

FINANCE AND ADMINISTRATION DEPARTMENT

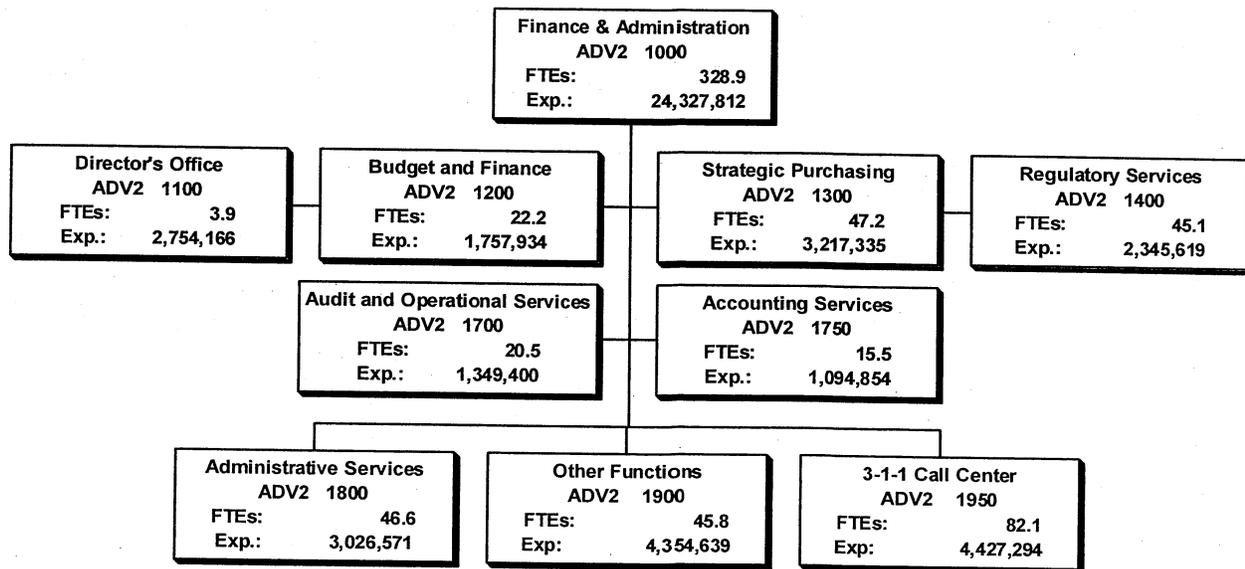
Department Description and Mission

The Finance and Administration Department serves the citizens of the community and provides support to the City departments through sound management of the City's financial activities. It implements and monitors policies and procedures concerning the financial, administrative, insurance management, procurement and regulatory affairs of the City.

The department's objectives are to:

- o Demonstrate integrity, accountability, consistency, and professionalism.
- o Provide excellent customer service.
- o Emphasize strategic financial planning and performance reporting.
- o Maximize the effective and efficient use of public funds.
- o Follow directives and policies of City Council and City management.
- o Build a cohesive team based on trust, respect, and mutual support.

Department Organization



Note: Certain functions are contained within the Finance and Administration budget although they report elsewhere within the organization.

