

2010-11 Planning Process
Base Budget Development with a Strategic Review
of the Impact of a 5/10/20% Budget Adjustment

Given the economic realities before us it is imperative that the organization work together to identify every possible new revenue and expenditure reduction option while retaining a focus on customer needs. For the past several budget cycles the county has developed a base budget for each department. This first phase of the budget development makes a significant assumption that the current reality of service delivery remains unchanged in the future. The base budget begins with a carry forward of the prior year budget. The following adjustments are then made:

- Salary and Fringe Benefit line items for new 2010 salary projections
- Cost Allocation Plan
- Fleet based on estimated costs assuming the current fleet allocation remains unchanged

A review with the budget office takes place to determine any other line item adjustments needed. This should include the identification of any known changes to outside funding sources including grants. This is also the opportunity within the budget development process for requests for new infrastructure, positions and position reclassifications.

In addition for 2010/11, a strategic planning exercise is being incorporated into the base budget for all General Fund departments and Non-General Fund appropriations. Each Department Head needs to bring a proposal to the base budget meeting explaining the potential impact if reductions occur. The amount for each department will be determined as follows (see table at end of document for specific amounts by department):

- General Fund Departments, except for Sheriff Police Services: 5/10/20% reduction from the 2009 department expenditure budget net of the Cost Allocation Plan
- Non General Fund Appropriations: 5/10/20% reduction from the 2009 appropriation

Reaching Your Target

In order to provide a scenario for a reduction, it is required you apply the following principles in the order as shown below:

- Revenue Generation
- Reducing the Cost of Doing Business
- Organizational Restructuring including Management to Staff Reductions
- Collaborations
- Service Level Reductions in both Mandated and Non-Mandated Programs
- Elimination of Non-Mandated Programs

You May Not Use

- Employee Compensation, including a Modified Work Week

The exclusion of Police Services is a result of the Board of Commissioners having already contractually established the required level of service for the 2010 fiscal year. The Sheriff is working closely with the Board of Commissioners, County Administration and the Budget Office to identify all possible cost saving measures for the entire office within areas of flexibility.

The recommendations from departments will not be automatically incorporated into the final recommended budget. Rather, a strategic review of the scenarios provided by the Department Heads will be completed. Departments must provide sufficient data to demonstrate how the reduction will impact customer service, if it will negatively impact revenue, and if it imposes upon the legally required level of mandate. ***As part of this development, it is expected that each Department head will engage with all of their staff to identify all options to generate revenue and reduce costs.***

A different approach will be handled for all Non General Fund appropriations. The 2009 appropriation levels will be used as a starting point in development of the 2010/11 budget. No automatic increases for personnel cost increases will be provided. In addition, various conversations are underway with each Non General Fund Department to identify every opportunity to reduce the General Fund support starting with the 5/10/20% scenarios or up to the full General Fund appropriation.

Additional Elements of the 2010/11 Budget Development Process

In addition to the base budget development, the organization will be undergoing two parallel processes to identify means to balance the budget:

- A review of employee compensation and benefit options, in partnership with union leadership
- Development of "Items for Consideration" including major organizational change opportunities

These major items for consideration will include:

- A prioritization of all county services
- Review of options for getting out of the business of some services
- Review level of Outside Agency allocations
- Analysis on selling county facilities
- Maximizing outside funding through the stimulus package and/or other new revenue sources
- Changing the organization structure

The development of items for consideration will at minimum include two Community of Interest sessions with various other meetings with the appropriate individuals as specific options are identified. Information will be shared as early in the option consideration as is appropriate.

Please contact Administration or the Budget Office with any questions or concerns. More details about meeting dates and agendas will be forthcoming.

