COUNTY ADMINISTRATIVE OFFICER'S BUDGET ATTACHMENTS

ATTACHMENTS

A. FY 2014/15 Recommended Budget Personnel Changes

B. Allocated Positions by Department

C. High Priority Position Restoration List

D. Information Technology Project List

E. General Capital Budget

F. Road Construction Budget

G. Priority Based Budgeting System

ATTACHMENT A

FY 2014-15 RECOMMENDED BUDGET PERSONNEL CHANGES

FUND	DEPARTMENT	ACTION/SUMMARY OF NEED/JUSTIFICATION	DESCRIPTION	COST	INCUMBENTS	EFF. DATE
General	Agriculture	Conversion (Succession Planning)	Agricultural Biologist II (1.0 FTE) to Sr. Agricultural Biologist (1.0 FTE)	$2,832	Drew Raymond	10/01/14
General	CRA	Conversion and Addition (Succession Planning)	Sr GIS Technician (0.75 FTE) to GIS Technician I/II (1.0 FTE)	$4,935	Ann Milberg (retirement) Internal Recruitment	11/01/14
General	Probation	Elimination - Reorganization	Probation Technician 1.0 FTE	($52,845)	Jesus Cezares-Mendez	06/30/14
General	Probation	Elimination - Reorganization	Probation Technician 1.0 FTE	($61,163)	Lisa Domser (expected to bump back to previously held class)	06/30/14
General	Probation	Elimination - Reorganization	Probation Technician 1.0 FTE	($60,811)	Lorraine Haley	06/30/14
General	Probation	Elimination - Reorganization	Probation Technician 1.0 FTE	($58,481)	Michelle Robles	06/30/14
General	Probation	Addition - Reorganization	Senior Legal Clerk 1.0 FTE	$58,619	New	07/01/14
General	Probation	Addition - Reorganization	Staff Services Analyst 1.0 FTE	$64,595	New	07/01/14
General	Recreation	Reclassification - Need Position to Perform Basic Fiscal Skills	Office Assistant II 0.8 FTE to Office Technician 0.8 FTE	$6,348	Julie Landman	07/01/14
General	Revenue-Recovery	Conversion and Addition - Capacity (Offsetting Revenue)	Collections Officer I (0.5 FTE) to Collections Officer I (1.0 FTE)	$19,236	Callie Luna	7/1/2014
			Fund Sub-Total	**($95,971)**		
Behavioral Health	Behavioral Health	Addition - Capacity and Succession Planning Needs *(Offsetting Revenue)*	Behavioral Health Program Supervisor (1.0 FTE)	$97,907	New	07/01/14
Behavioral Health	Behavioral Health	Addition - Capacity *(Offsetting Revenue)*	Admit Clerk - Medical Receptionist (1.0 FTE)	$52,503	New	07/01/14
			Fund Sub-Total	**$150,409**		
Road	CRA-Adm/Engineering	Addition *(Offsetting Revenue - Grant Funded Position)*	Civil Engineer II (1.0 FTE)	$99,677	New	07/01/14
			Fund Sub-Total	**$99,677**		
Solid Waste	Solid Waste	Reclassification - Better Reflects Duties Performed	Solid Waste Compliance Officer (1.0 FTE) to Solid Waste Specialist (1.0 FTE)	$6,915	Dan Hambrick	07/01/14
			Fund Sub-Total	**$6,915**		
Social Services	Social Services	Elimination	Social Worker III (1.0 FTE)	($75,943)	Vacant	07/01/14
Social Services	Social Services	Elimination	Eligibility Worker II (1.0 FTE)	($60,843)	Vacant	07/01/14
Social Services	Social Services	Conversion - Better Reflects Duties Performed	Eligibility Worker II to Integrated Case Worker II (3.0 FTE)	$3,402	Internal Recruitment	09/01/14
			Fund Sub-Total	**($133,384)**		
Health	Public Health	Addition - Capacity	Public Health Nurse I/II (1.0 FTE)	$96,024	New	07/01/14
			Fund Sub-Total	**$96,024**		

