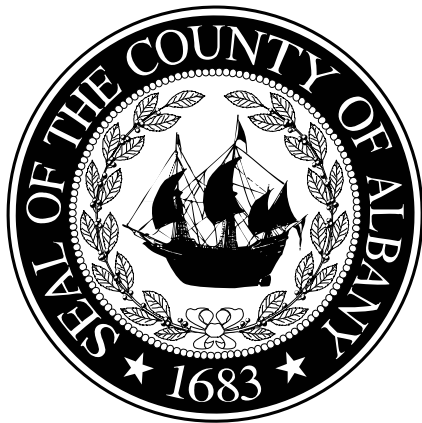

2026 ALBANY COUNTY ADOPTED BUDGET

INTRODUCTION AND HIGHLIGHTS FISCAL STRATEGIES



Daniel P. McCoy
County Executive

M. David Reilly
Commissioner of Management & Budget

Certain strategies included in this budget, in addition to other steps being taken by the County Executive outside of the formal budget process, will maintain Albany County's path towards fiscal health, while providing the vital services that the people of Albany County deserve and need. The most important steps are outlined below:

New Revenue Streams for Economic Development – Albany County has recently capitalized on two new revenue streams that will bolster our already sizable contributions to economic development and small business support across the County. First, the County partnered with the Albany Convention Center Authority signing an agreement to support the Capital Center's planned \$54 million expansion. In return for providing financial backing for this project, the authority will pay an annual fee to the Advance Albany County Alliance based on the growth in hotel occupancy taxes generated. Additionally, the County worked with state partners and advocated for the recently passed occupancy tax on short-term rentals and we are in the process of establishing a short-term rental registry. This will ensure that platforms such as Airbnb and VRBO are paying their fair share in taxes comparable to traditional hotels, a portion of which will also be allocated for the Alliance's continued and successful economic development efforts.

Reimagining the Saint Rose Campus – The redevelopment of the former College of Saint Rose Campus is a once-in-a-generation opportunity, and we could not allow this massive parcel to fall into disrepair. With the creation of the Albany County Pine Hills Land Authority through a partnership between the County and the State, we won the bid for the campus and have already begun to make progress in securing the future of the property. We're already working on exciting initiatives like the On-Ramp Program with Governor Hochul, and the campus has become home to several County departments. Looking ahead, Albany County is planning to open the city's first senior center since 2011 and soon the entirety of the former St. Rose will be redeveloped for housing, retail, green space and more. In short, this project will bring a formerly tax-exempt property back to life and create a sustainable revenue source for the future

Consolidation of County Operations and Property Redevelopment – Every square foot of publicly owned space represents both an asset and an opportunity, and it's our duty to make sure we're using those spaces effectively. We've taken a proactive approach to reducing the County's footprint by pursuing greater efficiencies and consolidation. This includes the possible sale and relocation of the County Departments of Health, Mental Health and Probation, as well as the Board of Elections. Furthermore, we have been strategically acquiring long-vacant or blighted sites and putting those parcels back to productive use, in part through our partnership with the Advance Albany County Alliance. This includes the Central Warehouse and the former South End Grocery in Albany, and the AI Tech Steel Site, Heritage Park, and the former Ann Lee site in Colonie. Recently, we purchased several vacant or blighted lots near the MVP Arena and Capital Center and consolidated into one larger parcel, creating a stronger foundation for future redevelopment.

Keeping Tax Rates Low While Capturing Increasing Property Values – Albany County has been successful in not only keeping taxes flat, but often reducing the effective tax rates over the years through strategic initiatives outlined above. By investing in economic development and redevelopment, the County has strengthened property values and expanded the tax base, allowing us to capture the benefits of increased property valuation and overall tax revenue growth. These County efforts coincide with Governor Hochul's Championing Albany's Potential (CAP) Initiative, a historic \$400 million investment into Downtown Albany. This synergy and partnership will be a powerful economic multiplier.

County Recruitment, Retention and Workforce Development – Our employees are the foundation of every service we provide, and it is essential that we retain and recruit knowledgeable and experienced individuals to ensure quality programs and reduce re-training costs. This budget reflects a continued commitment to our workforce, from frontline staff to department leaders. We continue to invest in fair and equitable compensation and competitive benefits, including enhanced health coverage and onsite, subsidized childcare at Shaker Place. Recent changes have included increased vision, dental and hearing aid benefits for our employees. The 2026 county budget will build on this with another increase of the vision allowance to \$500, a gym reimbursement program, personalized care navigation

and increased dental network access and much more. The County also continues to improve the employee experience and has transformed its onboarding process to create a streamlined and efficient experience for job seekers and new staff.

