

<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Taxes	\$0	\$0	\$0	\$175	\$0	\$0	(\$175)
Charges for Services	720,719	659,153	668,923	515,109	511,398	511,398	(3,711)
Other Revenues	37,307	50,894	35,000	57,371	40,000	40,000	(17,371)
<b>General Fund Support</b>	<b>1,522,386</b>	<b>1,470,439</b>	<b>1,394,631</b>	<b>1,558,207</b>	<b>1,729,343</b>	<b>1,729,343</b>	<b>171,136</b>
Total Revenues	\$2,280,412	\$2,180,486	\$2,098,554	\$2,130,862	\$2,280,741	\$2,280,741	\$149,879
<b>Expenditures</b>							
Salaries & Benefits	\$1,885,073	\$1,897,503	\$1,838,693	\$1,851,760	\$1,992,551	\$1,992,551	\$140,791
Supplies & Services	176,420	127,639	107,991	122,881	131,461	131,461	8,580
Other Charges	163,224	155,344	151,870	153,596	156,729	156,729	3,133
Fixed Assets	55,695	0	0	3,216	0	0	(3,216)
Expense Transfer	0	0	0	(591)	0	0	591
Total Expenditures	\$2,280,412	\$2,180,486	\$2,098,554	\$2,130,862	\$2,280,741	\$2,280,741	\$149,879
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Allocated Positions	32.00	32.00	32.00	32.00	32.00	32.00	0.00
Temporary (FTE)	1.00	0.00	0.00	0.18	0.25	0.25	0.07
<b>Total Staffing</b>	<b>33.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.18</b>	<b>32.25</b>	<b>32.25</b>	<b>0.07</b>

## **Purpose**

The County Assessor is an elected constitutional officer and is responsible under State law for the discovery, valuation and assessment of all taxable property located in the County.

Functions of the office include valuation and appraisal of real and personal property, record maintenance for changes of ownership and new construction, administration of exemptions and assessment appeals, mapping of subdivisions and lot-split activity, and upholding assessment standards.

## **Mission**

The mission of the Humboldt County Assessor's Office is to create equitable, timely, and accurate property tax assessments to fund public services in accordance with the California Constitution and the laws and regulations of the State of California and the State Board of Equalization. The Assessor is committed to integrity, mutual respect, and teamwork within the office, in conjunction with other County departments, and in the provision of services to the public.

## **Recommended Budget**

The recommended budget for the Assessor's Office for FY 2013-14 is \$2,280,741, an increase of \$109,051, or 5%, from the previous year. The General Fund contribution is \$1,729,343, which represents a \$273,578 increase from FY 2012-13. Of the \$273,578 increase, \$169,698 is funding to

replace Property Tax Administration Fee (PTAF) revenue. The remaining increase is due to changes in benefit and insurance costs.

## **Recommended Personnel Allocations**

For the Assessor's office the total positions requested for FY 2013-14 are 32.00 with 7.0 FTE positions frozen. There are no changes from the previous fiscal year.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

All school districts, special districts and the seven incorporated cities receive funds from County property tax revenue. In recent years, many special districts have based flat charges and benefit assessments on information included in the assessment roll.

The County General Fund pays for the administration of the property tax system. Pursuant to State law, special districts and cities have reimbursed the County for their proportionate shares of this cost. This amount is called the Property Tax Administration Fee (PTAF). Due to a ruling by the California Supreme Court in the fall of 2012, an adjustment was made to the calculation of this fee and revenues to counties were

significantly decreased. The impact of the PTAF calculation change to the Assessor’s budget for FY 2013-14 is projected to be \$169,698. To make the Assessor’s budget balance, an additional General Fund contribution replaces the PTAF funding in the FY 2013-14 budget.

Public schools are exempt by State law from paying their proportionate share even though schools receive over 62.9% of the property tax revenue generated in Humboldt County. The County receives 5% of supplemental roll billings for costs of administering the supplemental program.

The Assessor’s Office sells assessment roll information, property characteristics and copies of documents and maps. These revenues, along with the Assessor’s Office share of the PTAF, are netted against total expenditures to arrive at the net County cost of the Assessor’s budget.

According to the California State Auditor’s study of the property tax loan/grant program, for every dollar invested in additional field staff work, an additional \$11 in tax revenue is generated. Based upon this information, the staffing level of the Assessor’s office directly impacts additional property tax revenue. The County retains a portion of additional revenue and the PTAF revenues increase.

## **2012-13 Accomplishments**

1. Completed timely assessment of all taxable property in Humboldt County by providing community-appropriate

levels of service. The tax roll was increased from \$11.6 billion in FY 2011-12 to \$11.89 billion in FY 2012-13.

2. Continued to work with County Counsel and the Planning and Building Department on Williamson Act compliance review and Timber Production Zone parcel splits. This enables staff to apply accurate assessments to those parcels and provide community-appropriate levels of service.
3. Implemented the process of preserving and storing current deed and roll corrections to electronic media. The transition to digital records helps to manage the County’s resources to ensure sustainability of services.

## **2013-14 Objectives**

1. To complete timely assessment of all taxable property in Humboldt County by providing community-appropriate levels of service. This assures the enrollment of an appropriate tax roll value.
2. To continue to seek ways to improve efficiency and productivity in a cost-effective manner. This allows the Department to maximize County resources in order to ensure sustainability of services.
3. To continue to work with County Counsel and the Planning and Building Department on Williamson Act compliance review and Timber Production Zone parcel splits. This will enable staff to apply accurate

assessments to those parcels and provide community-appropriate levels of service.

4. To continue and expand the preservation and storage of historical documents by electronic media. This will enable the Department to preserve historical records and foster a more transparent, accessible, welcoming and user friendly service access.
5. To expand the number of property statements that are available for e-filing and the number of property statements that are being e-filed. This will enable the Department to increase efficiency and fosters a more transparent, welcoming and user friendly services.

5. To maintain a knowledgeable and informed staff; encourage employee development by providing access to relevant training opportunities.

## Goals

1. To discover, value, and timely enroll all assessable property in Humboldt County in accordance with the California Constitution, statutes, and rules of the State of California.
2. To generate complete, equitable, and accurate annual and supplemental assessments.
3. To provide excellent public service and to ensure that the public is treated fairly in property valuations.
4. To enhance efficiency and productivity by implementing new technology, policies, and procedures.

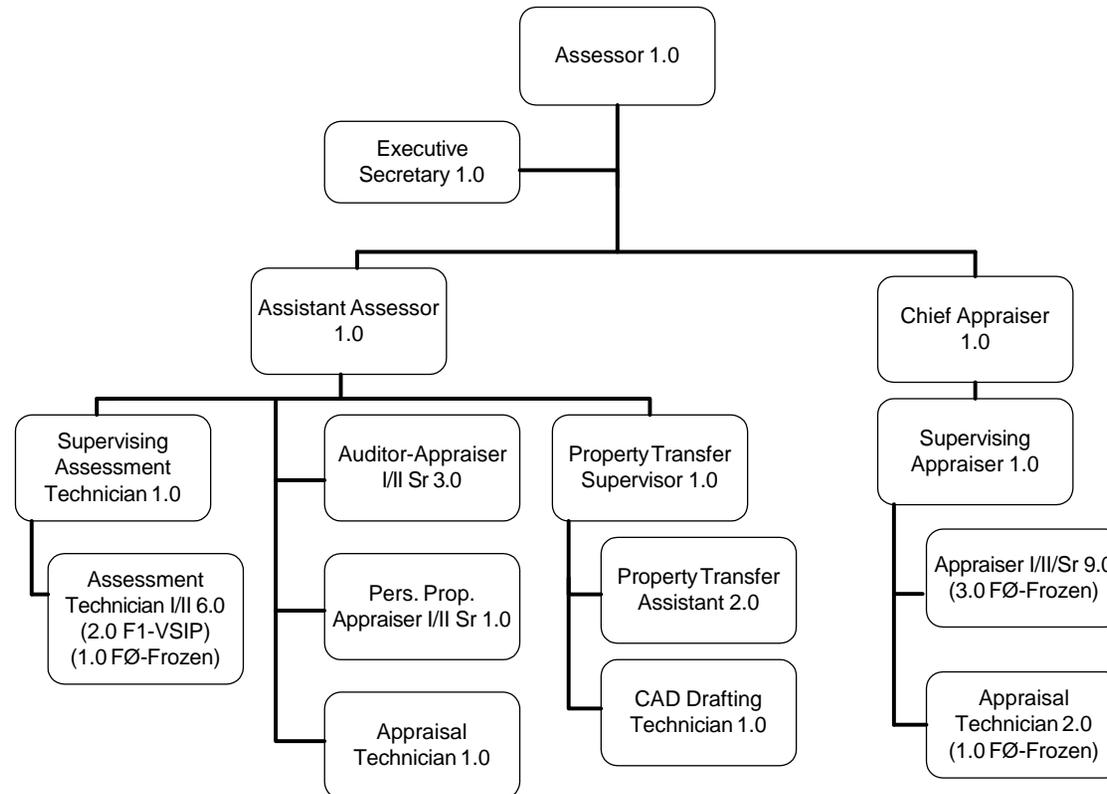


Performance Measures

1. <i>Description of Performance Measure: Total Secured Assessment Units</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
75,342	75,386	75,416	75,450	75,500
<i>Describe why this measure is important and/or what it tells us about the performance of this department: Under Proposition 13 guidelines, property is reappraised to market value at the change of ownership and completion of new construction. As these reappraisals occur, the new values increase at a rate far exceeding Proposition 13 standards, which is no more than 2% annual inflation. This increases the number of total secured assessment units and increases the appraisal workload. It is crucial to have the appraisal and support staff to value and process changes in ownership and new construction timely for each roll year in order to comply with the California Revenue and Taxation Code and provide community-appropriate levels of service.</i>				
2. <i>Description of Performance Measure: Assessments Valued Under Proposition 8</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
1,179	1,884	2,548	3,000	2,900
<i>Describe why this measure is important and/or what it tells us about the performance of this department: In 1978, California voters passed the constitutional amendment to Article XIII called Proposition 8. This allows a temporary reduction in assessed value in the event that current market value falls below the factored base year value. These assessments are reviewed annually. Due to the continued economic slowdown, more properties were qualifying for Proposition 8 values in FY 2012-13. It is anticipated that the number of properties that qualify peaked in FY 2012-13, and there will be a slight decrease in FY 2013-14. These reassessments allow the Assessor’s Office to comply with the California Revenue and Taxation Code as well as provide community-appropriate levels of service.</i>				
3. <i>Description of Performance Measure: Parcel Splits and New Subdivision Lots</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
331	182	68	110	110
<i>Describe why this measure is important and/or what it tells us about the performance of this department: Parcel splits and new subdivision lots create additional assessment units. This creates a constant increase in workload for record retention, updating, and valuation. The processing of these splits and new subdivision lots allow the Assessor’s Office to comply with the California Revenue and Taxation Code as well as provide community-appropriate levels of service.</i>				