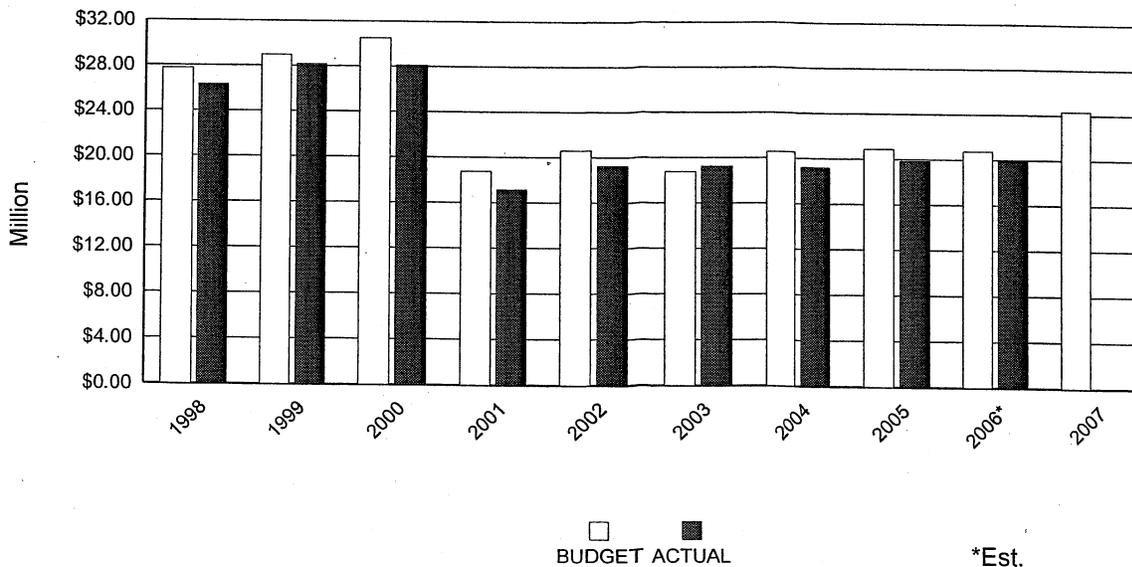
FISCAL YEAR 2007 BUDGET

Department Budget Summary

Fund Name : General Fund
Department Name : Finance & Administration
Fund/Department No. : 100 / 65

	<u>FY2005 Actual</u>	<u>FY2006 Budget</u>	<u>FY2006 Estimate</u>	<u>FY2007 Budget</u>	
Expenditure Summary	Personnel Services	17,748,241	18,745,882	17,711,424	20,376,818
	Supplies	276,749	264,042	334,949	361,222
	Other Services and Charges	1,405,774	1,721,801	1,873,284	3,589,772
	Non-Capital Equipment	0	0	0	0
	Total M & O Expenditures	19,430,764	20,731,725	19,919,657	24,327,812
	Debt Service & Other Uses	442,237	0	0	0
Total Expenditures	19,873,001	20,731,725	19,919,657	24,327,812	
Revenue Summary	1,240,402,621	1,294,524,864	1,334,793,073	1,385,642,499	
Staffing Summary	Full-Time Equivalents - Civilian	309.9	324.0	314.2	328.9
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	309.9	324.0	314.2	328.9
	Full-Time Equivalents-Overtime	3.6	1.2	2.0	1.3
Budget Highlights	o The FY2007 budget will enhance current service levels.				
	o Transfer of the following costs totaling \$1.67 millions from General Government: Deloitte & Touche auditing contract (\$851,130), Maximus citywide audit (\$54,120), Barton Smith management contract (\$15,000) and Harris County tax appraisal (\$750,000).				
	o A new organization was created to handle grants and assets management.				
	o Parade and Street functions have been transferred from Public Works to Special Events.				
	o Additional funding of \$385,702 for the consolidation of Government Affairs and Policy Planning and costs related to the legislature session.				

**Finance & Administration
Budget vs Actual Expenditures**



FISCAL YEAR 2007 BUDGET

Department Group Summary

Fund Name : General Fund
Department Name : Finance & Administration
Fund/Department No. : 100 / 65

Group Performance Measures	FY2005 Actual			FY2006 Estimate			FY2007 Budget		
	Group Activities	Budget FTEs	Program Costs \$	Group Activities	Budget FTEs	Program Costs \$	Group Activities	Budget FTEs	Program Costs \$
General Fund revenue realized	99.98%			101.37%			100%		
General Fund expenditures expended	99.60%			99.90%			99%		
		4.0	605,343		2.0	607,740		3.9	2,754,166
Financial reports prepared	17			17			17		
City departments monitored	24			24			24		
		18.0	1,519,428		18.5	1,599,377		22.2	1,757,934
Purchasing savings (\$)	N/A			18M			20M		
Avg days to award contract	151			140			130		
Number of contracts	691			600			500		
		44.0	2,901,452		47.7	2,925,192		47.2	3,217,335
Commercial permits issued	27,038			31000			32,000		
Lien assessments billed	75,000			76,000			76,000		
Liens collections (\$)	2,476,530			2,600,000			2,700,000		
Pieces of mail handled	1,622,569			1,744,000			1,790,000		
		40.5	2,173,178		42.6	2,310,868		45.1	2,345,619
Total revenue managed (\$)	74.6M			75.8M			77.6M		
Audits completed	15			13			15		
Analyses completed	100%			100%			100%		
		31.0	1,841,485		32.1	1,968,938		20.5	1,349,400
Assets accounted for	NA			NA			99.9		
		0.0	0		0.0	0		15.5	1,094,854

