



Midpeninsula Regional
Open Space District

R-11-33
Meeting 11-05
February 23, 2011

AGENDA ITEM 6B

AGENDA ITEM

Initial Presentation of the District's Proposed Budget for Fiscal Year 2011-2012

GENERAL MANAGER'S RECOMMENDATION

Review the proposed District budget for Fiscal Year 2011-12 (FY2011-12). The final District budget for FY2011-12 and the report and recommendations of the Administration and Budget Committee (ABC) will be presented for adoption at the March 23rd Regular Board meeting.

SUMMARY

The FY2011-12 Proposed Budget follows the Operating and Capital Expense Guidelines by setting an Operating Expense (OpEx) Target of 51% and a Capital Expense Target of up to 10.5% of property tax revenues. The District Controller is projecting property tax growth of only 1% for FY2011-12 for a total of \$27.6 million and the budget being presented here conforms to the guidelines set forth above. On the expenditure side, significant increases in retirement rates and health insurance are driving expenses up. The combination of reduced revenues and rising expenditures has made it difficult to remain under the OpEx Target of \$14.5 million. In order to achieve this goal and adhere to the OpEx Guideline, the following actions are recommended for FY2011-12: 1) No cost-of-living adjustment for staff District-wide; 2) No merit pay for managers; and 3) Freeze the Assistant General Manager position for FY2011-12. Implementation of these actions will enable the District to meet the FY2011-12 OpEx Target.

DISCUSSION

The FY2011-12 District Budget was prepared in accordance with the following guidelines:

Operating Expense (OpEx) Guideline – Operating expenses include salaries and benefits and services and supplies associated with the administration of the District's five departments. Excluded from this guideline are expenditures for land acquisition (including costs associated with land purchases such as appraisals, site engineering fees, and title insurance), debt service,

property management, and capital expenditures. This guideline limits operating expense to a percentage of expected property tax revenue. For FY2011-12, the guideline is 51%.

Capital Expenditure Program (CapEx) Budget Guideline – As part of the FY2010-11 Mid-Year Budget, the Board approved a new CapEx Guideline which limits capital project and fixed asset

expenditures to 10.5% of property tax revenue based on a five-year moving average. Capital expenditures include public access facilities, planning projects, unanticipated capital expenses, staff facilities, land improvements, and fixed assets.

1) Revenue

The District Controller's property tax revenue projections form the basis of the recommended funding allocation for operating expenses. For the past decade property tax revenue has increased approximately 7% annually until FY2010-11, when it dropped by 0.36% from the prior year, and is projected to increase by only 1.0% in FY2011-12 to \$27.6 million. Over that same decade, operating expenses increased by an average of 8.2% annually, however, given the Controller's property tax revenue projections over the next five years (see Table 1, below), that level of expenditure growth is not sustainable and will need to be managed within the new OpEx Guideline.

Table 1: Projected Property Tax Revenue

	2011-12	2012-13	2013-14	2014-15	2015-16
Percent change from prior year	1.00%	2.25%	3.50%	5.00%	5.00%
Revenue Projection	\$27,640,000	\$28,450,000	\$29,440,000	\$30,910,000	\$32,460,000

As a result of the agreement with Santa Clara County to manage Rancho San Antonio County Park, the District will receive \$284,000 annually (with a 3% COLA) and received the first payment in December 2010. However, because either the County or the District can cancel the contract with 60 days notice, this revenue is uncertain and therefore not included in the revenue assumptions for the operating budget.

