



BOCC Workshop: FY 12 & FY 13 Biennial Budget Process

January 27, 2011

Challenge & Opportunity



- Sustaining our financial integrity
 - Clarifying our role and mission

FY 11 Budget by the Numbers

- Property tax losses: \$65 million

- Countywide and Unincorporated General Funds are balanced, with:
 - ▣ \$17+ million in net expenditure reductions
 - Productivity savings
 - Restoration of services
 - Reduction of personnel and operating costs
 - ▣ Process Improvement - Departmental Redundancy/Duplication of Functions
 - ▣ Approx. \$18 million in one-time money Productivity Savings
 - ▣ Reduced debt costs (FY 09 defeasances)
 - ▣ New Revenues

FY 12 & 13 Biennial Budget – Guiding Principles

- Adequate reserves will be maintained in support of “AAA” credit rating
- Budget decisions will be based on data and on a clearly defined core mission
- Level-of-service commitments must be strategic and sustainable, and derived with community input
- Operating budget will be balanced without one-time revenues
- Services and programs will be designed cost effectively through collaboration and measureable outcomes
- Productivity and customer service will be enhanced through strategic investments in technology
- Capital program will be prioritized to support these principles within available resources

County Administrator's Proposed Vision and Goals

- Community Building
- Essential (Core) Services
- Customer Service
- Organizational Culture

Community Building

Vision Statements

- Residents and stakeholders fully invested in creating a physically, culturally, spiritually and economically diverse, balanced and sustainable community.

Goals

- *G1: Seek out and encourage citizen participation*
- *G2: Give full weight to citizen input when developing and providing services*
- *G3: Empower and support diverse community dialogue*

Essential/Core Services

Vision Statements

- Perceived by those whom we serve as capable of and willing to provide the essential elements of community building for which local government bears a responsibility.
 - ▣ Fed/State Mandates
 - ▣ Protect life, property
 - ▣ Facilitate job creation
 - ▣ Promote family and individual self-sufficiency

Goals

- *G1: Provide for the health and safety of the community and residents.*
- *G2: Develop diversified and innovative solutions to stimulate economic recovery and growth*
- *G3: Promote environmentally sustainable growth*
- *G4: Cultivate recreational, cultural and natural resources that nourish body and spirit*
- *G5: Protect and nurture at-risk children, seniors and families to promote self-sufficiency*

Customer Service

Vision Statements

- Customers who enjoy reliable, respectful and fully-facilitated access to service at all times

Goals

- *G1: Create an organization fully aligned with customer needs.*
- *G2: Reduce the cost of service delivery by more effectively and proactively addressing customer needs.*
- *G3: Conduct client survey and focus groups that demonstrate an overall client satisfaction improvement.*

Organizational Culture

Vision Statements

- Employees who feel empowered to deliver service to the community with accountability to their customers and to each other.

Goals

- *G1: Make leadership development training an urgent priority.*
- *G2: Motivate and provide tools necessary for employees to become “change agents” throughout the organization.*
- *G3: Hold all employees accountable to customers and to each other with clear performance standards based on established levels of service with sufficient resources.*
- *G4: Foster optimum, organic teamwork and functional integration*
- *G5: Employees will be fairly and equitably compensated, educated and trained, and motivated and supported in their pursuit of creative, satisfying work which fulfills their sense of purpose, passion and pride as they participate in community building.*

Next Step



- February 9, 2011 Budget Workshop
 - Presentation of proposed list of Essential/Core Services
 - Update on progress of 12-month Transition Plans

Pre-budget Meetings

- Pre-budget/strategy meetings with Departments
 - ▣ Identify existing services, served population, and growth of service over past 10 years
 - ▣ Identify other possible service providers
 - ▣ Identify service efficiencies: change in level, nature or intensity
 - ▣ Identify existing services, served population, and growth of service over past 10 years

Pre-budget Meetings (cont.)

- How is service performance measured and benchmarked; how go improve outcome measurement
- Plan to operationally and functionally integrate across the organization and with other agencies
- Plan to achieve customer focus
- Opportunities through technology/automation for process improvement, better service, and cost efficiency

Department Consolidations and Program Transitions: “12-Month Plan”

- Evaluating selected County programs to outsource, restructure or discontinue.

- Partially fund these programs in the FY 11 budget with direct appropriations based on which services are expected to remain after the transition:
 - ▣ Fund transitions for 12 months with one-time monies.
 - ▣ During transition period, work with clients, stakeholders and private service providers to implement the transition strategy.
 - ▣ Defined deliverables will be identified along with milestones to achievement of the target transition date.
 - ▣ Regular progress reports will be provided to the BOCC and public.

“12-Month Plan”

Departments/Programs Affected

- Affordable Housing Department
- Aging, Children’s, Health & Social Services Depts.
- PGM, Public Works & Real Estate Depts.
- Water Resource Services and Solid Waste Mgt.
- Parks & Rec Department
- Coop Ext., Econ. Dev., and Consumer Protection
- Animal Services

“12-Month Plan”

Affected Departments (cont.)

- Inspections (across departments)
- Surplus warehouse
- Mosquito Control
- Emergency Mgt./Dispatch - Regional Emergency Coordination
- Planning Commission
- County Attorney's Office