<b>% Dif</b>	<b>Justification</b>
Administration - General Fund Total	1,426,354	1,492,027	1,560,347	1,578,369	1,538,306	1,525,909	33,882	2.27%	

**Finance Department**

**Accounting and Financial Reporting - General Fund**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
10-1101 - Permanent Salaries	938,852	1,335,511	1,335,511	1,253,571	1,393,364	1,393,364	57,853	4.33%	
10-1107 - Part Time Salaries	42,788	-	-	14,263	-	-	-	0.00%	
10-1110 - Sick Conv to Cash	7,782	-	-	8,175	5,246	5,246	5,246	100.00%	
10-1113 - Vac Mgmt Conv	12,061	18,900	18,900	18,900	20,129	20,129	1,229	6.50%	
10-1119 - Payroll Accrual	(6,749)	-	-	43,555	-	-	-	0.00%	
10-1199 - Other Reg Salaries	4,154	4,406	4,406	4,154	4,538	4,538	132	3.00%	
10-1201 - Longevity Pay	8,394	-	-	-	-	-	-	0.00%	
10-1401 - Car Allowances	18,100	27,240	27,240	22,320	27,240	27,240	-	0.00%	
10-1407 - Expense Allowances	1,560	2,880	2,880	2,400	2,880	2,880	-	0.00%	
10-1413 - Cellphone Allowance	3,170	3,000	3,000	4,300	3,000	3,000	-	0.00%	
10-1501 - Overtime 1.5X Pay	3,379	-	-	90	-	-	-	0.00%	
10-1511 - O/T - Unplanned - 1.5X Pay	10	-	-	-	-	-	-	0.00%	
10-1707 - Sick Termination Pay	8,602	-	-	-	-	-	-	0.00%	
10-1710 - Vacation Term Pay	17,553	-	-	-	-	-	-	0.00%	
20-2119 - Wellness Incentives	3,000	3,000	3,000	3,000	3,000	3,000	-	0.00%	
20-2204 - Pension - General Emp	68,654	17,802	17,802	17,802	21,490	21,490	3,688	20.72%	
20-2210 - Pension - FRS	93,439	145,760	145,760	130,021	149,273	149,273	3,513	2.41%	
20-2299 - Pension - Def Cont	20,817	20,244	20,244	22,348	21,918	21,918	1,674	8.27%	
20-2301 - Soc Sec/ Medicare	78,588	105,036	105,036	94,458	109,477	109,477	4,441	4.23%	
20-2304 - Supplemental FICA	-	-	-	-	400	400	400	100.00%	
20-2401 - Disability Insurance	476	1,000	1,000	487	1,065	1,065	65	6.50%	
20-2402 - Life Insurance	1,299	2,200	2,200	1,402	2,343	2,343	143	6.50%	
20-2404 - Health Insurance	178,298	276,672	276,672	227,944	252,596	252,596	(24,076)	(8.70%)	
20-2410 - Workers' Comp	992	689	689	689	689	689	-	0.00%	
90-9239 - Transfer Out to Special Obligation Bonds Refinance	124,099	115,397	115,397	115,397	115,397	115,397	-	0.00%	
<b>Personnel Services</b>	<b>1,629,320</b>	<b>2,079,737</b>	<b>2,079,737</b>	<b>1,985,276</b>	<b>2,134,045</b>	<b>2,134,045</b>	<b>54,308</b>	<b>2.61%</b>	
30-3101 - Acct & Auditing	81,977	75,400	100,400	100,400	79,000	79,000	3,600	4.77%	Funding for external auditing services

