



# City of Valdez

212 Chenega Ave.  
Valdez, AK 99686

## Meeting Agenda

### City Council

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Wednesday, October 31, 2018

6:00 PM

Council Chambers

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#### Budget Work Session

#### WORK SESSION AGENDA - 6:00 pm

*Transcribed minutes are not taken for Work Sessions. Audio is available upon request.*

1. [Workshop Powerpoint Slides](#)

**Sponsors:** City Council

**Attachments:** [2018-10-31 Slides](#)

2. [Administration Division](#)

**Sponsors:** City Council

**Attachments:** [Administration Binder](#)

3. [Ports and Harbor Division](#)

**Sponsors:** City Council

**Attachments:** [Ports and Harbor Binder](#)



Legislation Text

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**File #:** 18-0368, **Version:** 1

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**ITEM TITLE:**

Workshop Powerpoint Slides

**SUBMITTED BY:** Brian Carlson, Finance Director

**FISCAL NOTES:**

Expenditure Required: n/a

Unencumbered Balance: n/a

Funding Source: n/a

**RECOMMENDATION:**

Review and file

**SUMMARY STATEMENT:**

Powerpoint slides for 10/31 workshop

# Workshop Agenda: Wednesday, October 31<sup>st</sup>, 2018

## I. Administration Division

- a) Division Summary
- b) Department Review (9): City Council, City Manager, City Clerk, City Atty,  
Human Resources, Comm Dev, Econ Dev, Info Tech, Finance

## II. Ports and Harbor Division

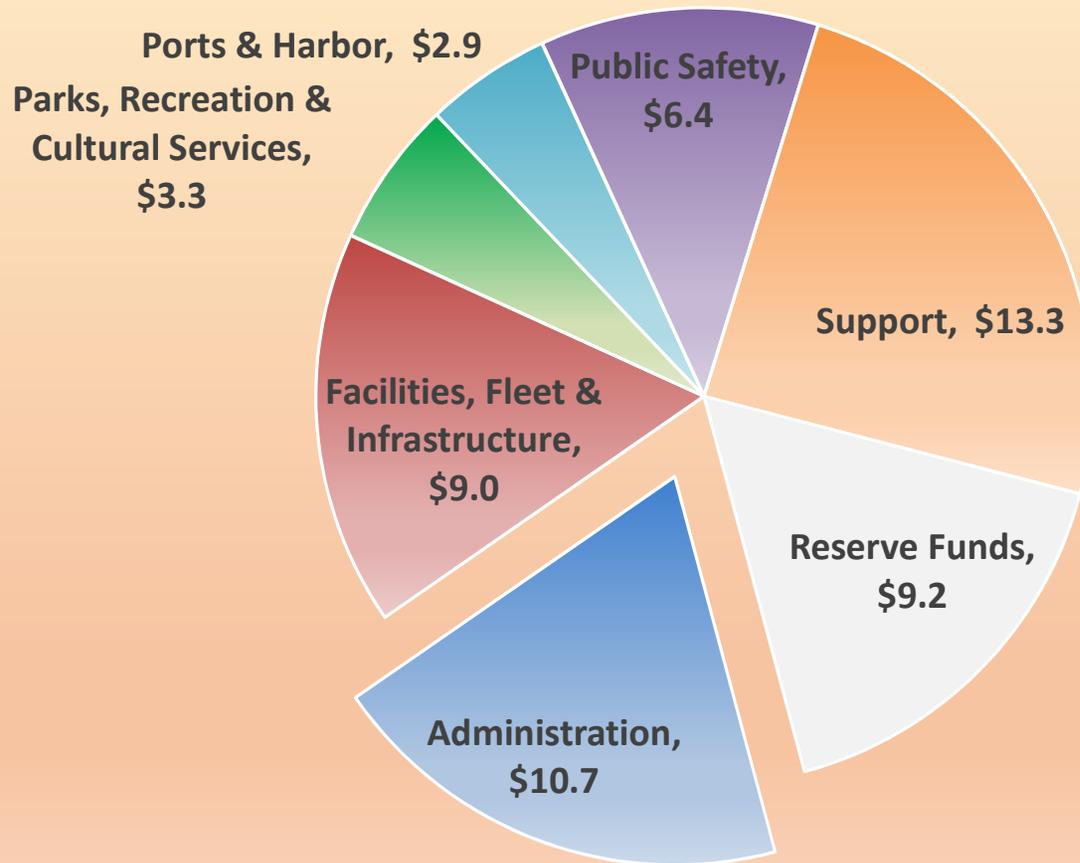
- a) Division Summary
- b) Department Review (3): Airport, Port, Harbor

## III. Preview of November 5<sup>th</sup> Workshop

## High-Level Revisions

- \$292K Insurance Dept. Appropriation Included with Admin Division
  - Corresponding Reduction to Reserve Funds
  - No Change to Total Appropriations
- \$1.8MM Debt Service Appropriation Included with Admin Division
  - Total Appropriation Increased
  - No Corresponding Offset as Expense is Funded from Debt Serv Fund Revenue
- \$310K Permanent Fund Appropriation Included with Admin Division
  - Total Appropriation Increased
  - No Corresponding Offset as Expense is Funded from Perm Fund Revenue

# Citywide Appropriations: \$54.8MM

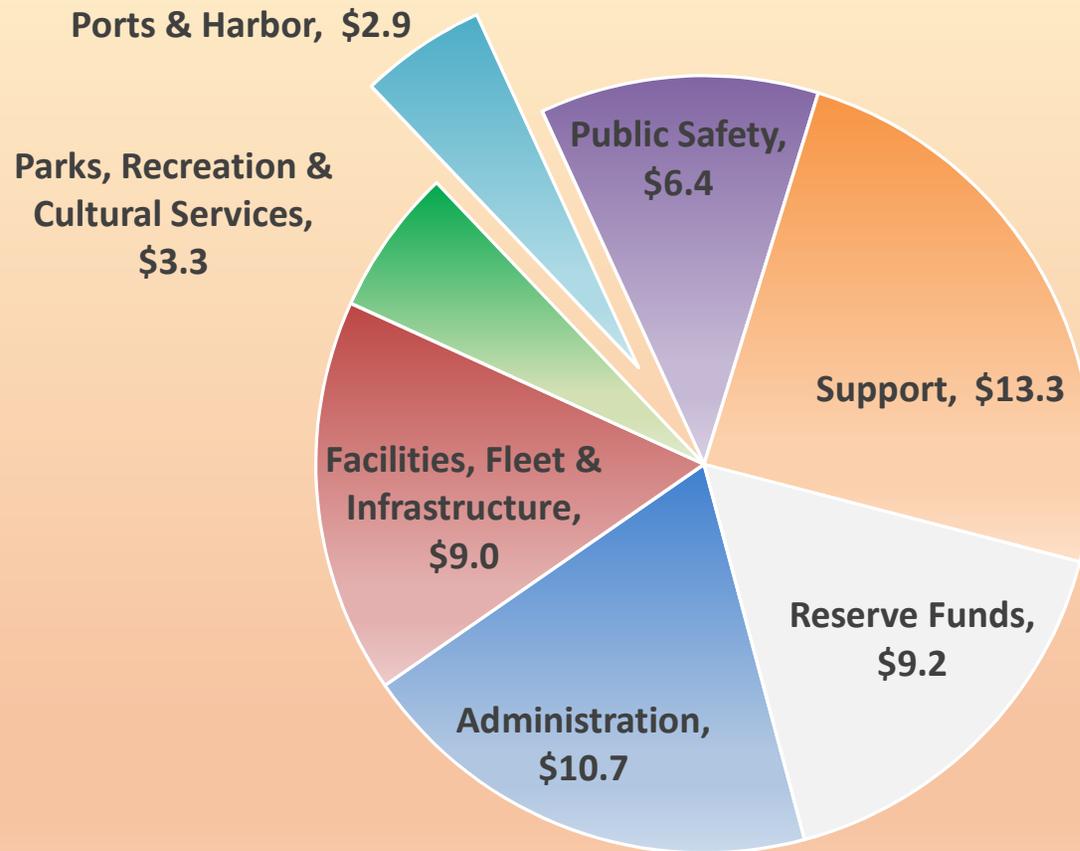


City of Valdez 2019 Budget: October 31st, 2018 Workshop

## Administration Division Highlights

- Code Enforcement FTE shifted to Public Safety Division
- GIS Technician shifted from IT to Community Development
- \$4MM total FTE Payroll category costs unchanged from 2018 Budget
- \$1MM Division Increase comprised primarily of:
  - \$400K in proposed Prof Services (Community Development)
  - \$100K in for Events support (Economic Development)
  - \$95K for proposed contracted studies, repositioned from Reserve Funds (ED)
  - \$115K increase in communications for dark fiber implementation (Inf Tech)
  - \$150K increase in budgeted legal expenses (Law)

# Citywide Appropriations: \$54.8MM



City of Valdez 2019 Budget: October 31st, 2018 Workshop

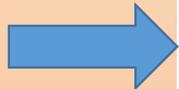
## Ports and Harbor Division Highlights

- Airport
  - Reduced Revenues Reflecting Occupancy Rates
- Harbor
  - 1 FTE Request for Maintenance Supervisor
  - Major Equipment (Van) Pending Approval of FTE Request
  - Increased Operating Expenses for New Harbor
  - Proposed Grants-Writing Contractor
- Port
  - Transportation Summit Costs shifted from Econ Dev Department
  - Increased Operating Costs for Expanded Cruise Ship Visitation

## FTE Requests

New Requests	FTE Allocation	FTE Payroll Impact	Other Expenses	Offsets	Total Budgetary Impact
<b>BUILDING MAINTENANCE</b>	<b>0.25</b>	<b>24,848</b>	<b>3,770</b>	<b>(17,000)</b>	<b>11,618</b>
TECHNICIAN	0.25	24,848	3,770	(17,000)	11,618
<b>ENGINEERING</b>	<b>2.00</b>	<b>231,375</b>	<b>103,504</b>	<b>(300,000)</b>	<b>34,879</b>
PROJECT MANAGER I	1.00	109,526	51,752	(150,000)	11,278
PROJECT MANAGER II	1.00	121,849	51,752	(150,000)	23,601
<b>HARBOR</b>	<b>1.00</b>	<b>128,687</b>	<b>64,721</b>	<b>-</b>	<b>193,408</b>
MAINTENANCE SUPERVISOR	1.00	128,687	64,721	-	193,408
<b>PARK MAINTENANCE</b>	<b>0.75</b>	<b>74,740</b>	<b>21,659</b>	<b>(17,000)</b>	<b>79,399</b>
TECHNICIAN	0.75	74,740	21,659	(17,000)	79,399
<b>PARKS &amp; RECREATION</b>	<b>2.00</b>	<b>173,884</b>	<b>26,260</b>	<b>(45,000)</b>	<b>155,144</b>
ASSISTANT AQUATIC COORD	1.00	86,942	13,130	(22,500)	77,572
ASSISTANT REC COORD	1.00	86,942	13,130	(22,500)	77,572
<b>Grand Total</b>	<b>6.00</b>	<b>633,534</b>	<b>219,914</b>	<b>(379,000)</b>	<b>474,448</b>

City of Valdez 2019 Budget: October 21st, 2018 Workshop



## Monday, November 5<sup>th</sup> Workshop

- Remaining Reserve Fund Appropriations
  - \$9.2MM Beginning Funds
    - \$3.15MM to Major Equipment
    - \$860K to Energy Assistance
- Fund Transfers
- Misc. Unresolved Topics
- Final Figures for      November 7<sup>th</sup> Public Hearing  
   December 4<sup>th</sup> Adoption Resolution



Legislation Text

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**File #:** 18-0369, **Version:** 1

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**ITEM TITLE:**

Administration Division

**SUBMITTED BY:** Brian Carlson, Finance Director

**FISCAL NOTES:**

Expenditure Required: \$8.76MM

Unencumbered Balance: n/a

Funding Source: n/a

**RECOMMENDATION:**

Review and provide consensus direction for final budget

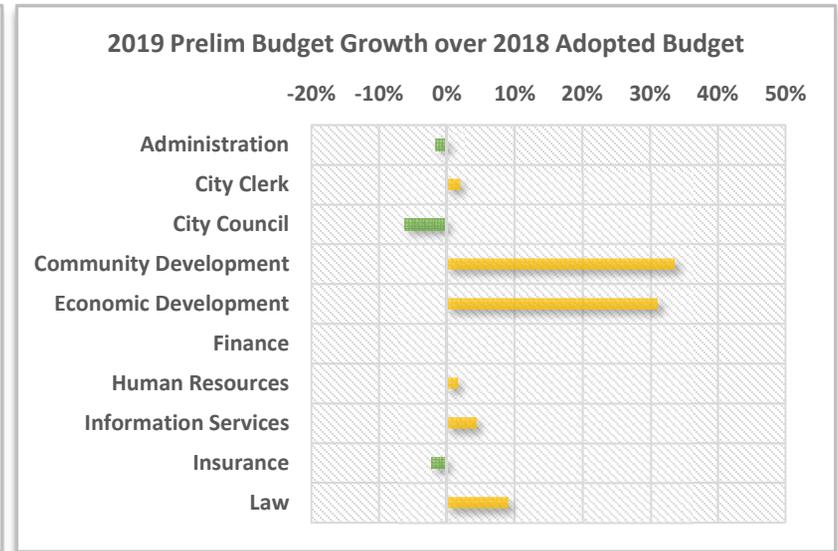
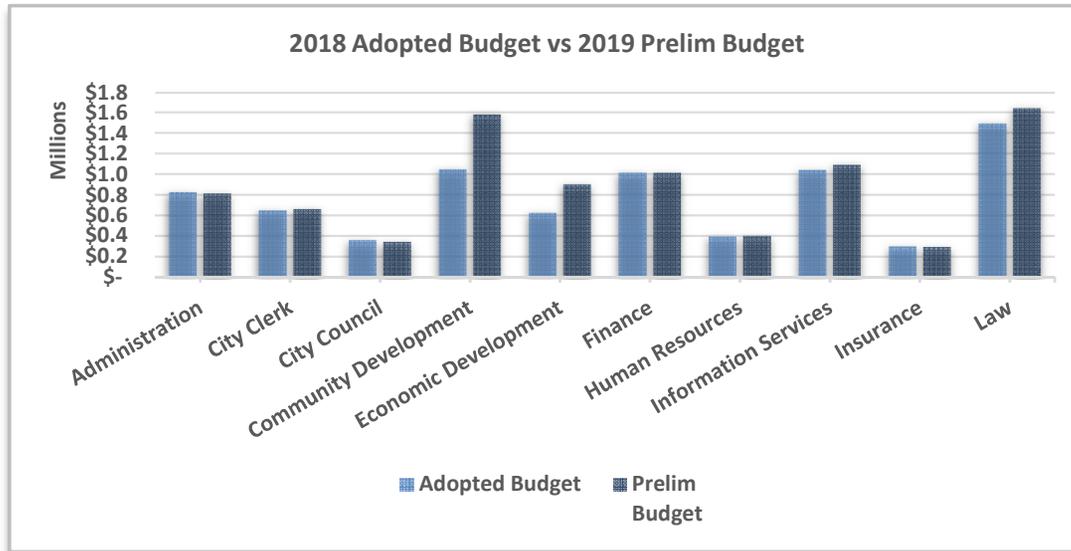
**SUMMARY STATEMENT:**