FISCAL YEAR 2007 BUDGET

Department Group Summary

Fund Name : General Fund
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Group Description	Group Objectives
<p>1800 Administrative Services</p> <p>Process citywide payroll related auditing and accounting functions. Balance and submit city employees' W-2s. Prepare required employer reporting to IRS, SSA, TWC and BLS. Coordinate citywide records mgmt. Provide departmental administrative & accounting supports.</p>	<p>Consolidate/streamline payroll functions to provide accurate, timely and cost effective services to customers. Maintain compliance with payroll/tax laws and standardize citywide. Maintain citywide records, control retention schedules & improve admin. functions.</p> <p>Coordinate citywide initiatives. Improve departmental performance. Provide reports and analyses for Mayor and City Council. Ensure City's preparedness and recovery from disaster. Produce quality performance and special events for citizens.</p> <p>Maintain staffing 18 hours per day, 7 days per week. Answer citizen calls for all city departments. Generate service request/work orders. Provide information, statistical reports and citizen satisfaction measurements.</p>
<p>1900 Other Functions</p> <p>Oversee departmental performance and is responsible for regional public policy initiatives and City's emergency management. Management of citywide special events.</p>	
<p>1950 3-1-1 Call Center</p> <p>Citywide response center for non-emergency city services.</p>	

FISCAL YEAR 2007 BUDGET

Department Group Summary

Fund Name : General Fund
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Group Performance Measures	FY2005 Actual			FY2006 Estimate			FY2007 Budget		
	Group Activities	Budget FTEs	Program Costs \$	Group Activities	Budget FTEs	Program Costs \$	Group Activities	Budget FTEs	Program Costs \$
User manual development	25%			20%			20%		
Streamline payroll process	3			10			10		
Payroll training sessions	3			5			15		
Records schedules maint.	127			50			50		
Imaging services (images)	756,257			600,000			800,000		
		45.9	2,729,836		45.6	2,698,253		46.6	3,026,571
Emergency mgmt activations	6			4			6		
City Special Events	525			460			710		
		42.5	3,948,546		40.1	3,436,393		45.8	4,354,639
% Response to Inquires	100%			100%			100%		
Average queue time	67 sec			60 sec			30 sec		
Monthly surveys	0			700			1,500		
Calls handled/mMonthly	173,156			175,000			180,000		
Weekly Report Prepared	52			52			52		
		84.0	4,153,733		85.6	4,372,896		82.1	4,427,294
Total		<u>309.9</u>	<u>19,873,001</u>		<u>314.2</u>	<u>19,919,657</u>		<u>328.9</u>	<u>24,327,812</u>

FISCAL YEAR 2007 BUDGET

Fund Name : : **General Fund**
 Department Name : : **Finance & Administration**
 Fund / Department No. : **100 / 65**