2) Overall District Budget

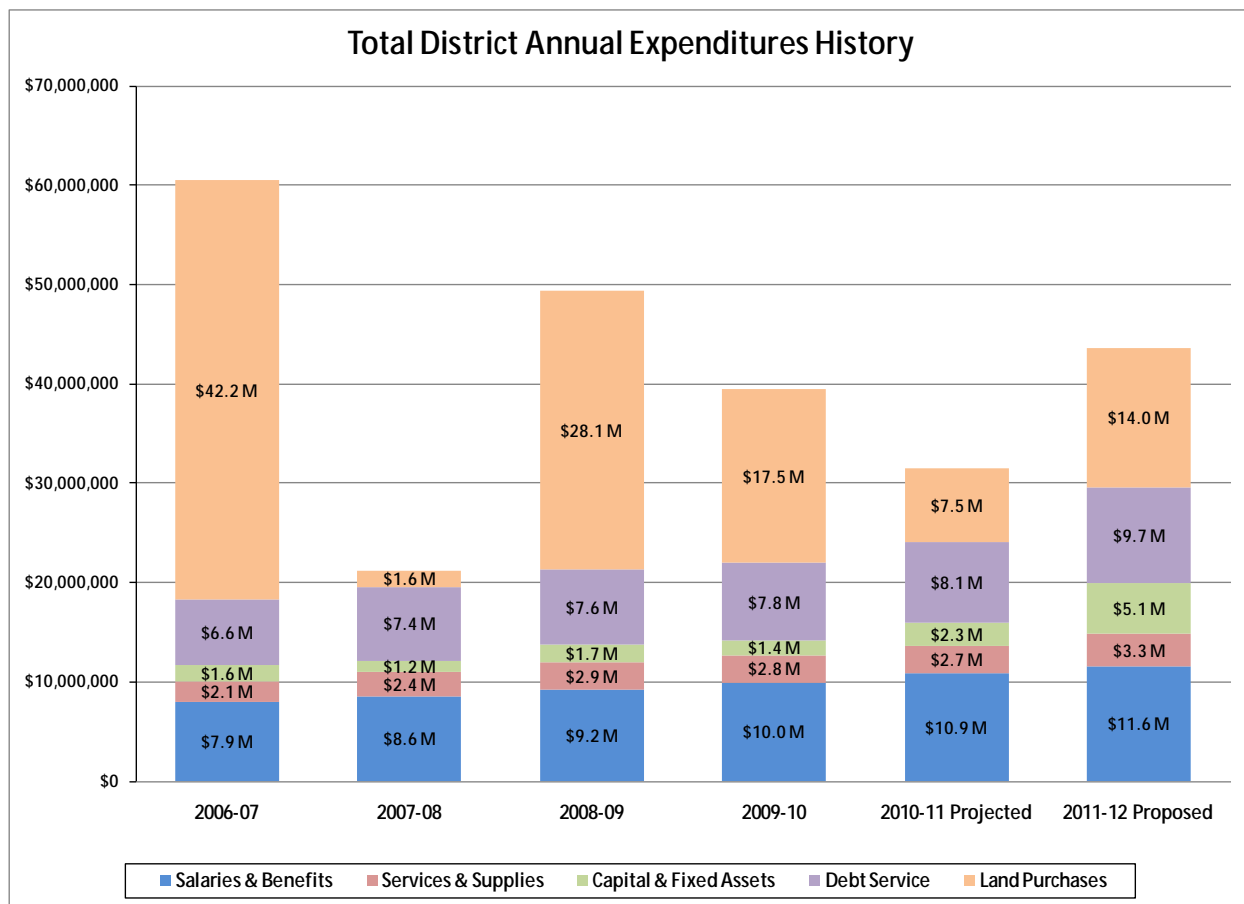
The proposed budget for FY2011-12 totals \$43,599,758 and is offset by projected grant income of \$921,165 bringing the net District budget to \$42,678,593. More detail is provided in Table 2 below.

**Table 2:
District-wide Budget**

Operating Budget: Expenditures	⁽¹⁾ 2010-11 Mid-Year Budget (2.5% Cola)	⁽¹⁾ 2010-11 Projected Expenses (2.5% Cola)	⁽²⁾ 2011-12 Proposed Annual Budget (0% Cola)	% Change from 10-11 Mid-Year Budget	% Change from 10-11 Projected	% of Total Proposed Budget (before Grant Income)
Salaries	7,944,908	7,883,951	8,198,969	3.20%	4.00%	18.8%
Benefits	3,073,220	3,033,332	3,368,041	9.59%	11.03%	7.7%
Subtotal: Salaries and Benefits	11,018,127	10,917,283	11,567,010	4.98%	5.95%	26.5%
Services and Supplies	2,851,046	2,705,262	3,045,864	6.83%	12.59%	7.0%
Fixed Assets	0	0	0			0.0%
Subtotal: Operating Expense Budget	13,869,173	13,622,545	14,612,874	5.36%	7.27%	33.5%
Property Management	177,969	182,554	209,858	17.92%	14.96%	0.5%
Unanticipated CIP	25,000	25,000	25,000	0.00%	0.00%	0.1%
Public Access Facilities	534,000	372,000	884,500	65.64%	137.77%	2.0%
Staff Facilities	307,000	241,000	752,500	145.11%	212.24%	1.7%
Planning Projects	309,000	154,500	119,500	-61.33%	-22.65%	0.3%
Mt. Umunhum	740,353	658,853	1,091,391	47.41%	65.65%	2.5%
Special Projects	2,117,210	677,310	2,211,310	4.44%	226.48%	5.1%
Subtotal: Capital Exp. & Property Mgt.	4,210,532	2,311,217	5,294,059	25.73%	129.06%	12.1%
Subtotal: Full Operating Budget	18,079,705	15,933,762	19,906,932	10.11%	24.94%	45.7%
Land + Assoc. Costs	15,656,500	7,512,250	13,963,850	-10.81%	85.88%	32.0%
Debt Service	8,086,581	8,086,581	9,728,975	20.31%	20.31%	22.3%
District Budget Total - Before Grant Income	41,822,786	31,532,593	43,599,758	4.25%	38.27%	100.0%
Grant Income	368,858	368,858	921,165	149.73%	149.73%	2.1%
District Budget Total - After Grant Income	41,453,928	31,163,735	42,678,593	2.95%	36.95%	97.9%
⁽¹⁾ FY2010-11 Adopted & Mid-Year Budget: Restate prior periods (FY10-11) to conform to the current year's presentation of the new CapEx Guideline effective FY2011-12.						
The new CapEx Guideline moves Operation's Fixed Assets from Operating Expenses to the Capital expense category (Amount outside of Operating Budget) starting FY2011-12.						
⁽²⁾ Assumption: FY2011-12: 0% Cola, No AGM						