4. <i>Description of Performance Measure: Business/Personal Property Assessments</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
9,924	9,590	9,436	9,400	9,500
<p><i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> All business/personal property assessments are appraised annually and valued at current market value as of the lien date (January 1) each year. Business/Personal Property consists of business equipment and fixtures, aircraft, vessels, and unlicensed motor vehicles. This allows the Assessor’s Office to comply with the California Revenue and Taxation Code and provide community-appropriate levels of service.</p>				
5. <i>Description of Performance Measure: Property Statements e-Filed</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
400	516	532	600	660
<p><i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> The electronic filing of Agricultural and Business Property Statements is beneficial to both taxpayers and the Assessor. The electronic filing is automatically integrated into the property tax system. An electronic image of the statement is automatically generated and stored for preservation. This allows the Assessor’s Office to foster transparent, accessible, welcoming and user-friendly services.</p>				

Organizational Chart:





<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-2013 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Fines, Forfeits & Penalties	\$0	\$0	\$3,324	4,437	\$4,400	4,400	(\$37)
Charges for Services	72,479	92,508	124,821	\$109,713	206,400	\$206,400	\$96,687
Other Revenues	58,127	282	28	430	100	100	(\$330)
<b>General Fund Support</b>	<b>1,028,788</b>	<b>933,626</b>	<b>1,001,773</b>	<b>1,064,109</b>	<b>1,034,890</b>	<b>977,328</b>	<b>(86,781)</b>
Total Revenues	\$1,159,394	\$1,026,416	\$1,129,946	\$1,178,689	\$1,245,790	\$1,188,228	\$9,539
<b>Expenditures</b>							
Salaries & Benefits	\$1,022,435	\$914,638	\$978,716	\$1,030,452	\$1,094,869	\$1,037,307	6,855
Supplies & Services	73,955	51,442	95,156	91,317	86,678	86,678	(4,639)
Other Charges	63,004	60,336	56,076	56,920	59,013	59,013	2,093
Fixed Assets	0	0	0	0	5,230	5,230	5,230
Expense Transfer	0	0	(2)	0	0	0	0
Total Expenditures	\$1,159,394	\$1,026,416	\$1,129,946	\$1,178,689	\$1,245,790	\$1,188,228	\$9,539
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Allocated Positions	14.10	14.10	14.10	14.10	14.00	14.00	(0.10)
Temporary (FTE)	0.50	0.37	0.00	0.17	1.00	1.00	0.83
<b>Total Staffing</b>	<b>14.60</b>	<b>14.47</b>	<b>14.10</b>	<b>14.27</b>	<b>15.00</b>	<b>15.00</b>	<b>0.53</b>

## **Purpose**

The authority for existence of the Auditor-Controller’s office is California Government Code Sections 24000 and 26880. The Auditor-Controller is the chief financial officer for the County. Government Code Section 26881 provides that the County Auditor-Controller, upon order of the Board of Supervisors, shall prescribe and shall exercise a general supervision, including the ability to review departmental and County-wide internal controls over the accounting forms and the method of keeping the accounts of all departments under the control of the Board of Supervisors, and of all districts whose funds are kept in the County treasury.

## **Mission**

To provide the County with credible financial records that promote public trust by the most efficient and expedient means possible, and promote the safeguarding of County assets.

## **Recommended Budget**

The Auditor-Controller’s recommended budget for FY 2013-14 is \$1,188,228, an increase of \$26,035, or 2%, from the previous year. The General Fund contribution is \$977,328, which represents a \$25,960 increase from FY 2012-13. The increase is due to changes in benefit and insurance costs. Funding of \$5,230 is recommended for fixed assets; additional detail on the equipment is available in the Capital Expenditure table.

## **Supplemental Requests**

The Auditor-Controller submitted a supplemental request of \$57,563 to unfreeze 1.0 FTE Accountant-Auditor position to address the findings of the external auditors, and to perform additional functions necessary to better safeguard the County’s assets. Filling this position will help the County manage its resources to ensure sustainability of services.

This supplemental request was not recommended for funding. While the departmental requests have merit, the County Administrative Office proposed to direct the limited financial resources in the General Fund to reserves in accordance with the Board’s articulated goals for FY 2013-14.

## **Recommended Personnel Allocations**

For the Auditor-Controller’s Office, the total positions recommended for FY 2013-14 are 14.10 with 2.10 FTE positions frozen. There are no changes from the previous fiscal year.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

Services provided by the Auditor-Controller's Office include, but are not limited to: auditing and processing claims for payment; recording revenue received; processing payroll and related reports and records; accounting for property tax monies and updating and making changes to the property tax rolls; maintaining the County's official accounting records and financial system; compiling and monitoring the budget; providing accurate and timely financial reports to County staff and the public; complying with State and federal reporting requirements and generally accepted accounting principles; working with the County's external auditors to complete several annual audits, and to receive several audit reports in a timely manner.

## **2012-13 Accomplishments**

1. Implemented legislation mandating the dissolution of Redevelopment Agencies within the County, thereby providing additional financial resources allowing the County to provide community-appropriate levels of service.
2. Completed the annual audit in a timely manner, creating greater transparency in County finances, thereby fostering public trust.
3. Completed mandated reports and filings within the deadlines, thus allowing the Department to better

provide core services in ways that regularly monitor revenues and expenditures with greater transparency.

4. Worked with County Information Technology (IT) to complete a contract amendment for the upgrade to the Interactive Fund Accounting System (IFAS) Software in FY 2013-14. The upgrade is a substantial improvement and will give staff the tools to remain compliant with upcoming regulation changes, thereby managing resources to ensure sustainability of services.

## **2013-14 Objectives**

1. To continue to track and implement mandates developed by the State of California related to the dissolution of the former Redevelopment Agencies. Continuing to research and react to changes at the State level helps to manage resources to ensure sustainability of services.
2. To endeavor to be a resource to other County departments, special districts and the public. Working with partners fosters transparent, accessible, welcoming and user-friendly services.
3. To complete the annual audit in a timely manner, thereby fostering public trust.
4. To implement updated IFAS software and begin staff training for new modules. The implementation of the

upgrades will promote the delivery of transparent, accessible, welcoming and user-friendly services.

## Goals

1. To continuously seek opportunities to enhance process efficiency, accuracy and timeliness, and improve customer service.
2. To maintain accurate, complete and timely financial records which meet the needs of County departments, agencies and the public.
3. To improve internal controls over financial functions and systems.
4. To improve budgetary controls over expenditures and revenues.
5. To improve the annual closing process to ensure timely completion of annual reporting and the external audit.

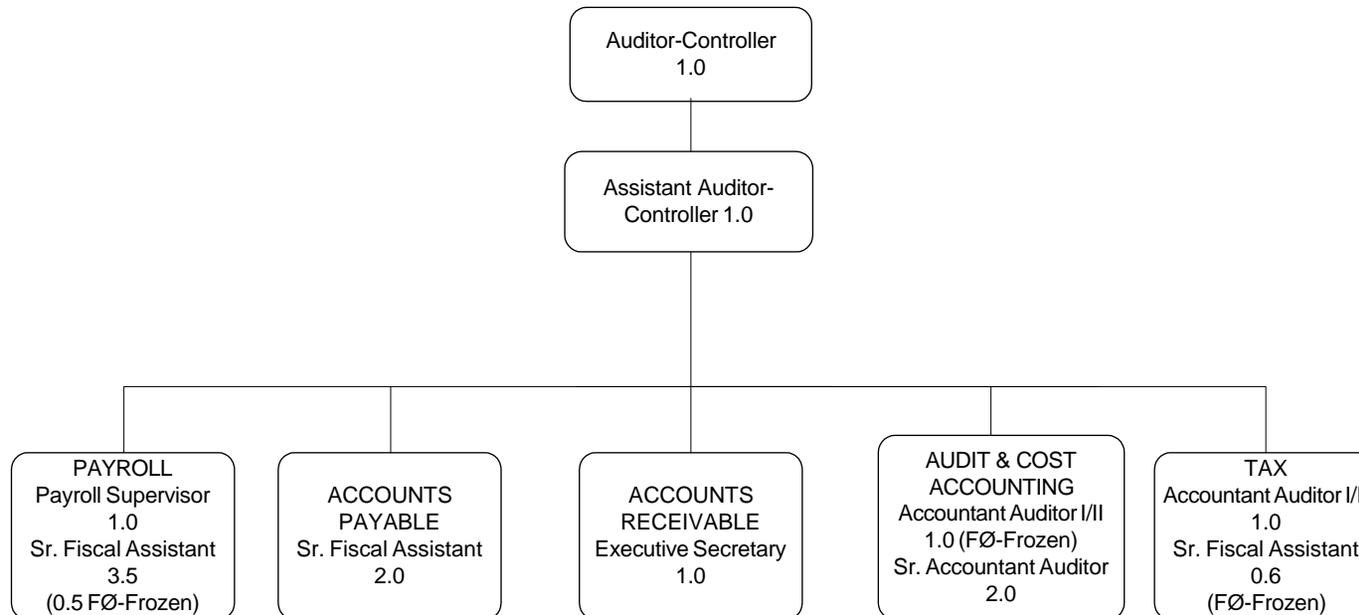


Performance Measures

1. <i>Description of Performance Measure:</i> Receipt transactions processed				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
55,629	58,554	57,915	58,104	58,000
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> This measure is an indication of the Auditor’s workload. The number of receipt transactions processed represents a significant component of the office’s daily activities. This allows staff to monitor revenues and expenditures regularly and provide community-appropriate levels of service.				
2. <i>Description of Performance Measure:</i> Journal entries processed				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
3,197	3,421	2,984	2,983	3,000
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> This measure is an indication of the Auditor’s workload. The number of journal entries processed represents a significant component of the office’s daily activities. This allows staff to monitor revenues and expenditures regularly and provide community-appropriate levels of service.				
3. <i>Description of Performance Measure:</i> Accounts payable checks				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
32,700	38,904	38,604	39,288	39,000
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> This measure is an indication of the Auditor’s workload. The number of accounts payable checks issued represents a significant component of the office’s daily activities. This allows staff to monitor revenues and expenditures regularly and provide community-appropriate levels of service.				
4. <i>Description of Performance Measure:</i> Payroll checks/direct deposits				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
52,058	49,732	52,751	52,215	52,000
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> This measure is an indication of the Auditor’s workload. The number of payroll checks issued and direct deposits processed represent a significant component of the office’s daily activities. This allows staff to monitor revenues and expenditures regularly.				

<b>5. Description of Performance Measure: Expense transactions</b>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
193,397	196,633	199,698	200,000	200,000
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> This measure is an indication of the Auditor’s workload. The number of expense transactions processed represents a significant component of the office’s daily activities. This allows staff to monitor revenues and expenditures regularly and provide community-appropriate levels of service.				