Administration Division is comprised of these departments:

- Administration (City Manager)
- City Clerk
- City Council
- Community Development
- Economic Development
- Finance
- Human Resources
- Information Services
- Insurance (not a staffed department)
- Law (City Attorney)

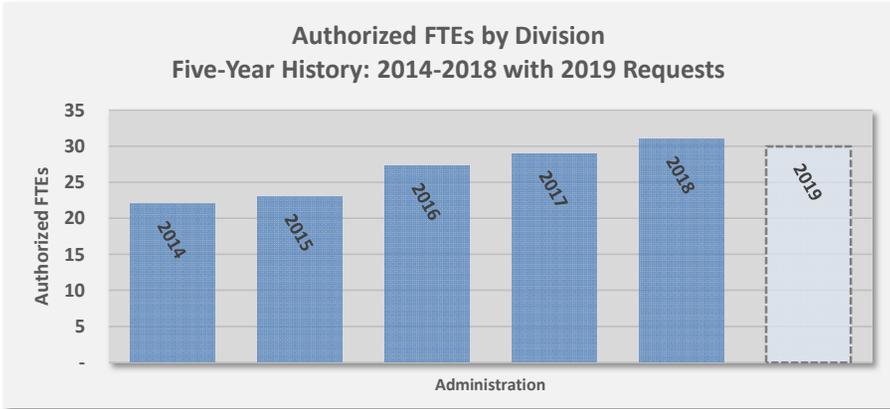
PDF Attachment: Administration Binder





	Adopted Budget History				Prelim Budget	Budget Trendline
	2015	2016	2017	2018	2019	2015-2019
Administration	862,570	1,022,066	862,780	827,258	813,820	
City Clerk	426,906	447,475	615,177	649,200	662,699	
City Council	308,338	443,550	352,804	361,250	340,250	
Community Development	783,440	967,950	965,819	1,051,450	1,585,330	
Economic Development	474,215	1,037,279	445,663	623,370	905,310	
Finance	1,024,733	1,081,885	1,134,240	1,016,375	1,015,391	
Human Resources	-	-	410,286	393,263	400,040	
Information Services	745,220	831,380	1,043,437	1,045,308	1,094,110	
Insurance	308,315	264,131	269,419	298,066	291,575	
Law	1,000,000	2,500,000	2,000,000	1,500,000	1,650,000	
<b>TOTAL</b>	<b>5,933,737</b>	<b>8,595,716</b>	<b>8,099,625</b>	<b>7,765,540</b>	<b>8,758,524</b>	

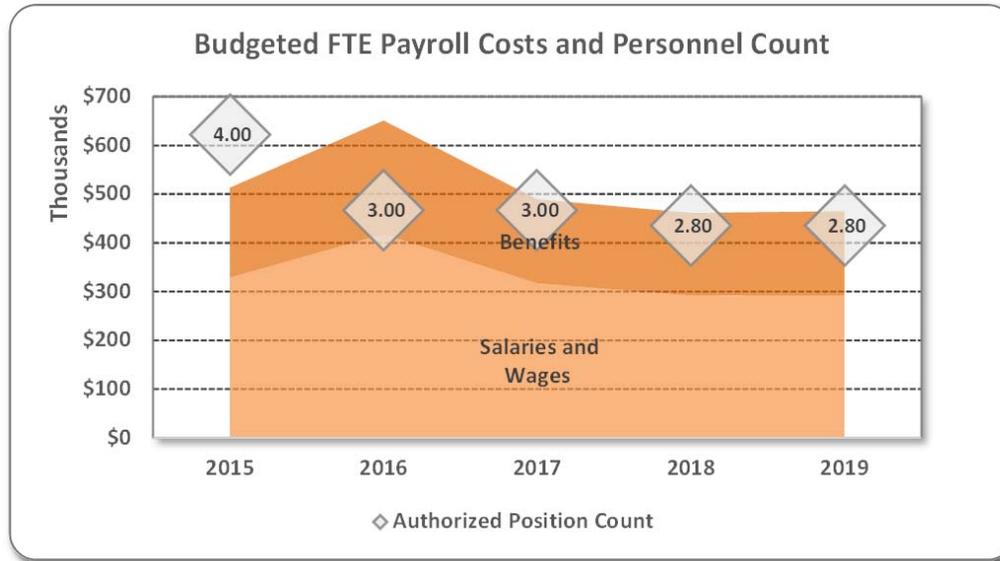
	2014		2015		2016		2017		2018		2019		2014-2019 Growth			
	Authorized FTEs	FTE Payroll Costs	Authorized FTEs	FTE Payroll Costs	Authorized FTEs	FTE Payroll Costs										
<b>Administration</b>	22.00	\$2.8 MM	23.00	\$2.9 MM	27.30	\$3.3 MM	29.00	\$3.9 MM	31.00	\$4.0 MM	30.00	\$4.0 MM	36%	8.0	44%	\$1.2 MM



**ADMINISTRATION**

**Mission:** *The Administration Department is responsible for implementing Council initiatives and priorities.*

	<b>FTE</b>
ADMIN ASSISTANT	0.80
ASSISTANT CITY MANAGER	1.00
CITY MANAGER	1.00
<b>Grand Total</b>	<b>2.80</b>



Over 5% ▶  
 3-5% ▬  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
FTE Payroll	469,111	623,595	531,661	325,000	461,751	464,790	3,039 <span style="color: green;">✔</span>	0.7%
Other Operating	124,249	122,722	100,261	95,000	106,330	109,100	2,770 <span style="color: green;">✔</span>	2.6%
Other Personnel	153,493	56,978	30,730	79,177	79,177	79,930	753 <span style="color: green;">✔</span>	1.0%
Contracts	6,512	5,769	-	-	-	-	- <span style="color: green;">✔</span>	0.0%
Utilities	136,891	132,764	162,410	145,000	180,000	160,000	(20,000) <span style="color: green;">✔</span>	-11.1%
<b>Grand Total</b>	<b>890,256</b>	<b>941,829</b>	<b>825,062</b>	<b>644,177</b>	<b>827,258</b>	<b>813,820</b>	<b>(13,438) <span style="color: green;">✔</span></b>	<b>-1.6%</b>

## ADMINISTRATION

### Ongoing Responsibility

Administration is comprised of the City Manager, and the Assistant City Manager.

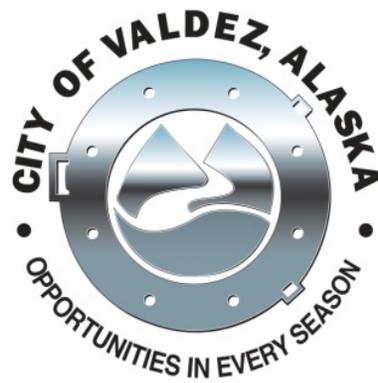
### Work Plan

Continuation and completion of Kelsey Dock project.  
 Create multi-year plan for office and storage space needs.  
 Design of proposed new Fire Station.  
 Development and implementation of pavement management plan.  
 Enhanced communications and public outreach.  
 Enhanced enforcement of City codes and zoning regulations.  
 Expansion of housing options.  
 Explore expanded and optimized project management options.  
 Explore expanded Senior healthcare initiatives.  
 Long-term financial planning and budget sustainability  
 Mitigate wildlife hazards.  
 Ongoing economic development and diversification.  
 Ongoing flood hazard assesement and mitigation.  
 Review of citywide procurement procedures.  
 Review of options for daycare and early childhood development.  
 Scheduling and quantifying of ongoing and deferred maintenance.

Topic	Notes and Analysis
<b>Other Operating</b>	Increase (2K) driven by one-time expense for office furniture.
<b>Utilities</b>	Reduction (20K) reflects department actual historic average. Finance will monitor and adjust using "Budget Variance Reserve" as necessary.

DEPT NAME	Administration
REV/EXP	EXP

			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>001-5100-41100</b>	Salaries and Wages	314,841	423,743	403,136	292,313	291,540
	<b>001-5100-41300</b>	Benefits	154,269	199,852	128,525	169,438	173,250
<b>Other Operating</b>	<b>001-5100-45300</b>	Communications/Pos	38,965	35,462	39,487	38,855	39,000
	<b>001-5100-45400</b>	Advertising & Promot	31,534	26,687	23,747	24,475	24,600
	<b>001-5100-45500</b>	Reproduction & Copy	13,833	12,080	11,143	12,500	13,000
	<b>001-5100-46100</b>	Office Supplies	20,173	12,523	14,332	15,000	15,000
	<b>001-5100-46120</b>	Operating Supplies	-	-	1,162	-	-
	<b>001-5100-46260</b>	Vehicle & Equipment	344	-	63	500	500
	<b>001-5100-47300</b>	Other Capital Equipm	-	-	5,715	-	-
	<b>001-5100-47430</b>	Office/Capital Expens	-	2,187	4,149	-	2,000
	<b>001-5100-48500</b>	Contingencies	19,400	33,782	463	15,000	15,000
<b>Other Personnel</b>	<b>001-5100-41150</b>	Temporary Wages	83,250	9,244	-	-	-
	<b>001-5100-41200</b>	Overtime	135	226	133	1,777	2,455
	<b>001-5100-41550</b>	Wellness Program	-	14,500	14,833	43,250	43,250
	<b>001-5100-45800</b>	Travel & Transportati	65,426	21,312	13,990	26,000	26,000
	<b>001-5100-45900</b>	Training	3,432	8,677	1,333	6,000	6,000
	<b>001-5100-46400</b>	Dues & Subscriptions	1,340	2,820	440	2,000	2,000
	<b>001-5100-46500</b>	Clothing	(90)	200	-	150	225
<b>Contracts</b>	<b>001-5100-43200</b>	Professional Fees & S	6,512	5,769	-	-	-
	<b>001-5100-43400</b>	Contractual Services	-	-	-	-	-
<b>Utilities</b>	<b>001-5100-46200</b>	Heating	42,113	30,900	47,154	65,000	55,000
	<b>001-5100-46220</b>	Electricity	94,779	101,864	115,256	115,000	105,000
<b>Grand Total</b>			<b>890,256</b>	<b>941,829</b>	<b>825,062</b>	<b>827,258</b>	<b>813,820</b>

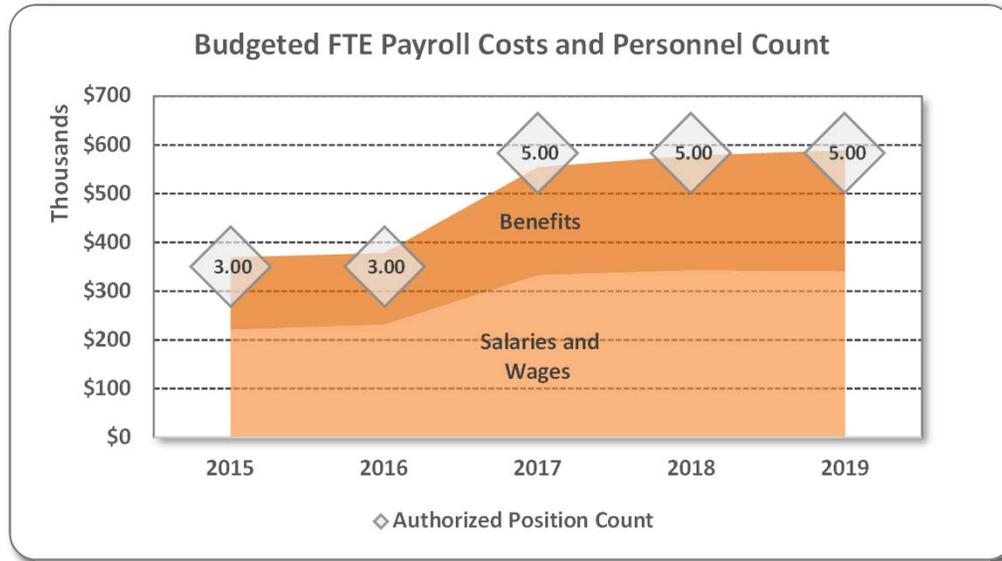


**CITY CLERK**

**Mission:**

*It is the mission of the City Clerk and her staff to provide municipal election services, maintain the official records of all City Council proceedings, and perform other state and municipal statutory duties for elected officials, voters, city departments, and the public, in order that they may be guaranteed fair and impartial elections and open access to information and the legislative process.*

	FTE
CITY CLERK	1.00
DEPUTY CLERK	1.00
RECORDS MANAGER	1.00
CUSTOMER SERVICE REP	2.00
<b>Grand Total</b>	<b>5.00</b>



Over 5% ▶  
 3-5% ▬  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
FTE Payroll	351,318	363,157	536,780	559,850	577,851	589,405	11,554 <span style="color: green;">✔</span>	2.0%
Other Operating	12,012	19,481	15,635	28,800	28,800	31,000	2,200 <span style="color: red;">▶</span>	7.6%
Other Personnel	40,312	30,169	38,060	34,846	32,039	31,784	(255) <span style="color: green;">✔</span>	-0.8%
Contracts	2,421	2,509	9,121	10,510	10,510	10,510	- <span style="color: green;">✔</span>	0.0%
<b>Grand Total</b>	<b>406,063</b>	<b>415,317</b>	<b>599,597</b>	<b>634,006</b>	<b>649,200</b>	<b>662,699</b>	13,500 <span style="color: green;">✔</span>	2.1%

**CITY CLERK**

**Ongoing Responsibility**

The City Council appoints the municipal Clerk. The Clerk and her staff work directly for the legislative body. The Clerk administers the City Council's offices and serves as a conduit to the administration, the public, and other agencies for the City Council.