COUNTY OF TUOLUMNE
ALLOCATED POSITIONS BY DEPARTMENT

ATTACHMENT B

	ADOPTED 2009-10	ADOPTED 2010-11	ADOPTED 2011-12	ADOPTED 2012-13	ADOPTED 2013-14	Rec. 2014-15	Net Change
General Budgets							
Board of Supervisors	6.80	6.00	6.00	6.00	6.00	6.00	0.00
County Administrative Office	5.00	5.00	5.00	5.00	5.00	5.00	0.00
Auditor-Controller	13.00	13.00	13.00	13.00	13.00	13.00	0.00
Treasurer/Tax Collector	4.50	4.00	4.00	4.00	4.00	4.00	0.00
Assessor/Recorder	17.00	14.00	14.00	14.00	14.00	14.00	0.00
Archives	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Office of Revenue Recovery	8.00	7.50	6.50	6.50	6.50	7.00	0.50
County Counsel	5.00	5.00	4.80	5.00	4.00	4.00	0.00
Human Resources	4.80	3.80	3.80	3.80	3.80	3.80	0.00
Elections	2.00	2.00	1.00	1.00	1.00	1.00	0.00
Facilities Management	27.00	24.00	17.00	17.00	16.00	16.00	0.00
Film Commissioner	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Information Technology	22.00	20.00	15.00	15.00	14.00	14.00	0.00
Surveyor	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Jamestown Mine	1.00	1.00	0.50	0.00	0.00	0.00	0.00
Total General	120.10	108.30	93.60	93.30	90.30	90.80	0.50
Public Protection							
District Attorney	16.00	16.00	15.00	15.00	15.00	15.00	0.00
D.A. Spousal Abuse Prosecute	0.00	0.00	0.00	0.00	0.00	0.00	0.00
D.A. Victim Witness	3.00	3.00	3.00	3.00	3.00	3.00	0.00
D.A. Verticle Prosecution	1.00	1.00	1.00	1.00	1.00	1.00	0.00
D.A. Violence Against Women Grant	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Child Support Services	24.50	0.00	0.00	0.00	0.00	0.00	0.00
Public Defender	7.00	6.80	6.30	6.30	6.50	6.50	0.00
Sheriff/Coroner	66.00	64.50	60.00	60.00	60.50	60.50	0.00
Sheriff - Court Security	6.00	6.00	6.00	6.00	6.00	6.00	0.00
Sheriff - Communications	13.00	13.00	13.00	13.00	12.00	12.00	0.00
Sheriff - Tuolmne Narcotics Team	4.00	5.00	5.00	4.00	3.00	3.00	0.00
Sheriff - Jail	42.00	41.00	41.00	43.00	46.00	46.00	0.00
Probation	31.00	30.00	30.00	37.00	37.00	35.00	(2.00)
County Fire	7.00	4.50	4.80	3.00	3.00	3.00	0.00
Agriculture Comm/Wts & Meas	5.00	5.00	4.00	4.00	4.00	4.00	0.00
Community Development Dept	22.75	20.80	23.63	23.50	22.50	23.75	1.25
Animal Control	9.00	9.00	8.75	8.75	8.00	8.00	0.00
Total Public Protection	258.25	225.60	221.48	227.55	227.50	226.75	(0.75)
Public Ways and Facilities							
PW - Administration	6.00	5.50	4.00	3.00	12.00	13.00	1.00
PW - Eng. Svcs - Development	5.00	4.00	3.00	3.00	0.00	0.00	0.00
PW - Eng. Svcs - Projects	5.00	5.80	5.80	6.00	0.00	0.00	0.00
PW - Traffic & Engineering	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Works - Road Maintenance	38.00	38.00	30.00	30.00	29.00	29.00	0.00
PW - Special District Admin	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Total Public Ways and Facilities	57.00	54.30	43.80	43.00	42.00	43.00	1.00
Health and Sanitation							
Air Pollution Control	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Health	20.60	20.20	15.20	16.20	17.40	19.00	1.60
Women, Infants & Children (WIC)	0.00	0.00	4.90	5.00	5.00	5.00	0.00
Tobacco Control	1.80	1.80	1.80	1.80	2.00	2.00	0.00
Environmental Health	8.63	6.60	0.00	0.00	0.00	0.00	0.00
Behavioral Health	50.00	49.50	48.80	52.60	53.00	57.00	4.00
Total Health and Sanitation	83.03	80.10	72.70	77.60	79.40	85.00	5.60
Public Assistance							
Social Services	104.00	101.00	98.50	107.00	110.60	108.60	(2.00)
Veterans	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Total Public Assistance	106.00	103.00	100.50	109.00	112.60	110.60	(2.00)
Education							
Library	11.00	9.75	8.25	8.25	8.25	8.25	0.00
Farm Advisor	2.00	2.00	0.00	0.00	0.00	0.00	0.00
Total Education	13.00	11.75	8.25	8.25	8.25	8.25	0.00
Recreation							
Boat Patrol	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Recreation	3.60	1.60	1.60	2.40	2.80	2.80	0.00
Standard Park	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Youth Centers	3.00	3.00	2.40	2.40	2.40	2.40	0.00
County Museum	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Recreation & Cultural	11.60	9.60	9.00	9.80	10.20	10.20	0.00
Enterprises & Internal Service Funds							
Airports	4.00	3.00	3.50	3.50	3.50	3.50	0.00
Public Transportation	5.00	0.00	0.00	0.00	0.00	0.00	0.00
Tuolumne General Medical Facility	37.40	34.70	0.00	0.00	0.00	0.00	0.00
Home Health - VNA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Adult Day Health Care	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hospice	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchasing	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Fleet Services	0.00	0.00	6.00	7.00	7.00	7.00	0.00
Radio Communications	0.00	0.00	1.00	1.00	1.00	1.00	0.00
Solid Waste	5.00	4.00	4.00	3.00	3.00	3.00	0.00
Ambulance	0.00	0.00	2.00	2.00	2.00	2.00	0.00
Total Enterprise & Internal	53.40	43.70	18.50	18.50	18.50	18.50	0.00
Grand Total	**702.38**	**636.35**	**567.83**	**587.00**	**588.75**	**593.10**	**4.35**