**Organizational Chart:**



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Other Gov't Agencies	\$0	\$2,919	\$744	\$752	\$752	\$752	(\$0)
Charges for Services	0	0	0	237	0	0	(237)
Other Revenues	4,337	1,478	1,078	259	1,069	1,069	810
<b>General Fund Support</b>	<b>907,015</b>	<b>881,696</b>	<b>888,040</b>	<b>985,366</b>	<b>1,092,314</b>	<b>1,067,106</b>	<b>81,740</b>
Total Revenues	\$911,352	\$886,093	\$889,862	\$986,614	\$1,094,135	\$1,068,927	\$82,313
<b>Expenditures</b>							
Salaries & Benefits	\$748,005	\$768,931	\$757,941	\$797,215	\$840,562	\$819,634	\$22,419
Supplies & Services	118,754	77,420	94,259	152,086	212,851	212,851	60,765
Other Charges	43,212	39,742	37,662	35,717	36,442	36,442	725
Fixed Assets	1,381	0	0	1,595	4,280	0	(1,595)
Total Expenditures	\$911,352	\$886,093	\$889,862	\$986,614	\$1,094,135	\$1,068,927	\$82,313
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Allocated Positions	8.00	8.00	8.00	8.00	8.00	8.00	0.00
Temporary (FTE)	0.38	0.00	0.00	0.00	0.50	0.00	0.00
<b>Total Staffing</b>	<b>8.38</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.50</b>	<b>8.00</b>	<b>0.00</b>

## **Purpose**

The Board of Supervisors is the elected legislative body for the County of Humboldt. The five members of the Board of Supervisors represent the residents of their supervisorial districts, specifically, and the total population, in general. The Board is responsible for the enactment of all general policies concerning the operation of the County, and is the governing authority for the non-elected department heads and a number of boards and commissions with advisory and regulatory functions.

## **Recommended Budget**

The Board of Supervisors' recommended budget for FY 2013-14 is \$1,068,927, an increase of \$93,178, or 10%, from the previous year. The General Fund contribution is \$1,067,106, which represents a \$92,602 increase from FY 2012-13. This increase is primarily due to the transfer of \$72,000 for the annual County audit.

In FY 2012-13, the Board of Supervisors approved a 2% salary and benefit increase for County employees for FY 2013-14. In accordance with County Code, when employees receive a raise, the Board may consider a raise for its members. On May 21, 2013, the Board of Supervisors voted to forgo the pay increase, and instead approved using the funds in FY 2013-14 to supplement travel for Supervisors and training.

The salary savings of \$10,597 is distributed in the proposed budget as follows:

- \$1,500 District 1 travel
- \$1,500 District 2 travel
- \$1,500 District 5 travel
- \$1,500 Staff Development & Training
- \$4,067 Out-of-County Transportation
- \$ 530 Phone and Website for Citizens' Law Enforcement Liaison Committee

## **Supplemental Requests**

The Board of Supervisors submitted three supplemental funding requests totaling \$25,208. Included in the supplemental requests was \$4,280 for fixed assets; additional detail on the equipment is available in the Capital Expenditure table. Requests are prioritized and outlined as follows:

1. A supplemental request for \$20,928 would provide funding for an extra-help employee in the Clerk of the Board's Office to assist staff with records management, digitizing and archiving Board of Supervisors records prior to 2003. Funding this request would support the Board's Strategic Framework by providing community-appropriate levels of service.
2. A supplemental request of \$2,538 would provide funding to purchase desktop computers and software

licenses as hardware needs to be updated to provide the maximum service level to constituents throughout the county. Funding this purchase would support the Board’s Strategic Framework by providing community-appropriate levels of service.

- 3. A supplemental request of \$1,742 for the purchase of a document scanner for the archiving workstation to assist with the upgraded records management system. Funding this purchase would support the Board’s Strategic Framework by providing community-appropriate levels of service.

The supplemental requests were not recommended for funding. While the departmental requests have merit, the County Administrative Office proposed to direct the limited financial resources in the General Fund to reserves in accordance with the Board’s articulated goals for FY 2013-14.

### **Recommended Personnel Allocation**

The Board of Supervisors requested 8.00 FTE for FY 2013-14 with 0.0 FTE positions frozen. There are no changes from the previous fiscal year.

### **Board Adopted**

The Board adopted this budget as recommended, with one exception. The allocation of the salary savings in the amount of \$10,597 is to be budgeted in the following line items:

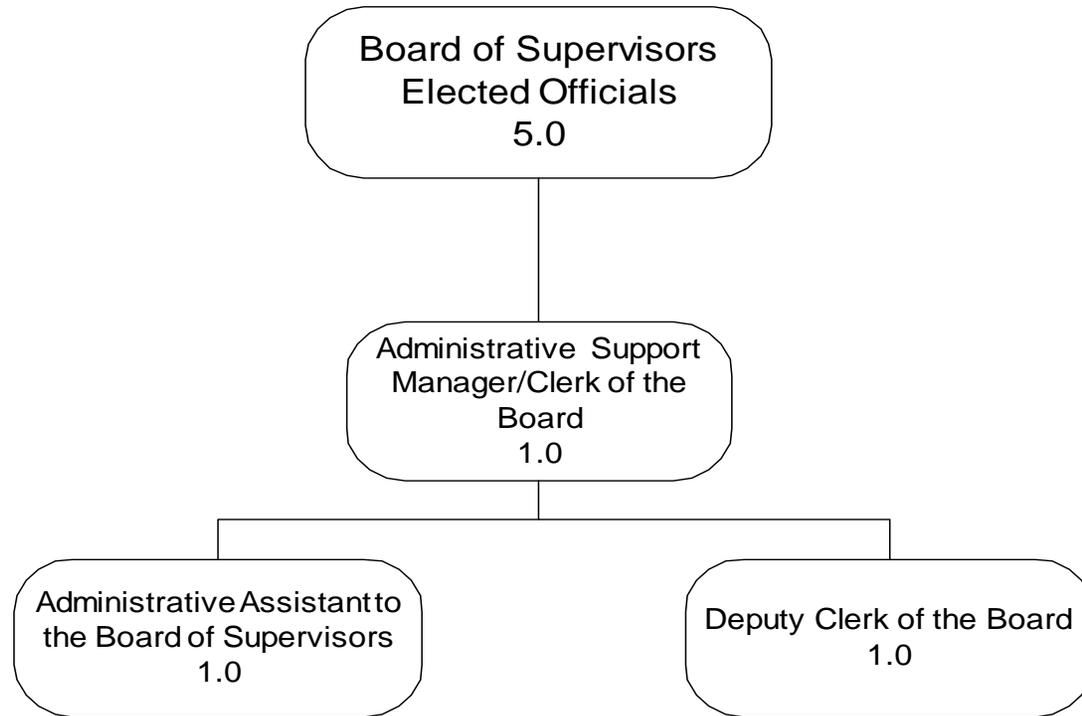
- \$1,800 District 1 travel
- \$1,800 District 2 travel
- \$1,800 District 3 travel
- \$1,800 District 4 travel
- \$1,800 District 5 travel
- \$1,597 Staff Development & Training

### **Program Discussion**

This budget provides salary and office expenditures for Humboldt County’s five-member elected legislative body and support staff. The Board helped to guide County policy and budget with the development of the County’s Strategic Framework. On May 3, 2013, the Board adopted Key Goals for FY 2013-14. Readers will see these principles and goals echoed throughout the budget narrative.



Organizational Chart:

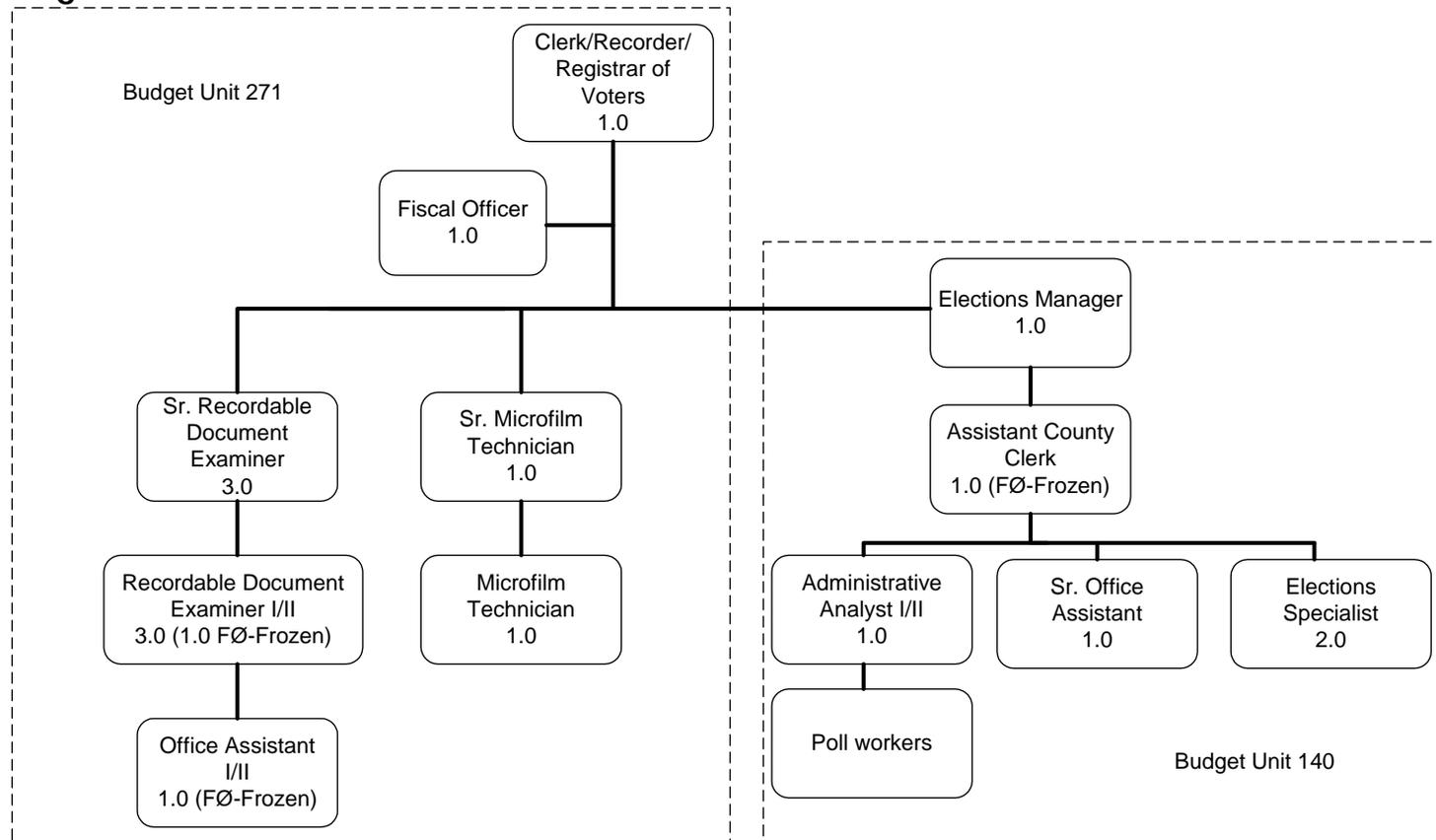


<b>Departmental Summary Table</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Attributable to Department	\$1,168,249	\$1,867,244	\$1,782,830	\$1,486,303	\$1,285,550	\$1,285,550	(\$200,753)
General Fund Support	671,796	330,490	237,234	415,404	1,114,496	1,011,001	595,597
<b>(To)/From Non GF Balance</b>	<b>311,824</b>	<b>(404,045)</b>	<b>(32,730)</b>	<b>(33,162)</b>	<b>266,500</b>	<b>266,500</b>	<b>299,662</b>
Total Revenues	\$2,151,869	\$1,793,689	\$1,987,334	\$1,868,544	\$2,666,546	\$2,563,051	\$694,507
<b>Expenditures</b>							
Salaries & Benefits	\$1,018,074	\$1,078,227	\$1,053,937	\$1,046,432	\$1,186,578	\$1,153,181	\$106,749
Supplies & Services	1,079,836	609,216	760,321	564,431	1,277,033	1,277,033	712,602
Other Charges	53,959	54,996	90,515	132,785	132,837	132,837	52
Fixed Assets	0	51,250	82,561	124,896	70,098	0	(124,896)
Total Expenditures	\$2,151,869	\$1,793,689	\$1,987,334	\$1,868,544	\$2,666,546	\$2,563,051	\$694,507
<hr/>							
Allocated Positions	18.00	18.00	17.00	17.00	18.00	17.00	0.00
Temporary (FTE)	2.00	0.75	2.36	1.67	5.75	6.25	2.09
<b>Total Staffing</b>	<b>20.00</b>	<b>18.75</b>	<b>19.36</b>	<b>18.67</b>	<b>23.75</b>	<b>23.25</b>	<b>4.58</b>

