

MINUTES OF THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



1-0

1:30 p.m. being the time set for the discussion of Budget priorities and recommendations for Fiscal Year 2016/2017:

EXECUTIVE OFFICE

Paul McDonnell presented a PowerPoint presentation.

On Motion of Supervisor Ashley, seconded by Supervisor Benoit and duly carried, IT WAS ORDERED to:

- Close the Budget Hearings and Adopt staff recommendations to include Technical Adjustments to Fiscal Year 2016/2017 Recommended Budget for Credit to Sheriff Patrol Per Menifee and Wildomar Net Savings Agreements; and Technical Adjustments for Allocation of El Sobrante Revenue to Vector Control;
- Address all proposals by the Supervisors including;
  - recommendations for the budget process;
  - joint memo to continue hiring restrictions on all but essential positions within NCC funded and/or ISF funded departments, as determined by the CEO; continue to postpone all non-urgency / non-critical new fixed asset purchases, as determined by the CEO; continue to impose out-of-county travel limitations for all but mission critical purposes, to all NCC funded and ISF departments, as determined by the CEO; and,
- Direct the Executive Office to return with necessary amendments to the recommended Budget for approval on July 26, 2016.

Roll Call:

Ayes: Jeffries, Washington, Benoit and Ashley  
Nays: Tavaglione  
Absent: None

I hereby certify that the foregoing is a full true, and correct copy of an order made and entered on June 28, 2016 of Supervisors Minutes.

(seal) WITNESS my hand and the seal of the Board of Supervisors  
Dated: June 28, 2016  
Kecia Harper-Ihem, Clerk of the Board of Supervisors, in  
and for the County of Riverside, State of California.

By: *Kecia Harper-Ihem* Deputy

AGENDA NO.

1-0

xc: EO



# MEMORANDUM

## COUNTY OF RIVERSIDE EXECUTIVE OFFICE

**GEORGE A. JOHNSON**  
CHIEF ASSISTANT COUNTY EXECUTIVE OFFICER

**ROB FIELD**  
ASSISTANT COUNTY EXECUTIVE OFFICER  
ECONOMIC DEVELOPMENT AGENCY

**MICHAEL T. STOCK**  
ASSISTANT COUNTY EXECUTIVE OFFICER  
HUMAN RESOURCES

**ZAREH SARRAFIAN**  
ASSISTANT COUNTY EXECUTIVE OFFICER  
HEALTH SERVICES

**PAUL McDONNELL**  
ASSISTANT COUNTY EXECUTIVE OFFICER  
COUNTY FINANCE DIRECTOR

**JAY E. ORR**  
COUNTY EXECUTIVE OFFICER

**TO:** Board of Supervisors

**FROM:** *Denise*  
Denise C. Harden, Executive Office Principal Budget Analyst

**DATE:** June 27, 2016

**RE:** Technical Adjustment to FY 16/17 Recommended Budget for  
Credit to Sheriff Patrol Per Menifee and Wildomar Net Savings Agreements

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In validating the credits owed the Sheriff's Patrol budget for FY 15/16 under the Net Savings Agreements with the Cities of Menifee and Wildomar, I determined it more appropriate to make that credit via net county cost (NCC) allocations rather than interfund transfers from Contributions to Other Funds into Patrol. This will not require a budget adjustment in FY 15/16 to effect the credit, but I do recommend adjusting the FY 16/17 budget to implement this change in approach for the final two years of the agreements. This will decrease the NCC allocated to Contributions to Other Funds and increase the NCC allocated to Patrol in FY 16/17 and FY 17/18, which is the tenth and final year of each agreement. Beginning in FY 18/19, this credit toward the two cities' patrol services will cease and the additional NCC will be factored out of the Sheriff's Patrol allocation.