6/11/2014

HIGH PRIORITY POSITION RESTORATION LIST

FUND	DEPARTMENT	ACTION/SUMMARY OF NEED/JUSTIFICATION	DESCRIPTION	PASS	INCUMBENTS	EFF. DATE
General	Animal Control	Addition - Capacity	Animal Control Officer I	$50,616	New	07/01/14
General	County Counsel	Addition - Capacity	Deputy County Counsel I	$86,377	New	07/01/14
General	District Attorney	Addition - Capacity	Supervising DA Investigator	$119,007	New	07/01/14
General	Elections	Addition - Capacity and Succession Planning	Elections Supervisor	$67,284	New	07/01/14
General	Facilities	Addition - Capacity	Building Maintenance Worker I	$53,576	New	07/01/14
General	IT	Addition - Capacity	Systems Analyst Programmer I (Networks)	$73,082	New	07/01/14
General	Library (Priority #1)	Conversion and Addition - Capacity	Library Assistant I/II (0.5 FTE) to Library Assistant I/II (0.75 FTE)	$14,437	Vacant	07/01/14
General	Library (Priority #2)	Addition - Capacity at Library and CAO's Office (Relieve for Projects)	Director of Library Services	$116,768	New	07/01/14
General	Sheriff-Coroner (Priority #1)	Conversion - Retention and Training	Deputy Sheriff (1.0 FTE) to Sheriff's Sergeant (1.0 FTE)	$25,171	Internal Recruitment	07/01/14
General	Sheriff-Coroner (Priority #1)	Conversion - Retention and Training	Deputy Sheriff (1.0 FTE) to Sheriff's Corporal (1.0 FTE)	$5,366	Internal Recruitment	07/01/14
General	Sheriff-Coroner (Priority #2)	Addition - Capacity	Community Services Officer (1.0 FTE)	$56,734	New	07/01/14
General	Sheriff-Coroner (Priority #2)	Addition - Capacity	Community Services Officer (.5 FTE)	$23,995	New	07/01/14
General	Sheriff-Coroner (Priority #2)	Conversion - Reorganization	Crime Scene Technician (1.0 FTE) to Community Services Officer (1.0 FTE)	$0	Jenny Dillon	07/01/14
General	Sheriff-Coroner (Priority #2)	Conversion - Reorganization	Evidence Custodian/Fleet Coord (1.0 FTE) to Community Services Officer (1.0 FTE)	$0	Tom Aiken	07/01/14
General	Sheriff-Coroner (Priority #2)	Conversion - Reorganization	Evidence Technician (0.5 FTE) to Community Services Officer (0.5 FTE)	$3,329	Monica Wicks	07/01/14
General	Sheriff-Coroner (Priority #3)	Addition - Implement EMD	Dispatch Call Taker	$56,151	New	07/01/14
General	Sheriff-Coroner (Priority #3)	Addition - Implement EMD	Dispatch Call Taker	$56,151	New	07/01/14
General	Treasurer-Tax	Addition - Capacity	Relief Office Assistant I to Account Clerk (0.5 FTE)	$11,602	Vacant	07/01/14
			Fund Sub-Total	**$819,647**		
Road	CRA-Adm/Engineering	Salary Adjustment (Internal Equity)	PW Business Manager (1.0 FTE) - 405 to 415	$4,161	Dana Vaccarezza	07/01/14
			Fund Sub-Total	**$4,161**		
Fleet	Fleet Services	Salary Adjustment (External Equity)	PW Fleet Supervisor - 366 to 398	$12,834	Mike Young	07/01/14
Fleet	Fleet Services	Conversion - Retention	Sr. Fleet Technician (1.0 FTE) to Fleet Lead Technician (1.0 FTE)	$10,055	Internal Recruitment	07/01/14
Fleet	Fleet Services	Conversion - Retention	Equipment Technician II (1.0 FTE) to Sr. Equipment Technician (1.0 FTE)	$5,498	Shawn Ambler	09/01/14
Fleet	Fleet Services	Conversion - Retention	Equipment Technician II (1.0 FTE) to Sr. Equipment Technician (1.0 FTE)	$5,871	William Nelson	10/03/14
			Fund Sub-Total	**$34,258**		
Fire	County Fire	Conversion - Retention and Training	Fire Inspector (1.0 FTE) to Sr. Fire Inspector (1.0) FTE	$2,708	Steve Gregory	07/01/14
			Fund Sub-Total	**$2,708**		