NO. of POSITIONS	JOB DESCRIPTION	JOB CLASS CODE	PAY GRADE
6	3-1-1 CUSTODIAN OF RECORDS	6437	16
55	3-1-1 TELECOMMUNICATOR	6435	13
1	3-1-1 TELECOMMUNICATOR SUPERVISOR	6439	20
3	ACCOUNT CLERK	3411	10
3	ACCOUNTANT ASSOCIATE	3420	14
1	ACCOUNTANT SUPERVISOR	3426	24
9	ADMINISTRATION MANAGER	3029	26
3	ADMINISTRATION MANAGER(EXE LEV)	3032	26
6	ADMINISTRATIVE AIDE	3011	10
12	ADMINISTRATIVE ASSISTANT	3022	17
10	ADMINISTRATIVE ASSOCIATE	3021	13
5	ADMINISTRATIVE COORDINATOR	3026	24
2	ADMINISTRATIVE COORDINATOR(EXE LEV)	3027	24
9	ADMINISTRATIVE SPECIALIST	3025	20
2	ADMINISTRATIVE SUPERVISOR	3035	22
9	ASSISTANT DIRECTOR(EXE LEV)	3062	32
1	ASSISTANT PURCHASING AGENT(EXE LEV)	3635	30
1	AUDITOR SUPERVISOR	3515	25
2	BUYER	3631	16
2	CENTRAL PAYROLL CLERK	3717	13
1	CHIEF ADMINISTRATIVE OFFICER	3551	39
5	CUSTOMER SERVICE CLERK	8851	10
1	CUSTOMER SERVICE MANAGER	8871	29
3	CUSTOMER SERVICE REPRESENTATIVE I	8862	13
1	CUSTOMER SERVICE REPRESENTATIVE II	8863	15
1	CUSTOMER SERVICE REPRESENTATIVE III	8866	16
1	CUSTOMER SERVICE SUPERVISOR	8867	18
4	DEPUTY ASSISTANT DIRECTOR(EXE LEV)	3063	30
1	DEPUTY DIRECTOR(EXE LEV)	3061	34
3	DEPUTY DIRECTOR-F & A(EXE LEV)	3575	36
10	DIVISION MANAGER	3030	29
1	EQUIPMENT OPERATOR II	5312	10
3	EVENT COORDINATOR	9612	19
2	EXECUTIVE OFFICE ASSISTANT	4922	15
1	FINANCE & ADMINISTRATION DIRECTOR	3560	37
1	FINANCIAL ANALYST I	3561	15
7	FINANCIAL ANALYST III	3563	21
13	FINANCIAL ANALYST IV	3564	25
2	FIXED ASSET SPECIALIST	3623	22
1	HUMAN RESOURCES SUPERVISOR	4027	24
3	INVENTORY MANAGEMENT CLERK	3615	9
1	IS PROJECT MANAGER	4475	28
6	MANAGEMENT ANALYST III	3084	21
9	MANAGEMENT ANALYST IV	3085	25
1	MARKETING SPECIALIST	8767	25
3	OFFICE SUPERVISOR	5021	16
3	PAYROLL SUPERVISOR	3714	17
11	PROCUREMENT SPECIALIST	3633	24
1	PROGRAMMER	4511	13
1	PROGRAMMER ANALYST IV	4524	25
1	PURCHASING AGENT(EXE LEV)	3636	32
2	PURCHASING MANAGER	3634	27

FISCAL YEAR 2007 BUDGET

Fund Name : : **General Fund**
 Department Name : : **Finance & Administration**
 Fund / Department No. : **100 / 65**

