



WASHOE COUNTY

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HR _____
Other _____

STAFF REPORT

BOARD MEETING DATE: January 26, 2010

DATE: January 22, 2010
TO: Board of County Commissioners
FROM: John Sherman, Finance Director
THROUGH: Katy Simon, County Manager
SUBJECT: Status Report and Direction to Staff on Fiscal Year 2010/11 Budget

SUMMARY

It is recommended that a Balanced Plan for Stability and Sustainability be used to close the anticipated \$24.7 million budget deficit for Fiscal Year 2010/11. This plan sets the County on a path toward long-term sustainability that closes the structural deficit caused by the rebased economy and lost property tax and consolidated tax revenues. The proposed plan is based on the Board's direction that the County needs to make sustained changes that will allow Washoe County to continue to serve its citizens in recognition of the new economic environment. Consistent with this direction, the Board has set three goals:

- Maintain Service Levels
- Maximize Employment
- Achieve Sustainable Labor Costs

The recommended Balanced Plan incorporates these goals and consists of a three-point strategy to close the \$24.7 million deficit in Fiscal Year 2010/11:

1. Streamline and prioritize services with operating budget reductions of \$7.8 million, which equals a total average reduction of 3 percent for department current operating budgets;
2. Achieve a sustainable labor cost plan by proposing a reduction of \$11.4 million in current salaries and benefits savings along with reducing annual long-term health benefit liability costs, which must be negotiated with employee associations pursuant to NRS 288; and
3. Redirect restricted revenues to the General Fund and prudently use reserves to increase revenues by \$5.75 million.

Addressing the structural deficit from three directions, the Balanced Plan aims to create long-term sustainability by:

- Furthering the structural changes in services provided through streamlining and prioritizing the services that are provided;
- Lowering the overall labor cost structure to provide all services; and
- Increasing operating revenues without an additional tax burden by redirecting certain restricted revenues along with prudently using reserves to bridge the transitional costs.

County Priority supported by this item: Improve efficiency and financial stability of Washoe County.

PREVIOUS ACTION

December 8, 2009 Fiscal Year 2010/11 Budget Discussion including Preliminary Revenue Outlook and Direction to Staff

BACKGROUND

For more than three years, Washoe County has been in an economic downturn requiring aggressive and ongoing actions by the Board to maintain the financial stability of the County. Compounding the damaging impacts and challenges of the economic decline has been the 2009 Legislative actions which diverted more than \$25 million in revenue to the State over the biennium. Stabilizing the organization has required difficult choices and sacrifices by all, including the public who are in some areas receiving lower service levels, as well as sacrifices by employees. The difficult decisions have been made. Over the last four years more than \$100 million in spending has been cut from budgets. For Fiscal Year 2009/10, the budget is down 11 percent from the prior adopted budget and nearly 500 positions defunded through layoffs, vacancy freezes, and separation incentives resulting in the County workforce being 14 percent smaller.

As a result of these difficult decisions, the County remains financially stable to date and no further reductions are anticipated for the current fiscal year barring some unforeseen circumstances such as legislative action due to a Special Session. Not only have these actions financially stabilized the organization, the prudent financial management has been recognized by Standard and Poor's, which increased the bond rating for the County from AA- to AA, the highest in Northern Nevada. However, with Nevada and Washoe County being among the hardest hit areas in the country, more actions will be needed in Fiscal Year 2010/11. Based on the most current information it is projected that the General Fund will have a structural budget deficit in Fiscal Year 2010/11 of \$24.7 million and ongoing structural deficits for the next five years. A long-term sustainability plan is needed to close the structural deficit and balance the budget in a way that maintains services and maximizes employment within our financial means.

On December 8, 2009, staff reported on the economic conditions of Washoe County and the impact on revenues. In short, the economic upheaval caused by the deepest recession in a half century has rebased the two largest revenue streams that support service delivery: sales tax and property tax. Since December 2009, there has been no substantial change in the prevailing economic conditions. Sales taxes continue a historic decline, albeit the rate of decline did slow in October as anticipated. Employment and housing and commercial real estate markets remain exceedingly weak, which will drive property tax revenue down by nearly 7 percent in Fiscal Year 2010/11. The general consensus of most economists is that Nevada's economy will be one of the last to recover from the recession and this may take up to five years.

As the County plans for Fiscal Year 2010/11 and beyond, this planning must recognize and respond to the changed economic landscape that provides the revenues which support service delivery. Prudence suggests that caution needs to be asserted regarding any hopes that the County will return to the revenue levels and types of revenue growth experienced from 2002 to 2008 when the County saw double digit consolidated tax growth and very healthy property tax growth. It is projected that future revenue growth will be weak or modest at best over the next five years. Therefore, the County must develop a sustainability plan that continues the actions already taken to rebase spending growth in such a way that it is aligned with the new rebased economy.