Chart 1 below indicates the District budget expenditures over the last five years in the major categories of Salaries and Benefits, Services and Supplies, Fixed Assets, Debt Service, and Land Purchases.

Chart 1:



3) Operating Budget

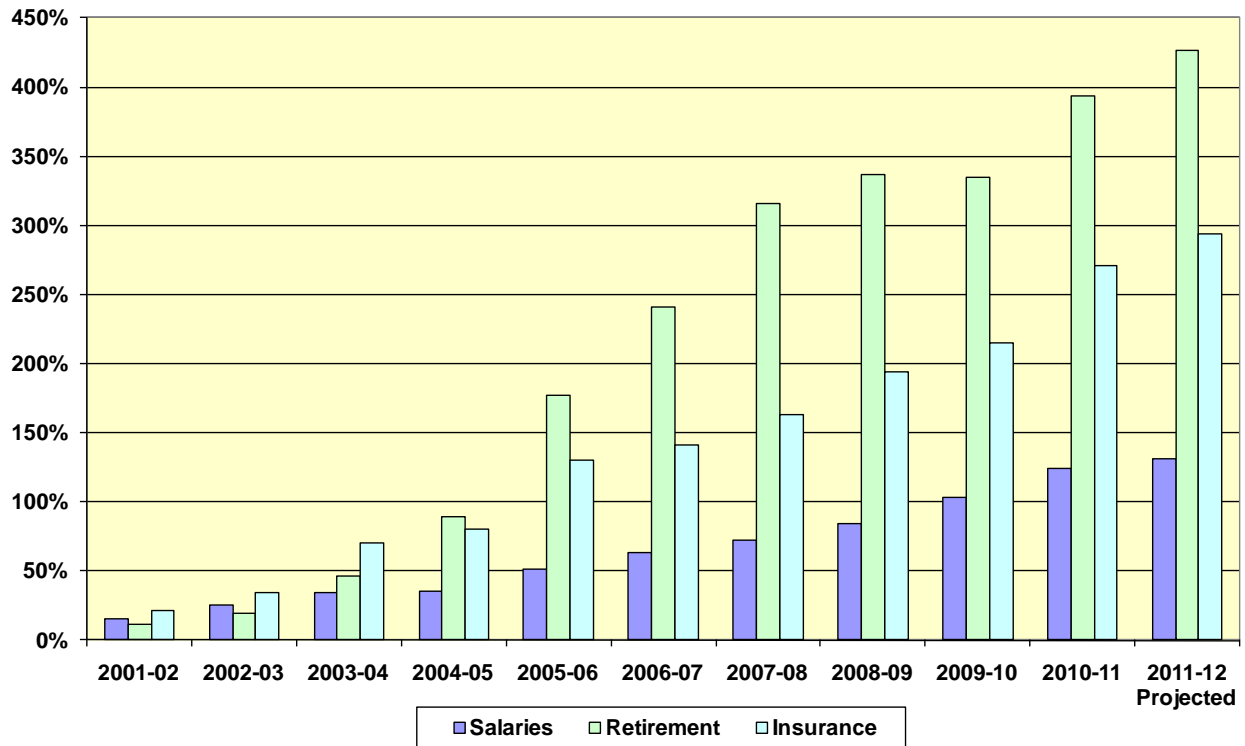
Background:

Given the FY2011-12 Property Tax revenue projection of \$27.6 million (Table 1) and the OpEx Guideline of 51%, the OpEx target is \$14.1 million. As in prior years, it is assumed the District will spend 97% of the operating budget; therefore, the OpEx Target is actually \$14.5 million. In order to ensure budgeted operating expenditures do not exceed the annual OpEx Target during each of the next five years, a new element was added to the budget review process this year: staff developed a Five-Year Operating Expenditure Forecast and presented it to the ABC.