ATTACHMENT D

PROPOSED FY 2014-15 ITSB List

Project Name	BOS Goal	Mandate	Outside Funding	COI	COI Rank	Department	PeopleSoft "PS"	App Dev & Support "ADS"	Network Services "NS"	Service Desk "SD"	IT Grand Total	Client Hours	Capital Expense
Infrastructure Projects FY 2014/15													
Annual Server Refresh 14/15	No	No	No	ENT		Net-Ent		10	50	5	65	35	$29,000
ERP Replacement (Budget or EPM) - BRS	No	No	No	ENT		Net-Ent	60				60		
Storage Area Network -Replacement	No	No	No	ENT		Net-Ent		6	95		101	16	$106,000
Document Management - BRS	Yes	No	No	ENT		Net-Ent		40			40		$12,000
Telecommunications - Planning and Upgrade	No	No	No	ENT		Net-Ent		25	225	150	400	200	$750,000
WAN Upgrades - Remote Sites	Yes	No	Yes	ENT		Net-Ent		8	118	24	150		$69,190
2013-14 Infrastructure Project Totals							**60**	**89**	**488**	**179**	**816**	**251**	**966,190**
Carryover Projects FY 2013/14													
Annual Server Refresh 13/14	No	No	No	ENT		Net-Ent		10	104	5	119	9	
Offender Electronic Monitoring	Yes	Yes	Yes	LJ		SO		25	6		31	45	??
VoteCal	No	Yes	Yes	AF		ELE		25	15		40	32	Grant Funded
County Network Access from the Courts	No	No	No	LJ		PRO/DA		5	35		40	5	$2,000
Building Automation System for HVAC	No	No	No	FAC		FAC		21	33		54		$50,000
E-TrakIT Public Access	Yes	No	No	ENT		GIS		48	32	6	86		$37,000
District Attorney - Case Management System	No	No	No	LJ		DA		67	24		91	185	
Property Tax System - BRS	Yes	No	No	AF		ASR/AUD		40			40	200	TBD
Juvenile Detention Center - Construction	Yes	No	Yes	FAC		PRO		12	40		52	66	$22,000
Behavioral Health - Data Encryption	No	Yes	No	HS		BH		6	16		22	6	$0
Proposed Projects FY 2014/15													
CALPEETS - Pesticide Tracking System	No	Yes	Yes	DR		AG		24	2		26	24	
Public Health - Office Remodel	No	No	Yes	HS		PH		24	85	24	133	48	$16,500
LTC Visitation Center - BH & CWS	Yes	No	No	HS		BH/CWS		12	59	12	83	48	$15,500
Library Literacy Grant	Yes	No	Yes	FAC		LIB		80	16	8	104	32	$7,200
New County Jail - Planning	Yes	No	Yes	PS		SO			91		91		
Employee Self Service Setup	Yes	No	No	AF		HR	68				68	80	
Justice Center Planning - Courts/TCTC	Yes	No	No	ENT		Net-Ent			48		48		
Online Job Application System	No	No	No	AF		HR	110				110	48	$15,000
Ambulance Case Management System Upgrade (Outfielder)	No	No	Yes	HS		AMB		48	92		140	24	$61,700
Granaicus I-Legislate Implementation	Yes	No	No	AF		BOS		42	24	8	74		$12,000
Implement iRIMS	No	No	No	PS		SO		16	16	4	36	4	$21,000
Access Control System - Probation and DRC	No	No	No	LJ		PRO		22	22		44	4	$34,000
E-Delivery of Payroll Advise and W2	Yes	No	No	AF		AUD	120				120	24	$4,500
Jail Management System - BRS	No	No	No	PS		SO		48			48	24	
Public Defender - Wireless setup	No	No	No	LJ		PD		2	12		14	4	$4,000
DSS - Case Management System - BRS	No	No	No	HS		DSS		56			56	24	
							358	**722**	**1,260**	**246**	**2,586**	**1,187**	**1,268,590**
							420h	2,300h	1,260h	336h	4,316h		
							62	**1,578**	**-**	**90**	**1,730**		