Rebased Economy Has Caused a Structural Deficit

Fiscal Year 2005/06 was a banner year for consolidated taxes, which are mostly sales tax. That year the County received over a \$103 million in consolidated tax revenue. Since then consolidated tax revenue has fallen year over year every year. Today consolidated tax revenue is below the amount received in Fiscal Year 1999/2000. With such historic declines, projecting the future is highly uncertain. However, the general consensus is that future growth will be modest at best; and it will take years to return to the revenue level of Fiscal Year 2005/06.

The impacts of the rebased economy have taken longer to impact property tax revenues. Up until Fiscal Year 2008/09, Washoe County experienced better than 6 percent property tax revenue growth. Moreover, from Fiscal Year 2003/04 to Fiscal Year 2008/09, property tax grew no less than 6.3 percent a year and as much 14.5 percent a year. The collapse of the housing market turned the tide in the current Fiscal Year 2009/10 when property tax revenue declined for the first time in recent memory. The pace of decline will steepen in Fiscal Year 2010/11 with an estimated decline of about 7 percent. More concerning is that future property tax growth will be dampened by the glut of foreclosed residential housing inventory and high vacancy in commercial property. Future growth will also be dampened by the property tax cap laws, which constrain the growth on the tax bill for existing owner occupied residential property to 3 percent and existing rental residential and commercial property to 8 percent.

Combined property taxes and consolidated taxes make up nearly 80 percent of General Fund revenue. Over the next five years, the combined growth rate for property taxes and consolidated taxes are projected to range between minus 5 percent in Fiscal Year 2010/11 to a modest growth rate of 4.5 percent by Fiscal Year 2014/15.

Little to no growth in revenues combined with a steady modest growth rate in the operational cost structure means that there will not be enough current revenue to support current expenditures---a condition referred to as a structural deficit. Without strategic action to bend the cost curve in the near and long-term, Washoe County will confront annual structural deficits that are not sustainable. Exhibit 1 illustrates the structural deficit.

Exhibit 1:

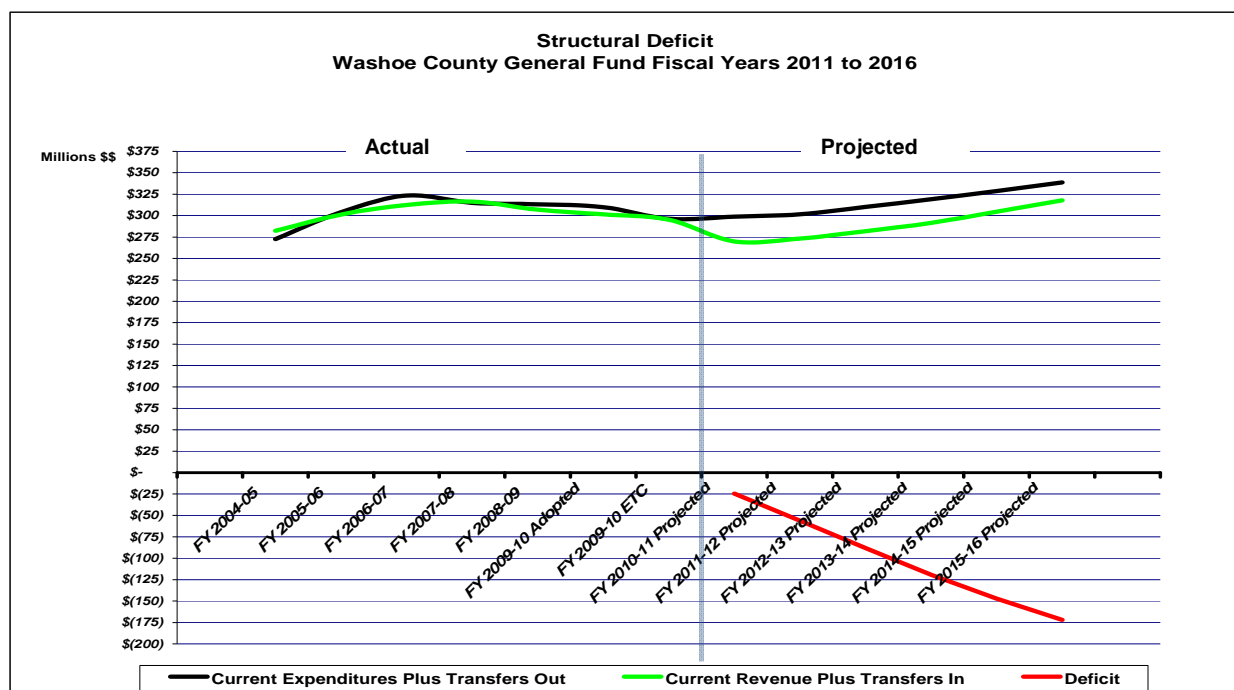


Table 1 provides the underlying assumptions regarding the trends in the major revenue and expenditure categories.