Decrease appropriations for Contributions to Other Funds:		
10000-1101000000-551100	Contributions to Other Funds	\$1,352,940
Decrease allocated NCC:		
10000-1101000000		1,352,940
Decrease estimated revenues for Patrol:		
10000-2500300000-773520	Contract City Law Enforcement	1,352,940
Increase allocated NCC:		
10000-2500300000		1,352,940

cc: Elizabeth Olson, Executive Office  
Tina Grande, Executive Office  
Will Taylor, Sheriff's Department



# MEMORANDUM

## COUNTY OF RIVERSIDE EXECUTIVE OFFICE

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HEALTH SERVICES

**PAUL MCDONNELL**  
ASSISTANT COUNTY EXECUTIVE OFFICER  
COUNTY FINANCE DIRECTOR

**TO:** Board of Supervisors  
**FROM:** *Denise*  
Denise C. Harden, Executive Office Principal Budget Analyst  
**DATE:** June 27, 2016  
**RE:** Technical Adjustment to FY 16/17 Recommended Budget for  
Allocation of El Sobrante Revenue to Vector Control

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Following publication of the recommended budget, with regard to the distribution of \$150,000 of the El Sobrante revenue received by the general fund to Vector Control beginning in FY 16/17, I determined it more appropriate to make this allocation via net county cost (NCC) rather than as an interfund transfer from Contributions to Other Funds. Consequently, I recommend adjusting the FY 16/17 budget to implement this change in approach. This will decrease the NCC allocated to Contributions to Other Funds and increase the NCC allocated to Environmental Health.

Decrease appropriations for Contributions to Other Funds:

10000-1101000000-551100	Contributions to Other Funds	\$150,000
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Decrease allocated NCC:

10000-1101000000		150,000
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Decrease estimated revenues for Patrol:

10000-4200400000-774680	Tipping Fees	150,000
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Increase allocated NCC:

10000-4200400000		150,000
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cc: Steve Horn, Executive Office  
Dean Dienes, Environmental Health

INFORMATIONAL

TO: Paul McDonnell  
FROM: JJ Benoit  
DATE: June 24, 2016  
SUBJECT: Riverside County DRAFT BUDGET PROCESS

I would appreciate your review and comments on the following. As discussed during our recent budget hearings, I would like to see the presentations to the board move to a more informative and balanced presentation from both departments and staff. The system as we know it today, by design or custom, has become a one sided presentation by department heads. There is limited give and take. Board members basically sit and listen to the department head explain the functions of the department and how the proposed budget might impact their operation.

Board members have limited background with which to question the individual department head. Custom and practice has been that the presenter is not questioned, and certainly not contradicted, by budget staff. Consequently, what the board frequently hears is a one-sided, uncontested plea for additional funding. Frustratingly, staff members have often come to board members afterwards and provided important, relevant background information that was not shared during the hearing. I think we can do better, much better.

I am proposing we establish a revised format for preparation and presentation of the RivCo FY 17/18 budget. This is a preliminary draft outline. I would like to work with the CEO and yourself develop it into a full schedule and proposal, but the key components would be;

First -

At the start of the process a **revised standardized** budget history form will be completed for each department, with agreement between the department and the office of the Director of Finance regarding the historic and current year numbers (rough draft attached.)

Second -

Departmental representatives and the office of the Director of Finance shall meet to review, discuss and negotiate each department's request for funding for the upcoming budget year. Departments are encouraged to provide any additional information they deem relevant to their budget request. During the budget negotiations, the department shall provide a budget request and the DOF will shall provide a recommended funding level.

## INFORMATIONAL

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Third -

The CEO and DOF shall forward to the board their recommended funding levels for all departments and the county as a whole.

Fourth

Departments will be offered the opportunity to present their requests before the full Board of Supervisors. Departments are encouraged to update the board on current or future operation requirements and related budget needs, and where appropriate, explain their need for additional funding beyond that recommended by the Director of Finance. Departments may waive presentation in the event they feel comfortable with the recommended budget allocation.

During board presentations by departments, the Director of Finance, or a representative of the executive office, shall be present. The Finance representative shall either concur with the department or offer additional testimony regarding the department's request.