The City Clerk's office also serves as the City Public Information Office, whose missions include media relations, social media management, and emergency communications. Additionally, the City Clerk's office manages the front customer service office at City Hall.

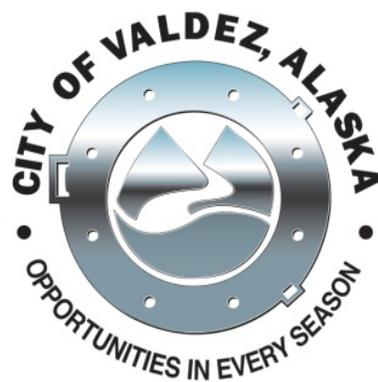
**Work Plan**

- Continue development and implementation of Zasio electronic records management system.
- Continue with ongoing revisions to City Code.
- Develop and implement "Kids in Government" program.
- Develop and implement newly elected officials and boards and commissions training program.
- Provide training for Clerk staff necessary to achieve or retain the highest degree of professional certification.
- Continue to increase voter turnout and spark interest by our citizens to serve on the City Council, the School Board or as a member of a city board or commission. Promote citizen engagement and involvement in local government.
- Create a Public Information Office operating procedures manual to codify roles, responsibilities, processes, programs, and goals.

Topic	Notes and Analysis
<b>FTE Payroll</b>	Increase (11K) associated with health insurance benefit increase.
<b>Other Operating</b>	Increase reflects additional costs for anticipated Fire Station Bond/Special Election (8.5K). Total category increase is offset by a reduction from a one-time purchase of microfilm reader/scanner (10K) made in 2018.

DEPT NAME	City Clerk
REV/EXP	EXP

			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>001-5350-41100</b>	Salaries and Wages	220,088	232,721	324,229	342,424	340,568
	<b>001-5350-41300</b>	Benefits	131,230	130,436	212,551	235,426	248,837
<b>Other Operating</b>	<b>001-5350-43350</b>	Elections	6,062	14,662	7,160	7,500	16,000
	<b>001-5350-45300</b>	Communications/Pos	1,650	1,583	2,378	1,900	1,900
	<b>001-5350-45400</b>	Advertising & Promot	-	-	-	-	2,000
	<b>001-5350-45500</b>	Reproduction & Copyi	-	-	-	-	-
	<b>001-5350-46100</b>	Office Supplies	1,226	461	823	2,600	2,600
	<b>001-5350-46950</b>	Records Managemen	2,073	2,244	4,284	5,000	5,000
	<b>001-5350-47300</b>	Other Capital Equipm	-	-	-	9,800	-
	<b>001-5350-47430</b>	Office/Capital Expens	1,000	531	989	2,000	3,500
<b>Other Personnel</b>	<b>001-5350-41150</b>	Temporary Wages	-	-	10,912	-	-
	<b>001-5350-41200</b>	Overtime	10,387	4,344	3,983	6,289	6,034
	<b>001-5350-45800</b>	Travel & Transportati	20,222	17,204	16,657	18,000	18,000
	<b>001-5350-45900</b>	Training	8,158	7,247	5,044	6,000	6,000
	<b>001-5350-46400</b>	Dues & Subscriptions	1,395	1,224	1,314	1,500	1,500
	<b>001-5350-46500</b>	Clothing	150	150	150	250	250
<b>Contracts</b>	<b>001-5350-43200</b>	Professional Fees & S	2,421	2,509	1,611	3,000	3,000
	<b>001-5350-43400</b>	Contractual Services	-	-	7,510	7,510	7,510
<b>Grand Total</b>			<b>406,063</b>	<b>415,317</b>	<b>599,597</b>	<b>649,200</b>	<b>662,699</b>



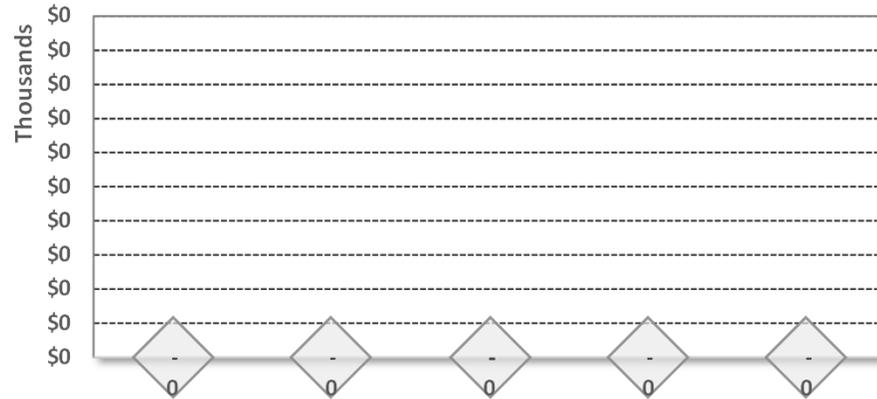
**CITY COUNCIL**

**Mission:**

*The City Council is the legislative and policy-making body of City government, setting the City's long-range vision, values, strategies and goals.*

**FTE**

**Budgeted FTE Payroll Costs and Personnel Count**



◆ Authorized Position Count

Over 5%

3-5%

Below 3%

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
Other Operating	71,169	69,525	81,067	131,750	131,750	131,750	-	0.0%
Other Personnel	46,763	20,822	19,643	33,500	33,500	33,500	-	0.0%
Contracts	155,674	166,702	165,515	172,000	192,000	172,000	(20,000)	-10.4%
Utilities	2,893	2,687	2,950	4,000	4,000	3,000	(1,000)	-25.0%
<b>Grand Total</b>	<b>276,498</b>	<b>259,736</b>	<b>269,176</b>	<b>341,250</b>	<b>361,250</b>	<b>340,250</b>	<b>(21,000)</b>	<b>-5.8%</b>

**CITY COUNCIL**

**Ongoing Responsibility**

The Mayor serves as the Chairperson of the Council. The Council appoints and removes the City Manager, City Clerk, and City Attorney to implement its policies and goals.

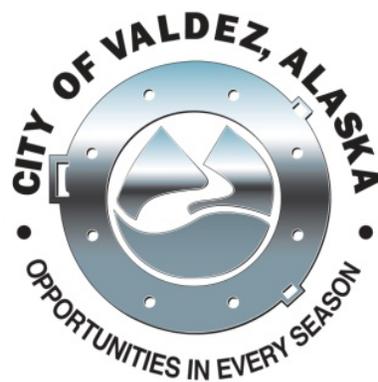
**Work Plan**

- Continuation and completion of Kelsey Dock project.
- Create multi-year plan for office and storage space needs.
- Design of proposed new Fire Station.
- Development and implementation of pavement management plan.
- Enhanced communications and public outreach.
- Enhanced enforcement of City codes and zoning regulations.
- Expansion of housing options.
- Explore expanded and optimized project management options.
- Explore expanded Senior healthcare initiatives.
- Long-term financial planning and budget sustainability
- Mitigate wildlife hazards.
- Ongoing economic development and diversification.
- Ongoing flood hazard assesement and mitigation.
- Review of citywide procurement procedures.
- Review of options for daycare and early childhood development.
- Scheduling and quantifying of ongoing and deferred maintenance.

Topic	Notes and Analysis
<b>Contracts</b>	Reduction (20K) reflects removal of Professional Fees: Gas Line Development line-item.
<b>Utilities</b>	Budget reflects department actual historic average.

DEPT NAME	City Council
REV/EXP	EXP

			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>Other Operating</b>	<b>001-5300-45300</b>	Communications/Pos	3,649	3,812	3,940	3,500	3,500
	<b>001-5300-45400</b>	Advertising & Promot	60,834	58,048	56,491	55,500	55,500
	<b>001-5300-46100</b>	Office Supplies	1,033	1,303	986	1,500	1,500
	<b>001-5300-46950</b>	Stipened	-	-	6,300	11,250	11,250
	<b>001-5300-47300</b>	Other Capital Equipm	-	-	-	-	-
	<b>001-5300-47430</b>	Office/Capital Expens	-	-	-	-	-
	<b>001-5300-48500</b>	Contingencies	5,652	6,362	13,351	60,000	60,000
<b>Other Personnel</b>	<b>001-5300-45800</b>	Travel & Transportati	37,842	11,985	11,337	20,000	20,000
	<b>001-5300-45900</b>	Training	900	2,250	1,859	5,000	5,000
	<b>001-5300-46400</b>	Dues & Subscriptions	8,021	6,587	6,447	7,500	7,500
	<b>001-5300-46500</b>	Clothing	-	-	-	1,000	1,000
<b>Contracts</b>	<b>001-5300-43200</b>	Professional Fees & S	145,753	153,241	164,395	172,000	172,000
	<b>001-5300-43302</b>	Professional Fees: Ga	9,921	13,462	1,120	20,000	-
	<b>001-5300-43400</b>	Contractual Services	-	-	-	-	-
<b>Utilities</b>	<b>001-5300-46200</b>	Heating	2,893	2,687	2,950	4,000	3,000
	<b>001-5300-46220</b>	Electricity	-	-	-	-	-
<b>Grand Total</b>			<b>276,498</b>	<b>259,736</b>	<b>269,176</b>	<b>361,250</b>	<b>340,250</b>

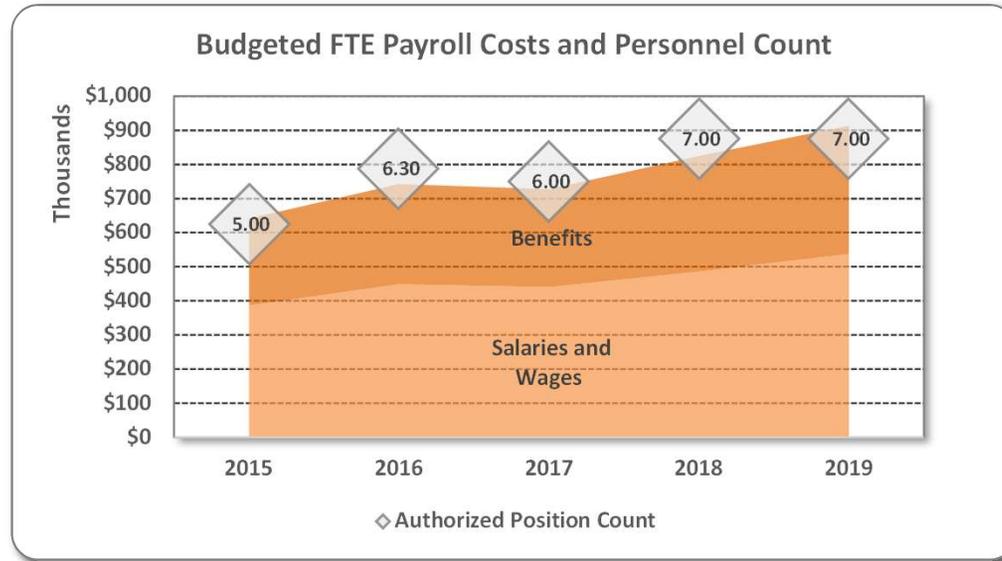


**COMMUNITY DEVELOPMENT**

**Mission:**

*To develop and implement creative community-based strategies to enhance housing opportunities, build cohesive neighborhoods, and ensure a dynamic framework for quality growth and development.*

	<b>FTE</b>
ADMIN ASSISTANT	1.00
BUILDING INSPECTOR	1.00
DIRECTOR	1.00
GIS MANAGER	1.00
PLANNING TECHNICIAN	1.00
SENIOR PLANNER	1.00
SENIOR PLANNER/GIS TECH	1.00
<b>Grand Total</b>	<b>7.00</b>



Over 5% ▶  
 3-5% ▬  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
FTE Payroll	581,091	591,730	646,933	597,908	824,438	913,393	88,955 <span style="color: red;">▶</span>	10.8%
Other Operating	13,288	26,941	32,981	18,468	36,000	32,100	(3,900) <span style="color: green;">✔</span>	-10.8%
Other Personnel	25,768	26,980	49,509	72,877	41,012	75,087	34,075 <span style="color: red;">▶</span>	83.1%
Contracts	60,174	83,293	110,989	200,929	150,000	578,900	428,900 <span style="color: red;">▶</span>	285.9%
<b>Grand Total</b>	<b>680,321</b>	<b>728,944</b>	<b>840,412</b>	<b>890,182</b>	<b>1,051,450</b>	<b>1,599,480</b>	548,030 <span style="color: red;">▶</span>	52.1%

**COMMUNITY DEVELOPMENT**

**Ongoing Responsibility**

Building Plan Reviews

Business Registrations

Code Enforcement

Code Variances and Exceptions

Conditional Use Permits

Floodplain Management

Inspections

Land Sales

Long-Term Planning

Public Land Lease Management

Re-zoning

Subdivision Development

Temporary Land Use Permits

**Work Plan**

Adoption of updated FEMA Flood Insurance Rate Maps by ordinance

Assist in the development of the Comprehensive plan

Continue to Develop City Wide Flood Mitigation Strategic Plan for adoption by resolution

Continue to streamline building, zoning, floodplain development and septic application reviews and strive for a 7 to 10 day permit turnaround.