Table 1:

Growth Assumptions Used to Project General Fund Revenues and Expenditures						
	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Revenue Assumptions						
Property Tax	-7.0%	0.0%	3.0%	3.0%	4.0%	4.0%
Consolidated Tax	-2.0%	4.0%	5.0%	6.0%	8.0%	7.0%
State Rev. Diversion		Sunsets				
Total Revenue	-5.0%	1.3%	3.1%	3.4%	4.5%	4.3%
Expenditure Assumptions						
Salaries and Wages	2.2%	2.0%	2.0%	2.0%	2.0%	2.0%
Health Benefits	12.0%	8.0%	8.0%	8.0%	8.0%	8.0%
Retirement	1.7%	2.0%	2.0%	2.0%	2.0%	2.0%
Services & Supplies	3.4%	2.0%	2.0%	2.0%	2.0%	2.0%
Capital Outlay	-2.4%	2.0%	2.0%	2.0%	2.0%	2.0%
Transfers Out	-5.3%	4.8%	5.6%	5.9%	6.6%	6.4%
Total Expend/Transfers	2.5%	1.0%	2.8%	2.9%	3.0%	3.0%

Note 1: The projections assume the state revenue diversion will sunset as indicated in AB 543 for fiscal year 2011/12. It is estimated this will increase sales tax revenue about \$700 thousand and decrease the 4 cent property tax payment to the State saving about \$5.3 million.

Note 2: Although the projected annual growth rates in the out years show revenue growth exceeding expenditure growth, this table does not show the revenue and expenditure values from which the growth occurs. In each year and without action, it is projected there will be an operating deficit where total current expenditures and transfers out exceed total current revenues. In addition, there are timing differences between when the County has to pay bills and when it receives revenue. Therefore, the County has to have "cash on hand" (i.e., fund balance) to meet payroll and other costs throughout the fiscal year. The comparison of annual growth rates in the assumption table does not capture the operating deficit or the timing difference. The deficit line (in red) on Exhibit 1 illustrates impact of the operating deficit and fund balance need against the projected growth rates.

The primary cost to deliver public services as well as in many other businesses is labor. Labor costs make up about 75 percent of total expenditures and in some departments as much 90 percent. The three highest labor costs are:

- Salaries and Wages
- Health Benefits
- Retirement (PERS)

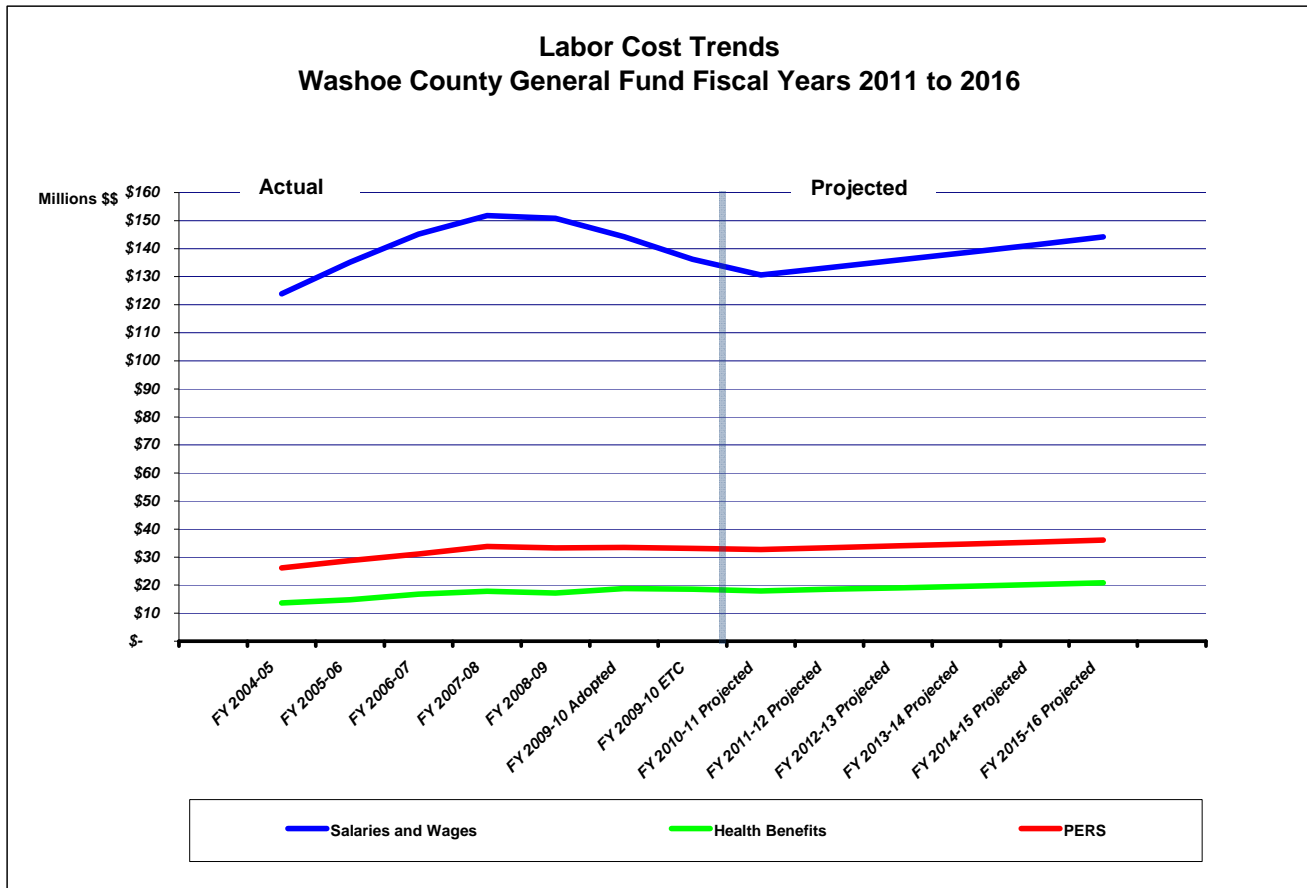
Washoe County's pay and compensation system is broadly based on the Hay Group methodology and the Board has set as policy that the County's compensation be indexed to the market average (i.e., the high end of an individual pay range is the average of the comparative market). Under this system salary and wage growth has been modest, and Washoe County compensation is lower than most local governments in Reno, Sparks, and Clark County. From fiscal years 2000 to 2010, the average annual growth rate in salaries and wage expense has been 4 percent. In the last three years when actions have been taken to cut budgets, more than 500 positions defunded, and no cost of living adjustments made, salary and wage expense has declined slightly.