Three Year Financial Plan - Due to prudent financial management and responsible belt-tightening, Albany County has been able to remain below the property tax cap from 2014 through 2026. In fact, the 2015 and 2016 adopted budgets and the 2023 and 2024 held the property tax levy flat, providing significant financial relief to Albany County taxpayers. In this full period the County has had modest increases to the tax levy, which equated to a nominal decrease to the budgeted tax rate per each \$1000 in equalized, assessed value, with the rate per \$1000 of equalized value falling from \$3.72 to \$2.56 in that time period and a decrease from \$3.95 in 2014. Albany County was able to achieve this through disciplined spending, realistic revenue projections and assistance from state and federal leaders. The following information was prepared using historical trends, current federal and state statutes and current expectations regarding the economic future.

The following assumptions were utilized to arrive at the estimates below. Revenues will grow approximately 2 percent per year over the next 3 years.

Personnel costs will grow according to contractual agreements – this includes estimates of 3 percent annually.

New York State retirement system contributions will continue their decline from the heights seen in recent years. We have been able to pay off the previously amortized amounts and are now on much better financial footing that we were on a decade ago.

Health care expenses are estimated to increase by 4 percent per year, based on various forecasts for medical inflation. While a number of potential avenues for savings are possible, past experience has shown that health care expenses will continue to rise considerably faster than inflation. However, a thorough analysis of actual expenses throughout the last few years along with increased contribution rates from employees has kept growth below projections.

This analysis assumes no changes to the sales tax distribution formula and includes a growth factor of 2 percent annually.

REVENUES	2026 ADOPTED	2027 ESTIMATE	2028 ESTIMATE
Sales Tax	\$ 383,469,000	\$ 391,138,380	\$ 398,961,148
Other Local Tax Items	\$ 91,320,460	\$ 93,146,869	\$ 95,009,807
Dept/Misc Income	\$ 74,325,340	\$ 75,811,847	\$ 77,328,084
State Rev	\$ 136,818,616	\$ 139,554,988	\$ 142,346,088
Federal Rev	\$ 108,656,221	\$ 110,829,345	\$ 113,045,932
Property Tax Levy	\$ 100,932,240	\$ 102,950,885	\$ 105,009,902
Inter-Fund Transfers	\$ 50,546,701	\$ 52,063,102	\$ 53,624,995
Appropriated Reserves	\$ -	\$ -	\$ -
Fund Balance	\$ 20,979,340	\$ 8,000,000	\$ 6,500,000
TOTAL REVENUES	\$ 967,047,918	\$ 973,495,417	\$ 991,825,956

APPROPRIATIONS	2026 PROPOSED	2027 ESTIMATE	2028 ESTIMATE
Personnel & FICA	\$ 231,123,546	\$ 238,057,252	\$ 245,198,970
NYS Retirement	\$ 28,785,590	\$ 27,346,311	\$ 25,978,995
Health Care	\$ 65,974,118	\$ 68,613,083	\$ 71,357,606
Sales Tax Distribution	\$ 153,387,600	\$ 156,455,352	\$ 159,584,459
Medicaid	\$ 73,707,801	\$ 74,444,879	\$ 75,189,328
Debt Service	\$ 30,107,092	\$ 30,408,163	\$ 30,712,245
Community College	\$ 16,000,000	\$ 16,320,000	\$ 16,646,400
Inter-Fund Transfers	\$ 64,329,773	\$ 65,616,368	\$ 66,928,696
All Others	\$ 303,632,398	\$ 294,523,426	\$ 300,413,895
TOTAL APPROPRIATIONS	\$ 967,047,918	\$ 971,784,834	\$ 992,010,593
SURPLUS/ (DEFICIT)	\$ -	\$ 1,710,583	\$ (184,637)

The Albany County Executive's Office has set forth the following strategies and guidelines. These strategies are presented as general guidelines for departments to follow in managing their financial affairs during the course of the coming year.