ATTACHMENT E

FISCAL YEAR 2014-2015 RECOMMENDED BUDGET
CAPITAL FUND

		Expense	Revenue							
Account	Project Name	Rec. Budget	Beg. Fund Balance	General Fund	Court Const.	Crim. Justice	Prop 40/ R/H Grant	Other Sources	GIGER	Totals
522132	Maint.-Parking	30,000		30,000						30,000
522144	Maint. -Flooring	20,000		20,000						20,000
522153	Maint. Building Paint	27,700		27,700						27,700
522517	Repairs and Maint.-City Sewer	30,000		30,000						30,000
522518	Maint.-Termite Repair	35,000		35,000						35,000
529120	Travel-Training and Seminars	4,000		4,000						4,000
532225	Loan Payments	381,000		109,800	1,200	170,000			100,000	381,000
542014	Reroofing	90,000		70,000				20,000		90,000
542075	Generator	100,000		80,000				20,000		100,000
542200	Building and Improvements	50,000		50,000						50,000
542262	Law and Justice Center	100,000		100,000						100,000
542267	Courthouse Rehabilitation	40,000		25,000				15,000		40,000
542304	Regional Juvenile Center	16,800,366	283,642	516,724				16,000,000		16,800,366
542312	Tuolumne Pool Heater	2,125					2,125			2,125
542314	Tuolumne Pool Security Camera	6,777					6,777			6,777
542319	Columbia Pool Security Camera	6,405					6,405			6,405
542340	Veteran Hall Improvements	3,500		3,500						3,500
542345	Standard Park Security Camera	7,008					7,008			7,008
542485	HVAC Replacement Projects	40,000		40,000						40,000
542603	FHWC BH ADA Ramp	40,000						40,000		40,000
542604	BH Remodel	100,000						100,000		100,000
542607	BH Wall Repairs	20,000						20,000		20,000
542880	Columbia Pool Chemical Storage	339,128					339,128			339,128
	Grand Totals	**18,273,009**	**283,642**	**1,141,724**	**1,200**	**170,000**	**361,443**	**16,215,000**	**100,000**	**18,273,009**