**Finance Department**

**Accounting and Financial Reporting - General Fund**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
30-3107 - Data Proc Serv	-	300	300	300	-	-	(300)	(100.00%)	Decrease due to transferring funding to data processing supplies for adobe licenses
30-3119 - Legal Services	(250)	-	-	-	-	-	-	0.00%	
30-3199 - Other Prof Serv	67,615	2,100	15,523	19,146	2,300	2,300	200	9.52%	Governmental Accounting Standards Board reporting requirement
30-3216 - Costs/Fees/Permits	3,045	1,010	1,010	1,010	1,195	1,195	185	18.32%	Award fees for the Annual Comprehensive Financial Report (ACFR) and Popular Annual Financial Report (PAFR)
30-3231 - Food Services	1,880	960	960	960	960	960	-	0.00%	Funding for employee engagement activities based on a citywide allocation
30-3243 - Prizes & Awards	130	-	-	-	-	-	-	0.00%	
30-3299 - Other Services	-	10,600	10,600	5,339	600	600	(10,000)	(94.34%)	Funding for tax forms and envelopes; decrease due to the transition of FRS expense funding to the Payroll Administration Division
30-3304 - Office Equip Rent	1,347	3,700	5,917	3,700	3,700	3,700	-	0.00%	Toshiba copier and network printer
30-3401 - Computer Maint	16,300	15,000	30,000	30,000	16,600	16,600	1,600	10.67%	DebtBook software maintenance
30-3613 - Special Delivery	36	-	-	-	-	-	-	0.00%	
30-3616 - Postage	21	50	50	50	50	50	-	0.00%	FedEx funds to send the Annual Comprehensive Financial Report (ACFR) to the Auditor General
30-3628 - Telephone/Cable TV	861	900	900	900	861	861	(39)	(4.33%)	
30-3907 - Data Proc Supplies	209	8,000	8,000	8,000	26,470	3,300	(4,700)	(58.75%)	Consolidation of adobe licenses for Finance Department; decrease due to transitioning Pattern Stream and FrameMaker software funding to the Information Technology Services Department
30-3925 - Office Equip < \$5000	1,573	9,425	13,315	9,424	3,000	3,200	(6,225)	(66.05%)	Office equipment such as chairs, stand-up desks, monitors, etc.; decrease due to the removal of one-time funding for newly added positions

**Finance Department**

**Accounting and Financial Reporting - General Fund**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
30-3928 - Office Supplies	9,388	12,500	12,500	12,500	12,500	12,500	-	0.00%	Office supplies
30-3949 - Uniforms	178	800	800	800	800	1,600	800	100.00%	Division shirts and uniforms
30-3999 - Other Supplies	542	500	500	500	500	500	-	0.00%	Neighbor Support Night and Community Programs
40-4113 - Memberships/Dues	1,415	-	-	-	-	-	-	0.00%	
40-4118 - Training	714	-	-	615	-	-	-	0.00%	
40-4119 - Training & Travel	4,280	22,050	22,050	22,050	22,050	22,050	-	0.00%	
40-4343 - Servchg-Info Sys	172,513	181,095	181,095	181,095	181,095	181,095	-	0.00%	
40-4355 - Servchg-Print Shop	5,822	3,000	3,000	3,000	3,500	3,000	-	0.00%	Annual Comprehensive Financial Report (ACFR) and Popular Annual Financial Report (PAFR) printing charges
40-4404 - Fidelity Bonds	48	34	34	34	34	34	-	0.00%	
40-4407 - Emp Proceedings	750	332	332	332	332	332	-	0.00%	
40-4410 - General Liability	10,556	6,568	6,568	6,568	6,568	6,568	-	0.00%	
40-4416 - Other Ins Charges	10,971	7,030	7,030	7,030	7,030	7,030	-	0.00%	
<b>Operating Expenses</b>	<b>391,921</b>	<b>361,354</b>	<b>420,884</b>	<b>413,753</b>	<b>369,145</b>	<b>346,475</b>	<b>(14,879)</b>	<b>(4.12%)</b>	
<b>Accounting and Financial Reporting - General Fund Total</b>	<b>2,021,241</b>	<b>2,441,091</b>	<b>2,500,621</b>	<b>2,399,029</b>	<b>2,503,190</b>	<b>2,480,520</b>	<b>39,429</b>	<b>1.62%</b>	