However, the salary and wage cost structure has imbedded cost growth due to merit increases and longevity pay. Eligible employees can receive up to a 5 percent annual merit until they reach the top of the pay range. Currently, more than half the employees have reached the top of the range, which softens the future growth rate due to merit pay assuming normal turnover. For purposes of analyzing the structural deficit, salary and wage growth is forecasted at 2 percent annually solely due to the effect of merit and longevity and assumes no general cost of living increases. The annual contribution to the

Public Employees Retirement (PERS) generally grows at the same rate as wages because it is a percent of wage, unless the PERS Board increases the contribution rate.

The labor cost component with the highest growth rate is health benefits. Health benefits costs are driven by a number of factors including plan design, utilization levels, and medical inflation rates. Between Fiscal Years 2004/05 and the current year, health benefit costs have grown at an average annual rate of nearly 7 percent and some years as much as 14 percent. An average annual growth rate of 8 percent has been used to forecast future growth. Exhibit 2 shows actual and projected trends for the components of labor costs in the General Fund.

Exhibit 2:



A couple of key trends are visible in Exhibit 2. First, the downward trend in actual wages from Fiscal Year 2007/08 to present highlights the actions taken to stabilize the organization, which include defunding 500 positions and a 2.5 percent wage concession from February to December 2009. On the other hand, the actual trend line for PERS and health benefits does not follow the same trend as wages. This is because of the inherently higher cost growth pressure on health benefits and an increase in the PERS contribution rate for regular employees and police/fire employees, currently 21.5 percent and 37.5 percent of wages respectively. Consequently, despite the actions taken to reduce costs, the underlying structure continues to push costs upward.

The second key point illustrated in Exhibit 2 is that the projected growth will soon return total labor expenses to the pre-reduction levels and then grow even more. It is important to note that the forecast

does not assume any cost of living increases and does not assume any positions being added—what is being observed is the imbedded growth structure.

While aggressive actions have been taken to reduce costs and all services have been impacted, the County has not fundamentally changed the underlying cost structure of salaries, wages and benefits. Put simply, whereas the recession has fundamentally changed the economy and rebased revenues along with their future growth trajectory, the relationship to the underlying cost structure of labor costs has not been likewise rebased creating a structural deficit.

Fiscal Outlook for Fiscal Year 2010/11 Budget Deficit

The General Fund projects to have a structural budget deficit of \$24.7 million in Fiscal Year 2010/11. This projection is based on the assumptions of revenue and expenditure changes shown in Tables 2 and 3.

Table 2:

General Fund		
Projected Changes in Major Revenues		
	Estimate to Complete FY 09/10	Projected FY 2010/11
Property Tax	-1.7%	-7.0%
Consolidated Tax	-12.7%	-2.0%
Total Revenue	-7.7%	-5.0%

In addition to these revenue changes, the current fiscal year budget was balanced on an \$11.5 million transfer in from the Risk Management Fund, which is not sustainable. This transfer in was done to offset the loss of revenue to the State as a result of AB 543 and done to stabilize the organization after already taking \$47 million in current reductions.