NO. of POSITIONS	JOB DESCRIPTION	JOB CLASS CODE	PAY GRADE
2	RECORDS ADMINISTRATOR	5041	23
1	REGULATORY INVESTIGATOR	3915	11
1	REGULATORY SUPERVISOR	3071	20
14	SENIOR 3-1-1 TELECOMMUNICATOR	6436	15
1	SENIOR ACCOUNT CLERK	3412	13
3	SENIOR AUDITOR	3514	21
3	SENIOR BUYER	3632	22
2	SENIOR CASHIER	4873	10
4	SENIOR CENTRAL PAYROLL CLERK	3718	15
3	SENIOR CLERK	4813	8
3	SENIOR COLLECTOR/ADJUSTOR	3763	11
2	SENIOR FIXED ASSET SPECIALIST	3624	17
1	SENIOR GIS ANALYST	4436	24
1	SENIOR HUMAN RESOURCES SPECIALIST	4023	21
1	SENIOR IMAGING TECHNICIAN	5518	13
2	SENIOR OFFICE ASSISTANT	4921	12
12	SENIOR PAYROLL CLERK	3712	13
7	SENIOR PROCUREMENT SPECIALIST	3673	27
11	SENIOR REGULATORY INVESTIGATOR	3916	14
4	SENIOR STAFF ANALYST	3042	28
3	SENIOR STAFF ANALYST(EXE LEV)	3045	28
1	SENIOR SUPERINTENDENT	5764	27
1	SENIOR TRAINER	4213	21
1	SR INVENTORY MANAGEMENT CLERK	3616	12
6	STAFF ANALYST	3041	26
4	STAFF ANALYST(EXE LEV)	3044	26
1	STAGE SUPERVISOR	9624	14
1	SYSTEMS ACCOUNTANT II	3432	23
2	SYSTEMS ACCOUNTANT III	3433	27
2	SYSTEMS SUPPORT ANALYST III	4563	22
1	SYSTEMS SUPPORT ANALYST IV	4564	25
347.0	Total Positions		
18.1	Less adjustment for Vacancies and Part-Time Employees		
328.9	Full-Time Equivalents		

FISCAL YEAR 2007 BUDGET

Department Revenue Summary

Fund Name : General Fund
Department Name : Finance & Administration
Fund/Department No. : 100 / 65

