


**JEFFERSON COUNTY
BOARD OF COUNTY COMMISSIONERS**

AGENDA REQUEST

TO: Board of Commissioners

FROM: Philip Morley, County Administrator 

DATE: July 26, 2010

RE: Resolution Establishing 2011 Budget Goals and Objectives

STATEMENT OF ISSUE:

On July 26, the Board of County Commissioners will consider, revise as appropriate, and adopt a Resolution establishing Budget Goals and Objectives for 2011. Once adopted, the Resolution will guide work by the branches and departments of the County to prepare a balanced 2011 Jefferson County Budget.

ANALYSIS:

The proposed Resolution provides guidelines for preparing a balanced 2011 budget. It addresses the county's current financial realities, and reaffirms the determination of the Board of County Commissioners, independent elected officials and department directors to adopt a balanced budget that sustains the long-term fiscal health of Jefferson County government and protects our ability to serve the citizens of this county.

On July 19, 2010, the Board of County Commissioners adopted a 2010 Jefferson County Strategic Plan that included six 2010-2011 Priorities:

2010-2011 PRIORITIES:

- During the Recession Maintain Key Public Services Within Our Means
- Strengthen the Efficiency & Quality of County Services
- Put County Government on a Sustainable Financial Footing
- Strengthen Our Local Economy
- Plan for the Future
- Support our Unique Communities

The proposed Resolution supports these priorities and incorporates by reference the 2010 Jefferson County Strategic Plan in its entirety.

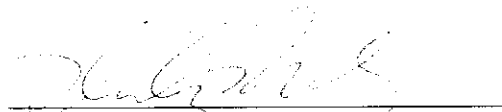
FISCAL IMPACT:

This Resolution supports adopting a balanced 2011 Jefferson County Budget.

RECOMMENDATION:

Consider the proposed resolution, make appropriate revisions, and adopt a Resolution establishing 2011 Budget Goals and Objectives.

REVIEWED BY:



County Administrator Date



STATE OF WASHINGTON
County of Jefferson

In the Matter of Establishing }
Goals And Objectives for the }
2011 County Budget } RESOLUTION NO. _____

WHEREAS, Jefferson County’s growing population continues to put pressure on the provision of public services and infrastructure; and

WHEREAS, critical county services such as public safety, public health, parks and recreation, and capital infrastructure are foundations for a sustainable economy and a healthy community; and

WHEREAS, legislation passed through initiative and by the State Legislature in the past decade has reduced or eliminated county revenue sources previously relied upon to maintain pace with cost inflation and to pay for services and infrastructure; and

WHEREAS, a major national economic recession has further limited county revenues, while simultaneously increasing the demand for some county services; and

WHEREAS, reductions in certain revenues from the State and Federal governments also adversely affect the delivery of county services; and

WHEREAS, inflation in the cost to maintain county services and infrastructure continues; and

WHEREAS, additional revenue sources to sustain existing county services, such as sales or property tax increases for public safety, parks and recreation, or general purposes, etc ., would need to be referred to the Jefferson County voters for approval before becoming available; and

WHEREAS, adequate cash reserves need to be maintained for each operating fund to provide for emergencies and for cash flow; and,

WHEREAS, on July 19, 2010, the Board of County Commissioners adopted a 2010 Jefferson County Strategic Plan with Mission, Vision and Values; Goals and Strategies for the longer term and 2010-2011 Priorities as a blueprint for marshaling the county’s resources to meet current challenges and enhance the quality of life of our citizens in the future; and

WHEREAS, the annual budget process provides opportunities to focus resources in support of the Strategic Plan and the issues facing Jefferson County; and

WHEREAS, in order to maximize the use of limited resources, programs and services must be strategic, effective, creative, innovative and efficient in their delivery while targeting community priorities; and

WHEREAS, it is recognized that the employees of Jefferson County possess great skills, knowledge and dedication, which make them the county’s most valuable asset in providing services to the public; and

Resolution No. **re: 2011 Budget Goals and Objectives**

WHEREAS, it is recognized that citizens of Jefferson County expect both accountability from their public servants and affordability from their government; and

WHEREAS, Jefferson County together with other local government agencies recognize that collaborative efforts to provide services benefits all citizens of the county; and

WHEREAS, to grow its economy the County needs to protect and capitalize on its competitive advantages: our people, our environment, and our history; and