ATTACHMENT F

FISCAL YEAR 2014-2015 RECOMMENDED BUDGET
ROAD CONSTRUCTION FUND PROJECTS LIST

	EXPENDITURES	REVENUE												
PROJECT NAME	TOTAL EXPENDITURE BUDGET	BEGINNING FUND BALANCE	STATE MATCHING (RSTP) 451261	STATE STIP (Regional Imp) 451290	STATE TOLL CREDITS 451293	FEDERAL CMAQ FUNDS 463125	FEDERAL BRIDGE (HBP) 463125	FEDERAL SAFETY (HSIP) 463130	FEDERAL TE FUNDS 463140	OTHER GOVT MIWUK TRIBAL FUND 469895	TRAFFIC MITIGATION FUND other 471660	TRAFFIC MITIGATION FUND county 471665	OTHER GOVT LTF (TCTC) 469815	TOTAL REVENUE BUDGET
Mono Way Widening	3,583,692											3,583,692		3,583,692
Lime Kiln Road Bridge at Curtis Creek	582,352						582,352							582,352
Rawhide Road at Woods Creek	1,455,828	6,421					1,164,662					284,745		1,455,828
Jacksonville Road at Tuolumne River	121,095	13,890					107,205							121,095
Hardin Flat at South Fork Tuolumne River	300,042						300,042							300,042
High Reflectivity Sign Replacement	701,601		70,161					631,440						701,601
Draper Mine Road Bridge	369,449	109,610	9,839				250,000							369,449
Bridge Preventative Maintenance Plan	81,833	9,386					72,447							81,833
Algerine/Wards Ferry Bridge	496,708						496,708							496,708
Traffic Signal - Standard at Tuolumne Rd	639,827	-								600,000		39,827		639,827
Traffic Signal - 5th Avenue at SR108	2,227,008											2,227,008		2,227,008
Evergreen at Ackerson Creek	19,170	19,170												19,170
Woodham Carne Reconstruction	568,916	86,916											482,000	568,916
Mono Way Operational & Safety Project	1,860,000			1,860,000										1,860,000
Tuolumne Road North Chip Seal	248,438									248,438				248,438
Lyons Bald Mountain Chip Seal	78,710										78,710			78,710
Yankee Hill/Jackson Road Reconstruction	379,327	67,328									59,270		252,729	379,327
Big Creek Shaft Rd Crossing Big Creek	436,149						436,149							436,149
Italian Bar Rd Crossing Rose Creek	337,484						337,484							337,484
Jamestown Sidewalks	987,338								911,000				76,338	987,338
Parrots Ferry Road Reconstruction	455,058										33,070		421,988	455,058
Tuolumne Park & Ride	76,000				8,717	67,283								76,000
Sanguinetti/Loop Roundabout	87,500				6,022	77,463					4,015			87,500
Tuolumne Alleyway Improvements	60,000				6,882	53,118								60,000
Buchanan Road	20,000		20,000											20,000
Parrots Ferry/SR 49 Intersection	94,000	9,400						84,600						94,000
Tuolumne Road Widening	120,000	12,000						108,000						120,000
Phoenix Lake Road Widening	107,000	10,700						96,300						107,000
PS&S Auditor-Controller	250	250												250
Special Departmental Expense	250	250												250
Paving Projects	626,166	626,166												626,166
Total	**17,121,191**	**971,487**	**100,000**	**1,860,000**	**21,621**	**197,864**	**3,747,049**	**920,340**	**911,000**	**848,438**	**175,065**	**6,135,272**	**1,233,055**	**17,121,191**