The Clerk-Recorder’s Office includes the following Budget units:

- 1100 140 Elections
- 1100 271 Recorder
- 1310 267 Record Conversion

**Organizational Chart:**



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Other Gov't Agencies	136,836	278,145	406,411	332,133	30,000	30,000	(302,133)
Charges for Services	63,103	27,908	232,648	85,437	222,000	222,000	136,563
Other Revenues	0	123,938	71	0	0	0	0
<b>General Fund Support</b>	<b>713,831</b>	<b>514,225</b>	<b>393,594</b>	<b>573,585.7</b>	<b>1,128,281.0</b>	<b>1,058,183.0</b>	<b>484,597</b>
Total Revenues	\$913,770	\$944,216	\$1,032,724	\$991,156	\$1,380,281	\$1,310,183	319,027
<b>Expenditures</b>							
Salaries & Benefits	\$316,514	\$369,246	\$367,840	\$375,545	\$435,103	\$435,103	\$59,558
Supplies & Services	562,425	538,859	630,744	470,435	841,163	841,163	370,728
Other Charges	34,831	36,111	34,140	33,008	33,917	33,917	909
Fixed Assets	0	0	0	112,169	70,098	0	(112,169)
Total Expenditures	\$913,770	\$944,216	\$1,032,724	\$991,156	\$1,380,281	\$1,310,183	\$319,027
<b>Staffing</b>							
Allocated Positions	6.00	6.00	6.00	6.00	6.00	6.00	0.00
Temporary (FTE)	1.00	0.75	1.36	1.16	3.25	3.25	2.09
<b>Total Staffing</b>	<b>7.00</b>	<b>6.75</b>	<b>7.36</b>	<b>7.16</b>	<b>9.25</b>	<b>9.25</b>	<b>2.09</b>

## **Purpose**

The Elections Office registers all voters and maintains registration records; conducts federal, State, County, city, school, and special district elections; collects filing fees; and certifies candidates' filing papers. The Elections Office is governed by the statutes of the California Election Code with provisions also in the Government Code and Education Code.

## **Recommended Budget**

Elections' recommended budget for FY 2013-14 is \$1,310,183, an increase of \$61,502, or 5%, from the previous year. The General Fund contribution is \$1,058,183, which represents a \$59,502 increase from FY 2012-13. This increase is primarily due to more elections being held in FY 2013-14 than in FY 2012-13 and changes in benefit and insurance costs.

## **Supplemental Request**

The Elections Office submitted one supplemental funding request for equipment totaling \$70,098. This request includes equipment as described below. Additional detail on the equipment is available in the Capital Expenditure table.

- Election System for \$3,000 to provide a backup election system and three desktop computers. In the event of a disaster, the system would allow an election to be resumed at an alternate location.

- Thirty additional E-Pollbooks for \$56,473 to provide enough E-Pollbooks for large elections, such as the Primary Election in June 2014.
- In House Ballot Printer for \$5,225 to act as a back up printer in the event of an emergency, or if the current printer fails.
- Heavy Duty Envelope Opener for \$5,400 to replace the current envelope opener. The current opener is over 10 years old (5 years older than its life expectancy) and the maintenance costs during the last 5 years have been nearly enough to replace the opener. This equipment is critical to the vote-by-mail ballot process.

This request supports the Board's Strategic Framework by providing community-appropriate levels of service.

This supplemental request was not recommended for funding. While the departmental requests have merit, the County Administrative Office proposed to direct the limited financial resources in the General Fund to reserves in accordance with the Board's articulated goals for FY 2013-14.

## **Personnel Allocation Changes**

For the Elections Office, the total positions requested are 5.00 with 1.0 FTE position frozen. There are no changes from the previous fiscal year.

## Board Adopted

The Board adopted this budget as recommended.

## Program Discussion

The Humboldt County Elections Office strives to ensure that all Humboldt County residents are able to exercise their right to vote; that elections are held in a fair, accurate, and efficient manner; and to provide reliable information and the best possible service to voters, media, and others interested in elections.

## 2012-13 Accomplishments

1. Provided training to poll workers on procedures and processes prior to all elections. This provides community appropriate levels of service.
2. Engaged in press releases, the publishing of the Sample Ballot book and recently, the purchase of a public announcement tool on how to vote. This activity improves civic engagement and awareness of available services.
3. Billed appropriate entities for all Elections costs for FY 2012-13. This has helped manage County resources to ensure sustainability of services.

## 2013-14 Objectives

1. To educate staff, poll workers, and voters about the new ePollbooks. The ePollbooks offer better services to the voters and provides an efficient tool for the staff and poll workers. This provides community appropriate levels of service. In addition, this activity improves civic engagement and awareness of available services.
2. To continue to educate voters on the elections process and inform them of available services. This activity improves civic engagement and awareness of available services.



<b>1310- Record Conversion</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Use of Money & Property	\$2,982	\$76	\$3,705	\$2,853	\$4,000	\$4,000	\$1,147
Charges for Services	25,537	27,264	28,477	30,309	29,500	29,500	(809)
Other Revenues	114,497	377,258	0	0	0	0	0
<b>(To)/From Non-GF Fund Balance</b>	<b>311,824</b>	<b>(404,045)</b>	<b>(32,730)</b>	<b>(33,162)</b>	<b>266,500</b>	<b>266,500</b>	<b>299,662</b>
Total Revenues	\$454,840	\$553	(\$548)	\$0	\$300,000	\$300,000	\$300,000
<b>Expenditures</b>							
Supplies & Services	\$453,599	\$0	\$0	\$0	\$300,000	\$300,000	\$300,000
Other Charges	1,241	553	(548)	0	0	0	0
Total Expenditures	\$454,840	\$553	(\$548)	\$0	\$300,000	\$300,000	\$300,000
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## **Purpose**

This fund is authorized under California Government Code Section 27361.4, which authorizes \$1 per document to be collected for the conversion of records from paper and microfilm to a micrographic document storage system.

## **Recommended Budget**

The Record Conversion recommended budget for FY 2013-14 is \$300,000, which represents an increase of \$14,493, or 5%, from the previous year. Funding was allocated for record conversion expenditures in previous years with plans for the conversion to occur in FY 2012-13. The conversion has been delayed until FY 2013-14, resulting in little net change from last year's budget.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

This fund supplements the County General Fund by providing for the conversion, storage, and retrieval of recorded documents and maps as well as the archival storage of those records.

The fund is impacted by any economic change which affects the sale or refinancing of real property. If interest rates rise or property values decrease, fewer documents are recorded and thus fewer fees are collected for this fund.

## **2012-13 Accomplishments**

1. Completed the procurement process and selected a vendor to convert the County's birth, death and marriage records to digital records in FY 2013-14. The procurement and selection process helps to manage the County's resources to ensure sustainability of services.

## **2013-14 Objectives**

1. To convert birth, death and marriage records to digital records. This will preserve vital records and ensure sustainability of services.



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Taxes	\$390,658	\$367,054	\$399,874	\$420,418	\$375,000	\$375,000	(\$45,418)
Licenses & Permits	46,425	47,063	51,364	51,269	50,000	50,000	(1,269)
Charges for Services	387,989	567,021	534,295	559,458	524,800	524,800	(34,658)
Other Revenues	222	51,517	125,985	4,425	50,250	50,250	45,825
<b>General Fund Support</b>	<b>(42,035)</b>	<b>(183,735)</b>	<b>(156,360)</b>	<b>(158,182)</b>	<b>(13,785)</b>	<b>(47,182)</b>	<b>111,000</b>
Total Revenues	\$783,259	\$848,920	\$955,158	\$877,388	\$986,265	\$952,868	\$75,480
<b>Expenditures</b>							
Salaries & Benefits	\$701,560	\$708,981	\$686,097	\$670,888	\$751,475	\$718,078	\$47,190
Supplies & Services	63,812	70,357	129,577	93,997	135,870	135,870	41,873
Other Charges	17,887	18,332	56,923	99,777	98,920	98,920	(857)
Fixed Assets		51,250	82,561	12,727	0	0	(12,727)
Total Expenditures	\$783,259	\$848,920	\$955,158	\$877,388	\$986,265	\$952,868	\$75,480
<hr/>							
Allocated Positions	12.00	12.00	11.00	11.00	12.00	11.00	0.00
Temporary (FTE)	1.00	0.00	1.00	0.51	2.50	3.00	0.00
<b>Total Staffing</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>14.00</b>	<b>14.50</b>	<b>14.00</b>	<b>0.00</b>

## **Purpose**

The Recorder’s Office is the official repository for all land records and vital records. The Recorder is charged with recording, archiving and making records available to the public. The Recorder’s Office is governed by the statutes of the California Government Code Title 3, Division 2, Part 3, Chapter 6.

The County Clerk is responsible for filing and archiving a variety of bonds, filing Fictitious Business Name Statements and serving as the Commissioner of Civil Marriage. The County Clerk’s Office is governed by the statutes of the California Government Code Title 3, Division 2, Part 3, Chapter 3.

## **Recommended Budget**

The Clerk-Recorder’s recommended budget for FY 2013-14 is \$952,868, a decrease of \$40,414, or 4%, from the previous year. The decrease is primarily due to a one time expense in FY 2012-13 for the purchase of a new recording system and equipment. The budget contributes \$47,182 to the General Fund.

## **Supplemental Request**

The Clerk-Recorder submitted a supplemental request of \$33,397 to unfreeze 1.0 FTE Recordable Document Examiner position to address the additional workload created by the

implementation of the new recording system and the slowly increasing volume due to real estate sales and refinancing increases. Filling this position will help support the Board’s Strategic Framework by fostering transparent, accessible, welcoming and user friendly services.

This supplemental request was not recommended for funding. While the departmental requests have merit, the County Administrative Office proposed to direct the limited financial resources in the General Fund to reserves in accordance with the Board’s articulated goals for FY 2013-14.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

The Recorder’s Office provides two distinct services that were historically provided by two different officials: The County Recorder and the County Clerk.