Widget Department

	FY 13/14	FY 14/15	FY 15/16	FY16/17 (Est)	FY 17/18 Request	FY 17/18 DOF Rec.
Riverside County General Fund	\$1,500,000	\$1,600,000	\$1,650,000	\$1,700,000	\$1,850,000	\$1,800,000
Total Revenues, All Sources	\$15,000,000	\$15,500,000	\$1,700,000	\$1,705,000	\$18,000,000	\$18,000,000
Total Budgeted Positions	700	649	610	615	700	660
Total FTE Filled Positions	585	572	601	610	610	610
Total Unfilled Positions.	115	78	9	5	90	50

June 28, 2016

To: Board of Supervisors & CEO

From: Supervisor Jeffries & Supervisor Ashley

Re: FY 16/17 Budget

Recommended Direction to CEO

Regarding consideration of the FY16/17 budget (and any additional direction to be provided by the Board to the CEO on Tuesday June 28), the following is recommended to be continued and included in any FY 16/17 budget direction to the CEO.

1. Continue hiring restrictions on all but essential positions within NCC funded and/or ISF funded departments, as determined by the CEO.
2. Continue to postpone all non-urgency / non-critical new fixed asset purchases, as determined by the CEO.
3. Continue to impose out-of-county travel limitations for all but mission critical purposes, to all NCC funded and ISF departments, as determined by the CEO.

To: Fellow Board of Supervisors  
From: Kevin Jeffries  
Re: FY 16/17 Budget

June 28, 2016

As I watch our counterparts in San Bernardino increase their reserves by an additional \$140 million to a total reserve of \$407 million (up from \$267 million in June 2015) I remain extremely concerned and skeptical that our own multi-year budget projections are overly optimistic as to the supposed KPMG savings projections as well as the discipline and commitment we as a Board (& our CEO) must adhere to in order to hold future spending flat for multiple years ahead. We have been enjoying a vibrant or at least a strong rebounding economy – yet our county balance sheets are going into the red.

I believe that we must immediately cut ALL the low hanging fruit (savings/cuts, etc), and return by July 26<sup>th</sup> with the concepts and/or proposals to fully evaluate our spending priorities as well as the mission and priorities of our NCC and ISF departments.

Please recognize that I would prefer to be proven wrong about my concerns, however if the supposed projections of KPMG savings are proven to be half correct – and/or we find that for whatever reasons we cannot hold the line on truly flat spending going forward - we will very likely find ourselves having to make significant additional draw downs on reserves, and/or make draconian cuts to basic and essential services simply to make up for lost time and opportunities.

The first step or “low hanging fruit” that I believe we should promptly cut or reduce is as follows:

- A. Cut office budgets for each Supervisor by \$100,000\*.
- B. Do not renew CAC Lobby Art contract\*.
- C. No COLA/Salary increases for Electeds, Management & BoS Staff\*.
- D. Utilize Uncommitted Cabazon/Desert Hills special funds to off-set local fire station NCC funding\*.
- E. Utilize Uncommitted Wine Country special fund to off-set local fire station NCC funding\*.
- F. Utilize Uncommitted Solar fund to off-set local fire station NCC funding.\*
- G. Reduce Sacramento lobbyist spending\*. (\*redirect savings to GF)
- H. Transfer Boxing Club and Eddie Dee Smith Senior Center to the City of Jurupa Valley.
- I. Implement “user fee” for Government entities regularly utilizing CAC Board Rm. (redirect \$ to CoB)

The second phase should include:

1. Amend all Form-11's to require a Finance Officer budget impact opinion.
2. Identify, evaluate, contain & reduce Overtime costs (Public safety, all NCC & ISF departments).
3. Negotiate cost effective contract with CAL-FIRE, and identify other local saving options.
4. Work w/ Sheriff on Add-Back funding needs, & to reduce “sworn” Admin/Support positions.
5. Work w/ District Attorney on Add-Back funding needs, & to reduce any mission expansion.
6. Direct CEO to evaluate consolidation of various departments into a Public Works Department.
7. Evaluate sustainability of Exclusive Care and its dependency on reserves.
8. Eliminate annual deficits of both swim parks (i.e. proven business model, contract-out or close).
9. Un-fund and/or eliminate substantial number of unfilled/vacant employee positions.
10. Aggressive pursuit by departments to seek external grants (internally or contract grant writers).
11. Direct Code Enforcement to reorganize/refine its internal “cost-recovery” procedures.