Salaries and Benefits:

Personnel costs comprise 79% of the operating expenses and also contain a number of variables outside of the District’s control, specifically retirement and insurance rate increases. Chart 2 below illustrates the significant increases in retirement contributions and insurance premiums over the past ten years. It is important to note that the two costs over which the District has the least control, retirement and group insurance, increased 426% and 294% respectively during this period, while salaries increased by only 131%. Ten years ago, retirement and insurance costs combined accounted for 15% of salaries and benefits; in FY2011-12 they will comprise 26%.

**Chart 2:
10-Year Cumulative Salary and Benefit Increases**



The FY2011-12 Proposed Budget of \$11.6 million for salaries and benefits reflects an increase of 5% over the FY2010-11 Midyear Budget (Table 3, below). Consistent with previous years, growth in the cost of benefits continues to significantly outpace salary growth. Total benefits costs increased by 9.6%, driven substantially by CalPers retirement costs which will increase by 14.7% over FY2010-11 Midyear.

**Table 3:
FY2011-12 Proposed Salaries and Benefits**

	10/11 Midyear	10/11 Projected	*11/12 Proposed	Change from 10/11 Midyear	Change from 10/11 Projected
	Proposed (2.5% Cola)	Expenses (2.5% Cola)	Budget (0% Cola)		
Salaries	7,944,908	7,883,951	8,198,969	3.2%	4.0%
Benefits	3,073,220	3,033,332	3,368,041	9.6%	11.0%
Retirement Plans	1,574,529	1,564,464	1,806,597	14.7%	15.5%
Group Insurance	1,212,914	1,183,091	1,273,278	5.0%	7.6%
State Mandated Insurance	285,777	285,777	288,166	0.8%	0.8%
TOTAL SALARIES & BENEFITS	11,018,128	10,917,283	11,567,010	5.0%	6.0%
*Note: FY2011-12 Salaries & benefits are estimates only and are pending final negotiations with the District's represented group and results of any action from the HR Classification and Compensation study.					

Services and Supplies:

For FY2011-12, services and supplies increased by \$194,818 from the FY2010-11 Mid-Year Budget. Major additions include increased utility costs, field supplies and small equipment, resource management costs, and the first accrual for election expenses. These additions are partially offset by reductions in contract services and outside maintenance.

Recommendation:

Key goals of the budget include not only meeting the \$14.5 million OpEx Target, but also retaining all filled staff positions and continuing to acquire and preserve District lands. To meet these goals and, at the same time absorb the operating budget cost increases associated with PERS and health insurance benefits, the following actions are recommended for FY2011-12:

- Zero percent cost-of-living-adjustment (COLA) for all District employees (each 1% COLA increases total salaries by \$82,000);
- Freeze the Assistant General Manager position (\$142,500) which was budgeted at nine months;
- Freeze Manager and Board appointee merit pay (\$37,000), however, because merit pay is paid three months after the end of the fiscal year, the savings from the FY2011-12 merit pay freeze will occur in FY2012-13.

Implementation of these recommendations in FY2011-12 would put the operating budget approximately \$80,000 over the OpEx Target. However, this overage will be more than covered by the expected revenue of \$292, 520 from Santa Clara County for the Rancho San Antonio agreement.

4) Capital Budget

As noted in the guidelines, the annual capital budget is limited to capital project and fixed asset expenditures totaling 10.5% of property tax revenue based on a five-year moving average. The FY2011-12 Proposed CapEx budget totals \$5.1 million and results in a CapEx moving average (net of grant funds and allowable adjustments) of 7.8% of property tax revenue, which is below the 10.5% CapEx limit.