- A rigorous cash management system shall be maintained to ensure sufficient cash, safety of principal, provide adequate liquidity to eliminate short term borrowing and maximize investment earnings when interest rates allow.
- Expenditure controls must be sufficient to ensure that agencies stay within their budgets.
- The County must continue to diversify its economy in order to strengthen the property tax base, improve employment opportunities and capitalize on existing resources. By encouraging commercial development and expansion through coordinated planning, leveraging grant opportunities and maintaining communication with the business community, the existing economic base will grow and new sectors will flourish.
- Long-range planning processes shall be undertaken in conjunction with the capital improvement program, capital budget and operating budget.
- Duplicative functions within County government shall be eliminated where feasible and warranted. Consolidation of functions within and between departments shall be pursued wherever such consolidation will result in greater economy and efficiency or improved quality service.
- Annual budgets shall be prepared and presented in accordance with standards set by the Government Finance Officers Association of the United States and Canada.
- Capital projects requiring debt financing should be planned and implemented so as to allow debt obligations to be issued in the most cost effective way. Appropriate care should be taken in considering the issuance of debt for capital projects, including debt of those enterprises for which the County is contingently liable.
- Debt ratios should be maintained at or below the following levels:
 - Net direct general obligation debt as a percentage of estimated full value shall always remain less than three percent on an average basis over any five consecutive years.
 - The ratio of net direct general obligation debt service expenditures as a percentage of combined general fund expenditures shall not exceed ten percent per year over any consecutive five years.
 - Average annual general obligation original issue long term debt sales shall not exceed \$30 million or \$150 million over any consecutive five-year period.
 - Self-supporting general obligation debt shall be issued commensurate with the respective needs of the enterprises which are to operate these projects. When practical, revenue supported debt shall be utilized in order to minimize any impact on the General Fund.
- A system of internal controls shall be maintained to ensure compliance with all applicable laws, optimal cost effectiveness of County services and prudent stewardship over public funds. All employees will be responsible and accountable for the safekeeping of public assets. Management shall endeavor to consistently monitor and improve the system of controls.
- All departments are responsible for recovery of budgeted non-tax revenues as planned in the annual budget. Departments shall maintain an adequate billing and claiming process in order to effectively manage their accounts receivable system in conformance with the fiscal plan and sound business principles.

FUND STRUCTURE

State and federal law requires some of the County's accounts to be segregated from all others. These accounts are formed into separate "Funds" for each specialized purpose. The fund structure allows each fund's finances to be kept distinct from the regular County expenses in the General Fund.

- The **General Fund** (A Fund) contains appropriations and expenditures for the majority of the County's operations.
- The **Risk Retention Fund** (CS Fund) was established to hold monies in reserve for potential losses to the County.
- The **Highway Fund** (D Fund) was established by the State in support of road maintenance to keep those expenses distinct and recognizable.
- The **Road Machinery Fund** (DM Fund) was established by the State in support of road machinery maintenance, to keep those expenses distinct and recognizable.
- The **Nursing Home Fund** (NH Fund) and **Debt Service Fund** (V Fund) were established to segregate

expenses and revenues used for the County's Residential Health Care Facilities and for repayment of bonds and notes, respectively.

- The **Sewer District Fund** (G Fund) is financed by charges to local governments and cannot receive County tax funds.

With the exception of the Sewer District, the specialized funds can receive County tax funds if their own revenues are not sufficient to make them self-supporting. This has almost always been the case in recent years. The method of subsidizing the separate funds is the "Interfund transfer," whereby the General Fund "spends" some of its money, which becomes "income" for the fund receiving the subsidy. There are also some instances in which there are interfund transfers from the other funds to the General Fund.

An unfortunate side effect of the fund mechanism is that some dollars are counted twice in the County budget. A dollar of subsidy funds is "spent" once when it moves from the General Fund to the subsidized fund. It is also "spent" again when the recipient fund uses it to pay its bills. The Interfund Transfer is not a true expenditure, but it is counted that way for budgetary purposes. Likewise, the revenue is counted twice: when it arrives from its source (sales tax for instance); and again when it is transferred from the general fund to the subsidized fund.

For this reason, the Subtotal Appropriations line in the Budget Summary of All Funds is a better representation of the actual size of the Albany County budget compared to the higher figure labeled Total Appropriations.

COUNTY REVENUES

Where Revenues Come From

The County budget is typically supported by five ongoing revenue sources: local tax items (primarily the sales tax), departmental income, state aid, federal aid, and property taxes. A summary of 2025 budgeted revenues anticipated to be received by the County is presented in the budget. A fund summary appears at the end of each fund section and is referenced in the Table of Contents. Each of the County's revenue sources is discussed briefly below.