Table 3:

General Fund	
Projected Changes in Major Expenditures (before reductions)	
Fiscal Year 2010/11	
Health Insurance	12.0%
Eligible Merits, Longevity, and Other Contract Salary and Wage Changes (with no COLAs)	2.2%
Continued Diversion of Revenue to the State	\$ 6 million
General Election Costs	\$700,000
Legislative Session Costs	\$150,000
Reinstated Lease Costs	\$430,000
Indigent Medical (statutorily required 4.5% increase)	\$560,000
Total Expenditures (before reductions)	2.5%

In addition to these expenditure changes, the FY 10/11 budget outlook assumes all currently defunded positions or an equal budget value will remain unfunded.

Table 4 summarizes the projected changes in revenues and expenditures showing the \$24.7 million deficit.

Table 4:

<i>Projected General Fund Budget</i>	
<i>Fiscal Year 2010/2011</i>	
<u>SOURCES</u>	<u>FY 2010/11</u>
Beginning Fund Balance	\$30,623,975
Revenues	\$269,447,453
Total Sources	\$300,071,428
<u>USES</u>	
Expenses	\$270,403,511
Contingency	\$1,500,000
Transfers Out	\$29,954,609
Ending Fund Balance 7.6%	\$22,941,194
Total Uses	\$324,799,014
Sources over (under) Uses	(\$24,727,586)

A deficit of \$24.7 million requires about a 9 percent reduction in expenses to balance the budget.

Balanced Plan for Stability and Sustainability

It is recommended the actions taken to close the anticipated \$24.7 million budget deficit for Fiscal Year 2010/11 be based on a plan that sets the organization on a path toward long-term sustainability that closes the structural deficit. The proposed plan is based on the Board’s direction that the County needs to make sustained changes that will allow Washoe County to continue to serve its citizens in recognition of the new economic environment. Consistent with this direction, the Board has set three goals:

- Maintain Service Levels
- Maximize Employment
- Achieve Sustainable Labor Costs

These goals recognize and contemplate Washoe County’s role as an essential service provider to our community’s safety, well-being, and quality of life; and they recognize the economic importance of maximizing Washoe County’s role as a major employer. Another round of deep budget reductions will seriously jeopardize the County’s ability to maintain services and maximize employment. Striking a balance between these goals and the economic reality that the revenue base to support services has fundamentally changed necessitates that long-term strategies focus on the County’s cost structure. With salaries and benefits making up more than 75 percent of the total operation costs and in many departments as high as 90 percent, creating long-term sustainability begins with developing a sustainable labor cost plan that can be supported by the new economy. Infused within this overarching

goal framework are the Budget Policies and Principles adopted by the Board. Most notably are the principles:

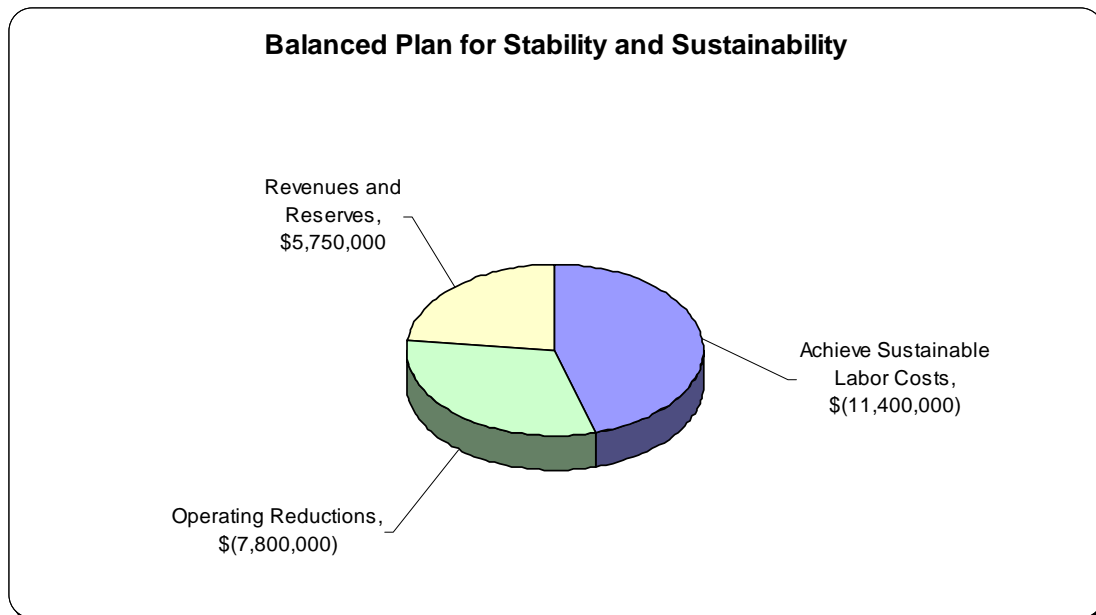
- Budget decisions must address current needs and be future oriented in a fiscally prudent manner;
- Core services, mandates, and service levels need to be linked to community needs;
- The budget must be responsive to changing conditions;
- Budget decisions should consider quality of life; and
- Budget choices are to be strategically informed and should be realistic, pragmatic, and priority driven.