The FY2011-12 Proposed CapEx Budget increase of 26% of the FY2010-11 Mid-Year Capital Budget is due to increases and/or delays in anticipated project costs from one year to the next in the following programs:

- Public Access Facilities – The Big Dipper Road Restoration and Alpine Pond Long Term Management/Interpretive projects.
- Staff Facilities – Skyline Field Office Remodel, Folger House Remodel, and the South Area Field Office Development.
- Mount Umunhum – Mount Umunhum Site Plan, Mount Umunhum Remediation (includes the start of Phase 1 demolition), and Phase I Implementation of the Site Plan. The District will be paying for remediation and demolition costs out of pocket initially in this next fiscal year and then receiving reimbursement from the US Office of Economic Adjustment. In FY2010-11, abatement costs are being handled by the Army Corp of Engineers, which partly reflects why the District's Mount Umunhum budget for FY2011-12 is greater compared to FY2010-11
- Special Projects – The Radio Improvement and Integrated Accounting and Finance Software projects both carry significant budgets (\$1.17 million and \$375,000, respectively) of which costs have been deferred from previous years due to implementation delays. The Special Project costs are excluded from the FY 2011-12 CapEx guideline calculations.

5) Staffing

Total District staffing for FY2011-12 is proposed to increase by one position for a total of 109.5 positions.

FY2011-12 Proposed Annual Budget				
Budgeted Headcount (in FTEs, Full-time Equivalents)				
Dept	Full-Time	Part-Time	Interns	Total
Administration	16.0	1.5	0.5	18.0
Operations	55.0	7.5	1.0	63.5
Planning	14.0		0.5	14.5
Public Affairs	8.0		0.5	8.5
Real Property	5.0			5.0
Total	98.0	9.0	2.5	109.5

Assistant General Manager:

An Assistant General Manager position was added at mid-year during FY2010-11 to assist the General Manager in running the day-to-day operations of the District but was deferred due to budget constraints. Due to a second year of budget constraints, the position is recommended to remain unfilled for FY2011-12 in order to help balance the operating budget.

Assistant General Counsel:

The Assistant General Counsel position is recommended to be filled with a contingent employee for the next two years, at which point, the District's ability to sustain long-term funding for the position will be better known. Filling the position with a contingent employee avoids a long-term financial obligation until the District's revenue has stabilized.

Grants Administrator:

The addition of a two-year contingent position is recommended to research grant opportunities for the District. There are numerous grants available but District staff does not have the time to research and evaluate them all. A full-time position dedicated to pursuing grant funding could generate substantial revenue for both the operating and capital budgets. If, after two years, the position fails to secure adequate grants funds, it would be discontinued. The first year of this position will be covered by revenue from the Rancho San Antonio Agreement and will not impact the OpEx Target.

6) Action Plan and Budget Coordination

The budget and action plan work together to define the work plan for the District in the coming year. Key projects in the action plan identify budget estimates for completing the work in FY2011-12. These costs were incorporated into the proposed budget for each Department, which are discussed in the Department Summaries below.

7) *Proposed Department Budgets*Administration:

	2010-11 Mid-Year Budget	2010-11 Projected Expenses	2011-12 Proposed Annual Budget	% Change from 10-11 Mid-Year Budget
Salaries + Benefits	2,055,544	1,967,700	2,202,347	7%
Services + Supplies	585,967	628,623	624,638	7%
Fixed Assets	275,000	15,000	435,000	58%
Total	2,916,511	2,611,323	3,261,985	12%

Salary and Benefits

The 7% increase to salaries and benefits in 2011-12 reflects the annualized cost of positions filled during FY2010-11 (Administrative Services Manager, District Clerk, and Senior Management Analyst) and the increased retirement and health insurance costs. Partially offsetting these increases is the elimination of funding for the Assistant General Manager.

Services and Supplies

The 7% increase in services and supplies is driven primarily by the addition of actuarial services for OPEB (\$12,000) (Other Post Employee Benefits which is the District's liability for retirees' medical premiums) and the first accrual for San Mateo County elections costs (\$60,000). These increases are partially offset by elimination of funding for the Classification and Compensation Study consultant (\$49,000).

Fixed Assets

The increase in the proposed fixed assets budget for FY2011-12 is due to delays in the Integrated Accounting and Finance Software Project and the addition of funding for a consultant (\$165,000) to assist staff in selecting the software vendor and managing the software implementation and testing process.

Real Property:

	2010-11 Mid-Year Budget	2010-11 Projected Expenses	2011-12 Proposed Annual Budget	% Change from 10-11 Mid-Year Budget
Salaries + Benefits	599,196	599,196	639,807	7%
Services + Supplies	136,340	57,380	129,800	-5%
Property Management	177,969	182,554	209,858	18%
Debt	8,086,581	8,086,581	9,728,975	20%
Land + Ass. Costs	15,656,500	7,512,250	13,963,850	-11%
Total	24,656,586	16,437,961	24,672,290	0%

Salaries and Benefits

The 7% increase to salaries and benefits in 2011-12 reflects the Senior Real Property Planner moving from 4/5 work schedule to full time and the increased retirement and health insurance costs.