**Finance Department**

**Payroll Administration - General Fund**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
10-1101 - Permanent Salaries	423,846	465,651	465,651	478,739	479,671	479,671	14,020	3.01%	
10-1110 - Sick Conv to Cash	802	-	-	2,508	2,671	2,671	2,671	100.00%	
10-1113 - Vac Mgmt Conv	5,490	-	-	-	-	-	-	0.00%	
10-1119 - Payroll Accrual	25,241	-	-	-	-	-	-	0.00%	
10-1199 - Other Reg Salaries	3,742	-	-	3,742	-	-	-	0.00%	
10-1401 - Car Allowances	9,790	10,680	10,680	10,680	10,680	10,680	-	0.00%	
10-1407 - Expense Allowances	-	-	-	-	4,125	4,125	4,125	100.00%	
10-1413 - Cellphone Allowance	1,650	1,800	1,800	1,800	1,800	1,800	-	0.00%	
10-1501 - Overtime 1.5X Pay	2,555	-	-	3,703	-	-	-	0.00%	
20-2119 - Wellness Incentives	2,000	2,000	2,000	2,000	2,000	2,000	-	0.00%	
20-2210 - Pension - FRS	26,457	29,256	29,256	31,386	30,166	30,166	910	3.11%	
20-2299 - Pension - Def Cont	21,057	23,122	23,122	24,117	23,819	23,819	697	3.01%	
20-2301 - Soc Sec/ Medicare	33,357	36,577	36,577	38,154	37,964	37,964	1,387	3.79%	
20-2304 - Supplemental FICA	-	-	-	-	200	200	200	100.00%	
20-2401 - Disability Insurance	540	-	-	560	-	-	-	0.00%	
20-2402 - Life Insurance	843	-	-	1,308	-	-	-	0.00%	
20-2404 - Health Insurance	71,936	79,914	79,914	73,743	88,612	88,612	8,698	10.88%	
<b>Personnel Services</b>	<b>629,306</b>	<b>649,000</b>	<b>649,000</b>	<b>672,440</b>	<b>681,708</b>	<b>681,708</b>	<b>32,708</b>	<b>5.04%</b>	
30-3199 - Other Prof Serv	1,440	-	-	-	-	-	-	0.00%	
30-3231 - Food Services	115	300	300	300	300	300	-	0.00%	Funding for employee engagement activities based on a citywide allocation
30-3243 - Prizes & Awards	723	-	-	-	-	-	-	0.00%	
30-3299 - Other Services	-	600	600	600	10,600	10,600	10,000	1,666.67%	Increase due to the transition of FRS expense funding from the Accounting and Financial Reporting Division
30-3304 - Office Equip Rent	1,226	1,415	2,052	1,885	1,415	1,415	-	0.00%	Toshiba copier and network printer
30-3319 - Office Space Rent	-	43,000	43,000	43,000	43,000	43,000	-	0.00%	Rent for Payroll Administration Division

Finance Department

Payroll Administration - General Fund

Division - Fund Budget by Account

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
30-3907 - Data Proc Supplies	80	1,400	1,400	80	575	75	(1,325)	(94.64%)	Payroll software license; decrease due to transitioning costs for adobe licenses to the Accounting and Financial Reporting Division
30-3916 - Janitorial Supplies	(9)	-	-	-	-	-	-	0.00%	
30-3925 - Office Equip < \$5000	-	1,000	1,000	1,000	1,000	1,000	-	0.00%	Office equipment such as chairs, stand-up desks, monitors, etc.
30-3928 - Office Supplies	460	1,000	1,000	460	1,750	1,000	-	0.00%	Office supplies
30-3949 - Uniforms	-	250	250	250	250	500	250	100.00%	Division shirts and uniforms
40-4113 - Memberships/Dues	340	-	-	-	-	-	-	0.00%	
40-4119 - Training & Travel	1,899	7,100	7,100	7,100	7,100	7,100	-	0.00%	
40-4404 - Fidelity Bonds	-	13	13	13	13	13	-	0.00%	
40-4407 - Emp Proceedings	-	128	128	128	128	128	-	0.00%	
40-4410 - General Liability	-	2,527	2,527	2,527	2,527	2,527	-	0.00%	
40-4416 - Other Ins Charges	-	2,557	2,557	2,557	2,557	2,557	-	0.00%	
<b>Operating Expenses</b>	<b>6,274</b>	<b>61,290</b>	<b>61,927</b>	<b>59,900</b>	<b>71,215</b>	<b>70,215</b>	<b>8,925</b>	<b>14.56%</b>	
<b>Payroll Administration - General Fund Total</b>	<b>635,580</b>	<b>710,290</b>	<b>710,927</b>	<b>732,340</b>	<b>752,923</b>	<b>751,923</b>	<b>41,633</b>	<b>5.86%</b>	