In addition to the above being evaluated and/or enacted, I would again ask that the Board engage in enhanced budget oversight. Budget evaluations and budget-policy proposals & reforms could be accomplished via a once-a-month full Board workshop following a regular Tuesday Board meeting. Topics could include all above as well as workers comp, insurance, OT, public safety, employee positions.

I appreciate your consideration.



# San Bernardino County supervisors approve preliminary \$5.4 billion budget

By [Joe Nelson](#), *The Sun*

POSTED: 06/15/16, 5:56 PM PDT UPDATED: 1 WEEK, 5 DAYS AGO

[0 COMMENTS](#)

The San Bernardino County Board of Supervisors approved a \$5.4 billion proposed budget and more than \$12 million will be allocated for security enhancements following the Dec. 2 terrorist attack at the Inland Regional Center.

The 2016-17 recommended budget, approved Tuesday, will be back before the board June 28 for adoption. It allocates \$10.2 million for security upgrades, plus \$2 million for a security assessment at all county buildings.

The \$10.2 million is “for various security-related items contained within the Capital Improvement Program,” county spokesman David Wert said in an email.

On May 24, the board approved [employment contracts](#) totaling \$1 million with Irvine-based TRC Engineers Inc. and Los Angeles-based Guidepost Solutions LLC to do the security assessment at the county’s more than 500 owned or leased buildings.

“The additional \$1 million will be held in reserve in the event the county wants to extend the consultant contracts beyond the current \$1 million in board authority,” Wert said.

A budget report prepared for county supervisors and a budget letter by county Chief Executive Office Greg Devereaux note the following:

The county’s \$2.9 million general fund has \$558.3 million that has not been allocated for other uses and is discretionary, and the county has stashed away more than \$407 million in reserves — an increase of nearly \$140 million since June 30, 2015, when the county reserve balance was \$267.5 million.

Human Services constitutes the biggest chunk of the county budget at \$1.9 billion, with an increase of \$63.5 million in operating expenses, primarily due to an increase in service provider contracts in the Department of Behavioral Health.

Staffing expenses in the Human Services group increased by \$11.2 million, due to the addition of 13 positions and increased costs associated with negotiated employee salary and benefits changes.

The county’s capital improvement program budget of \$253.2 million is attributed to a slew of new construction projects including two crisis stabilization centers and four crisis residential treatment centers for the Department of Behavioral Health.

Additionally, \$57.7 million in discretionary general funding is being used for various projects including the ongoing upgrade of the 800 MHz emergency radio communications system and upgrades at various sheriff’s facilities and the jail ward at Arrowhead Regional Medical Center.

One-time reserve contributions of \$62.8 million include \$9.5 million for a bridge replacement project on National Trails Highway in the High Desert (\$5 million) and a retrofit of the Lake Gregory Dam (\$4.5 million).

Among the potential financial dilemmas facing the county are a projected 11 percent loss in the county pension system come June 30, which would negatively impact county retirement costs beginning in the 2017-18 fiscal year. It could also increase retirement cost volatility due to increasing the pension fund, Devereaux said in his letter included in the recommended budget.

Other economic challenges the county will have to grapple with in coming years include the minimum wage increase, employee recruitment and retention, sales tax volatility and ongoing economic uncertainty, according to the budget reports.

**Riverside County Board of Supervisors  
Request to Speak**

Submit request to Clerk of Board (right of podium),  
Speakers are entitled to three (3) minutes, subject  
to Board Rules listed on the reverse side of this form.