Source	Description	Program Org	Program Name	FY2006 Budget	FY2006 Estimate	FY2007 Budget
8230	Returned Check Charges	1110	Director's Office	0	2,000	0
8803	Reimbursement Of Court Costs	1110	Director's Office	0	3,100	0
8835	Prior Year Revenue	1110	Director's Office	0	192,688	0
8230	Returned Check Charges	1130	Business Office	1,000	0	0
7342	Intfd Payroll Services-701	1132	Payroll - 701	435,397	351,275	513,156
7625	Other Service Charges	1210	Central Payroll	113,000	113,000	0
6002	Current Property Taxes	1233	Tax and Accounting	622,833,000	629,335,000	654,797,000
6004	Current Yr Delinq Prop Taxes	1233	Tax and Accounting	41,500,000	43,000,000	45,000,000
6006	Delinq Prop Tax-Prior Years	1233	Tax and Accounting	1,800,000	1,800,000	1,800,000
6018	P Y Delinq Prop Tax-1992	1233	Tax and Accounting	15,000	0	0
6019	P Y Delinq Prop Tax-1993	1233	Tax and Accounting	50,000	0	0
6020	P Y Delinq Prop Tax-1994	1233	Tax and Accounting	150,000	75,000	65,000
6021	P Y Delinq Prop Tax-1995	1233	Tax and Accounting	255,000	250,000	225,000
6022	P Y Delinq Prop Tax-1996	1233	Tax and Accounting	355,000	300,000	275,000
6023	P Y Delinq Prop Tax-1997	1233	Tax and Accounting	305,000	350,000	325,000
6024	P Y Delinq Prop Tax-1998	1233	Tax and Accounting	370,000	525,000	500,000
6025	P Y Delinq Prop Tax-1999	1233	Tax and Accounting	500,000	850,000	800,000
6026	P Y Delinq Prop Tax-2000	1233	Tax and Accounting	685,000	1,050,000	1,000,000
6027	P Y Delinq Prop Tax-2001	1233	Tax and Accounting	1,315,000	2,750,000	1,500,000
6028	P Y Delinq Prop Tax-2002	1233	Tax and Accounting	1,835,000	2,500,000	1,600,000
6029	P Y Delinq Prop Tax-2003	1233	Tax and Accounting	3,205,000	4,350,000	2,500,000
6030	P Y Delinq Prop Tax-2004	1233	Tax and Accounting	14,114,000	14,548,000	3,500,000
6031	P Y Delinq Prop Tax-2005	1233	Tax and Accounting	0	0	15,057,000
6050	Pen & Int-Cur Delinq Prop Tax	1233	Tax and Accounting	3,850,000	3,850,000	4,000,000
6055	Penalty & Int-Delinq Prop Tax	1233	Tax and Accounting	9,547,000	9,950,000	10,000,000
6060	Property Tax Refunds	1233	Tax and Accounting	(12,129,000)	(11,104,000)	(12,100,000)
6065	Property Tax Rebates	1233	Tax and Accounting	(309,000)	(309,000)	(324,000)
6100	Industrial District Assessment	1233	Tax and Accounting	13,830,000	13,830,000	13,608,933
6815	City Election Fees	1233	Tax and Accounting	0	28,250	0
7344	Intfd Auditing Svcs-601	1233	Tax and Accounting	196,647	199,958	205,847
8223	Other Interest Income	1233	Tax and Accounting	110,000	160,500	150,000
8300	Interest On Pooled Investments	1233	Tax and Accounting	5,100,000	7,000,000	7,700,000
9121	Other Operating Transfers In	1233	Tax and Accounting	0	0	2,200,000
9125	Interest Apportionment Trans	1233	Tax and Accounting	1,400,000	2,900,000	2,695,000
6325	Limousine Franchise Tax	1234	Transportation	400,000	475,000	475,000
6335	Chart Tours & Sight Franch Tax	1234	Transportation	100,000	150,000	160,000
6700	School Bus Licenses & Permits	1234	Transportation	25,000	15,000	15,000
6705	Taxicab Licenses & Permits	1234	Transportation	900,000	890,000	900,000
6715	Valet Parking Operator Permits	1234	Transportation	14,250	9,000	9,000
7574	Limousine Inspection Fees	1234	Transportation	35,000	35,000	35,000
6200	Sales Tax	1235	Commercial Permits & Enforcem	395,845,000	413,560,000	431,219,000
6500	Occupation Licenses	1235	Commercial Permits & Enforcem	138,734	138,734	140,121
6515	Beer & Wine Licenses	1235	Commercial Permits & Enforcem	228,502	250,000	230,787
6520	Late Hour Licenses	1235	Commercial Permits & Enforcem	132,613	132,613	133,939
6525	Dance Licenses	1235	Commercial Permits & Enforcem	150,000	100,000	150,000
6530	Liquor Licenses	1235	Commercial Permits & Enforcem	137,714	137,714	139,091
6535	Mixed Beverage Licenses	1235	Commercial Permits & Enforcem	357,035	357,035	360,605
6830	Other Licenses And Permits	1235	Commercial Permits & Enforcem	255,025	416,876	282,800
7000	Mixed Beverage Tax	1235	Commercial Permits & Enforcem	8,774,000	8,774,000	9,125,000
7010	Bingo Tax	1235	Commercial Permits & Enforcem	300,000	300,000	325,000
7515	Demolition Fees	1235	Commercial Permits & Enforcem	800,000	900,000	950,000
7520	Weed Cutting Fees	1235	Commercial Permits & Enforcem	650,000	650,000	650,000
7780	Pay Phone Concessions	1235	Commercial Permits & Enforcem	650,000	650,000	650,000
8210	Release Of Liens	1235	Commercial Permits & Enforcem	100,000	100,000	100,000
8410	Streets & Bridges Assessments	1235	Commercial Permits & Enforcem	1,000,000	1,000,000	950,000
8803	Reimbursement Of Court Costs	1235	Commercial Permits & Enforcem	1,500	0	0
8845	Cashier Overages	1235	Commercial Permits & Enforcem	750	1,025	500
8500	Sale Of Scrap Metal	1244	Assets Management	10,000	40,000	40,000
8515	Sale Of Obsolete City Vehicles	1244	Assets Management	600,000	650,000	650,000
8525	Sale Of Merchandise	1244	Assets Management	200,000	200,000	200,000
8855	Miscellaneous Revenue	1320	Purchasing	43,000	48,000	55,000

FISCAL YEAR 2007 BUDGET

Department Revenue Summary

Fund Name : General Fund
Department Name : Finance & Administration
Fund/Department No. : 100 / 65