The County Recorder is the official repository for all documents and maps relating to land in Humboldt County as well as the official repository for vital records of events (birth, death, and marriage) that occur in Humboldt County. The recording of documents affecting land in Humboldt County accomplishes the mandate to “impart constructive notice” of any action affecting title to real property. Once a document is recorded, it becomes a part of the official record of the County

and is retrievable by examining the alphabetical and chronological indexes. Revenues are generated through the collection of recording fees (mandated by State law) and the sale of copies of documents. Additionally, the Recorder's Office maintains the records of births, deaths, and marriages that occur within Humboldt County. Per Health and Safety Code, the Recorder's Office sells copies of these records and certifies their accuracy. In recent years, it has become increasingly difficult to make these records available to requesting parties while protecting the identities of the individuals from theft and/or fraud. State and federal laws determine who is eligible to request records.

Examples of the duties of County Clerk include filing a variety of required bonds and fictitious business name statements, as well as issuing marriage licenses and registering various professionals.

### **2012-13 Accomplishments**

1. Completed phase 1 of the transition to a new recording system. This phase consisted of scanning and recording documents into an easily searchable database. This will manage resources to ensure sustainability of services.
2. Engaged in processes to increase the efficiency of all operations within both the Recorder and County Clerk's Office. This will manage resources to ensure sustainability of services.

### **2013-14 Objectives**

1. To improve access to records through user subscriptions to online indexes. This will provide community-appropriate levels of service.
2. To transition Vital Records and County Clerk functions to Acclaim software. This will provide community-appropriate levels of service.
3. To make indexes of Official Records available online. This will provide appropriate levels of service.
4. To make Fictitious Business Name indexes available online. This will provide appropriate levels of service.
5. To improve the Recorder and County Clerk website. This will foster transparent, accessible, welcoming and user friendly services.



<b>Departmental Summary</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>Increase/</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Request</b>	<b>Adopted</b>	<b>(Decrease)</b>
<b>Revenues</b>							
Attributable to Department	\$9,041,754	\$12,286,792	\$12,859,106	\$7,905,949	\$12,495,302	\$12,595,302	\$4,689,353
General Fund Support	1,030,578	986,022	1,075,739	1,493,732	1,246,160	1,246,160	(247,572)
<b>(To)/From Non-GF Fund Balance</b>	<b>909,689</b>	<b>(268,109)</b>	<b>(590,127)</b>	<b>114,137</b>	<b>(23,426)</b>	<b>(23,426)</b>	<b>(137,563)</b>
Total Revenues	\$10,982,021	\$13,004,705	\$13,344,718	\$9,513,817	\$13,718,036	\$13,818,036	\$4,304,219
<b>Expenditures</b>							
Salaries & Benefits	\$3,139,027	\$3,620,740	\$3,136,011	\$3,193,370	\$3,453,065	\$3,453,065	\$259,695
Supplies & Services	1,684,706	1,453,102	1,783,079	1,793,598	1,827,292	1,827,292	33,694
Other Charges	6,346,061	8,688,099	8,593,987	4,415,160	8,249,373	8,249,373	3,834,213
Fixed Assets	98,312	58,421	98,335	148,216	346,306	346,306	198,090
Expense Transfer	(286,085)	(815,657)	(266,694)	(36,527)	(58,000)	(58,000)	(21,473)
General Fund Contribution	0	0	0	0	(100,000)	0	0
Total Expenditures	\$10,982,021	\$13,004,705	\$13,344,718	\$9,513,817	\$13,718,036	\$13,818,036	\$4,304,219
<b>Total Staffing</b>							
	50.00	52.15	51.93	49.75	45.75	45.75	(4.00)

The County Administrative Office (CAO) includes the following budget units:

Communications

- 3521 151 Communications

County Administrative Office

- 1100 103 Management & Budget Team

Economic Development

- 1120 275 Economic Development
- 1120 286 Headwaters Fund
- 1120 287 Workforce Investment

Economic Development Promotion

- 1100 181 Economic Development Promotion

Fish & Game Advisory Commission

- 1700 290 Fish & Game Advisory Commission

Forester & Warden

- 1100 281 Forester & Warden

Information Technology

- 3550 118 Information Technology Team

Purchasing

- 3555 115 Purchasing & Disposition Team

Revenue Recovery

- 1100 114 Revenue Recovery Team

**Mission:**

Support the needs of the community through:

Unparalleled service,

Participatory leadership,

Professional growth,

Optimal management of resources,

Responsible policies and procedures and

Teamwork

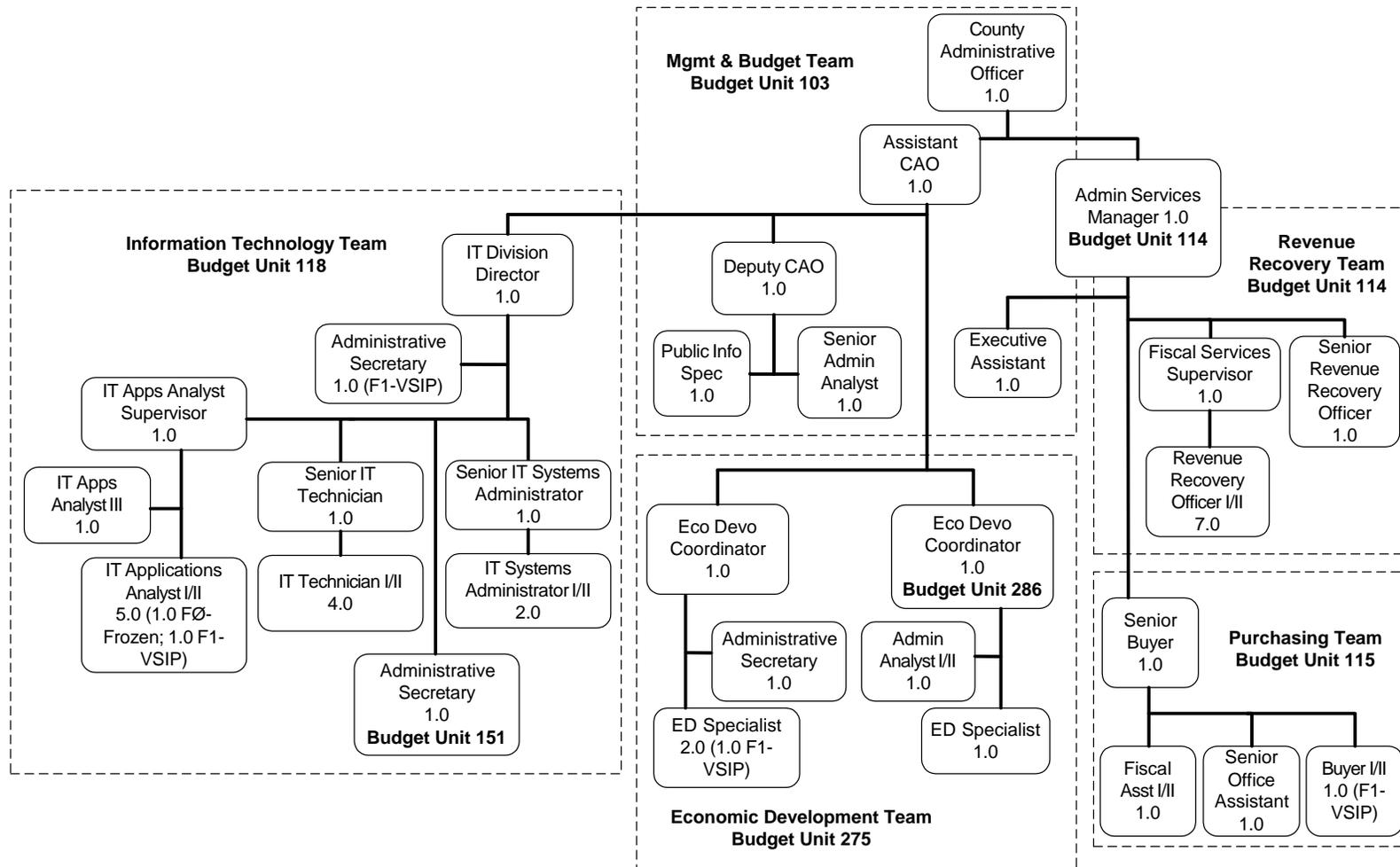
Performance Measures

<b>1. Description of Performance Measure:</b> Total Annual Revenue Recovery Collections				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimated</i>
\$4,968,901.05	\$4,700,935.70	\$6,114,268.37	\$6,000,000.00	\$6,200,000.00
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> Collection of past-due accounts benefits the State, Superior Court, County departments, and crime victims. This allows Revenue Recovery to enforce laws and regulations to protect residents in ways that manage resources to maximize the availability of services.				
<b>2. Description of Performance Measure:</b> Number of telephone and radio systems service requests (including installations, purchases, and repairs) processed				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimated</i>
124 telephone 29 radio	110 telephone 26 radio	115 telephone 30 radio	167 telephone 22 radio	125 telephone 14 radio
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> All departments submit requests to repair or replace telephone and radio systems to Communications. Departments rely on telephone and radio systems to communicate with staff and the public. As old equipment is replaced and upgraded, the number of service requests should go down. This allows Communications to provide core services in ways that manage resources to maximize the availability of services.				
<b>3. Description of Performance Measure:</b> Number of completed calls for Information Technology (IT) services				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
3,709	3,504	3,300	3,350	3,891
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> Backlogged service requests can result in loss of productivity for the department reporting the problem to IT. Completed calls reduce the backlog and lessen the potential of problems escalating while waiting for IT staff availability. This allows IT to provide core services in ways that manage resources to maximize the availability of services.				

<i>4. Description of Performance Measure: Number of completed Information Technology (IT) project requests</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
245	133	122	120	123
<i>Describe why this measure is important and/or what it tells us about the performance of this department: Projects are requested by departments in order to fulfill a need for new or improved technological solutions. This performance measurement indicates the timeliness of the implementation of these solutions. This allows IT to provide core services in ways that manage resources to maximize the availability of services.</i>				
<i>5. Description of Performance Measure: Number of purchase orders processed</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
2,748	2,736	2,612	3,162	3,320
<i>Describe why this measure is important and/or what it tells us about the performance of this department: While purchase orders are currently the primary basis for purchases made through the Purchasing &amp; Disposition Team, other processes such as requests for proposal, utilization of contracts, management of the Cal Card program, disposition of surplus property and coordination of recycling efforts are all essential to the overall Purchasing function. As the number of purchase orders decreases and Cal Card usage increases, there will be additional benefit from the program's rebate revenue. This will manage resources to ensure sustainability of services.</i>				



Organizational Chart:



<b>3521 - Communications</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>Increase/</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Request</b>	<b>Adopted</b>	<b>(Decrease)</b>
<b>Revenues</b>							
Other Govt'l Agencies	\$112,434	\$108,172	\$0	\$0	\$0	\$0	\$0
Charges for Services	59,213	21,185	113,141	113,141	97,932	97,932	(15,209)
Other Revenues	17,936	17,936	162,420	119,080	43,739	43,739	(75,341)
<b>(To)/From Non-GF Fund Balance</b>	<b>(32,124)</b>	<b>1,381</b>	<b>25,407</b>	<b>20,086</b>	<b>0</b>	<b>0</b>	<b>(20,086)</b>
Total Revenues	\$157,459	\$148,674	\$300,968	\$252,308	\$141,671	\$141,671	(\$110,637)
<b>Expenditures</b>							
Salaries & Benefits	\$70,216	\$73,029	\$74,267	\$63,694	\$85,663	\$85,663	\$21,969
Supplies & Services	62,191	55,397	141,510	80,736	51,816	51,816	(28,920)
Other Charges	4,143	20,248	36,713	34,077	4,192	4,192	(29,885)
Fixed Assets	20,909		48,478	73,801	0	0	(73,801)
Total Expenditures	\$157,459	\$148,674	\$300,968	\$252,308	\$141,671	\$141,671	(\$110,637)
<b>Staffing</b>							
Allocated Positions	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Temporary (FTE)	0.75	0.75	0.40	0.75	0.75	0.75	0.00
<b>Total Staffing</b>	<b>1.75</b>	<b>1.75</b>	<b>1.40</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>0.00</b>

## **Purpose**

The Communications Division manages the County's radio and telephone systems.