LOCAL TAX ITEMS

The single largest source of revenue in the Albany County budget is the County share of the sales tax. Of the 8¢ collected on each dollar of taxable sales in the County, New York State retains four cents and distributes four cents to Albany County.

Pursuant to County law, forty percent of County sales tax collections are then provided to local governments throughout the County based on population breakdown. The County receives 2.4¢, and local governments receive 1.6¢ for each dollar of taxable sales in Albany County.

County sales tax collections are dependent on retail sales in the County and, ultimately, the health of the local economy. The 2026 budget estimates sales tax collections of \$383.469 million, which is about 50 million higher than the amount budgeted for 2023, but is only 1.8% above our actual receipts for 2025. The 2026 budget assumes a County share of sales tax collections of \$230 million and a distribution to localities of \$153.38 million.

Other revenues that make up the local tax items category include payments in lieu of taxes, income from the sale of tax acquired properties, interest and penalties on delinquent taxes, and the County's portion of the Occupancy Tax. In addition, this category includes revenue from the Mortgage Recording Fee.

DEPARTMENTAL AND MISCELLANEOUS INCOME

Departmental and miscellaneous income includes interest income and fees for services charged by the various departments to users of those services, including other governments.

Examples of these revenues include fees charged by the County Clerk, public health fees, Civic Center revenues, fees charged to the State for state highway snow removal, fees charged to other governments for boarding prisoners at the County Correctional Facility, commissions from vending sales, and income collected by the County Nursing Home

for residential care, and the intergovernmental transfer (IGT).

STATE AID

Included in the state aid category are individual items such as aid to court facilities, public health grants, funding for aging and youth programs, and the State share of public assistance programs.

FEDERAL AID

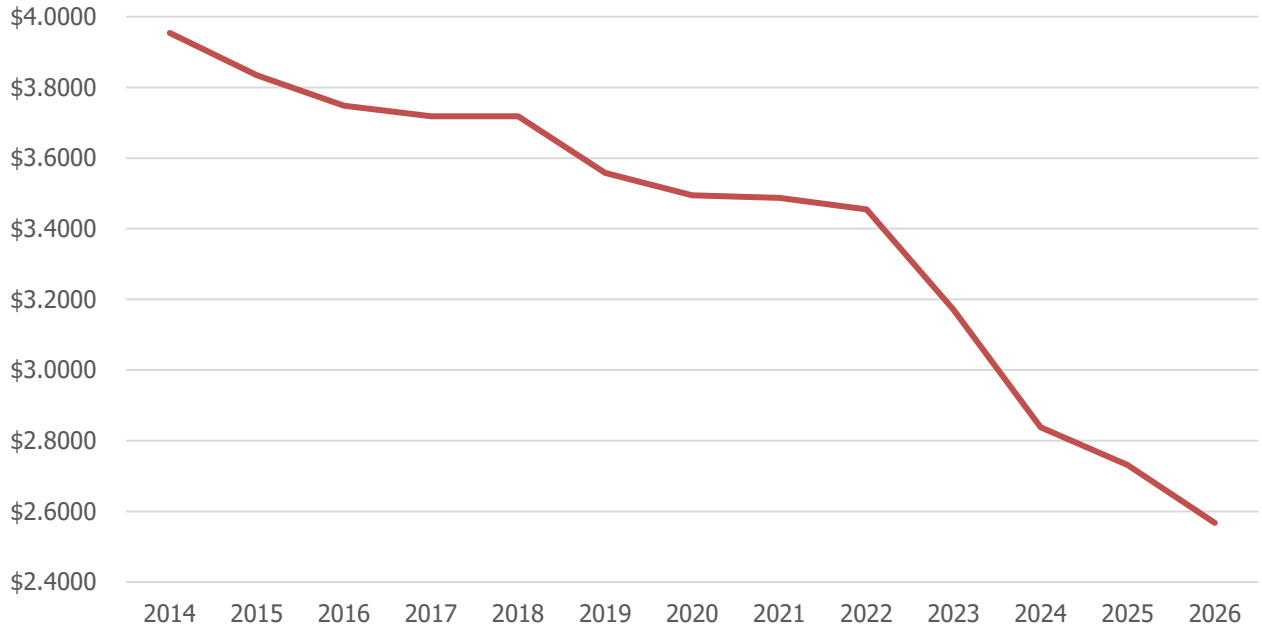
Among other things, the federal aid category includes Medicare funding provided to the Nursing Home and the federal share of public assistance programs.