**Finance Department**

**Treasury - General Fund**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
10-1101 - Permanent Salaries	692,586	782,532	782,532	768,863	799,997	799,997	17,465	2.23%	
10-1110 - Sick Conv to Cash	878	-	-	3,256	1,284	1,284	1,284	100.00%	
10-1113 - Vac Mgmt Conv	5,844	7,300	7,300	8,462	7,775	7,775	475	6.51%	
10-1119 - Payroll Accrual	2,314	-	-	25,707	-	-	-	0.00%	
10-1199 - Other Reg Salaries	10,001	8,114	8,114	10,241	11,676	11,676	3,562	43.90%	
10-1401 - Car Allowances	15,930	16,680	16,680	18,680	19,680	19,680	3,000	17.99%	
10-1407 - Expense Allowances	2,640	2,880	2,880	1,920	1,440	1,440	(1,440)	(50.00%)	
10-1413 - Cellphone Allowance	2,400	2,760	2,760	2,120	1,320	1,320	(1,440)	(52.17%)	
10-1501 - Overtime 1.5X Pay	6	-	-	-	-	-	-	0.00%	
10-1710 - Vacation Term Pay	1,655	-	-	-	-	-	-	0.00%	
20-2119 - Wellness Incentives	1,500	1,500	1,500	1,500	1,500	1,500	-	0.00%	
20-2204 - Pension - General Emp	64,129	27,087	27,087	27,087	30,821	30,821	3,734	13.79%	
20-2210 - Pension - FRS	82,825	94,614	94,614	95,229	96,319	96,319	1,705	1.80%	
20-2301 - Soc Sec/ Medicare	53,928	62,192	62,192	60,682	63,632	63,632	1,440	2.32%	
20-2304 - Supplemental FICA	-	-	-	-	100	100	100	100.00%	
20-2402 - Life Insurance	1,290	900	900	863	959	959	59	6.56%	
20-2404 - Health Insurance	88,690	101,463	101,463	90,639	105,765	105,765	4,302	4.24%	
20-2410 - Workers' Comp	2,752	3,318	3,318	3,318	3,318	3,318	-	0.00%	
90-9239 - Transfer Out to Special Obligation Bonds Refinance	117,262	109,039	109,039	109,039	109,039	109,039	-	0.00%	
<b>Personnel Services</b>	<b>1,146,630</b>	<b>1,220,379</b>	<b>1,220,379</b>	<b>1,227,606</b>	<b>1,254,625</b>	<b>1,254,625</b>	<b>34,246</b>	<b>2.81%</b>	
30-3113 - Fin & Bank Serv	17,585	19,250	20,151	19,250	19,250	19,250	-	0.00%	Wells Fargo custody, deposit tickets
30-3114 - Bank Analysis Fees	94,874	124,000	124,000	124,000	124,000	125,000	1,000	0.81%	Bank analysis fees
30-3115 - Lien Search Services	120,801	141,000	182,805	186,658	141,000	141,000	-	0.00%	Lien search services
30-3116 - Invest Mgmt Serv	258,400	245,000	247,616	262,616	252,000	252,000	7,000	2.86%	Investment management service fees
30-3119 - Legal Services	-	-	169,940	169,940	-	-	-	0.00%	
30-3199 - Other Prof Serv	9,000	24,000	24,000	197,940	16,000	16,000	(8,000)	(33.33%)	PFM Financial Advisor