Encourage and allow new building types by code adoption

Innovate to improve compliance by outreach

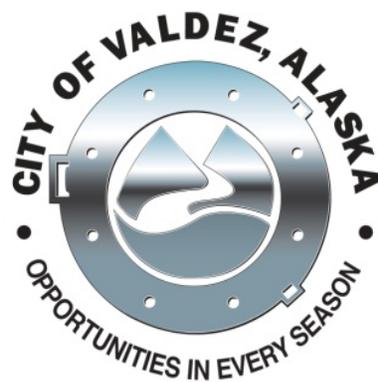
Make public land available by increasing city land sales by 50%

Revise City Code to reflect wants and needs of the community

Topic	Notes and Analysis
<b>FTE Payroll</b>	Increase reflects shifts from hourly to salaried staff, increased health insurance costs, and replacement of Code Enforcement FTE with higher-paid GIS FTE.
<b>Other Personnel</b>	Increase primarily driven by Temporary Wages (33K) needed to assist with department transition and unfilled GIS position.
<b>Contracts</b>	Increase driven by professional fees for multiple surveys and monitoring tasks pertaining to GIS/Aerial surveying, flood plain management, and land development.

DEPT NAME Community Development  
 REV/EXP EXP

			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>001-5500-41100</b>	Salaries and Wages	365,324	376,308	400,627	486,793	537,704
	<b>001-5500-41300</b>	Benefits	215,766	215,422	246,306	337,645	375,689
<b>Other Operating</b>	<b>001-5500-43424</b>	Permits	-	-	-	-	-
	<b>001-5500-44410</b>	Lease Expense	-	-	-	-	-
	<b>001-5500-45300</b>	Communications/Pos	1,252	1,536	1,731	1,600	1,800
	<b>001-5500-45400</b>	Advertising & Promot	1,233	8,699	10,086	8,500	3,400
	<b>001-5500-45500</b>	Reproduction & Copy	4,619	6,632	3,152	10,000	5,000
	<b>001-5500-46100</b>	Office Supplies	476	929	1,638	1,300	2,900
	<b>001-5500-46120</b>	Operating Supplies	4,758	3,247	15,946	11,000	9,000
	<b>001-5500-46260</b>	Vehicle & Equipment	869	453	427	1,800	1,500
	<b>001-5500-46700</b>	Parts & Supplies for E	-	-	-	-	-
	<b>001-5500-46950</b>	Unreimbursed Grant	80	-	-	-	-
	<b>001-5500-47300</b>	Other Capital Equipment				-	7,000
	<b>001-5500-47430</b>	Office/Capital Expens	-	5,445	-	1,800	1,500
	<b>001-5500-49520</b>	Marine First Respond	-	-	-	-	-
<b>Other Personnel</b>	<b>001-5500-41150</b>	Temporary Wages	-	-	9,642	-	33,129
	<b>001-5500-41200</b>	Overtime	3,871	2,364	6,401	5,000	7,058
	<b>001-5500-45800</b>	Travel & Transportati	14,755	20,508	20,018	24,850	24,850
	<b>001-5500-45900</b>	Training	6,041	2,733	10,536	8,787	8,500
	<b>001-5500-46400</b>	Dues & Subscriptions	1,101	1,275	2,294	1,625	1,200
	<b>001-5500-46500</b>	Clothing	-	100	618	750	350
<b>Contracts</b>	<b>001-5500-43200</b>	Professional Fees & S	33,636	62,818	59,651	90,000	488,900
	<b>001-5500-43310</b>	ACMP Special Project	-	-	-	-	-
	<b>001-5500-43400</b>	Contractual Services	26,537	20,475	51,338	60,000	90,000
	<b>001-5500-43402</b>	Contractual Cadastra	-	-	-	-	-
<b>Grand Total</b>			<b>680,321</b>	<b>728,944</b>	<b>840,412</b>	<b>1,051,450</b>	<b>1,599,480</b>

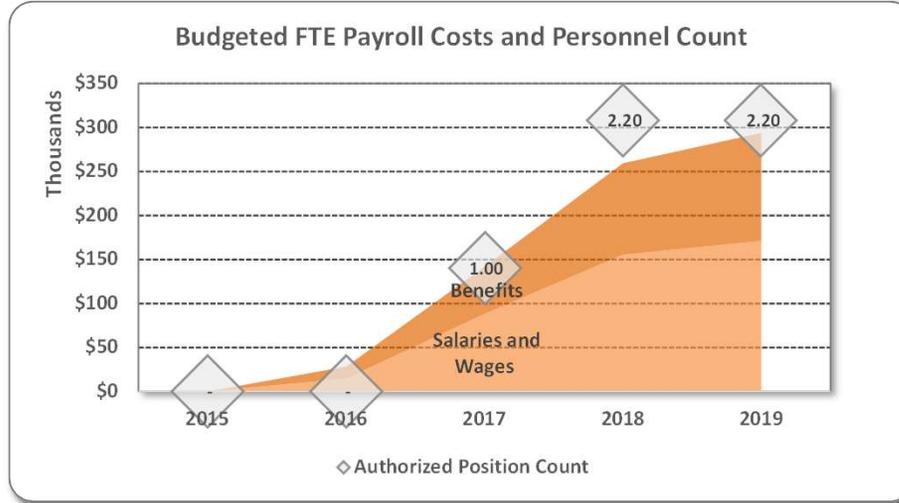


**ECONOMIC DEVELOPMENT**

**Mission:**

*The mission of the economic development department is to promote the City of Valdez through the attraction of new businesses and retention of existing businesses by providing the resources that enable and advance the well being of the community.*

	FTE
ADMINISTRATIVE ASSISTANT	0.20
DIRECTOR	1.00
EVENTS COORDINATOR	1.00
<b>Grand Total</b>	<b>2.20</b>



Over 5% ▶  
 3-5% ▶  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Prelim Bud w/approved Events	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	2019	Dollar Change	Percent Change
FTE Payroll	1,062	40,818	94,499	235,000	259,370	<del>293,877</del>	293,877	34,507 <span style="color: red;">▶</span>	13.3%
Other Operating	4,902	169,246	10,319	339,250	345,650	<del>484,850</del>	348,158	2,508 <span style="color: green;">✔</span>	0.7%
Other Personnel	40,974	26,451	22,379	28,350	18,350	<del>31,582</del>	31,582	13,232 <span style="color: red;">▶</span>	72.1%
Contracts	205,131	215,391	96,621	31,327	-	<del>95,000</del>	95,000	95,000 <span style="color: red;">▶</span>	100.0%
<b>Grand Total</b>	<b>252,069</b>	<b>451,907</b>	<b>223,818</b>	<b>633,927</b>	<b>623,370</b>	<del><b>905,310</b></del>	768,618	145,247 <span style="color: red;">▶</span>	23.3%
						<b>Budgeted Events</b>	<b>Approved Events</b>	<b>Budget Reduction</b>	
						376,100	239,408	136,692	

**ECONOMIC DEVELOPMENT**

**Ongoing Responsibility**

Develop, support and work toward the accomplishment of the community's economic development mission. Champion economic projects that advance Valdez in achieving its vision. This includes business retention and expansion, workforce strategies, marketing and attraction, real estate development and reuse.

**Work Plan**

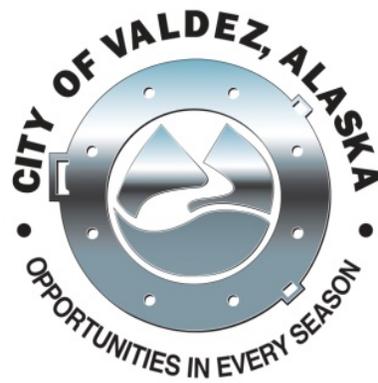
Assist Kimley Horn in the comprehensive plan development  
 Assist Ports and Harbors with their marketing strategies.  
 Direct Emergency Management operations.

Work with Community Development in getting city owned property surveyed, and appraised and on the market for sale. Also work on a plan to get city water and sewer to more of the community out to 10 mile.

Topic	Notes and Analysis
<b>FTE Payroll</b>	Increase based on additional responsibilities regarding emergency management resulting in salary increase and corresponding benefits increase.
<b>Other Personnel</b>	Increase reflects budgeted increase in Travel & Transportation (\$13K)
<b>Contracts</b>	Increase driven by operational budgeted contractual services for Economic Impact Study, Grant Writing, and Tourism Study. These contracts were previously embedded in various reserve accounts.
<b>Other Operating</b>	2019 Budget numbers reflect approved events from 10/19 workshop, with the Transportation Summit moved to Port department.

DEPT NAME	Economic Development
REV/EXP	EXP

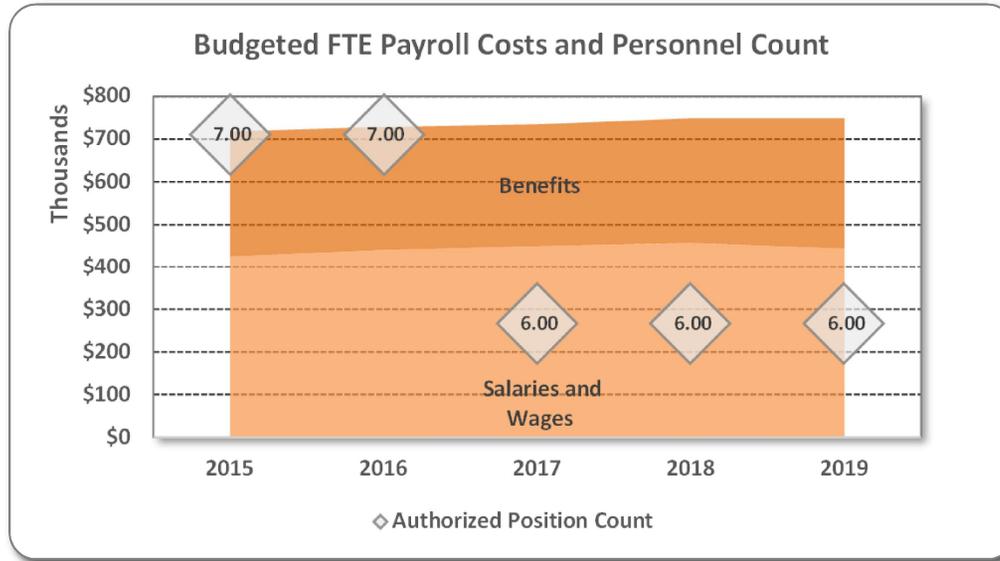
			Actual			Adopted Budget	Prelim Budget
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>001-5400-41100</b>	Salaries and Wages	-	24,615	61,601	155,443	171,608
	<b>001-5400-41300</b>	Benefits	1,062	16,203	32,898	103,927	122,270
<b>Other Operating</b>	<b>001-5400-45300</b>	Communications/Pos	-	-	1,027	1,400	6,000
	<b>001-5400-45400</b>	Advertising & Promot	3,431	954	1,087	5,000	20,000
	<b>001-5400-45500</b>	Reproduction & Copy	-	-	255	1,000	2,000
	<b>001-5400-46100</b>	Office Supplies	90	105	1,089	750	750
	<b>001-5400-46120</b>	Operating Supplies	1,381	12,519	6,133	14,000	20,000
	<b>001-5400-46260</b>	Vehicle & Equipment	-	-	354	-	2,000
	<b>001-5400-46950</b>	Events	-	145,669	45	268,500	376,100
	<b>001-5400-47430</b>	Office/Capital Expens	-	-	-	50,000	53,000
	<b>001-5400-48500</b>	Contingencies	-	10,000	330	5,000	5,000
<b>Other Personnel</b>	<b>001-5400-41200</b>	Overtime	1,494	5,947	580	-	4,382
	<b>001-5400-45800</b>	Travel & Transportati	38,894	19,111	17,298	12,000	25,000
	<b>001-5400-45900</b>	Training	200	1,095	3,830	4,250	-
	<b>001-5400-46400</b>	Dues & Subscriptions	385	299	620	2,000	2,000
	<b>001-5400-46500</b>	Clothing	-	-	50	100	200
<b>Contracts</b>	<b>001-5400-43400</b>	Contractual Services	205,131	215,391	96,621	-	95,000
<b>Grand Total</b>			<b>252,069</b>	<b>451,907</b>	<b>223,818</b>	<b>623,370</b>	<b>905,310</b>



**FINANCE**

**Mission:** *The Finance Department's mission is to Maximize, Optimize, and Preserve the City's Financial Resources.*

	FTE
ACCOUNTANT I	1.00
ACCOUNTANT II	1.00
ACCOUNTANT III	1.00
ANALYST	1.00
COMPTRROLLER	1.00
DIRECTOR	1.00
<b>Grand Total</b>	<b>6.00</b>



Over 5% ▶  
 3-5% ▬  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
FTE Payroll	678,216	720,693	677,433	746,796	748,764	749,062	298 <span style="color: green;">✔</span>	0.0%
Other Operating	10,781	12,927	11,176	16,216	18,142	19,930	1,788 <span style="color: red;">▶</span>	9.9%
Other Personnel	23,294	14,632	16,411	11,150	26,469	27,899	1,430 <span style="color: red;">▶</span>	5.4%
Contracts	245,136	297,237	364,317	152,000	223,000	218,500	(4,500) <span style="color: green;">✔</span>	-2.0%
<b>Grand Total</b>	<b>957,426</b>	<b>1,045,488</b>	<b>1,069,337</b>	<b>926,162</b>	<b>1,016,375</b>	<b>1,015,391</b>	<b>(984) <span style="color: green;">✔</span></b>	<b>-0.1%</b>

## FINANCE

### Ongoing Responsibility

The finance Department oversees management and analysis of the City's treasury and cash flow, as well all accounting, payroll, accounts payable, accounts receivable and property tax collection. On behalf of City Council the Department coordinates and manages the annual independent financial audit. The Department provides budgeting analysis and forecasting to the City manager and all departments, prepares the annual budget document, and coordinates all related workshops and public hearings. The Department also administers the City's General Obligation debt, the Permanent Fund investment policies, risk management, and self-insured employee health benefits program.