Source	Description	Program Org	Program Name	FY2006 Budget	FY2006 Estimate	FY2007 Budget
6305	Electric Franchise Fee	1410	Franchise Administration	85,600,000	85,600,000	96,558,421
6310	Telephone Franchise Fee	1410	Franchise Administration	48,960,000	48,000,000	45,600,000
6315	Natural Gas Franchise Fee	1410	Franchise Administration	18,767,000	21,975,000	18,902,000
6320	Cable TV Franchise Tax	1410	Franchise Administration	10,200,000	10,400,000	10,914,000
6340	Soild Waste Hauler Francise	1410	Franchise Administration	4,398,763	4,200,000	4,192,185
6350	Spur Track - Franchise Fees	1410	Franchise Administration	21,420	21,420	21,420
6355	Pipeline & Conduits-Fran Fees	1410	Franchise Administration	169,320	230,000	171,860
6365	Fiber Optics Franchise Fee	1410	Franchise Administration	375,360	375,360	375,360
6370	Encroachment	1410	Franchise Administration	135,935	150,000	137,974
8825	Recoveries & Refunds	1410	Franchise Administration	725,000	3,180,000	1,400,000
6951	Fema Grants	1420	Emergency Management	140,000	128,000	128,000
7350	Other Intfd Services	1450	Ship & Receive/Mailroom	49,399	0	0
7325	Interfund 311 Services	1950	3-1-1 Call Center	1,702,500	1,702,500	1,702,500
7575	Platting Fees	9999	DEFAULT - GRANTS	0	25	0
Total Finance & Administration				<u>1,294,524,864</u>	<u>1,334,793,073</u>	<u>1,385,642,499</u>

FISCAL YEAR 2007 BUDGET

Fund Name : General Fund
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ACCT	DESCRIPTION	FY2005 Actual	FY2006 Budget	FY2006 Estimate	FY2007 Budget
1100	Salary-Base Pay-Civilian	12,308,868	13,154,319	12,486,151	14,064,213
1105	Salary-Part Time-Civilian	148,817	247,066	194,783	202,081
1110	Premium Pay-Civilian	55,993	48,000	59,028	59,000
1113	Bilingual Pay-Civilian	43,951	45,522	48,216	56,068
1120	Overtime-Civilian	157,155	50,799	106,262	60,109
1130	Termination Pay-Civilian	198,616	81,742	223,200	286,317
1135	Pension-Civilian	2,062,066	2,187,882	2,043,736	2,306,523
1140	Social Security-Civilian	946,225	1,036,173	953,149	1,092,688
1145	Health/Life Ins Active Civilian	1,658,281	1,710,389	1,443,251	1,779,804
1155	Vehicle Allowance-Civilian	17,332	16,800	12,593	19,529
1199	Employee Awards	0	33,000	0	43,000
1300	Temporary Employees	0	0	560	0
1405	Workers Compensation-Civilian	107,343	85,495	88,742	88,575
1415	Unemployment Claims	16,223	16,200	7,115	8,908
1420	Long Term Disability	27,371	32,495	44,638	56,355
1981	Compensation Contingency	0	0	0	253,648
Total Personnel Services		17,748,241	18,745,882	17,711,424	20,376,818
2135	Cleaning and Sanitary Supplies	1,951	300	300	300
2200	Construction Materials	699	700	700	3,100
2205	Electrical Hardware & Parts	3,675	150	4,150	5,150
2210	Mechanical Hardware & Parts	0	0	0	1,000
2300	Audio-Visual Supplies	231	13,485	1,500	17,235
2305	Computer Supplies	36,157	21,148	30,000	24,900
2306	Paper & Printing Supplies	3,517	12,600	12,700	26,300
2315	Publications & Printed Materials	2,429	4,131	4,493	8,753
2323	Postage	24,187	28,600	28,600	32,700
2325	Miscellaneous Office Supplies	95,460	88,575	109,450	112,350
2412	Medical & Surgical Supplies	6,484	20,529	100	20,629
2600	Fuel	18,527	15,930	20,100	22,800
2605	Vehicle Repair & Maint Suppl	343	750	4,800	5,500
2701	Clothing	3,349	1,500	4,000	14,800
2702	Food Supplies	792	2,000	30,812	5,200
2704	Recreational Supplies	0	3,800	4,600	6,500
2709	Small Tools & Minor Equipment	4,524	5,100	5,100	7,500
2738	Miscellaneous Parts & Supplies	74,424	44,744	73,544	46,505
Total Supplies		276,749	264,042	334,949	361,222
3100	Janitorial Services	65,329	5,000	5,000	5,000
3105	Security Services	2,297	5,700	8,800	9,300
3107	Temporary Personnel Services	115,324	200,608	283,994	85,260
3205	Insurance Fees	0	0	0	7,815
3300	Accounting & Auditing Services	0	0	0	851,130
3305	Advertising Services	38,738	101,100	113,369	52,200
3321	Computer Info/Contracting Srvc	0	0	10,080	26,800
3325	Medical, Dental & Lab Services	87	500	500	500
3335	Management Consulting Services	0	219,000	112,000	415,120
3344	Photographic Services	2,028	1,200	1,200	1,100
3345	Miscellaneous Support Services	30,376	37,760	29,060	60,860