**SPEAKER'S NAME:**           H. Lms Tread B          

**Address:** \_\_\_\_\_  
(only if follow-up mail response requested)

**City:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Phone #:** \_\_\_\_\_

**Date:**           02/28           **Agenda #**           Budget  
3 min          

**PLEASE STATE YOUR POSITION BELOW:**

**Position on "Regular" (non-appealed) Agenda Item:**

           **Support**                 **Oppose**                 **Neutral**

*Additional Ideas*

**Note:** If you are here for an agenda item that is filed  
for "Appeal", please state separately your position on  
the appeal below:

           **Support**                 **Oppose**                 **Neutral**

**I give my 3 minutes to:** \_\_\_\_\_



**COUNTY OF RIVERSIDE  
FISCAL YEAR 2016/17  
RECOMMENDED BUDGET  
HEARING DELIBERATIONS**

PRESENTED BY THE  
*COUNTY EXECUTIVE OFFICE*  
*JUNE 28, 2016*

# OVERVIEW

We've heard from a number of departments about their needs:

- ▶ The \$53 million of requests cannot be funded from further draws on reserves without pushing them close to zero.
- ▶ At the same time, our ability to extract savings via cuts to fund those requests is limited.
- ▶ Specific operational concerns with ISFs need to be addressed going forward to improve service and/or reduce internal service costs, but the coming year's budget can't count on such cost reductions.
- ▶ Changes to the budget process have been discussed, and they should be considered, but the basic fact remains:
  - ▶ We have more requests for funding than resources available.

# A REVISED PLAN

In putting together a revised spending plan we have considered the following:

- ▶ Defined the level of spending we can support, based upon maintaining the minimum reserve level at or above \$150 million
- ▶ Modified the Recommended Policy Item list based upon feedback during the hearings
  - ▶ Additions and deletions noted in detail
- ▶ Identified other resources
- ▶ Suggest that any further cost savings measures:
  - ▶ Supplement reserves during the course of the year
  - ▶ Provide a source of funding for additional needs going forward
  - ▶ (Freezes and category-specific reductions require subsequent “recapture” by reducing NCC to affected departments.)

# ADDITIONAL COST SAVING MEASURES

- ▶ Savings from reduced Culture of Health costs (\$2.4 million) to be spread across departments
- ▶ KPMG recommendations for Internal Service Funds to be incorporated in FY 2017/18 rate structures;
  - ▶ To the extent possible, identified rate reductions will be accelerated;
- ▶ Specific cost reduction actions can be incorporated in the First Quarter Report, to the extent NCC recapture is desired:
  - ▶ Maintain hiring freeze over summer in conjunction with Maximum Fill Rate (MRF) based upon current staffing levels;
  - ▶ Restrict encumbrances to highly essential purposes.

# COMPONENTS OF REVISED PLAN

- ▶ To maintain discretionary general fund reserves above \$150M:

## One-time Funding:

▶ Liquidate certain Commitments of Fund Balance:	
▶ DPSS Realignment Growth	\$(4.3M)
▶ SB90 (State Mandates) Deferral	<u>(1.4M)</u>
	(5.7M)

## On-going

▶ Lease Refinancing	(5.0M)
▶ Revised discretionary revenue based on YTD actuals	(6.0M)
▶ Amendments to recommended policy items	
▶ Additions	13.8M
▶ Reductions	<u>(7.5M)</u>
	6.3M
▶ Remaining NCC cuts, other revenues and/or reserves necessary	<u>(12.6M)</u>
	<u>\$(23.0M)</u>