Informed by all of the above, it is recommended that a Balanced Plan for Stability and Sustainability use a three-point strategy to close the \$24.7 million structural deficit in Fiscal Year 2010/11:

1. Streamline and prioritize services with operating budget reductions of \$7.8 million, which equals a total average reduction of 3 percent;
2. Create a sustainable labor cost plan by proposing a reduction of \$11.4 million in current salaries and benefits savings along with a reduction in annual long-term health benefit liability costs. This must be negotiated with employee associations pursuant to NRS 288; and
3. Redirect restricted revenues to the General Fund and prudently use reserves to increase Sources by \$5.75 million.

Exhibit 3 shows the balanced approach with the amount of reduction and revenue change intended to be achieved by each strategy.

Exhibit 3:



Addressing the structural deficit from three directions, the Balanced Plan aims to create long-term sustainability by:

- Furthering the structural changes in services provided through streamlining and prioritizing the services that are provided;
- Lowering the overall labor cost structure to provide all services; and
- Increasing operating revenues without creating an additional tax burden by redirecting certain restricted revenues along with prudently using reserves to bridge the transitional costs.

The three-point strategy is interdependent. If the target amount is not achieved in any one point of the strategy, it means that a greater reduction will have to be made in the other points. Below a more detailed description of the strategies is provided.

Streamlining and Prioritizing Services

Closing a \$24.7 million deficit will require additional reductions to department operating budgets. Consistent with the goal to maintain services and in full recognition that department budgets have been reduced dramatically over the last three years, it is recommended an overall operating budget reduction target of \$7.8 million be established for an average budget reduction of 3 percent. It is recommended that these reductions be made on a prioritized basis but using less differentiation between the priority groups, as discussed in the December 8, 2009 Board report. The following budget priority group reduction percentages are proposed:

Public Safety- Group A	2%
Judicial/Health/Social Services- Group B	3%
General Government- Group C	4%
Culture and Recreation- Group D	5%

Attachment A provides the detailed reduction targets for each funding unit in the General Fund.

These department budget reductions in Fiscal Year 2010/11 will mark the fourth consecutive time spending has been cut. Table 5 shows the prior reduction percentages taken by the priority groups.

Table 5:

Priority Group	FY 2008/09 Beginning	FY 2008/09 Mid-Year	FY 2009/10
Public Safety	2.50%	1.25%	6.00%
Judicial/Health/Social Services	5.00%	2.55%	12.00%
General Government	10.00%	5.55%	28.00%
Culture and Recreation	15.00%	7.50%	36.00%

To achieve long-term sustainability, it is necessary that the reductions made to balance the budget be structural. Therefore, it is not being recommended that one-time reduction measures such as voluntary wage concession or voluntary separation incentives be made. Last year, there was a tremendous outpouring of support from our employees to sacrifice for the County. This helped stabilize the current year. Additional requests by employees to make sacrifices are appreciated and supported. Employees wishing to help reduce costs are encouraged to make voluntary contributions to help cover health benefit costs or with the authorization of their department head, work flexible schedules to reduce costs.

Achieve Sustainable Labor Costs

Achieving sustainable labor costs is the most important component of the Balanced Plan because labor costs comprise most of expenditures and have an imbedded cost growth structure that is higher than current revenue growth. Therefore, a reduction of \$11.4 million in salaries and benefits savings along with a reduction in annual long-term health benefit liability cost is being proposed. This proposal must be negotiated with employee associations pursuant to NRS 288.

At this point there is no specific proposed pay and benefits changes to employee compensation. Pursuant to NRS 288, pay and compensation matters are subject to collective bargaining for represented employees. The dollar values above set the target and framework for negotiations to achieve a sustainable labor cost plan.

Statutorily the Board must adopt a budget by June 1. However, the timeline for labor negotiations may not align with the statutory budget timeline. Should labor contracts not be negotiated by the time the budget must be adopted, a budget that anticipates labor cost savings will likely result. In the event that such savings are not achieved, additional department budget and staffing reductions will be necessary to balance the budget.