**2010/11 Budget
Across the Board Reduction Scenario**

Department / Appropriation	2009 Budget Net of CAP	5% Reduction	10% Reduction	20% Reduction
Trial Court	\$ 6,834,940	(341,747)	(683,494)	(1,366,988)
District Court	\$ 3,753,526	(187,676)	(375,353)	(750,705)
Probation	\$ 39,347	(1,967)	(3,935)	(7,869)
County Administrator	\$ 1,059,665	(52,983)	(105,967)	(211,933)
Support Services Finance	\$ 1,681,451	(84,073)	(168,145)	(336,290)
Support Services Budget	\$ 408,387	(20,419)	(40,839)	(81,677)
Support Services Project Management	\$ 437,063	(21,853)	(43,706)	(87,413)
Support Services Information Technology	\$ 3,029,936	(151,497)	(302,994)	(605,987)
Public Defender	\$ 2,368,625	(118,431)	(236,863)	(473,725)
Support Services Human Resources	\$ 1,346,676	(67,334)	(134,668)	(269,335)
Corporation Counsel	\$ 278,005	(13,900)	(27,801)	(55,601)
Equalization	\$ 1,205,368	(60,268)	(120,537)	(241,074)
Clerk/Register of Deeds	\$ 3,917,883	(195,894)	(391,788)	(783,577)
Office of the Treasurer	\$ 1,050,686	(52,534)	(105,069)	(210,137)
Prosecuting Attorney	\$ 4,548,043	(227,402)	(454,804)	(909,609)
Drain Commissioner	\$ 2,231,379	(111,569)	(223,138)	(446,276)
Support Services Planning	\$ 1,346,322	(67,316)	(134,632)	(269,264)
Sheriff - Corrections	\$ 14,664,599	(733,230)	(1,466,460)	(2,932,920)
Sheriff - Court Security	\$ 922,178	(46,109)	(92,218)	(184,436)
Emergency Management	\$ 359,242	(17,962)	(35,924)	(71,848)
Public Works	\$ 196,969	(9,848)	(19,697)	(39,394)
CWB/HS Agency Funding	\$ 1,105,322	(55,266)	(110,532)	(221,064)
Veteran Services	\$ 364,542	(18,227)	(36,454)	(72,908)
County Extension	\$ 511,758	(25,588)	(51,176)	(102,352)
Total General Fund Departments	53,661,912	(2,683,096)	(5,366,191)	(10,732,382)
WCHO	\$ 1,368,080	(68,404)	(136,808)	(273,616)
CSTS	\$ 2,035,726	(101,786)	(203,573)	(407,145)
JPORT	\$ 464,754	(23,238)	(46,475)	(92,951)
ETCS	\$ 468,813	(23,441)	(46,881)	(93,763)
Public Health	\$ 2,907,250	(145,363)	(290,725)	(581,450)
Medical Examiner	\$ 593,376	(29,669)	(59,338)	(118,675)
Child Care - Courts	\$ 2,704,080	(135,204)	(270,408)	(540,816)
Child Care - Non Courts	\$ 3,239,364	(161,968)	(323,936)	(647,873)
Community Corrections	\$ 256,548	(12,827)	(25,655)	(51,310)
Family Independence Agency	\$ 54,109	(2,705)	(5,411)	(10,822)
Friend of the Court	\$ 1,816,453	(90,823)	(181,645)	(363,291)
Head Start	\$ 820,260	(41,013)	(82,026)	(164,052)
Pros. Atty. - Coop. Reim.	\$ 231,222	(11,561)	(23,122)	(46,244)
Environmental Health	\$ 1,024,469	(51,223)	(102,447)	(204,894)
Department Public Works	\$ 20,000	(1,000)	(2,000)	(4,000)
County Health Care	\$ 600,000	(30,000)	(60,000)	(120,000)
LEPC Appropriation	\$ 15,000	(750)	(1,500)	(3,000)
PORT	\$ 193,961	(9,698)	(19,396)	(38,792)
Housing Appropriation	\$ 160,000	(8,000)	(16,000)	(32,000)
Community Development	\$ 32,674	(1,634)	(3,267)	(6,535)
Storm Water General Permit	\$ 128,285	(6,414)	(12,829)	(25,657)
LAWNET	\$ 30,000	(1,500)	(3,000)	(6,000)
Worksite Wellness	\$ 45,000	(2,250)	(4,500)	(9,000)
Barrier Busters	\$ 50,000	(2,500)	(5,000)	(10,000)
WATT	\$ 20,000	(1,000)	(2,000)	(4,000)
Law Library	\$ 12,400	(620)	(1,240)	(2,480)
Total Appropriations	19,291,824	(964,591)	(1,929,182)	(3,858,365)