PROPERTY TAX

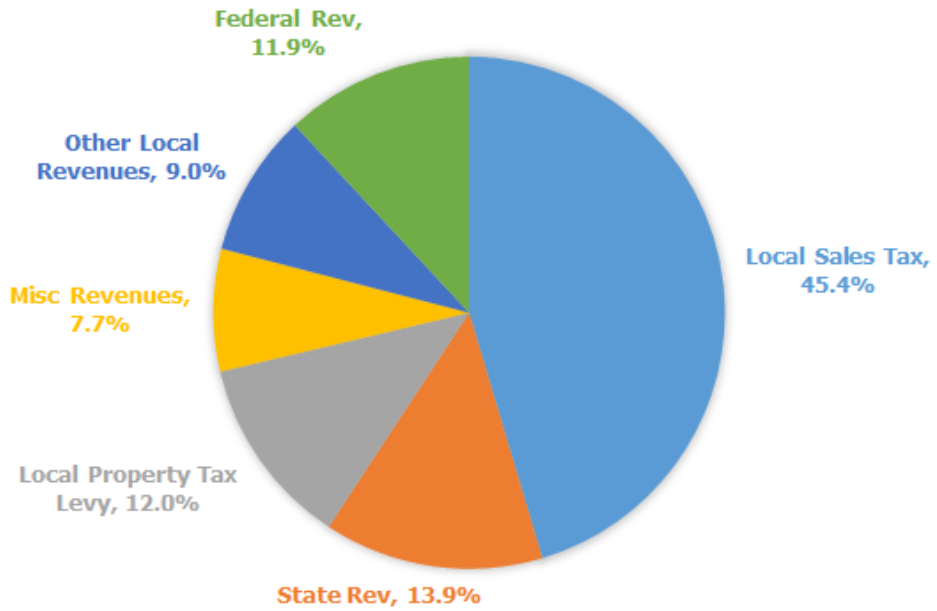
This property tax of \$103.78 million presented in this Budget represents a 2% increase from the previous levy. The property tax represents 11.3% of each dollar of County revenue. The property tax figure is determined differently than any other revenue in the budget. Since it is the only revenue that the County can directly control, it is calculated as the residual after all other sources of revenue have been estimated. The total amount of appropriations less than the total amount of revenues, fund balance and reserves applied to the budget while accounting for uncollectible taxes and deferred tax revenue yields the County tax. This year, the property tax cap tax base growth factor set by the state is 5.2% with the allowable levy growth factor at 2%.