Redirect Restricted Revenues and Prudently Use Reserves

The dramatic erosion of the County's revenue base along with the forecasted slower future revenue growth means that if the attempt were to solely cut our way out of a structural deficit, the goal of maintaining services would be undermined. Therefore, it is recommended that certain revenues that the Board restricted for special use during healthier economic times be redirected back into the General Fund for operations. Three specific revenues are recommended to be redirected:

1. Telecommunication Franchise Fees - 40 percent of currently imposed telecommunication franchise fees have been set aside to place utility lines undergrounds. Each year, these fees generate approximately \$1.55 million dollars.
2. Vector Control - Each year approximately one-half cent of property tax is dedicated for public health emergencies related to vector borne diseases such as West Nile Virus. This tax was dedicated by the Board in 2003; and in 2004, the voters approved a nonbinding advisory question supporting the Board's continued dedication of the tax. This tax was dedicated as an enhancement to the ongoing Vector Control program. To date, there have been no vector control health emergencies that have required the full use of the enhancement. Redirecting this revenue back to operations would generate between \$700,000 depending on property revenue performance in future revenue.
3. Fuel Tax Inflation Indexed Revenue - Current state law authorizes fuels tax rates to be adjusted each year for the impacts of inflation. The County has agreed to provide that portion of inflation indexed fuel tax each year to the Regional Transportation Commission (RTC), approximately \$1.0 million in revenue is generated annually and provided to RTC. With the passage of RTC 5 and the enabling legislation, RTC has gained a new source of revenue for roads infrastructure. Redirecting the fuel tax revenue back to the General Fund would help fund critical services.

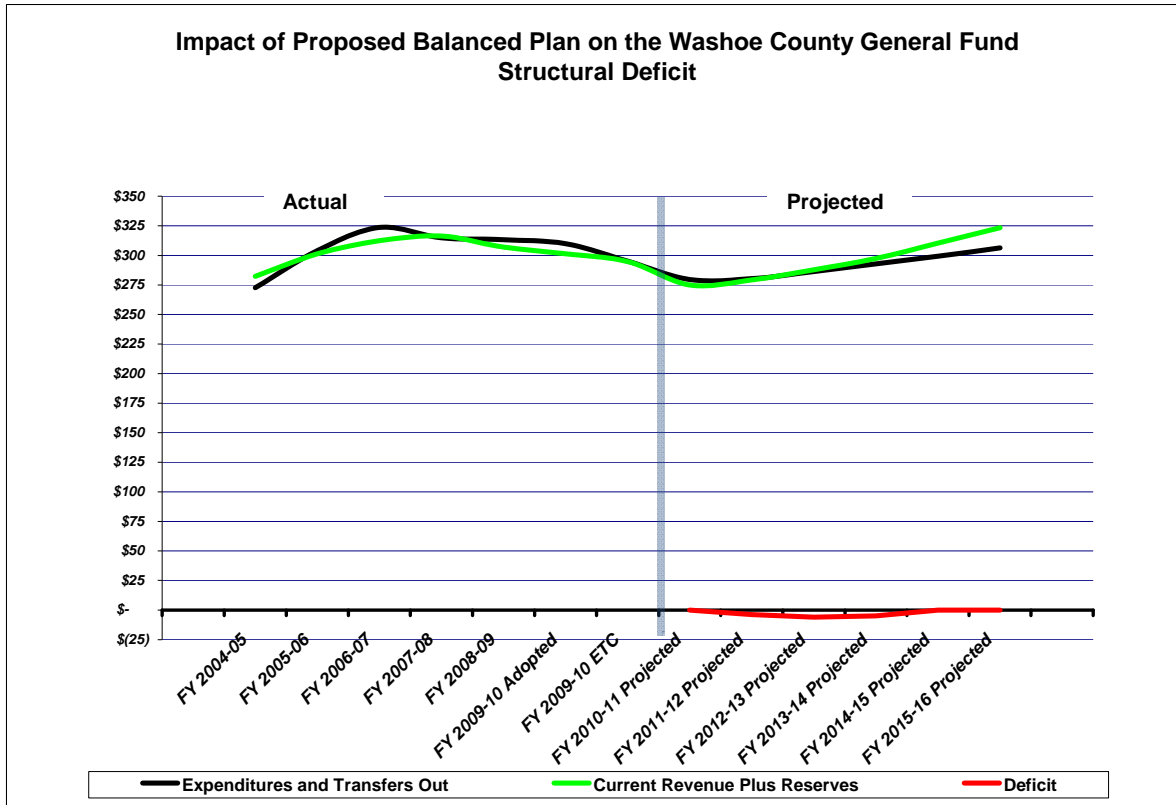
Combined redirecting these revenues would bring an estimated \$3.25 million in current revenue to maintain services and maximize employment. In addition to increasing current revenues, it is also recommended that \$2.5 million in reserves from the Equipment Services Fund be used to help balance the budget and provide a bridge until ongoing costs can be restructured. Last year, the Board created

an incentive to shrink the size of the motor pool and the motor pool was reduced by more than 50 vehicles. The success of this incentive makes available reserves in the Equipment Services Fund.