**Finance Department**

**Treasury - General Fund**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
30-3231 - Food Services	-	480	480	480	480	480	-	0.00%	Funding for employee engagement activities based on a citywide allocation
30-3616 - Postage	1,120	500	500	500	5,080	5,080	4,580	916.00%	Increase in postage due to generating higher volume of monthly overdue statements for accounts receivables customers
30-3628 - Telephone/ Cable TV	397	500	500	500	397	397	(103)	(20.60%)	
30-3907 - Data Proc Supplies	102	-	-	93	1,217	-	-	0.00%	
30-3925 - Office Equip < \$5000	-	1,600	1,600	1,600	1,600	1,600	-	0.00%	Office equipment such as chairs, stand-up desks, monitors, etc.
30-3928 - Office Supplies	3,674	1,600	1,600	1,600	1,600	1,600	-	0.00%	Office supplies
30-3949 - Uniforms	-	400	400	499	400	800	400	100.00%	Division shirts and uniforms
30-3999 - Other Supplies	8	-	-	598	-	-	-	0.00%	
40-4113 - Memberships/Dues	2,125	-	-	-	-	-	-	0.00%	
40-4118 - Training	40	-	-	-	-	-	-	0.00%	
40-4119 - Training & Travel	3,720	15,500	15,500	3,720	15,700	15,700	200	1.29%	
40-4343 - Servchg-Info Sys	78,500	83,118	83,118	83,118	83,118	83,118	-	0.00%	
40-4404 - Fidelity Bonds	21	21	21	21	21	21	-	0.00%	
40-4407 - Emp Proceedings	333	205	205	205	205	205	-	0.00%	
40-4410 - General Liability	4,692	4,043	4,043	4,043	4,043	4,043	-	0.00%	
40-4416 - Other Ins Charges	5,163	4,474	4,474	4,474	4,474	4,474	-	0.00%	
50-5604 - Writeoff A/R & Other	(8,356)	-	-	-	-	-	-	0.00%	
<b>Operating Expenses</b>	<b>592,199</b>	<b>665,691</b>	<b>880,954</b>	<b>1,061,855</b>	<b>670,585</b>	<b>670,768</b>	<b>5,077</b>	<b>0.76%</b>	
<b>Treasury - General Fund Total</b>	<b>1,738,829</b>	<b>1,886,070</b>	<b>2,101,333</b>	<b>2,289,461</b>	<b>1,925,210</b>	<b>1,925,393</b>	<b>39,323</b>	<b>2.08%</b>	

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# **Water and Sewer Fund**

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**Finance Department - Water and Sewer Fund**

**Department Fund Financial Summary**

**Financial Summary - Funding Source**

	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Estimate	FY 2027 Budget Recommended	FY 2026 Adopted Budget vs FY 2027 Budget Recommended	Percent Difference
Water and Sewer - 450	\$ 3,684,848	4,239,338	4,188,892	4,310,139	70,801	1.7%
<b>Total Funding</b>	<b>3,684,848</b>	<b>4,239,338</b>	<b>4,188,892</b>	<b>4,310,139</b>	<b>70,801</b>	<b>1.7%</b>

**Financial Summary - Program Expenditures**

	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Estimate	FY 2027 Budget Recommended	FY 2026 Adopted Budget vs FY 2027 Budget Recommended	Percent Difference
Utility Billing and Collections	3,684,849	4,239,338	4,188,892	4,310,139	70,801	1.7%
<b>Total Expenditures</b>	<b>3,684,849</b>	<b>4,239,338</b>	<b>4,188,892</b>	<b>4,310,139</b>	<b>70,801</b>	<b>1.7%</b>

**Financial Summary - Category Expenditures**

	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Estimate	FY 2027 Budget Recommended	FY 2026 Adopted Budget vs FY 2027 Budget Recommended	Percent Difference
Personnel Services	1,918,289	2,236,267	2,186,749	2,244,208	7,941	0.4%
Operating Expenses	1,766,559	2,003,071	2,002,143	2,065,931	62,860	3.1%
<b>Total Expenditures</b>	<b>\$ 3,684,849</b>	<b>4,239,338</b>	<b>4,188,892</b>	<b>4,310,139</b>	<b>70,801</b>	<b>1.7%</b>
Full Time Equivalents (FTEs)	26	26	26	26	-	0.0%

**FY 2027 Major Variances**

No major variances

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# **Descriptions & Line Items by Division**

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**Finance Department**

**Utility Billing and Collections - Water and Sewer**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
361-105 - Other Income (Penalty Charges)	9,563	15,000	15,000	12,390	15,000	15,000	-	0.00%	
361-108 - Penalties From Other Municipalities	(598)	-	-	(1,321)	-	-	-	0.00%	
369-900 - Other Miscellaneous Income	54	-	-	528	-	-	-	0.00%	
369-902 - Interfund Service Charge	469,507	464,820	464,820	464,820	464,820	<b>492,048</b>	27,228	5.86%	Service charge revenue resulting from Utility Billing staff sporting the Sanitation Fund
<b>Revenue</b>	<b>478,527</b>	<b>479,820</b>	<b>479,820</b>	<b>476,417</b>	<b>479,820</b>	<b>507,048</b>	<b>27,228</b>	<b>5.67%</b>	