# REVISED NCC ALLOCATIONS

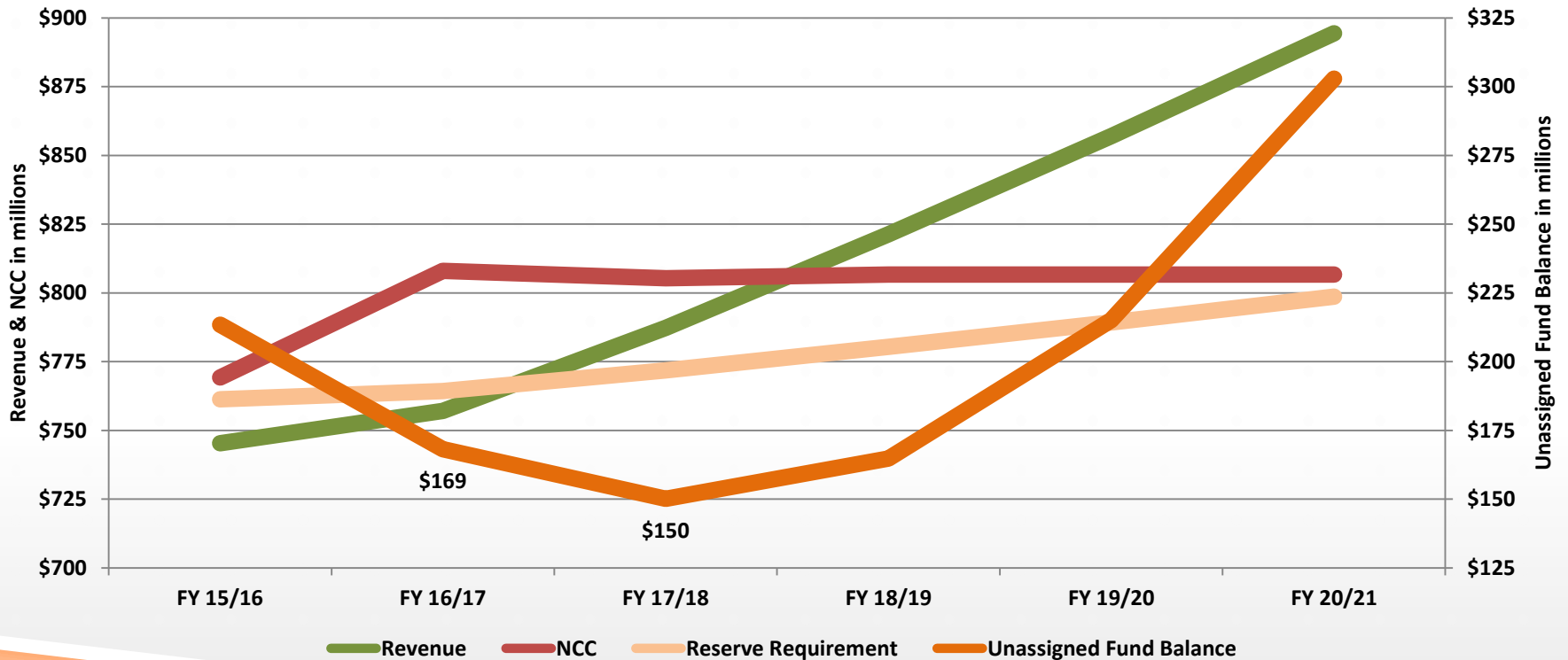
## FY 16/17 Recommended Budget Policy Item Summary

Department	FY 15/16 Ongoing Adjustments Carrying Forward to FY 16/17	FY 16/17 Policy Item Requests	Additional FY 16/17 Recommendations	Total FY 16/17 Policy Recommendations	Amendments	Revised Total
Assessor	\$3.0	\$2.0	\$0.0	\$3.0	(0.3)	\$2.7
Registrar Of Voters	-	1.1	1.1	1.1	-	1.1
Emergency Management Department	-	0.4	0.3	0.3	-	0.3
District Attorney	-	18.9	6.0	6.0	-	6.0
Public Defender	1.5	2.1	-	1.5	0.8	2.3
Sheriff	25.0	51.1	(1.0)	24.0	(4.0)	20.0
Probation	-	5.2	3.5	3.5	(0.5)	3.0
Fire Protection - Forest	-	0.5	0.5	0.5	-	0.5
Planning	-	0.2	-	-	-	-
Animal Services	-	3.6	4.4	4.4	(0.2)	4.2
Correctional Health	4.5	5.0	5.0	9.5	-	9.5
Correctional Behavioral Health	-	8.2	7.2	7.2	(2.0)	5.2
DPSS	-	11.2	4.5	4.5	-	4.5
Veterans Services	-	0.4	0.0	0.0	0.2	0.2
Contributions to Other Funds						
DPSS: Homeless	-	0.2	-	-	-	-
Facilities Management	-	0.6	-	-	-	-
Office on Aging	-	0.3	-	-	0.2	0.2
Parks	0.5	2.7	-	0.5	-	0.5
PSEC	-	1.4	1.4	1.4	-	1.4
Medical Center	-	10.0	-	-	11.0	11.0
Economic Development Program	-	4.4	1.9	1.9	1.6	3.5
DCSS*	-	1.6	-	-	-	-
City of Banning	-	-	-	-	(0.5)	-
	<b>\$34.5</b>	<b>\$131.3</b>	<b>\$34.9</b>	<b>\$69.4</b>	<b>\$6.3</b>	<b>\$76.2</b>

\* Some funding to be shifted between DPSS and DCSS.