WHEREAS, on June 7, 2010, the Board of County Commissioners adopted Resolution No. 15-10, establishing dates for the 2011 Budget;

NOW, THEREFORE BE IT RESOLVED, that the Board of Commissioners of Jefferson County does hereby establish the following objectives and procedures to guide the development and adoption of the 2011 Jefferson County Budget:

I. FISCAL BUDGET OBJECTIVES

- 1. Strategic Plan** - The 2010 Jefferson County Strategic Plan is incorporated into this Resolution as Exhibit 1, and shall serve as a guide for developing the budget and work programs of the County.
- 2. Balanced budget** - The budget, when adopted, will be balanced within available resources. In addition to annual fiscal objectives, there should also be a focus on long-term financial analysis.
- 3. Use of unreserved Fund Balance**
 - The county shall continue a strategy of apportioning and drawing down the unreserved fund balance as of 12/31/08 in the General Fund in each of years 2009, 2010 and 2011, and shall extend that strategy into 2012. Consequently, the 2011 budget shall utilize no more than 50% of the 12/31/10 projected unreserved fund balance in 2011.
 - The County will continue to use the strategy of using excess fund reserves from other funds supported by the General Fund in 2011 to maintain operations during the economic downturn.
- 4. Property Taxes** - Growth in General Fund property taxes and Road Fund property taxes shall not exceed the 1% limit, plus taxes collected on new construction, except as may be approved by a vote of the people of Jefferson County.
- 5. Sales Taxes** – The county shall continue to successfully implement the sales tax levies as authorized by the legislature including 0.1% for chemical dependency and mental health needs, 0.1% for JeffCom E-911 infrastructure, 0.1% for Criminal Justice, and any other sales tax as may be approved by a vote of the people of

Jefferson County.

6. **Look for cost savings opportunities** - Continue to evaluate and implement where appropriate opportunities to:
 - a. Consolidate programs or services to gain efficiencies or improve customer service, where appropriate.
 - b. Seek additional funding sources to support services through programs and grants and other funding sources.
 - c. Continue to partner with other local agencies to improve service delivery and/or reduce costs.
 - d. Privatize and/or outsource services, programs, and functions where appropriate (such as animal services, etc.).

7. **Budget priorities**
 - a. Support local law and justice programs, including evidence-based prevention, intervention & recovery programs;
 - b. Support mandated services while balancing levels of service with other priority services;
 - c. Address locally identified and defined local public health issues;
 - d. Protect and enhance natural resources;
 - e. Invest in community infrastructure that encourages economic opportunity;
 - f. Find means to support other critical services for a healthy community;
 - g. Plan for long term capital facility needs and strive to retain capital reserves for capital purposes and plan on resuming General Fund transfers to capital projects as soon as revenues allow;
 - h. Operate within a business plan based on fiscal sustainability, measured performance, and the best customer service within our means;
 - i. Maintain a professional county workforce that can meet the service delivery needs of the county, including training budgets for required training and for departmental training plans to maintain a qualified workforce; and
 - j. Reduce staff overhead costs by consolidating the work programs of advisory boards and commissions to reduce the frequency of meetings (such as every-other-month or quarterly meetings).

8. **Departmental Preparation of Preliminary Budgets** - Departments should prepare preliminary budgets with the following guidelines:
 - a. Prepare departmental preliminary budgets following steps listed in Section II Budget Preparation of this document.

Resolution No. re: 2011 Budget Goals and Objectives

- b. For 2011, wherever allowed by state law, all elected and non-union wages will reflect a one-year freeze of general wage (COLA) adjustments and annual step increases.
- c. For the Preliminary Budget, union staff personnel costs (salaries, wages, & benefits) will be adjusted based on the rates of ratified labor agreements; including annual step increases.
- d. Any FTE Increase proposed above the FTEs funded in the 2010 budget must be accompanied by corresponding new revenues and/or cost reductions, or will require a substantial justification and a funding source approved by the County Administrator within the 2011 proposed budget.
- e. Overtime line items are to be budgeted at or below the 2010 Budget level.
- f. Clerk hire line items are to be budgeted at or below the 2010 Budget level, and clerk hire wage levels shall remain at or below 2010 wages.
- g. Non-Personnel operating costs for the General Fund should be kept at Budget 2010 levels.
- h. For the preliminary budget, transfers from the General Fund to other operating funds will be kept at or below the 2010 Budget level. Target numbers for each department receiving operating transfers from the General Fund will be given to each department on August 2, 2010;
- i. Reserves shall be maintained for each Fund as authorized by resolution; and
- j. Fees - Set fees at levels that recapture the cost of the service being provided, where possible.