## **Recommended Budget**

The recommended budget is \$141,671, a decrease of \$159,491 from FY 2012-13. This decrease is primarily due to one time radio equipment purchases made last fiscal year.

## **Personnel Allocation Changes**

For the Communications budget, the total positions recommended for FY 2013-14 is 1.0 with 0.0 FTE positions frozen. There are no changes from the previous fiscal year.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

The primary functions in both the radio and telephone programs consist of maintenance, contract administration, system design and equipment specification, Capitalization Fund management, and monthly bill auditing, payment and

cost distribution to departments. Communications is an Internal Service Fund, and performs services for other County departments on a cost for service basis.

## **2012-13 Accomplishments**

1. Narrowbanded all County radios and repeaters. This provided for radio infrastructure.
2. Completed inventory of all County radio sites, handheld and mobile radio devices. The inventory assists staff in managing County resources.
3. Installed new phone systems for the Public Defender and Probation Departments. Providing these new systems helps staff to provide community-appropriate levels of service.
4. Created radio back up systems for multiple County Departments. System redundancy helps Departments enforce laws and regulation to protect residents.

## **2013-14 Objectives**

1. To continue to replace outdated phone systems for multiple Departments. Updating communication systems provides infrastructure in order for Departments to deliver core services.

2. To develop contracts for radio technical support and maintenance. This will help maintain County communication infrastructure.



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$0
Other Gov't Agencies	0	0	0	9,052	0	0	(9,052)
Charges for Services	0	2,729	0	12,120	0	0	(12,120)
Other Revenues	593	0	4,516	548	0	0	(548)
<b>General Fund Support</b>	<b>731,791</b>	<b>694,995</b>	<b>848,575</b>	<b>990,865</b>	<b>946,018</b>	<b>946,018</b>	<b>(44,847)</b>
<b>Total Revenues</b>	<b>\$782,384</b>	<b>\$747,724</b>	<b>\$903,091</b>	<b>\$1,062,585</b>	<b>\$996,018</b>	<b>\$996,018</b>	<b>(\$66,567)</b>
<b>Expenditures</b>							
Salaries & Benefits	\$580,222	\$587,764	\$497,845	\$716,314	\$786,337	\$786,337	\$70,023
Supplies & Services	166,334	133,163	341,111	288,913	162,822	162,822	(126,091)
Other Charges	35,828	26,797	62,158	57,358	46,859	46,859	(10,499)
<b>Total Expenditures</b>	<b>\$782,384</b>	<b>\$747,724</b>	<b>\$903,091</b>	<b>\$1,062,585</b>	<b>\$996,018</b>	<b>\$996,018</b>	<b>(\$66,567)</b>
<hr/>							
Allocated Positions	6.00	6.00	6.00	6.00	6.00	6.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

## **Purpose**

The County Administrative Office-Management & Budget Team (CAO-MBT) provides leadership and guidance in the implementation of the policies of the Board of Supervisors. The CAO-MBT analyzes issues and makes recommendations to the Board regarding the administration and operation of County departments and programs. The CAO-MBT coordinates and oversees the County budget, fee schedule and legislative platform and monitors the use of financial and human resources.

## **Recommended Budget**

The recommended budget for FY 2012-13 is \$996,018, a decrease of \$5,228, or 0.5%, from the previous year. The slight decrease is the net effect of several changes within the budget, the largest of them being the increased salary, insurance and benefit costs and the transfer of the annual audit out of the CAO-MBT budget. The General Fund contribution is \$946,018, which represents a \$1,872 increase from FY 2012-13.

## **Personnel Allocation Changes**

For the CAO-MBT's office, the total positions recommended for FY 2013-14 are 6.0 with 0.0 FTE positions frozen. There are no changes from the previous fiscal year.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

Consistent with commitments made in prior years, the CAO-MBT will continue to work towards the following goals:

- Protect local sources of revenue and strive for optimal long-term fiscal stability.
- Encourage implementation of accounting controls and continue to improve procedures to stabilize and enhance the budget process.
- Engage in long-term planning and strategic efforts to improve County policies and procedures.
- Continue to foster and promote teamwork within the County.

## **2012-13 Accomplishments**

1. Published a new budget-in-brief document for Fiscal Year 2012-13 County budget. This allowed the County to provide core services in ways that safeguard the public trust by inviting civic participation and awareness of available services.

2. Developed a five-year financial forecast document for County funds. This allowed the County to provide core services in ways that safeguard the public trust by managing resources to ensure the sustainability of services.
3. Deployed Nextdoor neighborhood-based social media and Open Humboldt Forum online comment platform. These proactive decisions created partnerships with private software developers to foster transparent, accessible, welcoming and user-friendly services.
4. Engaged the services of a dedicated public information professional as part of the transition of Risk Management into Human Resources. This was a proactive decision to partner with local media outlets in increasing transparency and accessibility of County information.
5. Coordinated, along with partners from education and public access television, the first interactive multi-site public meeting for citizen budget participation. This was both an example of providing core services in ways that safeguard the public trust by inviting civic participation and awareness of available services, and the proactive formation of partnerships to promote quality services by fostering transparent, accessible, welcoming and user-friendly services.

## 2013-14 Objectives

1. To improve the analysis done in the five-year financial forecast document. This will allow the County to continue providing core services in ways that safeguard the public trust by managing resources to ensure the sustainability of services.
2. To build upon past efforts to increase public engagement and civic participation through new and continuing partnerships with other jurisdictions and private companies. This will continue to build transparent, accessible, welcoming and user-friendly services.
3. To take a lead role in the County website upgrade, particularly with respect to content that promotes transparent government. This will create partnerships that enhance transparency, accessibility, and welcoming and user-friendly services.
4. To continue and enhance training programs offered to County employees, including the Leadership Academy series and regional training efforts with Mendocino County. This will allow the County to continue providing core services in ways that safeguard the public trust by investing in County employees.
5. To enhance the connections between the Board of Supervisors and County Administration, the Economic Development Team, and local businesses. This will

allow the County to be an effective voice for the community in areas outside traditional mandates by engaging in discussions of the region's economic future.



<b>1120- Economic Development</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Other Govt'l Agencies	\$4,620,175	\$8,259,792	\$8,763,631	\$3,641,807	\$3,084,071	\$3,184,071	(\$457,736)
Charges for Services	0	0	0	25,850	0	0	(25,850)
Other Revenues	195,804	153,637	200,247	176,825	4,722,841	4,722,841	4,546,016
<b>(To)/From Non-GF Fund Balance</b>	<b>1,001,323</b>	<b>(375,690)</b>	<b>(648,193)</b>	<b>45,431</b>	<b>0</b>	<b>0</b>	<b>(45,431)</b>
Total Revenues	\$5,817,302	\$8,037,739	\$8,315,685	\$3,889,913	\$7,806,912	\$7,906,912	\$4,016,999
<b>Expenditures</b>							
Salaries & Benefits	\$447,982.00	\$885,663.00	\$681,308.00	\$459,845.68	\$379,917.00	\$379,917.00	(\$79,928.68)
Supplies & Services	141,923	94,003	75,122	76,248	113,297	113,297	\$37,048.52
Other Charges	5,513,482	7,872,417	7,825,949	3,387,384	7,471,698	7,471,698	\$4,084,313.84
Fixed Assets	0	1,313	0	2,961	0	0	(\$2,961.11)
Expense Transfer	(286,085)	(815,657)	(266,694)	(36,527)	(58,000)	(58,000)	(\$21,473.27)
General Fund Contribution	0	0	0	0	(100,000)	0	\$0.00
Total Expenditures	\$5,817,302	\$8,037,739	\$8,315,685	\$3,889,913	\$7,806,912	\$7,906,912	\$4,016,999
<b>Staffing</b>							
Allocated Positions	11.00	11.00	12.00	11.00	7.00	7.00	(4.00)
Temporary (FTE)	0.00	0.50	0.67	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>11.00</b>	<b>11.50</b>	<b>12.67</b>	<b>11.00</b>	<b>7.00</b>	<b>7.00</b>	<b>(4.00)</b>

## Purpose

The Economic Development Team works to strengthen the economy of Humboldt County. It secures and distributes funding for projects and programs that implement *Prosperity 2012: Comprehensive Economic Development Strategy* (CEDS). It provides high quality data and analysis about the economy to support resource allocation, policy development and public investment. It promotes private-sector investments by helping businesses overcome constraints and access resources. It stimulates clean-up and recycling of land, helps to build community infrastructure that lays the foundation for business start up and expansion.

The Economic Development budget grouping is made up of the following budget units: Economic Development (275); Headwaters Fund (286); and Workforce Investment (287).

## Recommended Budget

The recommended overall Economic Development budget for FY 2013-14 is \$7,906,912, an increase of \$4,035,933, or 104%, from the previous year. The substantial increase is the net effect of three major changes for this office: the transfer of the Affordable Housing programs to the Planning & Building Department; an accounting change in the Headwaters Fund budget (286) and an increase in carry-forward youth and new dislocated worker grant funding in the Workforce Investment budget (287).

## Supplemental Request

The Economic Development Team requested \$100,000 for the Economic Development budget (275) from the General Fund to help supplement the operating budget. The Economic Development Set-Aside Trust Fund is anticipated to be completely depleted within the next two fiscal years due to a drastic decrease of grant opportunities. Funding this request will help manage the Team's resources to ensure sustainability of services and support business and workforce development.

This supplemental request was not recommended for funding. While the departmental request has merit, the County Administrative Office proposed to direct the limited financial resources in the General Fund to reserves in accordance with the Board's articulated goals for FY 2013-14.

## Personnel Allocation Changes

For the Economic Development office, the total positions recommended for FY 2013-14 are 7.0 with 1.0 FTE positions frozen. Changes result in a net decrease of 4.0 FTE from FY 2012-13.

Proposed personnel changes for the Economic Development budget (275) include:

- Dis-allocate the Economic Development & Natural Resources Director position (1.00 FTE) as it was inadvertently not dis-allocated last fiscal year when the division was restructured;

- Transfer 1.0 FTE Economic Development Coordinator to Planning and Building with the Housing programs;
- Delete 1.0 FTE Economic Development Specialist and replace with 1.0 FTE Administrative Analyst I/II to accommodate the changes in work due to funding decreases and restructuring of the division; and
- Delete the frozen 1.0 FTE Administrative Secretary and frozen 1.0 FTE Vocational Counselor.