Balanced Plan Closes the Structural Deficit

In order to move toward long-term sustainability, the strategies proposed to balance the Fiscal Year 2010/11 budget have been developed based on financial projections from Fiscal Year 2010/11 to Fiscal Year 2015/16. The cumulative impact of the Balanced Plan closes the deficit for next year and bends the long-term cost curve to reduce and then eliminate the structural deficit in the future. Exhibit 4 shows the impact of the Balanced Plan on the General Fund structural deficit.

Exhibit 4:



The combined impact of the plan’s strategies brings the structure of revenues and expenditures back into a sustainable relationship. This is illustrated in Exhibit 4, where the green revenue trend line lines up and the eclipse the black expenditure trend line.

FISCAL IMPACT

There is no direct fiscal impact associated with this staff report. Any fiscal impact deriving from Board direction will be represented in the proposed Fiscal Year 2010/11 Budget.

RECOMMENDATION

Should the Board agree with the staff report, it is recommended the Board acknowledge the staff report and provide _____ direction to staff on the Fiscal Year 2010/11 Budget.

POSSIBLE MOTION

Move to acknowledge the staff report and provide _____ direction to staff on the Fiscal Year 2010/11 Budget.

Attachment A
Board of County Commissioners Meeting January 26, 2010
Recommended Department Initial Funding Levels and Reduction Targets for
Fiscal Year 2010/11

Priority Group	General Fund	FY 10/11 Initial Funding Level (does not include restricted)	Percent Reduction	\$\$ Reduction
a	Fire Suppression	\$ 231,884	2.0%	\$ 5,000
a	Sheriff's Department	\$ 90,186,211	2.0%	1,804,000
a Total		\$ 90,418,095		\$ 1,809,000
b	Alternate Public Defender	\$ 1,894,178	3.0%	57,000
b	Alternative Sentencing	\$ 687,678	3.0%	21,000
b	Child Protective Services	\$ 1,330,000	3.0%	40,000
b	Conflict Counsel	\$ 1,835,463	3.0%	55,000
b	Coroner	\$ 1,857,488	3.0%	56,000
b	District Attorney	\$ 17,662,922	3.0%	530,000
b	District Court	\$ 15,171,228	3.0%	455,000
b	Health Fund	\$ 8,445,500	3.0%	253,000
b	Incline Constable	\$ 306,016	3.0%	9,000
b	Incline Justice Court	\$ 464,005	3.0%	14,000
b	Juvenile Services	\$ 13,647,692	3.0%	409,000
b	Public Administrator	\$ 957,288	3.0%	29,000
b	Public Defender	\$ 7,408,901	3.0%	222,000
b	Public Guardian	\$ 1,541,402	3.0%	46,000
b	Registrar of Voters	\$ 2,102,412	3.0%	63,000
b	Reno Justice Court	\$ 4,531,669	3.0%	136,000
b	Senior Services	\$ 233,000	3.0%	7,000
b	Social Services- Admin Only	\$ 1,172,145	3.0%	35,000
b	Sparks Justice Court	\$ 2,249,943	3.0%	67,000
b	Wadsworth Justice Court	\$ 254,236	3.0%	8,000
b Total		\$ 83,753,165		\$ 2,512,000
c	Assessor	\$ 5,957,544	4.0%	238,000
c	Board of County Commissioner	\$ 530,329	4.0%	21,000
c	Community Development	\$ 2,764,583	4.0%	111,000
c	Community Support	\$ 1,220,508	4.0%	49,000
c	County Clerk	\$ 1,426,007	4.0%	57,000
c	County Manager	\$ 3,028,786	4.0%	121,000
c	County Recorder	\$ 2,097,185	4.0%	84,000
c	Finance Department	\$ 3,343,604	4.0%	134,000
c	Human Resources	\$ 2,375,391	4.0%	95,000
c	Public Works	\$ 28,961,951	4.0%	1,158,000
c	Regional Water Planning	\$ 1,044,955	4.0%	42,000
c	Technology Services	\$ 12,084,640	4.0%	483,000
c	Treasurer	\$ 2,151,438	4.0%	86,000
c Total		\$ 66,986,921		\$ 2,679,000
d	Law Library	\$ 694,561	5.0%	35,000
d	Library Department	\$ 9,559,958	5.0%	478,000
d	May Foundation	\$ 246,898	5.0%	12,000
d	Regional Parks and Open Space	\$ 5,198,486	5.0%	260,000
d Total		\$ 15,699,903		\$ 785,000
Grand Total		\$ 256,858,084		\$ 7,785,000