### Work Plan

Creation of Budget and Performance Metrics

Development of Bi-annual Budget

Financing option for multi-Year CIP and Deferred Maintenance

Integrated Web-Based Merchant Services for all facilities

Intermediate and Long Term Financial Planning

Revision of Financial Policies

Risk Management Analysis

Topic	Notes and Analysis
<b>Other Operating</b>	Increase reflects increased cost of needed check and envelope supplies for billing and disbursements, and increased advertising costs for resumed annual foreclosure notice requirements.
<b>Other Personnel</b>	Increase reflects continued annual onsite training with Caselle staff. This increase is largely offset with reduced travel, as staff no longer travels to UT for this training.
<b>Contracts</b>	Category includes third-party procurement review (explicit council priority), and ongoing but reduced legal costs for foreclosure proceedings.
<b>FTE Personnel</b>	Increased health insurance costs of \$13K are offset by salary/wage reductions following turnover and reorganization.

DEPT NAME	Finance
REV/EXP	EXP

			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>001-5200-41100</b>	Salaries and Wages	416,353	442,666	422,701	456,796	443,854
	<b>001-5200-41300</b>	Benefits	261,863	278,027	254,732	291,968	305,208
<b>Other Operating</b>	<b>001-5200-45300</b>	Communications/Pos	824	812	1,220	876	850
	<b>001-5200-45400</b>	Advertising & Promot	329	1,195	2,582	5,200	6,200
	<b>001-5200-45500</b>	Reproduction & Copy	3,061	4,865	3,599	8,466	7,780
	<b>001-5200-46120</b>	Operating Supplies	2,813	3,055	2,372	3,600	5,100
	<b>001-5200-47300</b>	Other Capital Equipm	-	-	-	-	-
	<b>001-5200-47430</b>	Office/Capital Expens	3,753	3,000	1,403	-	-
<b>Other Personnel</b>	<b>001-5200-41150</b>	Temporary Wages	-	-	-	-	-
	<b>001-5200-41200</b>	Overtime	9,176	8,210	5,305	6,500	6,726
	<b>001-5200-45800</b>	Travel & Transportati	5,726	4,834	845	5,100	8,000
	<b>001-5200-45900</b>	Training	7,278	1,369	9,627	13,600	11,794
	<b>001-5200-46400</b>	Dues & Subscriptions	1,113	219	634	969	1,029
	<b>001-5200-46500</b>	Clothing	-	-	-	300	350
<b>Contracts</b>	<b>001-5200-43200</b>	Professional Fees & S	104,605	114,855	110,888	118,000	93,000
	<b>001-5200-43212</b>	Professional fees 07-t	-	-	-	-	-
	<b>001-5200-43400</b>	Contractual Services	140,531	182,382	253,429	105,000	125,500
<b>Grand Total</b>			<b>957,426</b>	<b>1,045,488</b>	<b>1,069,337</b>	<b>1,016,375</b>	<b>1,015,391</b>

DEPT NAME			Actual					Adopted Budget	Prelim Budget		
REV/EXP			2015					2016	2017	2018	2019
<b>Debt Service</b>	<b>205-2050-47110</b>	Principal	1,450,000	2,135,000	2,220,876	941,264	961,658				
	<b>205-2050-47113</b>	Prepayment and Defe	5,501,215	-							
	<b>205-2050-47120</b>	Interest	2,137,525	2,252,950	1,888,354	850,387	823,743				
<b>Contracts</b>	<b>205-2050-43200</b>	Professional Services		-	-						
<b>Grand Total</b>			<b>9,088,740</b>	<b>4,387,950</b>	<b>4,109,230</b>	<b>1,791,651</b>	<b>1,785,401</b>				

DEPT NAME	Insurance
REV/EXP	EXP

			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>Other Operating</b>	<b>001-5700-45200</b>	Insurance	164,362	164,690	190,609	250,066	273,575
	<b>001-5700-45210</b>	Insurance Contingenc	12,363	28,222	23,234	18,000	18,000
<b>Contracts</b>	<b>001-5700-43200</b>	Professional Fees & S	30,000	30,000	15,000	30,000	
<b>Grand Total</b>			<b>206,725</b>	<b>222,912</b>	<b>228,843</b>	<b>298,066</b>	<b>291,575</b>

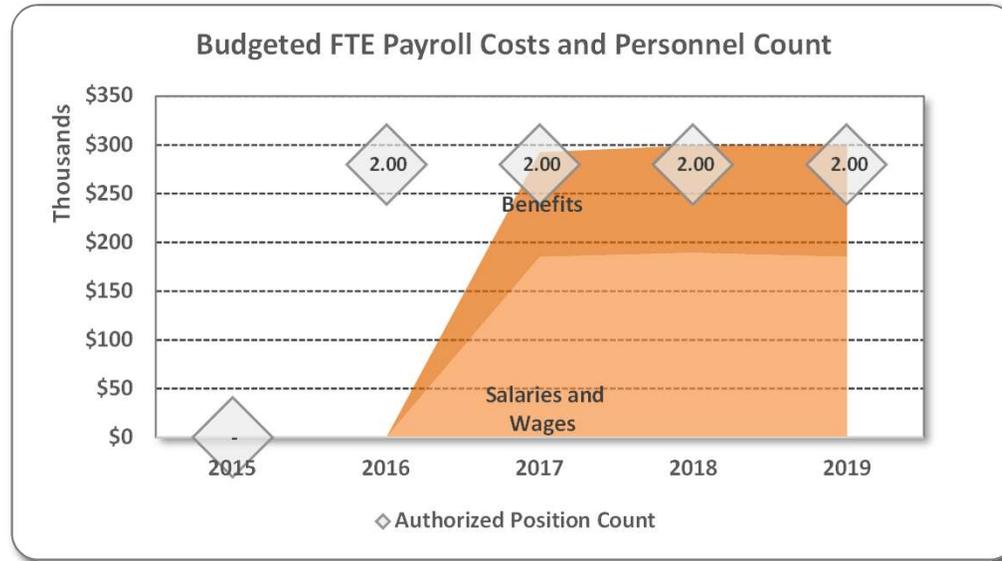
DEPT NAME			Permanent Fund				
REV/EXP			EXP				
			Actual			Adopted Budget	Prelim Budget
			2015	2016	2017	2018	2019
<b>Other Operating</b>	<b>607-1050-46950</b>	Misc Meetings Exp	171	230	765	3,000	10,000
<b>Contracts</b>	<b>607-1050-43200</b>	Professional Fees & S	149,526	143,246	247,481	300,000	300,000
<b>Grand Total</b>			<b>149,697</b>	<b>143,475</b>	<b>248,246</b>	<b>303,000</b>	<b>310,000</b>

## HUMAN RESOURCES

### Mission:

The mission of the Human Resources department is to promote the concept that the employees of the City of Valdez are our most valuable resource and will be treated as such by providing effective human resource management in developing and implementing policies, programs and services that contribute to the attainment of the goals of the City of Valdez and its employees.

	FTE
DIRECTOR	1.00
SPECIALIST	1.00
<b>Grand Total</b>	<b>2.00</b>



	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
FTE Payroll	-	-	286,761	299,613	299,613	299,907	294	0.1%
Other Operating	-	-	53,219	54,800	63,000	69,500	6,500	10.3%
Other Personnel	-	-	13,077	10,000	21,650	15,633	(6,017)	-27.8%
Contracts	-	-	7,039	21,000	9,000	15,000	6,000	66.7%
<b>Grand Total</b>	-	-	<b>360,096</b>	<b>385,413</b>	<b>393,263</b>	<b>400,040</b>	6,777	1.7%

**HUMAN RESOURCES**

**Ongoing Responsibility**

Ensure a qualified workforce in a safe and discrimination/harassment free environment by maintaining compliance with employment laws and government regulations, providing management and employee training, and developing appropriate and defensible policies and procedures.

Hire the most qualified employees by pre-planning staffing needs, ensure an effective internal interview process, increase visibility in the employment marketplace, identify the best and most cost effective recruitment sources, and conduct thorough reference and background checks.

Properly Balance the needs of the employees and the needs of the City.

Provide training and development in areas of effective leadership and career development of employees, employment law, government regulation, and litigation avoidance.

Retain our valued employees by assuring effective leadership qualities in our managers; providing competitive wages and benefits; furnishing technical, interpersonal and career development training and coaching; conducting exit interviews and supplying relevant feedback to management; and enhancing two-way communication between employees and management.

**Work Plan**

Benefit cost-reduction strategies.  
 Certify HR Representative as Benefits Coordinator  
 Consistent Performance Improvement processes City-wide.  
 Consistent Performance Review processes leading to meritbased increases rather than longevity increases.  
 Continued Refinement of City Personnel Regulations and development of an accessible Employee Handbook.

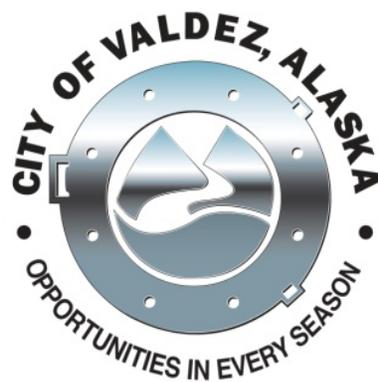
Continuing education as SHRM-SCP for Director of Human Resources.  
 Establish effective annual training programs for staff, supervisors and management.  
 Institute creative employee recognition programs to bolster morale.  
 Rework the City bi-weekly pay schedule to include a middle management/professional exempt pay schedule and related efforts to reduce overtime costs.

Rework the City Temporary staff pay scale to be competitive in Valdez.  
 Transfer benefits management to H.R.

Topic	Notes and Analysis
<b>Other Operating</b>	Increase reflects budgeting of recruitment costs to match 2018 actual expenses, which were under estimated.
<b>Contracts</b>	Increase reflects ongoing work with AML for supervisor training. 2018 adopted budget was amended to include \$12K of contractual services with AML for salary study.
<b>Other Personnel</b>	Reduction reflects travel and training budgeting closer to recent actual use.
<b>FTE Personnel</b>	Category contains a \$4k benefits increase from health insurance costs, offset by a reduction in salary/wage reflecting inaccurate estimate in adopted 2018 budget.

DEPT NAME	Human Resources
REV/EXP	EXP

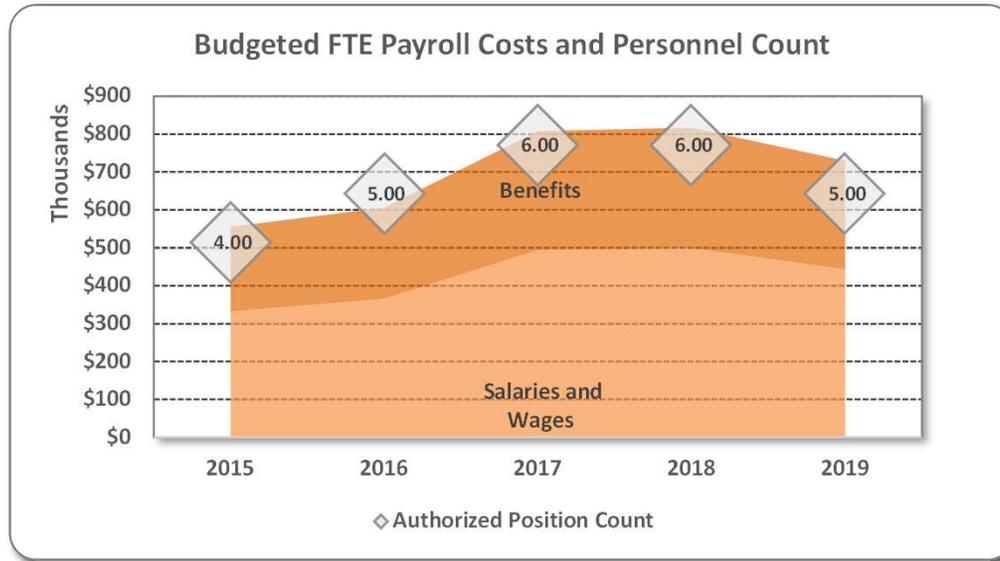
			Actual			Adopted Budget	Prelim Budget
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>001-5150-41100</b>	Salaries and Wages	-	-	184,101	189,158	185,412
	<b>001-5150-41300</b>	Benefits	-	-	102,660	110,455	114,495
<b>Other Operating</b>	<b>001-5150-45300</b>	Communications/Pos	-	-	441	1,000	1,000
	<b>001-5150-45400</b>	Advertising & Promot	-	-	-	1,000	1,000
	<b>001-5150-45500</b>	Reproduction & Copy	-	-	-	11,000	9,500
	<b>001-5150-46100</b>	Office Supplies	-	-	1,897	5,000	3,000
	<b>001-5150-46120</b>	Operating Supplies	-	-	4,061	-	-
	<b>001-5150-46950</b>	Recruitment	-	-	37,798	30,000	40,000
	<b>001-5150-47300</b>	Other Capital Equipm	-	-	-	-	-
	<b>001-5150-47500</b>	Employee Recognitio	-	-	3,390	5,000	5,000
	<b>001-5150-48500</b>	Contingencies	-	-	5,633	10,000	10,000
<b>Other Personnel</b>	<b>001-5150-41200</b>	Overtime	-	-	208	3,000	1,583
	<b>001-5150-45800</b>	Travel & Transportati	-	-	1,277	10,250	8,500
	<b>001-5150-45900</b>	Training	-	-	11,393	7,900	5,000
	<b>001-5150-46400</b>	Dues & Subscriptions	-	-	199	400	450
	<b>001-5150-46500</b>	Clothing	-	-	-	100	100
<b>Contracts</b>	<b>001-5150-43200</b>	Professional Fees & S	-	-	7,039	9,000	9,000
	<b>001-5150-43400</b>	Contractual Services	-	-	-	-	6,000
<b>Grand Total</b>			-	-	<b>360,096</b>	<b>393,263</b>	<b>400,040</b>



**INFORMATION SERVICES**

**Mission:** *The Information Technology Department provides leadership and coordination of technology initiatives within the city government.*

	FTE
DATABASE ADMIN	1.00
DIRECTOR	1.00
NETWORK ADMIN	1.00
SPECIALIST	1.00
SYSTEM ADMINISTRATOR	1.00
<b>Grand Total</b>	<b>5.00</b>



Over 5% ▶  
 3-5% ▬  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
FTE Payroll	517,361	511,436	676,316	630,000	817,036	729,462	(87,574) <span style="color: green;">✔</span>	-10.7%
Other Operating	111,427	149,307	131,774	147,425	165,182	293,785	128,603 <span style="color: red;">▶</span>	77.9%
Other Personnel	27,903	38,494	19,659	35,000	42,205	49,488	7,283 <span style="color: red;">▶</span>	17.3%
Contracts	16,635	11,389	94,304	175,000	20,885	21,375	490 <span style="color: green;">✔</span>	2.3%
<b>Grand Total</b>	<b>673,326</b>	<b>710,626</b>	<b>922,054</b>	<b>987,425</b>	<b>1,045,308</b>	<b>1,094,110</b>	48,802 <span style="color: orange;">▬</span>	4.7%

**INFORMATION SERVICES**

**Ongoing Responsibility**

Develop, enhance, and manage the City’s enterprise network to provide high speed, transparent, and highly functional connectivity to all information resources.

Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access, and additionally they provide leadership for effective strategic and tactical planning in the use of technology.

**Work Plan**

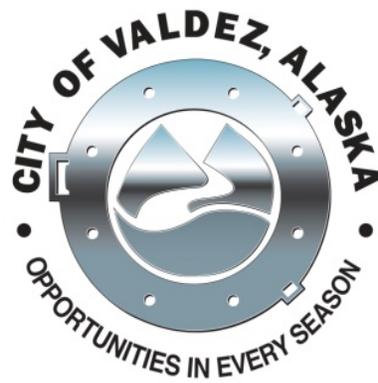
Continue GIS data verification process and establish data standards and deployment plan

- Facilitate IT needs for ongoing staff rehabilitation and repurposing of facilities
- Facilitate the upgrade of the 911 servers and dispatch consoles
- Maintain and update city technology systems in accordance with the technology replacement plan
- Update City-wide wireless infrastructure

Topic	Notes and Analysis
<b>Other Operating</b>	Increase reflects fully-implemented dark fiber network.
<b>Other Personnel</b>	Category increase is driven by expanded training and related travel costs for entire department, where previously such efforts were not department-wide.
<b>FTE Payroll</b>	Category reduction reflects GIS position moved to Community Development. This reduction is partially offset by other position increases following departmental reorganization.

DEPT NAME	Information Services
REV/EXP	EXP

			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>001-5050-41100</b>	Salaries and Wages	328,454	328,819	425,359	500,378	443,980
	<b>001-5050-41300</b>	Benefits	188,907	182,618	250,957	316,658	285,482
<b>Other Operating</b>	<b>001-5050-45300</b>	Communications/Pos	82,292	123,033	113,720	136,457	251,800
	<b>001-5050-45400</b>	Advertising & Promot	-	756	-	50	50
	<b>001-5050-46110</b>	Data Processing	10,358	9,980	6,352	10,300	10,000
	<b>001-5050-46120</b>	Operating Supplies	1,200	1,322	4,155	1,275	2,635
	<b>001-5050-46260</b>	Vehicle & Equipment	160	153	181	300	300
	<b>001-5050-46700</b>	Parts & Supplies for E	17,417	9,911	7,367	10,800	16,000
	<b>001-5050-47300</b>	Other Capital Equipm	-	-	-	-	-
	<b>001-5050-47430</b>	Office/Capital Expens	-	4,152	-	-	7,000
	<b>001-5050-48500</b>	Contingencies	-	-	-	6,000	6,000
<b>Other Personnel</b>	<b>001-5050-41150</b>	Temporary Wages	-	-	-	-	-
	<b>001-5050-41200</b>	Overtime	2,691	3,620	120	3,600	1,768
	<b>001-5050-45800</b>	Travel & Transportati	13,380	24,165	6,972	23,090	26,220
	<b>001-5050-45900</b>	Training	11,721	10,518	12,319	15,215	20,000
	<b>001-5050-46500</b>	Clothing	112	191	248	300	1,500
<b>Contracts</b>	<b>001-5050-43400</b>	Contractual Services	16,635	11,389	94,304	20,885	21,375
<b>Grand Total</b>			<b>673,326</b>	<b>710,626</b>	<b>922,054</b>	<b>1,045,308</b>	<b>1,094,110</b>

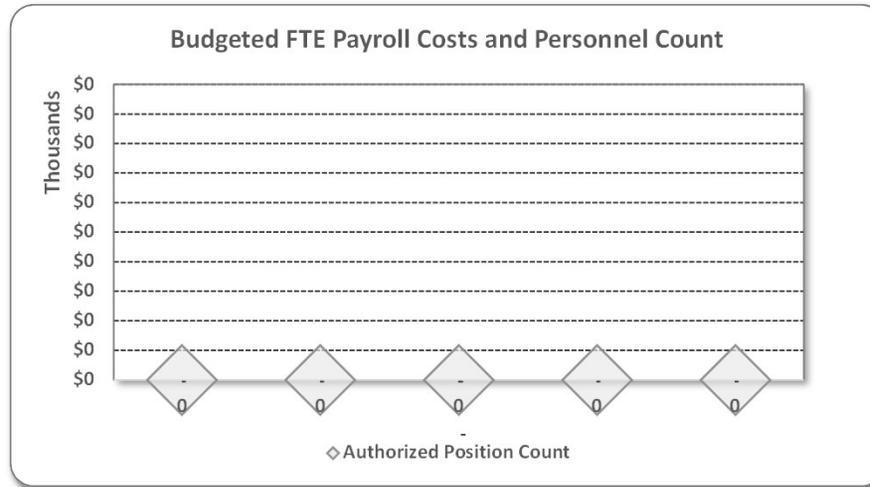


**LAW**

**Mission:**

The City Attorney is committed to providing high-level strategic guidance and proactively identifying measures to increase efficiency and avoid potential liability commissions.

**FTE**



	Actual Expenditure			2018	Year-End Estimate 2018	Adopted Budget 2018	Preliminary Budget 2019	Budget to Budget Changes	
	2015	2016	2017					Dollar Change	Percent Change
EXTRAORDINARY		7,308,500	-					-	0.0% <span style="color: green;">✔</span>
Legal	3,192,127	2,103,288	1,050,060	323,678	-	1,500,000	1,650,000	150,000 <span style="color: red;">▶</span>	10.0%
<b>Grand Total</b>	<b>3,192,127</b>	<b>9,411,788</b>	<b>1,050,060</b>	<b>323,678</b>	<b>-</b>	<b>1,500,000</b>	<b>1,650,000</b>	150,000 <span style="color: red;">▶</span>	10.0%

**LAW**

**Ongoing Responsibility**

The City Attorney is appointed to "act as the legal advisor of and be responsible to the council. He shall advise the city clerk concerning legal problems affecting the city administration."  
Provide legal guidance and strategic support for the City Council and Administration.

Provide ongoing legal education and training to the City Council and staff.  
Represent the City in civil litigation and administrative proceedings.  
Review and implement changes in state law that require revisions to the city code.  
Review contracts and develop forms and procedures to facilitate efficient operation of procurement procedures while minimizing the City's potential liability.

Undertake a comprehensive review of the city code and revise as necessary to reduce areas of potential liability and improve efficiency.  
Work directly with department heads in providing legal advice, reviewing and revising city code provisions, and reviewing and revising department policies.  
Work with department heads in prosecuting minor offenses and code enforcement actions.

**Work Plan**

Represent the City before FERC in the Alaska LNG permitting process to ensure objective analysis of the Valdez Alternative

Represent the City in cooperatively developing a program for evaluating escaped property based upon a proper interpretation of the primary use standard and prepare for potential litigation regarding the same  
Represent the City in evaluating options and preparing for litigation and settlement discussion in advance of the TAPS ad valorem settlement expiration

Represent the City in seeking an administrative resolution to the Tax Cap restrictions on supplemental assessments while simultaneously evaluating litigation options

Represent the City in the administrative proceeding challenging amendments to the Valdez Marine Terminal Spill Response and Contingency Plan that weaken oil spill protections for the Port of Valdez

Topic	Notes and Analysis
Legal	Department narrative and costs reflect Council-approved work-plan discussion with City Attorney.

DEPT NAME	Law
REV/EXP	EXP

			Actual			Adopted Budget	Prelim Budget
			2015	2016	2017	2018	2019
<b>EXTRAORDINARY</b>	<b>001-5600-49525</b>	TAPS Settlement Payment		7,308,500	-		
<b>Legal</b>	<b>001-5600-43200</b>	Professional Fees & S	3,192,127	2,103,288	1,050,060	1,500,000	1,650,000
<b>Grand Total</b>			<b>3,192,127</b>	<b>9,411,788</b>	<b>1,050,060</b>	<b>1,500,000</b>	<b>1,650,000</b>



Legislation Text

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**File #:** 18-0370, **Version:** 1

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**ITEM TITLE:**

Ports and Harbor Division

**SUBMITTED BY:** Brian Carlson, Finance Director

**FISCAL NOTES:**

Expenditure Required: \$2.9MM

Unencumbered Balance: n/a

Funding Source: n/a

**RECOMMENDATION:**

Review and provide consensus direction to staff for final budget

**SUMMARY STATEMENT:**

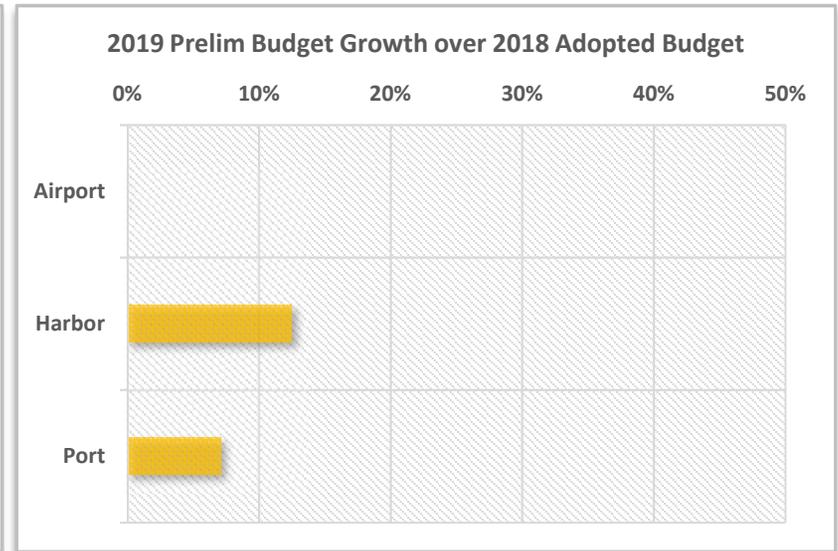
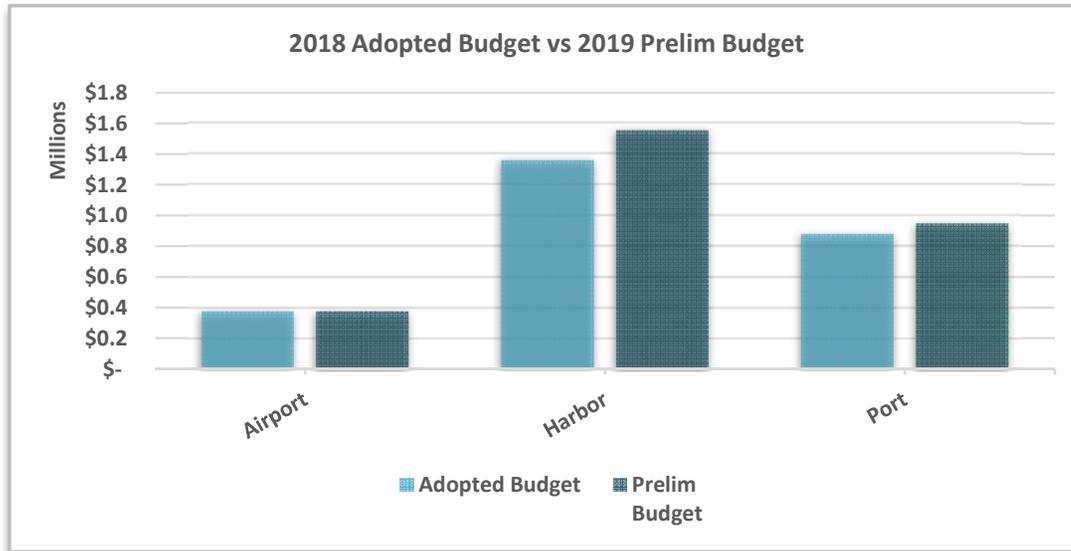
Ports and Harbor Division is comprised of these departments:

- Airport
- Port
- Harbor

Staff will distribute additional revenue and subsidy materials at or prior to the October 31 Workshop.