Prepared by; Dana Vaccarezza 3/12/14

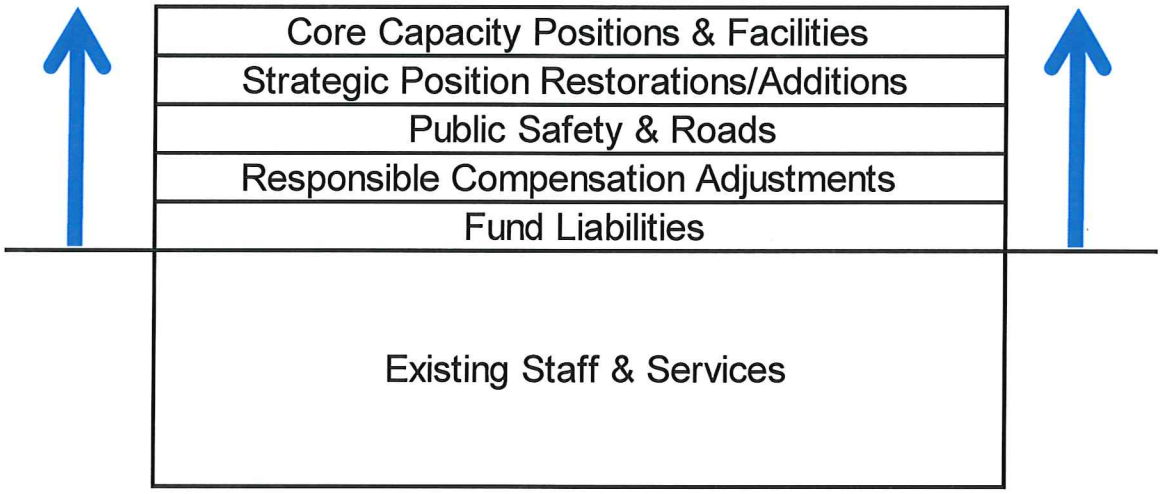
6/11/2014

ATTACHMENT G

County of Tuolumne
Priorities-Based Budgeting System

(Adopted: 3-5-13)

With the FY 2013-14 Budget balanced at a sustainable level and the prospect of stabilized and slowly growing discretionary revenues on the horizon, the Board will have an opportunity to establish a system that reflects how it desires to control future spending in some areas of the budget and purposely grow others. Such a system should provide for maintaining the "*New Normal*" of base staffing and services, responsible compensation adjustments for employees and allow for targeted investment in areas consistent with Board budget policies and service priorities. For lack of a better name, I will refer to this as a *Priority-Based Budgeting System*. The chart below attempts to depict how a Priority-Based Budgeting System would work:



Below the line is a block that represents the *New Normal* of base staffing and services that will be established in the Adopted FY 2013-14 Budget. While managers will be expected to continually evaluate the most cost-effective manner by which to offer these services, this block does represent a base-line to be supported before growth in the County's discretionary revenues (e.g. property tax, sales tax, TOT, etc…) are applied elsewhere. *With base staffing and services funded, where should future growth in discretionary revenues be applied?* Such investments should be made in the general order of Board determined priorities as depicted in the blocks stacked above the line.

For example, the Board has made a commitment in its Budget Policies to move towards fully funding its existing obligations/liabilities (e.g. leave liabilities, post-retirement medical obligations, PERS unfunded liabilities, etc…) before committing to new ones. The Board also desires to acknowledge the value and sacrifice of its employees by declaring the need to build into this system responsible compensation adjustments in the future. This does not mean that we will simply restore all of the changes made over the past several years but we will prioritize fair and sustainable compensation adjustments sufficient to attract and retain employees moving forward. Next on the list are investments in the Board's stated priorities of public safety and road maintenance. This could range from funding the operational cost of the new Juvenile Detention Facility to additional Sheriff's Deputies to funding County road maintenance projects.

This is followed by strategic position restorations/additions that will add value to specific County services (e.g. restoration of a Director of Library Services) and/or fill succession planning needs. Lastly would be the addition of positions and facilities that would generally increase our capacity to provide quality services to County residents.

For such a system to work, great discipline must be exercised to pay down liabilities, guard against budget creep amongst base-line staff and services and negotiating labor agreements that are fair and based on sustainable compensation systems. Only by doing these things will the Board be allowed to make future investments consistent with their priorities.

Can the system really be as simple and linear (X + Y = Z) as depicted above. No. The system is really meant to be an expression of intent built around sound fiscal policies and Board priorities. It would be impractical to think that we would not re-invest in our employees before all liabilities are fully funded. Fully funding our PERS liability alone will take years to accomplish. Common sense and flexibility will need to be exercised as we turn the corner over the next few years and feel our way into a more stable fiscal environment. For example, we will continue to reflect the Board's budget policy that calls for balancing annual operating budgets without the use of one-time revenues. That means we will not fund ongoing expenses (e.g. labor costs) with one-time revenue. However, by using non-recurring revenues (e.g. carry-over fund balances) to help begin paying down liabilities and investing in one-time capital and major road maintenance projects, growth in discretionary revenues could be freed to fund responsible compensation adjustments for our employees.

While the *Priority-Based Budgeting System* described above is still in its infancy and could benefit from and will undergo future refinements, I would ask that the Board approve it and thereby support implementation of its concepts.