Services and Supplies

The 5% decrease from the FY2010-11 Mid-year budget is primarily due to numerous small decreases in service and supplies line items.

Property Management

The 18% increase in the proposed FY2011-12 Property Management Program results from increased repair and maintenance needs of private and employee residential rental structures which include new rental structures associated with the additions of the Slaughter property to Sierra Azul Open Space Preserve, the Bergman and Silva properties at Russian Ridge Open Space Preserve. These expenses are more than offset by the \$1.1 million in anticipated rental income received from these rental properties, resulting in an anticipated net income of \$865,710 from the District's property management program for FY2011-12.

Debt Service

Debt Service for repayment of principal and interest on the District's land contracts and note issues is projected to increase by approximately \$1.6 million for FY2011-12 or a 20% increase over the FY2010-11 Mid-Year. This increase results from the issuance of \$20.5 million of Financing Authority lease revenue bonds sometime in CY2011, contingent upon improvement of conditions in the municipal bond market. The increase assumes six months of debt service.

Land

The 11% decrease from the FY2010-11 Mid-year for the Land Purchase Program primarily reflects a \$1.3 million decrease in funding for new land purchases, and the \$100,000 decrease for the deferral of a demolition project associated with a new land purchase until FY2012-13.

Planning:

	2010-11 Mid-Year Budget	2010-11 Projected Expenses	2011-12 Proposed Annual Budget	% Change from 10-11 Mid-Year Budget
Salaries + Benefits	1,395,363	1,395,363	1,475,813	6%
Services + Supplies	60,595	55,345	55,969	-8%
Mt. Umunuhum	740,353	658,853	1,091,391	47%
Planning Projects	309,000	154,500	119,500	-61%
Staff Facilities	307,000	241,000	752,500	145%
Public Facilities/FEMA	534,000	372,000	884,500	66%
Unanticipated CIP	25,000	25,000	25,000	0%
Total	3,371,311	2,902,061	4,404,672	31%

Salaries and Benefits

The 6% increase to salaries and benefits in 2011-12 reflects the increased retirement and health insurance costs.

Services and Supplies

The Planning Department's proposed budget for services and supplies decreased by 8% which is primarily due to small reductions in services and supplies line items.

Planning Projects and CIP Budget

The proposed Planning Projects and CapEx Budget totals \$2,872,890 and is comprised of the following programs: Planning Projects; Staff Facilities; Public Access Facilities/FEMA; and Unanticipated Capital Improvements. Many of the Department's Key Projects were discussed in this report previously under the discussion of the Capital Budget.

The proposed \$753,000 budget for the *Staff Facilities Program* includes funding to plan and demolish existing structures and begin planning for future site improvements and initiate design for a new staff facility in the south area of the District, complete design and apply for permits for basic improvements to the Folger House, designated to become an employee residence at Driscoll Ranch, and plan for the remodel of the field office and possible construction of new shop building at the Skyline Field Office.

The *Unanticipated Capital Improvements Program* includes budget allocations for emergency repairs or unanticipated capital improvement projects that address public safety. The proposed budget is \$25,000.

Operations:

	2010-11 Mid-Year Budget	2010-11 Projected Expenses	2011-12 Proposed Annual Budget	% Change from 10-11 Mid-Year Budget
Salaries + Benefits	6,124,593	6,111,593	6,371,694	4%
Services + Supplies	1,718,796	1,634,092	1,858,190	8%
⁽¹⁾ Fixed Assets	320,000			-100%
Special Projects	1,522,210	662,310	1,776,310	17%
Total	9,685,599	8,407,995	10,006,194	3%

Salaries and Benefits

The 4% increase to salaries and benefits in 2011-12 reflects the increased retirement and health insurance costs.

Services and Supplies

The 8% increase in the Operations Department's proposed budget for services and supplies is due primarily to the increased costs for resource management projects such as the District Wide Integrated Pest Management CEQA review, and wildlife management of sick bobcats and pig depredation. Insurance costs increased, as the JPIA requires the District's premium for pollution liability insurance to be paid once every three years. With the anticipated complete

installation of the new radio system, additional maintenance to the current radio system will be required for

compatibility with the new second frequency. Also included is six months of maintenance costs for the new radio system.

Fixed Assets

Under the new CapEx Guideline, Operations’ fixed assets budget in FY2011-12 is now included under Special Projects.