II. BUDGET PREPARATION

- 1. Budget requests shall be prepared in a consistent, citizen friendly format that clearly identifies the resources needed and the services to be provided by each program.
- 2. Departments shall prepare budgets following the standard format and schedule provided to them in the 'Call for Budgets' from the County Auditor.
- 3. Each department and each major division or program within each department shall prepare a narrative, which shall include:
 - a. The department's mission statement in a clear concise statement explaining the purpose of the division or program.
 - b. The department's staffing requirements for the coming year clearly indicating which staff positions, or portions thereof, are grant supported.
 - c. Departmental and program revenues and expenditure summaries and impacts anticipated by increased or decreased funding.



2010 Jefferson County Strategic Plan

This 2010 Jefferson County Strategic Plan is an updated blueprint for how the county will marshal its resources to preserve and improve the quality of life for county residents. It has been developed in recognition of the county's strengths, opportunities, challenges and budget constraints. The Strategic Plan includes:

- **Mission, Vision and Values**
- **Goals & Strategies** for the longer term
- **2010-2011 Priorities**

CORE VALUES

- Integrity
- Professionalism
- Accountability
- Prudence
- Transparency
- Innovation
- Empowerment
- Service

MISSION STATEMENT

Enhancing the quality of life for present and future generations.

VISION STATEMENT

The future of Jefferson County is in the hands of its citizens. We envision a variety of sustainable communities offering high quality of life and personal opportunity. We picture a strong economy with a healthy environment, where people are safe, well, and have the public and private services necessary to thrive.

Government and citizens partner together to meet public needs guided by legal mandates and community aspirations. Citizens are engaged, decisions are fact based, and government is sized to match the resources its citizens provide.

Jefferson County is a great place for all stages of life.

2010 Jefferson County Strategic Plan

GOALS AND STRATEGIES (5-10 years)

Justice and Safety

Support safe communities and justice systems for all.

- Maintain the public peace and safety by providing effective law enforcement services noted for performance and excellence
- Use evidence-based prevention and intervention as integral strategies to provide public safety services
- Ensure fair and accessible justice systems
- Ensure citizens charged with a crime are treated fairly, and if convicted, punished appropriately
- Decrease the potential for harm in a regional emergency, and be prepared to recover

Health and Quality of Life

Enhance the health and quality of life of individuals, families and communities.

- Provide oversight and services to protect residents from infection and environmental contamination, and promote healthy behaviors
- Provide services, advocacy and resources to prevent harm and to support our children, youth, individuals of all ages, families and communities

Economic Prosperity and Strong Communities

Encourage a diverse economy with vibrant and sustainable communities that offer individual opportunities.

- Support a strong, diverse and sustainable economy thriving in the many regions of our county
- Support the private sector consistent with widely-held community values
- Identify and help provide critical infrastructure including essential services and amenities
- Set and administer policies and plans that protect property values and allow communities to flourish
- Promote housing affordability
- Preserve the unique character of our resource lands and rural communities in collaboration with rural residents
- Promote inter-jurisdictional cooperation

Environmental Sustainability

Safeguard the county's natural resources and environment.

- Protect and restore our environment, including water quality, biodiversity, open space, and ecosystems
- Encourage local, sustainable food production & forestry
- Plan to manage the effects of climate change on the environment, human health, and economy, & reduce our contribution to climate change

Service Excellence

Foster a culture of public service and deliver services that are timely and responsive to community needs.

- Continually improve the effectiveness and efficiency of county programs, services, and systems
- Strengthen a culture of performance
- Increase easy access to County services and information
- Communicate and coordinate services between departments and branches.
- Foster collaboration between internal and external partners

Financial Stewardship

Exercise sound & transparent financial management to build Jefferson County's long term fiscal sustainability.

- Keep the county's cost of doing business down
- Plan for long-term sustainability of county services and facilities
- Leverage local dollars with federal, state and foundation funds to supplement services
- Inform county citizens about county finances, and size county services based on the revenues the state and county citizens choose to provide

Public Engagement

Promote public engagement that informs, involves, and empowers Jefferson County citizens and communities.