**Finance Department**

**Utility Billing and Collections - Water and Sewer**

**Division - Fund Budget by Account**

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
10-1101 - Permanent Salaries	1,258,437	1,461,750	1,461,750	1,456,863	1,489,843	1,489,843	28,093	1.92%	
10-1113 - Vac Mgmt Conv	3,517	-	-	-	-	-	-	0.00%	
10-1119 - Payroll Accrual	19,358	-	-	-	-	-	-	0.00%	
10-1201 - Longevity Pay	3,240	3,504	3,504	3,504	3,768	3,768	264	7.53%	
10-1401 - Car Allowances	8,760	8,760	8,760	8,760	8,760	8,760	-	0.00%	
10-1407 - Expense Allowances	1,440	1,440	1,440	1,440	1,440	1,440	-	0.00%	
10-1413 - Cellphone Allowance	1,200	1,200	1,200	2,800	1,200	1,200	-	0.00%	
10-1501 - Overtime 1.5X Pay	18,024	7,100	7,100	19,614	7,560	7,560	460	6.48%	
10-1504 - Overtime 1X Pay	165	-	-	-	-	-	-	0.00%	
10-1707 - Sick Termination Pay	95	-	-	54	-	-	-	0.00%	
10-1710 - Vacation Term Pay	1,008	-	-	738	-	-	-	0.00%	
20-2119 - Wellness Incentives	3,000	3,000	3,000	3,000	3,000	3,000	-	0.00%	
20-2204 - Pension - General Emp	29,195	31,506	31,506	31,506	37,101	37,101	5,595	17.76%	
20-2210 - Pension - FRS	128,102	154,422	154,422	159,279	155,685	155,685	1,263	0.82%	
20-2299 - Pension - Def Cont	19,750	21,145	21,145	22,296	22,111	22,111	966	4.57%	
20-2301 - Soc Sec/ Medicare	95,234	112,963	112,963	114,036	115,135	115,135	2,172	1.92%	
20-2304 - Supplemental FICA	-	500	500	-	600	600	100	20.00%	
20-2401 - Disability Insurance	486	500	500	498	533	533	33	6.60%	
20-2402 - Life Insurance	1,029	300	300	1,967	320	320	20	6.67%	
20-2404 - Health Insurance	281,508	389,034	389,034	321,251	358,009	358,009	(31,025)	(7.97%)	
20-2407 - Unemployment Comp	2,690	-	-	-	-	-	-	0.00%	
20-2410 - Workers' Comp	916	894	894	894	894	894	-	0.00%	
90-9239 - Transfer Out to Special Obligation Bonds Refinance	41,134	38,249	38,249	38,249	38,249	38,249	-	0.00%	
<b>Personnel Services</b>	<b>1,918,289</b>	<b>2,236,267</b>	<b>2,236,267</b>	<b>2,186,749</b>	<b>2,244,208</b>	<b>2,244,208</b>	<b>7,941</b>	<b>0.36%</b>	
30-3107 - Data Proc Serv	225,697	243,560	243,560	243,560	291,560	291,560	48,000	19.71%	Mailers, Invoice Cloud, Kiosk, and Cayenta ; increase due to the transition of billing statements from tenant to owner, with optional tenant invoicing