For the Headwaters Fund’s budget (286), the total positions recommended for FY 2013-14 are 1.0 with 0.0 FTE positions frozen. There are no changes from the previous fiscal year.

## Board Adopted

The Board adopted this budget as recommended.

## Program Discussion

The overarching goal of all the budgets within the Economic Development Team is to implement the County’s Comprehensive Economic Development Strategy (CEDS) through the local initiative *Prosperity! The Northcoast Strategy*. The CEDS helps to focus public and private economic development resources on local priorities.

In previous years, the Economic Development office included Affordable Housing grants. In FY 2013-14, the affordable

housing programs will transition to the Planning and Building Department. This move will allow staff to work more closely with Planning and Building staff for implementation of the Housing Element of the General Plan Update.

## 1120 275 Economic Development

The Economic Development recommended budget for FY 2013-14 is \$1,445,366, a decrease of \$1,009,991, or 41%, from the previous year. This budget has not received or contributed to the General Fund in previous years. The substantial decrease in this budget is due to two main reasons: decreasing grant funding opportunities for Economic Development and the transfer of Affordable Housing grants and staff to the Planning & Building Department.

While the majority of Economic Development’s activities are funded through grant sources, some costs cannot be charged to external grants. Non-recoverable costs can include grant writing, coordination with cities and economic development organizations, business information and assistance, program management, unanticipated special projects, and implementation of County-sponsored programs. The costs that are not recoverable under any of the granting sources are charged to the Economic Development Trust Fund.

The overarching goals of the Economic Development Team include:

- Promoting the growth of export and emerging industry clusters

- Building local capacity for coordinated economic development initiatives
- Obtaining grants and leveraging economic development funds

The *Redwood Coast Targets of Opportunity 2012 Report* identifies six fast-growth emerging industries and two base industries that offer the greatest opportunity for County residents, and were adopted as the focus of the County's CEDS:

- Diversified health care
- Building and systems construction and maintenance
- Specialty food, flowers, and beverages
- Investment support services
- Management and innovation services
- Niche manufacturing
- Forest Products
- Tourism

Policy and program areas are primarily funded with State and federal grants that support specific programs and projects. The Team secures funding and contracts with many community agencies and consultants for project and program delivery throughout the County.

The Division also oversees two loan programs:

- Brownfield clean-up
- Business start-up and expansion

Programs expand and change year to year, as grant funding and revolving loan funds allow. The Team works with special districts, cities, and non-profits to secure gap funding for infrastructure and community projects.

### **1120 286 Headwaters Fund**

The recommended budget for the Headwaters Fund is \$4,722,841, an increase of \$4,437,219, or 1,554%, from FY 2012-13. This dramatic increase is due to a change in the structure of the accounting practice, and not an indication of programmatic change. In prior years, grant and loan payments were paid directly from Trust Fund balances. In FY 2013-14, to adhere to general accounting practices, payments will pass through the operating budget prior to payment.

In 1999, the State and federal governments purchased the 3,000-acre old-growth Headwaters Grove. While this landmark acquisition preserved internationally significant forest habitat, it also removed significant timber resources from Humboldt County's economy.

Local officials and community leaders argued that the Headwaters acquisition should include an appropriation to offset local economic losses. A local effort resulted in a combined \$22 million State and federal appropriation to the County.

On October 19, 1999, the Board of Supervisors voted to reserve the bulk of the funds for the "economic prosperity and quality of life for all Humboldt County residents." In

December 2002, the Board adopted a final *Headwaters Fund Charter* that outlines the purpose and structure of the Fund. The mission of the Headwaters Fund is to use the values, principles, and strategies of the County's Comprehensive Economic Development Strategy, currently known as *Prosperity! The North Coast Strategy*, to:

- Support the growth of specified industry clusters and increase the number of sustainable jobs that pay near or above the median income.
- Enhance the County's quality of life through social and environmental projects which promote healthy communities and which protect and enhance the natural environment.

The Headwaters Fund unit is responsible for implementation and monitoring of Headwaters Fund programs. The unit facilitates the strategic funding of projects and organizations that foster community economic development within Humboldt County. The unit supports the Headwaters Fund Board, a community board that, along with the Board of Supervisors, oversees the programs and policies of the Headwaters Fund. The unit is funded through income from the Headwaters Trust Fund(s). Coordinator staff is funded in this Budget Unit. Transfers are made to cover support staff and overhead costs in Economic Development attributable to Headwaters activity.

To advance economic and community development in Humboldt County, the Headwaters Fund offers business loans, loans/grants for infrastructure projects, and economic development grants via the following three programs:

- The **Revolving Loan Fund** makes loans to businesses and non-profit organizations in Humboldt County. These loans fill gaps in the market for available financing while maintaining sound banking practices. Eligible loans must demonstrate a minimum job creation/retention or economic development potential. Loan applicants apply directly to contracted financial institutions, not to the Headwaters Fund itself.
- The **Community Investment Fund** (CIF) is a loan and grant program for infrastructure and related projects that will result in permanent and tangible economic benefits to the community. Infrastructure projects include air and sea ports, roads, water, wastewater, and economic development infrastructure.
- The **Grant Fund** provides grants for projects benefiting base and emerging industries in Humboldt County. Non-profit organizations and government jurisdictions in Humboldt County are eligible to apply.

### **1120 287 Workforce Investment**

The Workforce Investment's recommended budget for FY 2013-14 is \$1,738,705, an increase of \$608,705, or 54%, from the previous year. The increase in the budget can be attributed to two main reasons: (1) FY 2013-14 will see an increase in carry-forward Youth funding due to a waiver from the State; and (2) a Dislocated Worker Grant anticipated to be awarded to assist with layoffs in the timber industry.

The Workforce Investment unit secures and oversees funding for workforce training programs, employer services delivery, and workforce projects to benefit local industry clusters, as described in the County's CEDS. Services are provided in partnership with the federally mandated One-Stop System for Workforce, organized in Humboldt County as The Job Market. Services include:

- Development and implementation of workforce policy by the Humboldt County Workforce Investment Board.
- Resource development for key strategic initiatives to improve the workforce system and workers' abilities to meet the needs of employers and industry growth.
- Oversight and direction to The Job Market on service design, key information, and essential training resources:
  - For *employers* that enhance their human resources management efficacy, decrease the cost of matching jobs and talent, improve incumbent worker skills to meet industry demand, increase job openings, and avert layoffs.
  - For *workers* and *job seekers* that encourage good matches with employer needs, lifelong learning and technical skills improvement for local industries and employers.

- For *dislocated workers* and *long-term unemployed workers* that utilize retraining and re-employment services.
- For *at-risk youth*, the countywide *Step Up for Youth* program helps to increase opportunities for successful employment as adults.

## 2012-13 Accomplishments

1. Completed and published *Prosperity 2012*, the community engagement process to update Humboldt County's Comprehensive Economic Development Strategy (CEDS), which included over 450 citizens, industry and community leaders. The process by which the CEDS was updated helped to engage discussions of the region's economic future. This finished product helps support business and workforce development.
2. Created opportunities to improve safety and health by providing four fix-up low interest loans to low-income residents, and supported the self reliance of a first time homebuyer by providing low-interest loans.
3. Awarded, through the Headwaters Fund:
  - \$455,000 in two new loans, in partnership with Arcata Economic Development Corporation (AEDC), retaining 30 jobs;
  - Over \$192,000 in grant funds to the Creamery District Planning, Aquaculture Innovation

- Center development, Restoration Equipment Storage, McKay Tract Feasibility Study, Blue Lake Industrial Park Infrastructure and Rio Del Business Stimulator;
  - \$750,000 over three years for the Forest Product Initiative; and
  - Over \$10,000 in mini grants.
4. Created opportunities for improved safety and health through the making of one loan, two sub-grants, and conducting eight assessments to characterize, clean-up, and redevelop Brownfield sites.
  5. Provided training for over 113 at-risk youth in culinary and robotics skills, and basic math through a Career Technical Education Grant. The implementation of this project helped to protect vulnerable populations by providing skills training in order to help support local workforce needs.

## 2013-14 Objectives

1. To seek funding to execute projects named in the CEDS that enhance *Targets of Opportunity* industries' abilities to hire and grow. This will support business and workforce development.
2. To work with local partners to award from the Headwaters Funds:
  - \$300,000 in new loans for businesses to encourage local enterprise;

- \$200,000 in Grant funds to priority projects which create opportunities for economic expansion and job creation; and
  - At least one loan or grant to support infrastructure necessary for economic growth to be funded from the Community Investment Fund.
3. To efficiently transition Affordable Housing staff to the Planning & Building Department. This will help to manage resources to ensure sustainability of services while maintaining community-appropriate levels of service.
  4. To create a formalized plan and process to ensure the sustainability of the Headwaters Fund, given the current low interest rate earned on the corpus and recent loan losses.
  5. To create opportunities to improve health and safety by providing loans and grants to jurisdictions and qualified businesses to redevelop Brownfield sites.



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
<b>General Fund Support</b>	\$203,552	\$192,964	\$203,727	\$235,181	\$250,610	\$250,610	\$15,429
Total Revenues	\$203,552	\$192,964	\$203,727	\$235,181	\$250,610	\$250,610	\$15,429
<b>Expenditures</b>							
Supplies & Services	\$0	\$0	\$0	\$1,800	\$0	\$0	(\$1,800)
Other Charges	203,552	192,964	203,727	233,381	250,610	250,610	\$17,229
Total Expenditures	\$203,552	\$192,964	\$203,727	\$235,181	\$250,610	\$250,610	\$15,429
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Purpose

The County appropriates a portion of Transient Occupancy Tax (hotel/motel tax, or TOT) receipts to the Humboldt County Convention and Visitors Bureau (HCCVB) to promote tourism in and attract businesses to Humboldt County, and to the Redwood Region Entertainment and Education Liaisons, Inc. (RREEL, Inc.) to promote Humboldt County as a location for film and digital media production work.

## Recommended Budget

The total recommended budget and General Fund contribution for FY 2013-14 are \$250,610, an increase of \$7,246, or 3%, from the previous year. TOT revenues increased by 7% from FY 2011-12 to FY 2012-13. This increase will be seen in next year's budget.

## Board Adopted

The Board adopted this budget as recommended.

## Program Discussion

The goal of the contracts with TOT funds is to invest in the County's tourism economy, as identified in the County's Comprehensive Economic Development Strategy (CEDS) and the regional *Prosperity!* strategy. In July 2005, the County entered into an agreement to dedicate 20% of the prior year's

annual TOT revenue to the HCCVB. In return, the HCCVB prepares a unified countywide marketing plan for promoting Humboldt County and subcontracts with other tourism agencies as part of that overall marketing effort.