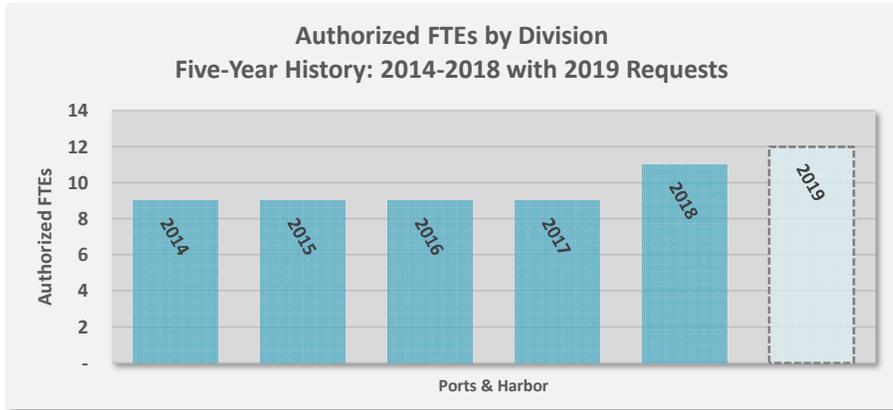
PDF Attachment: Ports and Harbor Binder





	Adopted Budget History				Prelim Budget	Budget Trendline
	2015	2016	2017	2018	2019	2015-2019
Airport	383,208	328,588	324,846	375,118	375,292	
Harbor	1,289,570	1,196,944	1,205,857	1,360,092	1,554,891	
Port	759,881	783,311	706,609	880,345	948,088	
<b>Total</b>	<b>2,432,659</b>	<b>2,308,843</b>	<b>2,237,312</b>	<b>2,615,555</b>	<b>2,878,271</b>	

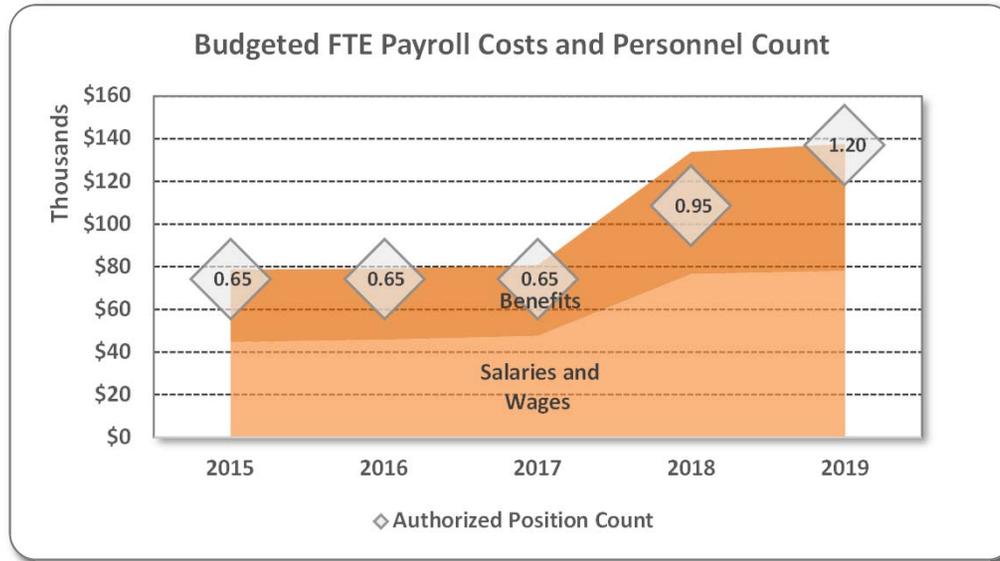
	2014		2015		2016		2017		2018		2019		2014-2019 Growth			
	Authorized FTEs	FTE Payroll Costs	Authorized FTEs	FTE Payroll Costs	Authorized FTEs	FTE Payroll Costs										
<b>Ports &amp; Harbor</b>	9.00	\$1.0 MM	9.00	\$1.1 MM	9.00	\$1.1 MM	9.00	\$1.1 MM	11.00	\$1.2 MM	12.00	\$1.4 MM	33%	3.0	37%	\$0.4 MM



**AIRPORT**

**Mission:** *Effective management of commercial leases and ongoing optimization of space for City use.*

	<b>FTE</b>
ADMIN ASSISTANT	0.25
DIRECTOR	0.10
MAINTENANCE MANAGER	0.30
OPERATIONS MANAGER	0.25
SECURITY & MAINT TECH	0.30
<b>Grand Total</b>	<b>1.20</b>



Over 5% ▶  
 3-5% ▬  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
FTE Payroll	72,432	72,241	71,856	131,000	133,975	137,598	3,622 <span style="color: green;">✔</span>	2.7%
Other Operating	42,975	41,717	52,840	59,279	73,615	66,825	(6,790) <span style="color: green;">✔</span>	-9.2%
Other Personnel	1,618	1,146	1,109	2,488	2,988	2,500	(488) <span style="color: green;">✔</span>	-16.3%
Contracts	34,453	42,335	35,242	43,815	43,040	47,220	4,180 <span style="color: red;">▶</span>	9.7%
Utilities	96,501	78,158	80,783	114,500	117,000	117,000	- <span style="color: green;">✔</span>	0.0%
Maintenance	1,946	3,448	2,558	3,500	4,500	4,150	(350) <span style="color: green;">✔</span>	-7.8%
<b>Grand Total</b>	<b>249,926</b>	<b>239,046</b>	<b>244,388</b>	<b>354,582</b>	<b>375,118</b>	<b>375,292</b>	174 <span style="color: green;">✔</span>	0.0%

## AIRPORT

### Ongoing Responsibility

The Airport Department is responsible for subleasing office space in the Valdez Pioneer Field airport terminal building, providing general building maintenance, events, and assisting with parking lot snow removal to clear parking spaces.

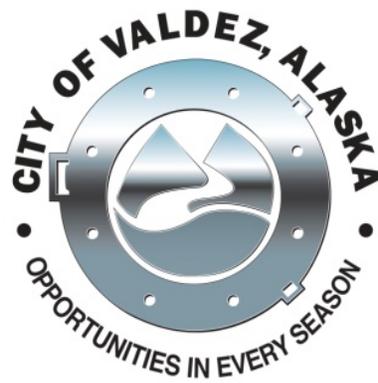
### Work Plan

Assist the State of Alaska with their Airport Master planning efforts.  
Continue to work with stakeholders and the FAA to improve flight navigation system upgrades.  
Work with Capital Facilities team to repair the HVAC system and open the Whitney side of the Airport.

Topic	Notes and Analysis
<b>Contracts</b>	Increase driven by airport upgrade initiatives including Wifi Services, Television Services, Carpet Cleaning.
<b>Other Operating</b>	Reduction of 3K due to one-time expenditure for seating in 2018 Budget, reduction by additional 3K reflecting more accurate budgeting for cellular services.

DEPT NAME	Airport
REV/EXP	EXP

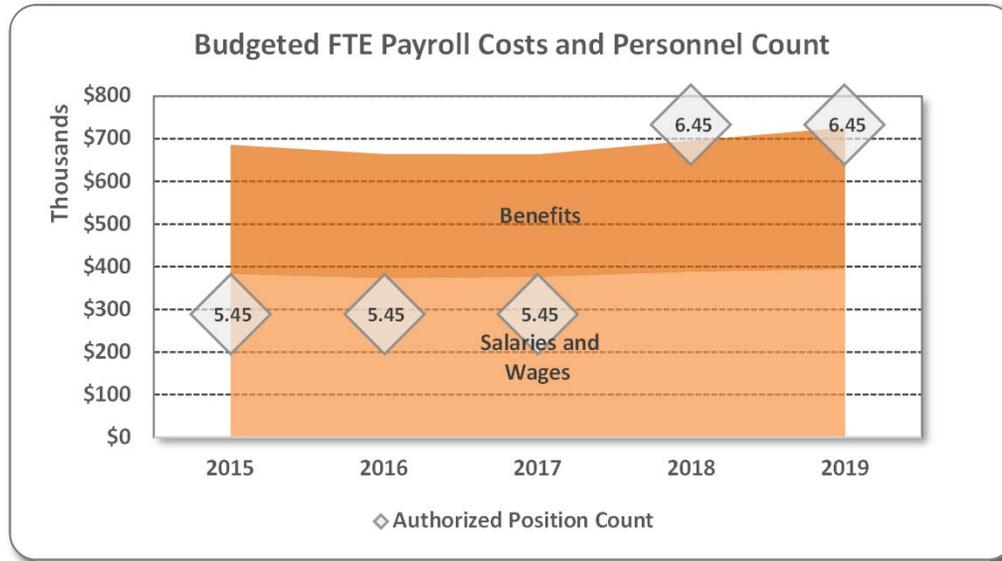
			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>510-4600-41100</b>	Salaries and Wages	44,384	45,273	44,944	76,662	77,906
	<b>510-4600-41300</b>	Benefits	28,048	26,969	26,913	57,314	59,692
	<b>510-4600-41301</b>	Benefits-Homeland S	-	-	-	-	-
<b>Other Operating</b>	<b>510-4600-43424</b>	Permits	-	-	-	-	-
	<b>510-4600-44400</b>	Rent	34,103	33,932	36,237	40,829	40,829
	<b>510-4600-44420</b>	Equipment Rental	-	-	-	3,000	3,000
	<b>510-4600-45300</b>	Communications/Pos	1,742	1,781	1,418	4,860	1,500
	<b>510-4600-45500</b>	Reproduction & Copy	852	531	928	3,100	3,100
	<b>510-4600-46120</b>	Operating Supplies	1,711	2,269	9,041	13,000	9,350
	<b>510-4600-46260</b>	Vehicle & Equipment	3,405	2,194	3,198	5,000	5,000
	<b>510-4600-47300</b>	Other Capital Equipm	-	-	-	-	-
	<b>510-5700-45200</b>	Insurance	1,162	1,011	2,018	3,826	4,046
<b>Other Personnel</b>	<b>510-4600-41150</b>	Temporary Wages	-	-	-	-	-
	<b>510-4600-41200</b>	Overtime	1,618	1,146	1,109	2,988	2,500
	<b>510-4600-41201</b>	Overtime Homeland S	-	-	-	-	-
<b>Maintenance</b>	<b>510-4600-44320</b>	Building & Grounds M	1,946	3,448	2,558	4,500	4,150
<b>Contracts</b>	<b>510-4600-43200</b>	Professional Fees & S	-	-	-	-	-
	<b>510-4600-43400</b>	Contractual Services	34,453	42,335	35,242	43,040	47,220
<b>Utilities</b>	<b>510-4600-46200</b>	Heating	48,378	27,220	34,110	52,000	52,000
	<b>510-4600-46220</b>	Electricity	48,124	50,938	46,673	65,000	65,000
<b>Grand Total</b>			<b>249,926</b>	<b>239,046</b>	<b>244,388</b>	<b>375,118</b>	<b>375,292</b>



**HARBOR**

**Mission:** Provide management, maintenance, and accounting of all harbor-related activities occurring within the mooring basin and associated uplands.

	FTE
ADMIN ASSISTANT	1.00
DIRECTOR	0.45
EQUIPMENT OPERATOR	1.00
HARBOR MAINT TECH II	1.00
HARBORMASTER	1.00
MAINTENANCE TECH	1.00
OFFICE MANAGER	1.00
<b>Grand Total</b>	<b>6.45</b>



Over 5% ▶  
 3-5% ▬  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	Dollar Change	Percent Change
FTE Payroll	584,010	538,015	558,099	619,936	695,920	726,592	30,672 <span style="color: orange;">▬</span>	4.4%
Other Operating	154,355	91,809	75,096	123,626	141,491	198,228	56,737 <span style="color: red;">▶</span>	40.1%
Other Personnel	131,223	133,566	135,238	114,849	183,181	219,571	36,390 <span style="color: red;">▶</span>	19.9%
Contracts	66,025	43,183	57,423	61,001	66,000	100,000	34,000 <span style="color: red;">▶</span>	51.5%
Utilities	151,495	176,658	190,522	223,532	235,000	272,000	37,000 <span style="color: red;">▶</span>	15.7%
Maintenance	24,358	18,036	23,321	26,085	38,500	38,500	- <span style="color: green;">✔</span>	0.0%
<b>Grand Total</b>	<b>1,111,467</b>	<b>1,001,266</b>	<b>1,039,700</b>	<b>1,169,029</b>	<b>1,360,092</b>	<b>1,554,891</b>	194,799 <span style="color: red;">▶</span>	14.3%

## HARBOR

### Ongoing Responsibility

Duties include operating and maintaining the travelift, fish pump, crane, grid, launch ramp, restrooms, fish cleaning stations, and maintenance yard services.

Review and recommend changes for consideration to the Harbor rules, regulations, policies and procedures.

### Work Plan

Ensure a smooth opening transition in the New Commercial Boat Harbor.  
 Finish the Waterfront Master Planning effort.  
 Streamline and modernize billing and reporting processes.

Topic	Notes and Analysis
<b>Other Operating</b>	Increase driven by Capital Equipment purchase requests (55K) including signage, parts for cranes and travel-lift, and cleaning station upgrades.
<b>Other Personnel</b>	Increase driven primarily by Temporary Wages (33K increase), reflecting staffing at new harbor and corresponding service levels.
<b>Contracts</b>	Increase (34K) reflects initiatives for grant writing (20K) and paint striping (10K).
<b>Utilities</b>	Increase (37K, 15%) includes expanded operations and subsequent utilities expenditures associated with new harbor.
<b>FTE Payroll</b>	Increase driven by health insurance benefit increase (25K).