# MAINTAINING DISCRETIONARY RESERVES ABOVE \$150 MILLION

## Multi-Year Budget Plan



# RECOMMENDATIONS

- ▶ Move to close budget hearings;
- ▶ Provide direction on and modifications of the proposed revisions;
- ▶ Direct staff to return with necessary amendments to the Recommended Budget for approval on July 26<sup>th</sup>.

# MODIFIED MULTI-YEAR BUDGET PLAN

## Multi-Year General Fund Discretionary Funding Plan (in millions)

	FY 16/17		FY 17/18		FY 18/19		FY 19/20		FY 20/21	
	Change from PY Adopted	Recom	Change	Projected	Change	Projected	Change	Projected	Change	Projected
<b><u>Discretionary Revenue</u></b>										
<b>Total Discretionary Revenue</b>	<b>21.8</b>	<b>757.0</b>	<b>30.2</b>	<b>787.2</b>	<b>34.1</b>	<b>821.3</b>	<b>35.6</b>	<b>857.0</b>	<b>37.5</b>	<b>894.4</b>
<b><u>Net County Cost (Appropriations Less Dept. Revenue)</u></b>										
General Government	5.3	27.5	(6.4)	21.1	(6.4)	14.8	-	14.8	-	14.8
Public Protection*	64.4	605.0	(8.4)	596.7	4.1	600.7	-	600.7	-	600.7
Public Ways & Facilities	-	-	-	-	-	-	-	-	-	-
Health & Sanitation	(1.7)	63.3	0.0	63.3	-	63.3	-	63.3	-	63.3
Public Assistance	0.2	43.2	2.1	45.4	2.3	47.6	-	47.6	-	47.6
Education, Recreation & Culture	-	0.7	-	0.7	-	0.7	-	0.7	-	0.7
Debt Service	-	1.4	-	1.4	-	1.4	-	1.4	-	1.4
Contingency	(15.5)	20.0	-	20.0	0.0	20.0	-	20.0	-	20.0
Contributions to Other Funds	(31.2)	46.1	11.4	57.5	-	57.5	-	57.5	-	57.5
<b>Total Net County Cost</b>	<b>21.4</b>	<b>807.3</b>	<b>(1.3)</b>	<b>806.1</b>	<b>(0.1)</b>	<b>806.0</b>	<b>-</b>	<b>806.0</b>	<b>-</b>	<b>806.0</b>
<b><u>Net Increase / (Use) of Fund Balance</u></b>	<b>0.4</b>	<b>(50.3)</b>	<b>31.4</b>	<b>(18.8)</b>	<b>34.1</b>	<b>15.3</b>	<b>35.6</b>	<b>51.0</b>	<b>37.5</b>	<b>88.4</b>
<b><u>Fund Balance</u></b>										
Committed Fund Balance										
Beginning Fund Balance Forward		24.2		18.6		18.6		18.6		18.6
Net Increase/(Decrease) in Commitments		(5.7)		0.0		0.0		0.0		0.0
Ending Fund Balance		18.6		18.6		18.6		18.6		18.6
Unassigned Fund Balance Available										
Beginning Fund Balance Forward		213.4		168.8		150.0		165.3		216.2
Net Increase/(Decrease) in Fund Bal.		(38.9)		(18.8)		15.3		51.0		88.4
<b>Ending Fund Balance</b>		<b>168.8</b>		<b>150.0</b>		<b>165.3</b>		<b>216.2</b>		<b>304.7</b>
Reserve Requirement		189.3		196.8		205.3		214.2		223.6