Special Projects

The FY2011-12 Special Projects budget increase of 17% over the FY2010-11 Mid-Year is due to delays in the Radio Project implementation and the shifting fixed assets to the special projects category.

Public Affairs:

	2010-11 Mid-Year Budget	2010-11 Projected Expenses	2011-12 Proposed Annual Budget	% Change from 10-11 Mid-Year Budget
Salaries + Benefits	843,431	843,431	877,349	4%
Services + Supplies	349,348	329,822	377,267	8%
Total	1,192,779	1,173,253	1,254,616	5%

Salaries and Benefits

Salaries and benefits are projected to increase by approximately 4% from the FY2010-11 midyear budget, which reflects the increased retirement and health insurance costs.

Services and Supplies

The services and supplies budget is projected to increase by 8% for FY2011-12 due to implementation of several Key Projects in the Public Affairs Action Plan: the second installment payment of \$12,500 to the publisher for the coffee table book project, purchase of press release and media list management software, and establishing activities for collaborative family programming with diverse audiences and partners. Other increases include service contracts for graphic design, print, and mail; increases in event expenditures (including a \$5,000 deposit for a 40th anniversary event); funding for trainings/seminars and professional conferences for staff; and funding for ads in ethnic media.

FISCAL IMPACT

Final adoption of the proposed FY2011-12 budget by the Board will authorize \$43,599,758 to accomplish the District’s work plan for the next fiscal year. This represents an overall 4.25% increase in anticipated spending from the FY2010-11 Mid-Year budget.

PUBLIC NOTICE

Public notice has been provided as required by the Brown Act.

CEQA COMPLIANCE

This agenda item is not a project and is not subject to the California Environmental Quality Act (CEQA).

NEXT STEPS

- The Board reviews this proposed FY2011-12 budget.
- The Board determines whether the Administration and Budget Committee must meet to further discuss and refine the proposed FY2011-12 budget.
- The Board approves the FY2011-12 proposed budget at the March 23rd Board Meeting.

Attachment(s)

1. Budget Analysis, Operating and Non-Operating Expenses

Administration and Budget Committee:

Curt Riffle, Chair
Yoriko Kishimoto
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Board Report Prepared by:

Kate Drayson, Administrative Services Manager
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Stephen E. Abbors, General Manager
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Curt Riffle, Chair, Administration and Budget Committee