DEPT NAME	Harbor
REV/EXP	EXP

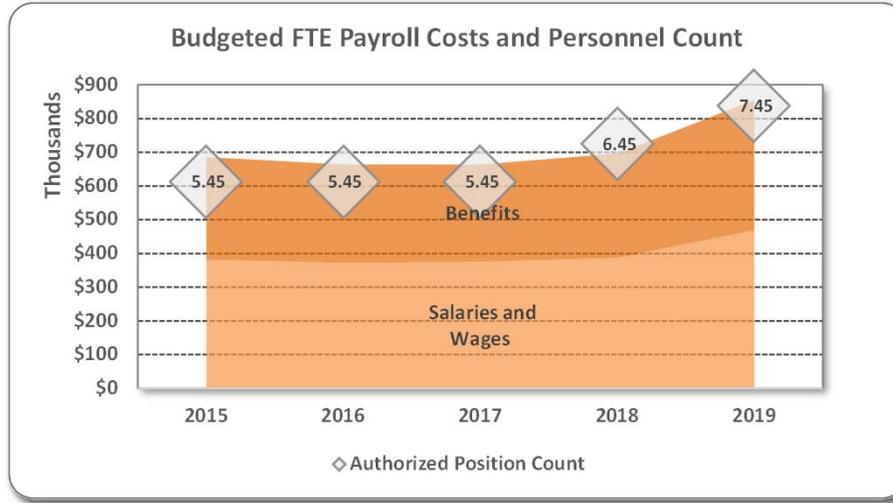
			Actual			Adopted Budget	Prelim Budget
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>402-4300-41100</b>	Salaries and Wages	351,099	319,334	319,135	387,740	393,423
	<b>402-4300-41300</b>	Benefits	232,911	218,682	238,964	308,180	333,168
<b>Other Operating</b>	<b>402-4300-43424</b>	Permits	-	-	-	-	-
	<b>402-4300-44310</b>	Vehicle Maintenance	443	375	103	500	600
	<b>402-4300-44420</b>	Equipment Rental	-	-	535	500	500
	<b>402-4300-45210</b>	Insurance Contingenc	-	-	-	-	-
	<b>402-4300-45300</b>	Communications/Pos	10,764	8,602	8,118	14,860	12,680
	<b>402-4300-45400</b>	Advertising & Promot	2,326	2,969	2,138	20,500	22,000
	<b>402-4300-45500</b>	Reproduction & Copy	3,807	3,267	3,140	4,300	4,300
	<b>402-4300-45650</b>	Harbormaster Confer	-	-	-	-	-
	<b>402-4300-46100</b>	Office Supplies	4,646	3,649	2,728	5,600	5,500
	<b>402-4300-46110</b>	Data Processing	-	-			
	<b>402-4300-46120</b>	Operating Supplies	10,871	10,694	8,563	15,000	20,725
	<b>402-4300-46260</b>	Vehicle & Equipment	1,582	4,497	3,967	7,000	10,000
	<b>402-4300-46610</b>	Hazmat Supplies	2,802	364	1,740	3,000	3,000
	<b>402-4300-46700</b>	Parts & Supplies for E	18,608	23,825	18,273	28,000	29,600
	<b>402-4300-46950</b>	Miscellaneous Suppli	-	-	-	-	-
	<b>402-4300-47300</b>	Other Capital Equipm	-	7,967	-	6,500	50,935
	<b>402-4300-47430</b>	Office/Capital Expens	5,223	-	4,416	3,000	4,076
	<b>402-4300-48600</b>	Contributions				-	-
	<b>402-5700-45200</b>	Insurance	93,282	25,602	21,376	32,731	34,312
	<b>402-5700-48500</b>	Contingencies - Harbo	-	-	-		-
<b>Other Personnel</b>	<b>402-4300-41150</b>	Temporary Wages	110,735	104,780	98,854	122,755	155,871
	<b>402-4300-41200</b>	Overtime	7,664	12,525	18,755	20,706	22,086
	<b>402-4300-43404</b>	Volunteer Services	-	-	-	-	-
	<b>402-4300-45800</b>	Travel & Transportati	9,063	9,547	10,169	18,000	21,000
	<b>402-4300-45900</b>	Training	1,499	4,448	4,529	12,200	14,450

DEPT NAME	Harbor
REV/EXP	EXP

			Actual			Adopted Budget	Prelim Budget
			2015	2016	2017	2018	2019
<b>Other Personnel</b>	<b>402-4300-46400</b>	Dues & Subscriptions	930	800	1,249	6,520	3,165
	<b>402-4300-46500</b>	Clothing	1,332	1,466	1,683	3,000	3,000
<b>Maintenance</b>	<b>402-4300-44225</b>	Rural Snow Removal	-	-	-	-	-
	<b>402-4300-44320</b>	Building & Grounds M	24,358	18,036	23,321	38,500	38,500
<b>Contracts</b>	<b>402-4300-43200</b>	Professional Fees & S	-	-	-	-	-
	<b>402-4300-43400</b>	Contractual Services	66,025	43,183	57,423	66,000	100,000
<b>Utilities</b>	<b>402-4300-44110</b>	Water	-	-	-	-	-
	<b>402-4300-44120</b>	Sewer	-	-	-	-	-
	<b>402-4300-46200</b>	Heating	7,627	6,222	7,002	16,250	22,000
	<b>402-4300-46220</b>	Electricity	143,867	170,435	183,520	218,750	250,000
<b>Grand Total</b>			<b>1,111,467</b>	<b>1,001,266</b>	<b>1,039,700</b>	<b>1,360,092</b>	<b>1,554,891</b>

**HARBOR**

	FTE
ADMIN ASSISTANT	1.00
DIRECTOR	0.45
EQUIPMENT OPERATOR	1.00
HARBOR MAINT TECH II	1.00
HARBORMASTER	1.00
MAINTENANCE SUPERVISOR	1.00
MAINTENANCE TECH	1.00
OFFICE MANAGER	1.00
<b>Grand Total</b>	<b>7.45</b>



Over 5%

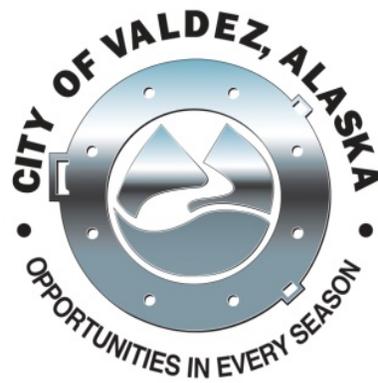
3-5%

Below 3%

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Prelim Bud w/FTE	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	2019	Dollar Change	Percent Change
FTE Payroll	584,010	538,015	558,099	619,936	695,920	726,592	855,279	159,359	22.9%
Other Operating	154,355	91,809	75,096	123,626	141,491	198,228	201,104	59,613	42.1%
Other Personnel	131,223	133,566	135,238	114,849	183,181	219,571	225,416	42,235	23.1%
Contracts	66,025	43,183	57,423	61,001	66,000	100,000	100,000	34,000	51.5%
Utilities	151,495	176,658	190,522	223,532	235,000	272,000	272,000	37,000	15.7%
Maintenance	24,358	18,036	23,321	26,085	38,500	38,500	38,500	-	0.0%
<b>Grand Total</b>	<b>1,111,467</b>	<b>1,001,266</b>	<b>1,039,700</b>	<b>1,169,029</b>	<b>1,360,092</b>	<b>1,554,891</b>	<b>1,692,299</b>	<b>332,207</b>	<b>24.4%</b>

	Salary	Benefits	IT Related	PW Related	Cap. Facilities	Other Personnel Exp	Other Operating Exp	Temp Wage Offset	Contractual Services Offset
MAINTENANCE SUPERVISOR	75,616	53,072	<b>2,000</b>	<b>44,000</b>	<b>10,000</b>	5,845	2,876	-	-

Items in bold not included in Department's Budget

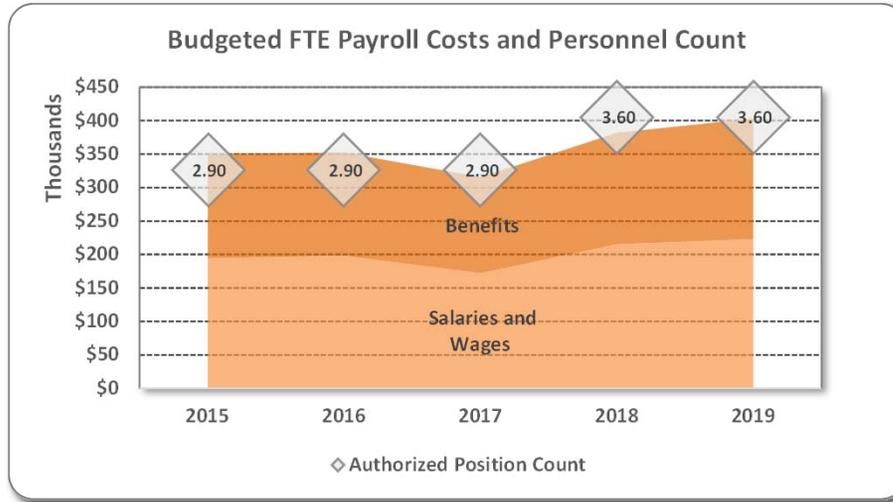


**PORT**

**Mission:**

*The mission of the Port Department is to be a significant contributor to the community's economic development and a catalyst for job and business creation by operating and maintaining the Kelsey Dock and Container Terminal using the most efficient and effective methods possible and by maintaining business partnerships while searching for new ones.*

	<b>FTE</b>
ADMIN ASSISTANT	0.75
DIRECTOR	0.45
MAINTENANCE MANAGER	0.70
OPERATIONS MANAGER	0.75
SECURITY & MAINT TECH	0.70
<b>Grand Total</b>	<b>3.35</b>



Over 5% ▶  
 3-5% ▬  
 Below 3% ✔

	Actual Expenditure			Year-End Estimate	Adopted Budget	Preliminary Budget	Prelim Bud w/Transport Summit	Budget to Budget Changes	
	2015	2016	2017	2018	2018	2019	2019	Dollar Change	Percent Change
	FTE Payroll	329,867	322,553	296,994	372,000	381,974	<del>403,222</del>	403,222	21,248 <span style="color: red;">▶</span>
Other Operating	53,601	117,591	125,273	103,443	106,878	<del>166,960</del>	256,560	149,682 <span style="color: red;">▶</span>	140.0%
Other Personnel	54,890	56,553	75,585	90,052	92,408	<del>101,536</del>	101,536	9,128 <span style="color: red;">▶</span>	9.9%
Contracts	79,627	16,637	19,165	24,590	27,590	<del>11,435</del>	11,435	(16,155) <span style="color: green;">✔</span>	-58.6%
Utilities	193,958	144,754	263,311	190,600	248,600	<del>251,000</del>	251,000	2,400 <span style="color: green;">✔</span>	1.0%
Maintenance	7,952	7,077	10,983	20,100	22,895	<del>13,935</del>	13,935	(8,960) <span style="color: green;">✔</span>	-39.1%
<b>Grand Total</b>	<b>719,895</b>	<b>665,166</b>	<b>791,312</b>	<b>800,785</b>	<b>880,345</b>	<del><b>948,088</b></del>	1,037,688	157,343 <span style="color: red;">▶</span>	17.9%

## PORT

### Work Plan

Create a Cruise Ship Service & Operations Plan.

Design and implement an integrated Ports & Harbors marketing and business development plan to leverage the waterfront facilities to further balance Port Revenues.

Develop a Port Wide Emergency Response Plan for all developed facilities.

Streamline and modernize billing and reporting processes.

Topic	Notes and Analysis
<b>FTE Payroll</b>	Increase (14K) attributable to health insurance increase.
<b>Other Operating</b>	Increase driven by Operating Supplies (24K), Marketing (17K)/Advertising (6K), and Capital Equipment (9.5K) due to cruise ship package and expanded services.
<b>Other Personnel</b>	Increase due to Temp Wages increase (14K) due to expanded operations.
<b>Utilities</b>	Utilities budgeting reflects departments historic actual average.
<b>Contracts</b>	Reduction (16K) reflects one-time uplands improvements in 2018.
<b>Maintenance</b>	Reduction (9K) reflects one-time purchases (bird deterrents) in 2018.

DEPT NAME	Port
REV/EXP	EXP

			Actual	Adopted Budget	Prelim Budget		
			2015	2016	2017	2018	2019
<b>FTE Payroll</b>	<b>401-4500-41100</b>	Salaries and Wages	192,788	196,584	175,743	215,548	222,910
	<b>401-4500-41300</b>	Benefits	137,079	125,969	121,252	166,425	180,312
	<b>401-4500-41301</b>	Benefits-Homeland S	-	-	-	-	-
<b>Other Operating</b>	<b>401-4500-43424</b>	Permits	-	-	-	-	-
	<b>401-4500-44310</b>	Vehicle Maintenance	150	24	189	750	2,000
	<b>401-4500-45300</b>	Communications/Po:	6,545	6,706	7,814	7,900	7,900
	<b>401-4500-45400</b>	Advertising & Promo	1,260	1,011	1,745	1,900	8,075
	<b>401-4500-45500</b>	Reproduction & Cop	3,990	3,431	3,173	3,000	3,000
	<b>401-4500-46100</b>	Office Supplies	524	268	387	400	500
	<b>401-4500-46120</b>	Operating Supplies	12,495	12,257	13,080	26,685	50,910
	<b>401-4500-46260</b>	Vehicle & Equipment	3,454	2,637	2,677	5,000	5,000
	<b>401-4500-46700</b>	Parts & Supplies for I	1,026	750	656	1,000	1,000
	<b>401-4500-46950</b>	Miscellaneous Suppli	-	-	-	-	-
	<b>401-4500-47300</b>	Other Capital Equipn	-	4,110	-	5,900	9,800
	<b>401-4500-47430</b>	Office/Capital Expen:	949	5,468	3,829	4,300	9,900
	<b>401-4500-54000</b>	Misc. Marketing	1,982	2,070	3,833	18,500	35,470
	<b>401-5700-45200</b>	Insurance	21,226	78,859	87,889	31,543	33,405
<b>Other Personnel</b>	<b>401-4500-41101</b>	Wages Homland Sec	-	-	-	-	-
	<b>401-4500-41150</b>	Temporary Wages	19,900	27,840	39,286	32,130	46,355
	<b>401-4500-41200</b>	Overtime	21,249	18,292	21,259	30,475	23,966
	<b>401-4500-41201</b>	Overtime Homeland	-	-	-	-	-
	<b>401-4500-45800</b>	Travel & Transportat	9,540	7,639	9,256	18,700	19,400
	<b>401-4500-45900</b>	Training	2,638	1,179	3,601	7,200	6,975
	<b>401-4500-46400</b>	Dues & Subscriptions	1,063	1,141	1,396	1,843	2,780
	<b>401-4500-46500</b>	Clothing	500	462	787	2,060	2,060
<b>Maintenance</b>	<b>401-4500-44225</b>	Rural Snow Removal	-	-	-	-	-
	<b>401-4500-44320</b>	Building & Grounds I	7,952	7,077	10,983	22,895	13,935
<b>Contracts</b>	<b>401-4500-43200</b>	Professional Fees & S	-	-	-	-	-
	<b>401-4500-43400</b>	Contractual Services	79,627	16,637	19,165	27,590	11,435
<b>Utilities</b>	<b>401-4500-46200</b>	Heating	1,964	1,316	2,066	3,600	1,000
	<b>401-4500-46220</b>	Electricity	191,994	143,437	261,245	245,000	250,000
<b>Grand Total</b>			<b>719,895</b>	<b>665,166</b>	<b>791,312</b>	<b>880,345</b>	<b>948,088</b>

\* Add 89,600 for Transportation Summit

\* 1,037,688 Grand Total w/Transportation Summit