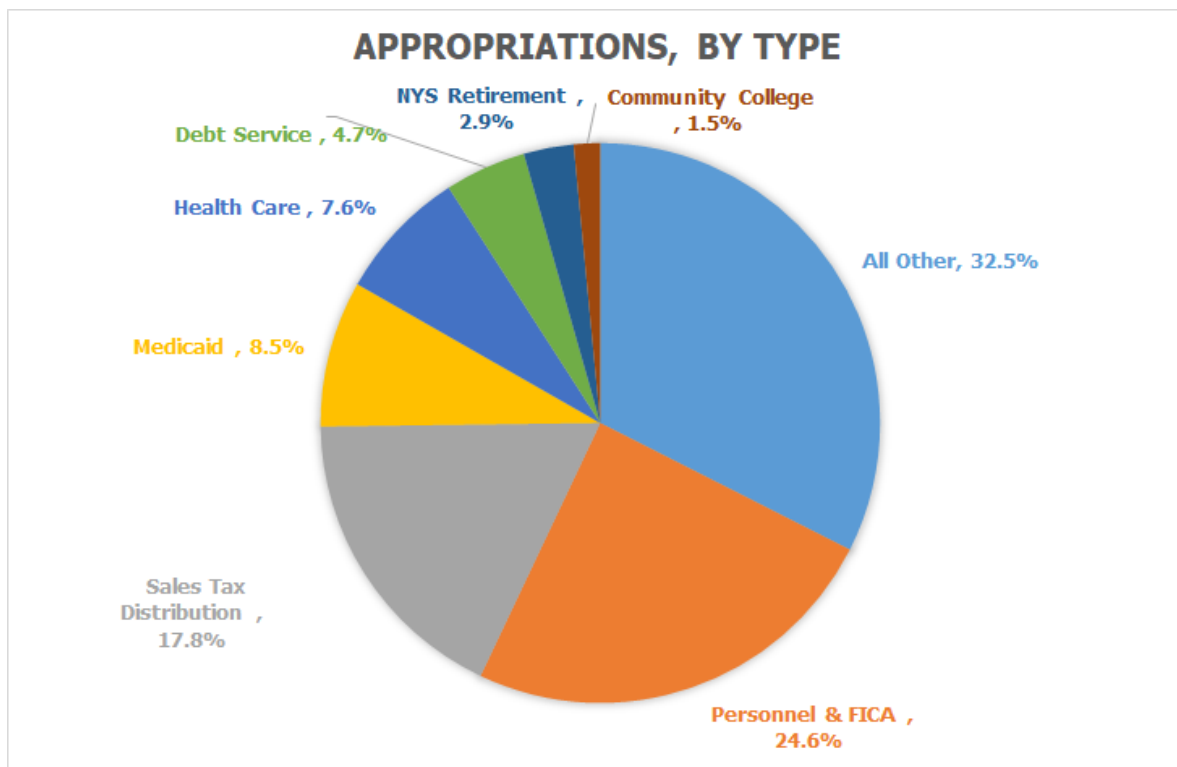
	Equalized Total Assessed Value	Total Equalized Value of Exemptions	Taxable Equalized Value	Budget Levy	Budget Tax Rate Per \$1,000 Equalized Value
2026	\$56,727,981,232	\$16,304,502,560	\$40,423,478,672	\$103,782,240	\$2.5674
2025	\$52,634,943,530	\$15,382,878,958	\$37,252,064,572	\$101,747,295	\$2.7313
2024	\$52,697,339,747	\$17,545,607,648	\$35,151,732,099	\$99,752,250	\$2.8378
2023	\$47,258,969,168	\$15,746,058,167	\$31,512,911,001	\$99,752,250	\$3.1700
2022	\$43,122,028,489	\$14,248,557,865	\$28,873,470,624	\$99,752,250	\$3.4548
2021	\$41,687,531,967	\$13,719,146,113	\$27,968,385,854	\$97,532,487	\$3.4872
2020	\$40,383,590,896	\$13,227,715,994	\$27,155,874,902	\$94,886,294	\$3.4941
2019	\$38,879,661,882	\$12,828,666,907	\$26,050,994,975	\$92,692,544	\$3.5581
2018	\$37,648,171,515	\$12,769,565,333	\$24,878,606,182	\$92,496,319	\$3.7179
2017	\$36,796,659,359	\$12,362,856,464	\$24,433,802,895	\$90,856,644	\$3.7185
2016	\$35,115,460,902	\$11,203,750,566	\$23,911,710,336	\$89,615,090	\$3.7477
2015	\$34,396,253,516	\$11,025,485,349	\$23,370,768,167	\$89,615,090	\$3.8345
2014	\$33,371,771,511	\$10,707,754,506	\$22,664,017,005	\$89,615,090	\$3.9541

Budget Tax Rate per \$1,000 Equalized Value



REVENUES, BY TYPE





APPROPRIATED FUND BALANCE

The 2026 Adopted Budget proposes a General Fund Balance utilization of \$20.98 million. This is due to the level of revenues outpacing budgeted amounts in recent years. The actual amount used during the course of the year will be less than this as it will be offset by unspent appropriations. In 2025 none of the Fund Balance appropriated was utilized.

APPROPRIATED RESERVES

The 2026 Adopted Budget proposes no usage of Designated Reserve Funds. Additionally we have included additions to two existing reserves in this budget, increasing the Capital Reserve by \$5.475 million and the Debt Reserve by \$5 million.

2026 ADOPTED BUDGET

Expenditures in the 2026 Adopted County budget are allocated to nine categories: general government, education, public safety, health and mental health, transportation, economic assistance, culture/ recreation, home/community, and undistributed. Undistributed includes a portion of reserve funds, as well as those health insurance costs that are attributable to the County's retirees. Appropriations for debt service are also included within this category. A fund summary appears at the end of each fund section and is referenced in the Table of Contents.

FINANCIAL INFORMATION

The Budget is developed on the basis of principles that are consistent with Generally Accepted Accounting Principles (GAAP), except that the budget treats encumbrances as expenditures, whereas GAAP treats them as reservations of fund balances.