## Finance Department

### Utility Billing and Collections - Water and Sewer

#### Division - Fund Budget by Account

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
30-3113 - Fin & Bank Serv	20,142	36,000	36,000	36,000	37,800	36,000	-	0.00%	Lockbox services
30-3201 - Ad/Marketing	-	-	-	130	-	-	-	0.00%	
30-3216 - Costs/Fees/Permits	5,129	6,000	6,000	11,980	5,950	6,000	-	0.00%	Lien recordings and releases
30-3231 - Food Services	979	1,560	1,560	979	1,560	1,560	-	0.00%	Funding for employee engagement activities based on a citywide allocation
30-3249 - Security Services	36,545	38,522	38,522	37,066	39,122	38,522	-	0.00%	Armed security services associated at Utility Billing
30-3299 - Other Services	-	15,000	15,000	10,000	26,000	20,500	5,500	36.67%	Increase due to higher collection services fees
30-3304 - Office Equip Rent	1,237	1,965	1,965	1,964	1,320	1,965	-	0.00%	Toshiba copier and network printer
30-3316 - Building Leases	41,137	41,137	41,137	41,137	41,137	41,137	-	0.00%	Rent contribution to building fund
30-3401 - Computer Maint	164,369	172,250	172,250	172,250	180,864	178,300	6,050	3.51%	Annual maintenance contract for various software systems
30-3407 - Equip Rep & Maint	1,519	2,000	2,000	2,000	2,000	2,000	-	0.00%	Currency counters maintenance contracts
30-3616 - Postage	177,371	174,800	174,800	174,800	180,000	180,000	5,200	2.97%	Increase due to higher postage and fulfillment services for the transition from tenant to owner, with optional tenant invoicing
30-3628 - Telephone/Cable TV	433	700	700	700	433	433	(267)	(38.14%)	
30-3907 - Data Proc Supplies	6,483	500	500	500	3,000	2,600	2,100	420.00%	Increase in funding for adobe licenses
30-3925 - Office Equip < \$5000	9,357	5,200	5,200	5,200	5,200	5,200	-	0.00%	Office equipment such as chairs, stand-up desks, monitors, etc.
30-3926 - Furniture < \$5000	-	-	-	-	-	-	-	0.00%	
30-3928 - Office Supplies	16,419	31,000	31,000	31,000	31,000	31,000	-	0.00%	Mailing envelopes and office supplies
30-3949 - Uniforms	684	1,300	1,300	1,300	1,300	2,600	1,300	100.00%	Division shirts and uniforms
30-3999 - Other Supplies	-	-	-	-	-	-	-	0.00%	
40-4119 - Training & Travel	-	7,050	7,050	7,050	7,050	7,050	-	0.00%	
40-4304 - Indirect Admin Serv	533,995	611,718	611,718	611,718	611,718	611,718	-	0.00%	
40-4321 - Servchg-Building	-	7,436	7,436	7,436	-	-	(7,436)	(100.00%)	
40-4322 - Servchg-Cent Serv	32,753	88,664	88,664	88,664	88,664	88,664	-	0.00%	
40-4343 - Servchg-Info Sys	324,225	334,403	334,403	334,403	334,403	334,403	-	0.00%	

Finance Department

Utility Billing and Collections - Water and Sewer

Division - Fund Budget by Account

Account Name	FY 2025 Actuals	FY 2026 Adopted Budget	FY 2026 Amended Budget	FY 2026 Estimate	FY 2027 Department Requested	FY 2027 Budget Recommended	FY 2026 Adopted vs FY 2027 Budget Recommended	% Dif	Justification
40-4355 - Servchg-Print Shop	47,881	48,137	48,137	48,137	50,550	50,550	2,413	5.01%	Increase in printing, folding, and inserting bills due to transitioning from tenant to owner, with optional tenant invoicing
40-4404 - Fidelity Bonds	69	67	67	67	67	67	-	0.00%	
40-4407 - Emp Proceedings	1,083	665	665	665	665	665	-	0.00%	
40-4410 - General Liability	17,086	18,032	18,032	18,032	18,032	18,032	-	0.00%	
40-4416 - Other Ins Charges	10,971	13,422	13,422	13,422	13,422	13,422	-	0.00%	
40-4428 - Prop/Fire Insurance	90,995	101,983	101,983	101,983	101,983	101,983	-	0.00%	
<b>Operating Expenses</b>	<b>1,766,559</b>	<b>2,003,071</b>	<b>2,003,071</b>	<b>2,002,143</b>	<b>2,074,800</b>	<b>2,065,931</b>	<b>62,860</b>	<b>3.14%</b>	
<b>Utility Billing and Collections - Water and Sewer Total</b>	<b>3,684,849</b>	<b>4,239,338</b>	<b>4,239,338</b>	<b>4,188,892</b>	<b>4,319,008</b>	<b>4,310,139</b>	<b>70,801</b>	<b>1.67%</b>	

# ~Notes~