- Model a culture of respectful, civil, and fact-based public discourse
- Put more information and services on line
- Seek public input and involvement
- Improve public awareness of Jefferson County's roles, services, opportunities & challenges
- Utilize and value our existing advisory boards and volunteers

Quality Workforce

Develop and empower Jefferson County government's employees.

- Attract and retain a talented county workforce
- Develop and train quality employees
- Encourage and acknowledge initiative and innovation.
- Provide a supportive work environment
- Prepare and implement succession planning
- Promote & acknowledge public service as a worthwhile life endeavor

2010-2011 PRIORITIES:

- ➔ During the Recession Maintain Key Public Services Within Our Means
- ➔ Strengthen the Efficiency & Quality of County Services
- ➔ Put County Government on a Sustainable Financial Footing
- ➔ Strengthen Our Local Economy
- ➔ Plan for the Future
- ➔ Support our Unique Communities

Justice and Safety

Support safe communities & justice systems for all.

- Reduce justice costs by prioritizing evidence-based prevention, intervention & recovery programs that are cost effective & improve outcomes
- Support coordination among law & justice agencies (sheriff, prosecutor, courts, juvenile services, corrections, public defense) and with prevention/rehabilitation programs
- Recognize community emergency preparedness as part of a healthy community

Health and Quality of Life

Enhance the health & quality of life of individuals, families & communities.

- Provide oversight & services to protect residents from infection & environmental contamination, and promote healthy behaviors
- Be ready to respond to epidemics & public health hazards
- Support children & youth: e.g. with the Nurse Family Partnership, parks & recreation, and positive learning opportunities
- Maintain high quality mental health & substance abuse treatment & prevention with existing dedicated funds

Economic Prosperity & Strong Communities

Encourage a diverse economy with vibrant & sustainable communities that offer individual opportunities.

- Forge & begin implementing a shared public/private economic development strategy
- Fund final design, land acquisition & construction for the Port Hadlock Wastewater System
- Implement Broadband for anchor institutions & prepare for commercialization
- Use county government to advocate for the interests of each community
- Ensure the county has a sustainable & effective economic development organization to promote our economy
- Begin work on the 2014 Update of the County's Comprehensive Plan
- Identify & work to fill community infrastructure gaps, strengthen community assets & implement the County's Transportation Improvement Program (TIP)
- Protect working forests from conversion for development
- Collaborate with other jurisdictions & the private sector to meet long-term water needs
- Continue to improve a coordinated permitting process by the county, so applicants have consistent answers in the shortest time within our resources
- Work with government & non-governmental organizations to increase affordable housing

Environmental Sustainability

Safeguard the county's natural resources & environment.

- Maintain a healthy environment to support important shellfish, fisheries, agriculture, timber & tourism industries

- Utilize Conservation Futures funds, other grants & partners to preserve important open space & resource lands
- Implement a Resource Conservation Management program to reduce government utility costs

Service Excellence

Foster a culture of public service & deliver services that are timely & responsive to community needs.

- Review & establish Level of Service (LOS) goals
- Monitor & publish performance measures
- Improve service & efficiency through information technology with an IS strategic plan
- Harness the web & technology to expedite responses to public records requests & reduce staff time taken away from other essential services
- Continue the work of subcommittees of departments & branches to address cross-departmental issues, service improvements & efficiencies

Financial Stewardship

Exercise sound & transparent financial management to build Jefferson County's long-term fiscal sustainability.

- Maintain a balanced budget that plans for the future
- Find cost efficiencies that maintain service levels
- Find alternative providers or funding for services & facilities to reduce the burden on the county General Fund
- Inform county citizens about county finances, & size county services based on the revenues the state and our citizens choose to provide
- Update capital facility plans for county facilities
- Find adequate & stable funding for parks & recreation, county facilities, and the Transportation Improvement Program
- Utilize, empower & support community volunteers

Public Engagement

Promote public engagement that informs, involves, & empowers Jefferson County citizens & communities.

- Enhance information & resources available to citizens on-line
- Regularly conduct community meetings of elected officials & citizens
- Promote open civil dialogue between county government & those we serve

Quality Workforce

Develop & empower Jefferson County government's employees.

- Provide a supportive work environment
- Invest in our employees through training & career development
- Expand use of the internet to attract a talented county workforce
- Educate departments & prepare for succession planning
- Engage constructively with our unions in working toward financial stability
- Cross-train staff where appropriate