FISCAL YEAR 2007 BUDGET

Fund Name : General Fund
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ACCT	DESCRIPTION	FY2005 Actual	FY2006 Budget	FY2006 Estimate	FY2007 Budget
3400	Real Estate Lease/Office Rental	53,198	55,850	90,850	91,858
3402	Parking Space Rental	162,726	147,357	154,537	158,725
3405	Vehicle/Equipment Rental/Lease	271	10,000	10,000	7,000
3409	Office Equipment Rental	66,339	63,400	66,650	91,920
3420	Other Rental	38,245	66,750	66,250	56,010
3500	Electricity	15,054	12,800	25,000	36,087
3505	Natural Gas	1,368	2,700	1,300	1,705
3510	Telephone	334,140	327,973	338,490	369,850
3515	Communication Lines	30,474	53,064	41,398	44,547
3519	Radio Communications	0	0	0	6,000
3525	Refuse Disposal	2,872	6,100	11,830	6,000
3530	Water	0	0	0	75
3539	Sewer	262	300	400	400
3600	Building Maintenance Services	5,084	4,500	9,107	4,500
3605	Land and Grounds Maintenance	427	0	0	0
3615	Computer Eq/Software Maint Svc	96,061	73,221	72,441	78,950
3616	Communications Equip Services	(94)	7,000	7,000	7,000
3620	Enterprise Applications	51,108	24,150	32,073	30,000
3625	Office Equipment Services	0	5,000	3,750	3,550
3626	Vehicle & Motor Equip Services	49,827	57,600	51,900	44,650
3635	Other Equipment Services	(2,177)	5,400	8,000	0
3745	IntFd Communicatn Equip Repair	9,090	11,400	12,850	12,850
3794	Print Shop Services	60,843	48,350	50,476	49,000
3799	Mail/Delivery Services	2,488	3,940	5,597	4,350
3805	Printing & Reproduction Srvcs	33,666	30,764	39,650	36,650
3840	Assessments-Other Govts	(2,393)	0	0	0
3860	Billing & Collection Services	0	0	0	750,000
3890	Cashier Shortages	157	200	200	200
3895	Misc Other Services & Charges	98,095	66,487	133,654	76,775
3897	Tuition Reimbursement	2,067	1,567	1,567	0
3900	Education & Training	7,470	22,710	23,235	35,000
3905	Membership & Professional Fees	9,155	11,750	12,510	16,835
3910	Travel-Training Related	12,575	17,500	21,800	22,500
3950	Travel-Non-training Related	9,597	11,900	16,266	30,700
3960	Motor Pool Charges	3,600	200	200	0
3970	Freight Charges	0	1,000	300	1,000
Total Other Services and Charges		1,405,774	1,721,801	1,873,284	3,589,772
5634	Transfers To Convention & Entertainme	442,237	0	0	0
Total Debt Service and Other Uses		442,237	0	0	0
Grand Total Expenditures		19,873,001	20,731,725	19,919,657	24,327,812