Attachment 1

Budget Analysis, Operating and Non-Operating Expenses								
Budget Analysis			(¹) 2010-11 Adopted Budget (2.5% Cola)	(¹) 2010-11 Mid-Year Budget (2.5% Cola)	2010-11 Projected Expenses (2.5% Cola)	(²) 2011-12 Proposed Annual Budget (0% Cola)	% Change from 10-11 Mid-Year Budget	% Change from 10-11 Projected
Assumptions: FY2011-12: 1. 0% Cola, 2. No AGM								
PLANNING	Program 32	Salaries + Benefits	1,384,711	1,395,363	1,395,363	1,475,813	5.77%	5.77%
	Program 32	Services + Supplies	51,750	60,595	55,345	55,969	-7.63%	1.13%
	SUBTOTAL, Operating Expenses		1,436,461	1,455,958	1,450,708	1,531,782	5.21%	5.59%
	Program 32	Fixed Assets	0	0	0	0		
	Program 37	Mt. Umunuhum	425,278	740,353	658,853	1,091,391	47.41%	65.65%
	Program 36	Planning Projects	353,000	309,000	154,500	119,500	-61.33%	-22.65%
	Program 35	Staff Facilities	507,000	307,000	241,000	752,500	145.11%	212.24%
	Program 34	Public Facilities/FEMA	1,181,000	534,000	372,000	884,500	65.64%	137.77%
	Program 38	Unanticipated CIP	25,000	25,000	25,000	25,000	0.00%	0.00%
	TOTAL, All Expenses		3,927,739	3,371,311	2,902,061	4,404,672	30.65%	51.78%
OPERATIONS		Salaries + Benefits	6,107,851	6,124,593	6,111,593	6,371,694	4.03%	4.26%
		Services + Supplies	1,699,377	1,718,796	1,634,092	1,858,190	8.11%	13.71%
		(¹) Fixed Assets	0	0	0	0		
	SUBTOTAL, Operating Expenses		7,807,228	7,843,389	7,745,685	8,229,884	4.93%	6.25%
		(¹) Fixed Assets	336,310	320,000			-100.00%	
		Special Projects	1,601,000	1,522,210	662,310	1,776,310	16.69%	168.20%
	TOTAL, All Expenses		9,744,538	9,685,599	8,407,995	10,006,194	3.31%	19.01%
PUBLIC AFFAIRS		Salaries + Benefits	829,167	843,431	843,431	877,349	4.02%	4.02%
		Services + Supplies	354,348	349,348	329,822	377,267	7.99%	14.38%
	SUBTOTAL, Operating Expenses		1,183,515	1,192,779	1,173,253	1,254,616	5.18%	6.93%
	TOTAL, All Expenses		1,183,515	1,192,779	1,173,253	1,254,616	5.18%	6.93%
REAL PROPERTY		Salaries + Benefits	586,947	599,196	599,196	639,807	6.78%	6.78%
		Services + Supplies	167,840	136,340	57,380	129,800	-4.80%	126.21%
	SUBTOTAL, Operating Expenses		754,787	735,536	656,576	769,607	4.63%	17.22%
		Property Management	178,554	177,969	182,554	209,858	17.92%	14.96%
		Debt	8,078,081	8,086,581	8,086,581	9,728,975	20.31%	20.31%
		Land + Ass. Costs	15,656,500	15,656,500	7,512,250	13,963,850	-10.81%	85.88%
	TOTAL, All Expenses		24,667,922	24,656,586	16,437,961	24,672,290	0.06%	50.09%
ADMINISTRATION		Salaries + Benefits	2,058,645	2,055,544	1,967,700	2,202,347	7.14%	11.92%
		Services + Supplies	682,814	585,967	628,623	624,638	6.60%	-0.63%
	SUBTOTAL, Operating Expenses		2,741,459	2,641,511	2,596,323	2,826,985	7.02%	8.88%
		Fixed Assets	50,000	275,000	15,000	435,000	58.18%	2800.00%
	TOTAL, All Expenses		2,791,459	2,916,511	2,611,323	3,261,985	11.85%	24.92%
Operating Budget			13,923,450	13,869,173	13,622,545	14,612,874	5.36%	7.27%
		Property Management	178,554	177,969	182,554	209,858	17.92%	14.96%
		Unanticipated CIP	25,000	25,000	25,000	25,000	0.00%	0.00%
		Public Access Facilities	1,181,000	534,000	372,000	884,500	65.64%	137.77%
		Staff Facilities	507,000	307,000	241,000	752,500	145.11%	212.24%
		Planning Projects	353,000	309,000	154,500	119,500	-61.33%	-22.65%
		Mt. Umunhum	425,278	740,353	658,853	1,091,391	47.41%	65.65%
		Special Projects	1,987,310	2,117,210	677,310	2,211,310	4.44%	226.48%
	Amount outside of Operating Budget		4,657,142	4,210,532	2,311,217	5,294,059	25.73%	129.06%
		Salaries and Benefits	10,967,321	11,018,127	10,917,283	11,567,010	4.98%	5.95%
		Services and Supplies	2,956,129	2,851,046	2,705,262	3,045,864	6.83%	12.59%
		Fixed Assets	0	0	0	0		
	Subtotal (Operating Budget)		13,923,450	13,869,173	13,622,545	14,612,874	5.36%	7.27%
	Total Outside Operating Budget		4,657,142	4,210,532	2,311,217	5,294,059	25.73%	129.06%
	Subtotal (Full Operating Budget)		18,580,592	18,079,705	15,933,762	19,906,932	10.11%	24.94%
		Debt	8,078,081	8,086,581	8,086,581	9,728,975	20.31%	20.31%
	Subtotal (Includes Debt)		26,658,673	26,166,286	24,020,343	29,635,908	13.26%	23.38%
		Land + Assoc. Costs	15,656,500	15,656,500	7,512,250	13,963,850	-10.81%	85.88%
	District Budget Total - Before Grant Income		42,315,173	41,822,786	31,532,593	43,599,758	4.25%	38.27%
		Grant Income	368,858	368,858	368,858	921,165	149.73%	149.73%
	District Budget Total - After Grant Income		41,946,315	41,453,928	31,163,735	42,678,593	2.95%	36.95%
⁽¹⁾ FY2010-11: Restate prior periods (FY10-11) to conform to the current year's presentation of the new CapEx Guideline effective FY2011-12 -- the new CapEx Guideline moves Operation's Fixed Assets from Operating Expenses to the Capital expense category (Amount outside of Operating Budget) starting FY2011-12.								
⁽²⁾ Assumption: FY2011-12: 0% Cola, No AGM								