The basis for accounting is a modified accrual basis. Under this basis of accounting, revenues are recognized when measurable and available to pay current liabilities. Measurable means the amount of the transaction is determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related fund liability is incurred, except for principal and interest on long-term debt which are recorded as expenditures when paid, compensated absences and judgments and claims which are recognized as a liability in the applicable fund if payable with current financial resources.

The County complies with the Uniform System of Accounts as prescribed for the Counties of New York State. This system conforms to generally accepted accounting principles as promulgated in the "Codification of Governmental Accounting".

MANDATES

The largest portion of the County's budget is mandated spending. In total, over 60% of the County's budget addresses unfunded mandates. Some of the biggest disbursements made to mandated programs include \$74 million to the NYS Medicaid program, \$28.8 million to the NYS and Local Retirement System, \$20 million to Preschool Special Education, and \$14.5 million for Safety Net.

Additionally, over \$55.3 million in funding is for the Albany County Correctional Facility, a portion of which is also mandated.

While many of these programs are essential to our constituents; with a tax levy of \$103 million, it is increasingly difficult for the County to fund these programs and resources mandated by the Federal and State government, especially as the Federal Government threatens to cut funding. The County has provided this support while staying below the property tax cap and without cutting any local services such as road repair and snow removal, parks and recreation, and veteran's assistance.

Approximately 20 percent of the budget is made up of Local law, Resolution or Charter requirements. The remaining sections of the budget, totaling 20% goes to non-mandated and other necessary programs.

The 2026 Adopted Budget proposes funding for 2,900 positions. This is an increase of 89 from the 2025 Adopted Budget.

Position Type	2000	2014	2015	2017	2019	2021	2023	2025 Adopted (ALL)	2026 Adopted (ALL)	2026 Adopted (PT)	Change vs 2025	% Change vs 2025	Change vs 2015	% Change vs 2015	Change vs 2000	% Change vs 2000
Positions Overseen by The Executive	2,331	1,527	1,569	1,672	1,730	1,776	1,813	1,866	1,932	31	66	3.5%	363	23.1%	-399	-17.1%
Positions Overseen by Separately Elected Officials	732	825	841	865	902	928	930	945	968	134	23	2.4%	127	15.1%	236	32.2%
Total	3,063	2,352	2,410	2,537	2,632	2,704	2,743	2,811	2,900	165	89	3.2%	490	20.3%	-163	-5.3%

The County Executive will continue to evaluate and examine each position both filled and vacant, for need, efficiency and funding impact. Positions and programs which lose State or Federal funding will be eliminated, the only exception being if the program can become self-funded via another alternative revenue source. The County cannot afford to pick-up the full county-share of these programs.

A priority for this administration continue to focus on training for employees regarding program delivery. The County will endeavor to partner with other government entities and private organizations to provide training and resources to all departments and employees. Every effort will be made to seek out trainings which come at no cost to the County. In order to provide quality services to the community, our workforce must be up to date on modern methods and best practices for the various systems of care and delivery of services. This is part of the reason that a tuition reimbursement and training program has been established by the County Executive within the Department of Human Resources. We will also focus greater attention on ensuring that County protocols and policies are updated and followed.

Since 2000, the total number of County employees has decreased by 5.4 percent. Those departments under the control of separately elected officials have collectively increased by 32.2 percent or 236 employees. In contrast the number of employees under the direct management of the County Executive decreased by 17.2 percent or 400 employees.

FUND	DEPT	DESCRIPTION	2013	2015	2017	2019	2021	2023	2024	2025	2026	2026
			Adopted	Adopted	Revised	Revised	Revised	Adopted	Adopted	Adopted	Proposed	Adopted
A	1010	County Legislature	56	58	62	61	61	61	61	63	63	63
A	1163	Court Facilities Project	1	1	-	-	-	0	-	-		
A	1164	Unified Court Administration	9	9	9	9	9	9	9	9	9	9
A	1165	District Attorney	63	65	66	70	79	85	87	87	96	96
A	1170	Public Defender	38	39	46	57	77	82	88	89	90	90
A	1171	Division of Alternate Public Defender	10	11	11	12	14	16	17	19	22	22
A	1172	Assigned Counsel Program -18B	-	-	-	1	4	5	6	7	8	8
A	1173	Office of Immigration Assistance		-	3	3	4	4	4	4	4	4
A	1185	Coroners	6	6	6	6	6	5	6	6	5	5
A	1230	County Executive	14	13	13	13	12	13	13	14	14	14
A	1310	Division of Finance	18	22	24	23	23	25	23	23	23	23
A	1315	Comptroller	20	22	23	25	22	22	22	22	22	22
A	1340	Department of Management & Budget	3	4	4	4	4	6	9	10	10	10
A	1345	Central Purchasing Division	7	7	7	7	7	6	6	6	8	8
A	1355	Real Property Tax Svc Age	5	5	5	5	5	6	6	6	6	6
A	1410	County Clerk	29	29	29	29	29	29	30	30	30	30
A	1411	County Archives	17	18	18	19	19	19	19	19	19	19
A	1420	County Attorney	30	33	34	37	37	39	41	41	42	42
A	1430	Civil Service	6	6	6	6	6	7	7	7	8	8
A	1432	Human Resources	18	18	19	20	20	25	25	25	25	25
A	1440	Division of Plans and Projects	6	6	6	6	6	6	6	6	6	6
A	1450	Board of Elections	24	24	24	24	24	24	24	24	24	24
A	1610	General Services Administration	5	5	5	5	5	5	6	6	6	6
A	1620	Division of Building Services	75	74	76	76	76	74	75	72	73	73
A	1640	Division of Fleet Management	3	3	3	3	3	3	3	4	3	3
A	1660	Central Supply Division	6	6	6	6	6	6	6	5	5	5
A	1670	Central Printing Services	4	4	4	4	4	4	4	4	4	4
A	1680	Division of Information Services	25	25	26	26	26	31	30	32	38	39
A	3020	Emergency Telephone/E-911	28	32	35	37	37	44	45	44	46	46
A	3110	Sheriff	176	177	194	213	233	232	237	240	251	251
A	3140	Probation	103	103	103	117	116	117	122	121	125	125
A	3150	Correctional Facility	410	407	409	413	413	405	405	406	409	409
A	3189	STOP-DWI	3	3	5	5	5	4	4	4	4	4
A	3650	Demolition/Stabil. Unsafe	-	-	4	4	4	4	4	4	4	4
A	4010	Department of Health	82	85	92	98	107	107	107	112	110	110
A	4059	Care of Handicapped Children	27	27	27	24	27	23	22	23	22	22
A	4310	Mental Health	91	90	92	94	100	107	106	109	117	117
A	4320	Opioids Settlement Funds	-	-	-	-	-	-	1	4	7	7
A	4610	Crime Victim and Sexual Violence Ctr.	12	12	13	17	17	20	21	23	21	21
A	6010	Department of Social Services	302	293	308	307	308	308	311	317	323	323
A	6119	Children, Youth and Families	163	165	181	179	180	177	175	173	173	173
A	6510	Veterans Service Bureau	3	4	4	4	4	4	4	6	6	6
A	6610	Consumer Affairs	3	5	5	5	5	5	5	5	5	5
A	6772	Department For The Aging	9	9	9	10	9	9	11	12	17	17
A	7181	Hockey Facility	2	2	-	-	-	0	-	-		
A	7310	Youth Bureau	3	3	3	3	3	3	3	3	2	2
A	7410	Parks & Recreation	-	-	8	8	8	10	10	15	17	17
A	8020	Economic Development	2	1	2	2	2	2	3	3	7	7
A	8021	Stormwater Coalition	2	2	4	2	3	2	2	1	1	1
D	5010	Public Works Administration	8	8	9	9	9	9	9	9	7	7
D	5020	Highway-Engineering Division	10	10	9	9	9	9	9	8	8	8
D	5110	Maintenance of Roads & Bridges	68	68	68	68	68	68	66	68	68	68
DM	5130	Road Machinery Maintenance	13	13	13	13	13	11	11	11	10	10
G	8110	Sewer District Administration	3	4	4	5	5	5	5	3	3	3
G	8120	Sanitary Sewers	2	2	2	2	2	2	2	2	2	2
G	8130	Sewage Treatment	73	73	74	68	68	69	70	69	69	69
NH	6020	Residential Health Care Facilities	347	299	349	359	361	370	372	376	402	402
NH	7180	Rehab & Nursing Center Daycare	-	-	-	-	0	0	0	0		
		Total	2,443	2,410	2,561	2,632	2,704	2,743	2,775	2,811	2,899	2,900