In FY 2007-08, the Humboldt Film & Digital Media Commission (HFDMC), formerly a part of HCCVB, was split off into a separate organization. In 2010, HFDMC became RREEL. The 20% TOT allocation was divided between the agencies: 16% to HCCVB and 4% to RREEL. For FY 2013-14, the allocation to REEL is proposed to be increased to 5% resulting in a total TOT allocation of 21%. This will be largely offset by the elimination of a \$10,000 allocation that was approved in FY 2012-13 for unspecified projects. This allocation was never spent.

The FY 2013-14 budget is based on actual TOT received in FY 2011-12, which was \$1,193,382. HCCVB and RREEL allocations for FY 2013-14 will be 16% and 5%, respectively.



<b>1700 - Fish &amp; Game Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Fines, Forfeits & Penalties	\$8,675	\$16,162	\$13,903	\$27,092	\$10,075	\$10,075	(\$17,017)
Use of Money & Property	315	256	217	219	200	200	(19)
<b>(To)/From Non-GF Fund Balance</b>	<b>(4,633)</b>	<b>(2,321)</b>	<b>(6,576)</b>	<b>(16,766)</b>	<b>6,425</b>	<b>6,425</b>	<b>23,191</b>
Total Revenues	\$4,357	\$14,097	\$7,544	\$10,545	\$16,700	\$16,700	\$6,155
<b>Expenditures</b>							
Supplies & Services	\$4,357	\$14,097	\$7,544	\$10,545	\$16,700	\$16,700	\$6,155
Total Expenditures	\$4,357	\$14,097	\$7,544	\$10,545	\$16,700	\$16,700	\$6,155
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Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## **Purpose**

The purpose of this budget unit is to function as both the support unit for the Fish and Game Advisory Commission and the funding source for its grant program. Grants are awarded after recommendation of the Commission and approval by the Board of Supervisors.

Pursuant to Section 13100 of the California Fish and Game Code, monies in each county Fish & Game fund may only be “expended for the protection, conservation, propagation, and preservation of fish and wildlife.”

## **Recommended Budget**

The total recommended budget for Fish & Game Advisory Commission for FY 2013-14 is \$16,700, an increase of \$4,400, or 36%, from the previous year. In previous years, grant awards have been less than fine revenues collected, thereby adding to the fund balance. For FY 2013-14, grant awards will increase in order to disburse previously-collected revenue into the community.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

Grants are awarded to groups and individuals who submit proposals to the Fish & Game Advisory Commission for projects that will benefit priority County fish and wildlife species. The awards are made after recommendation of the Commission and approval of the Board of Supervisors. In previous years, this program was part of Public Works. Because the revenue for this program comes from fees and fines collected through the Revenue Recovery Team, starting in FY 2013-14 this budget has been moved to the County Administrative Office.

## **2012-13 Accomplishments**

1. Awarded grants utilizing the entire grant allocation. This invited civic engagement and awareness of available services, advanced local interests in natural resource discussions and engages new partners.
2. Tracked prior grants for the expiration of funds. This managed County resources to ensure sustainability of services.
3. Performed analysis of fund balance and fine revenues to determine feasibility to increase grant awards in FY 2013-14. This provided community-appropriate levels of service, advances local interests in natural resource discussions and engages new partners.

## 2013-14 Objectives

1. To make staff available to attend three monthly Fish & Game Advisory Commission meetings. This will foster transparent, accessible, welcoming and user friendly services.
2. To continue to monitor fine revenues to determine feasibility to increase grant awards. This will provide community-appropriate levels of service, advance local interests in natural resource discussions and engage new partners.



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Other Revenues	\$237,021	\$158,811	\$16,698	\$182,053	\$224,694	\$224,694	\$42,641
<b>General Fund Support</b>	0	56,886	31,180	66,056	73,220	73,220	7,164
Total Revenues	\$237,021	\$215,697	\$47,878	\$248,109	\$297,914	\$297,914	\$49,805
<b>Expenditures</b>							
Other Charges	\$237,021	\$215,697	\$47,878	\$248,109	\$297,914	\$297,914	\$49,805
Total Expenditures	\$237,021	\$215,697	\$47,878	\$248,109	\$297,914	\$297,914	\$49,805
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Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00

## **Purpose**

This budget unit provides for support of fire suppression services in the Trinidad area and cooperative fire dispatch services for smaller fire districts throughout the County.

Expenditures for the Trinidad area are offset by a Special Assessment District, Community Service Area #4 (CSA #4), for fire services.

## **Recommended Budget**

The recommended budget for FY 2013-14 is \$297,914, an increase of \$8,913, or 3%, from the previous year. The General Fund contribution is \$73,220, which represents a \$2,236 increase from FY 2012-13.

The recommended budget anticipates that costs for CSA #4 fire services will be fully reimbursed from fire assessments. This may not be a realistic assumption. In FY 2011-12, the State increased the CalFIRE billing in an effort to fully recoup the cost of providing the service. For FY 2013-14, rates went down slightly. The assessments have a cap that cannot exceed the increase in the Consumer Price Index (CPI). These two factors have resulted in the potential for costs for service exceeding assessments. For FY 2013-14, the CAO will develop a work plan to address this deficit.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

Rates for providing fire suppression services in Trinidad and cooperative fire dispatch services are calculated by the California Department of Forestry and Fire Protection (Cal FIRE).

Several years ago, the citizens residing in CSA#4 voted to increase their fire assessments to pay for increasing Cal FIRE personnel costs. It was understood that fire assessments were supposed to decrease in FY 2006-07 as new State labor agreements would be going into effect that would allow Cal FIRE to decrease its costs of providing fire service. Despite these efforts, costs have continued to increase.

In addition, this budget unit also provides a 75 percent share of the Co-op Fire Dispatch. Fire dispatch services are provided by Cal FIRE to the County's local fire districts. The cost of fire dispatch services is partially offset by the Dispatch Co-op (Cities of Trinidad, Ferndale, Rio Dell, and 25 fire protection districts), with the balance of the cost funded by the General Fund.

<b>3550 - Information Technology</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Charges for Services	\$2,713,391	\$2,590,186	\$2,394,846	\$2,384,483	\$2,772,944	\$2,772,944	\$388,461
Other Revenues	2	101	40,000	50	0	0	(50)
<b>General Fund Support</b>	<b>206,888</b>	<b>83,176</b>	<b>120,627</b>	<b>234,997</b>	<b>26,853</b>	<b>26,853</b>	<b>(208,144)</b>
Total Revenues	\$2,920,281	\$2,673,463	\$2,555,473	\$2,619,530	\$2,799,797	\$2,799,797	\$180,267
<b>Expenditures</b>							
Salaries & Benefits	\$1,431,323	\$1,372,811	\$1,213,717	\$1,215,715	\$1,354,203	\$1,354,203	\$138,488
Supplies & Services	1,123,138	985,269	1,008,762	1,057,376	1,074,813	1,074,813	17,437
Other Charges	288,417	258,275	287,612	274,985	37,781	37,781	(237,204)
Fixed Assets	77,403	57,108	45,382	71,454	333,000	333,000	261,546
Total Expenditures	\$2,920,281	\$2,673,463	\$2,555,473	\$2,619,530	\$2,799,797	\$2,799,797	\$180,267
<hr/>							
Allocated Positions	18.00	18.00	17.00	17.00	17.00	17.00	0.00
Temporary (FTE)	0.25	1.00	0.84	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>18.25</b>	<b>19.00</b>	<b>17.84</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>

## **Purpose**

Information Technology (IT) is responsible for assisting County departments and staff in improving work methods and productivity through the application and use of a variety of automated services, methodologies, and information technologies. IT also maintains the integrity and security of official County information.

## **Recommended Budget**

The recommended budget is \$2,799,797, an increase of \$285,847, or 11%, from FY 2012-13. The increase is primarily due to the increase in professional & special services and fixed assets purchases required to complete large IT projects scheduled for FY 2013-14. Funding of \$333,000 is recommended for fixed assets; additional detail on the equipment is available in the Capital Expenditure table

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

Information Technology is a division of the County Administrative Office. IT is responsible for the operation and integrity of the County's information infrastructure, which

includes the network, servers and databases, desktop computers, and business applications. Information Technology shares this responsibility with some larger, non-General Fund departments that support a portion of their own departmental infrastructure. In total, the County has over 2,200 personal computers plus printers communicating with 100 servers over a high-speed network connecting 57 County service locations.

## **2012-13 Accomplishments**

1. Provided support and data analysis for multiple 2011 Public Safety Realignment related systems, including Offenderlink, Assessments.com, and Criminal Justice Institute project. These systems are used to enforce laws and regulations to protect residents.
2. Completed the Request for Proposal for the County Website Redesign partner. This redesign will provide a new website that is easy to use and maintain. This will allow the County to provide community-appropriate levels of service and promote self reliance of citizens.
3. Migrated the majority of County Departments' personal computers from the decade-old Windows 2000 based platform to the newer Windows 2008 environment. This will increase the provision of core services in ways that invest in County employees.
4. Replaced the existing 20+ year old legacy Recorder in-house system with the vendor system, Acclaim. Official records are live on the new system, and Vitals are

planned for go-live later in 2013. This will ensure sustainability of services and provide additional community-appropriate levels of service.

5. Completed the Request for Information and evaluations to replace the critical in-house California Law Enforcement Telecommunications System (CLETS) and California Law Enforcement Warrants System (CLEWS) systems used by the Sheriff Department and other local law enforcement agencies. These systems are used to enforce laws and regulations to protect residents. Replacing these systems that use 30+ year old technologies will ensure sustainability of services.

## 2013-14 Objectives

1. To determine and analyze opportunities for increased efficiencies for data entry and process flow within the IFAS platform; and upgrade IFAS to the latest version, One Solution. This upgrade will allow the County to maximize the availability of services through integrated budgeting software which allows for improved monitoring of County revenues and expenditures.
2. To complete the Questys to Granicus Integration project. This will allow for paperless agenda packets for the supervisors, and time stamping of the Board Meeting video. This will allow the County to provide community-appropriate levels of service and promote self reliance of citizens.

3. To migrate remaining County personal computers and the majority of applications from the Windows 2000 based platform to the newer Windows 2008 environment. This will increase the provision of core services in ways that invest in County employees.
4. To provide support to complete the County website redesign to create a website that is easy to use and maintain. This will allow the County to provide community-appropriate levels of service and promote self reliance of citizens.
5. To complete the replacement of the critical in-house CLETS and CLEWS systems used by the Sheriff's Office and other local law enforcement agencies. These systems are used to enforce laws and regulations to protect residents. Replacing these systems that use 30+ year old technologies will ensure sustainability of services.



3555 - Central Service ISF	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Request	2013-14 Adopted	Increase/ (Decrease)
<b>Revenues</b>							
Charges for Services	\$ 281,645	\$ 217,001	\$ 198,667	\$ 278,129	\$ 334,375	\$ 334,375	\$ 56,246
Other Revenues	29,054	1,786	4,541	11,426	7,500	7,500	(3,926)
<b>(To)/From Non-GF Fund Balance</b>	<b>(54,877)</b>	<b>105,792</b>	<b>41,214</b>	<b>18,363</b>	<b>(29,851)</b>	<b>(29,851)</b>	<b>(48,214)</b>
Total Revenues	\$255,822	\$324,579	\$244,422	\$307,918	\$312,024	\$312,024	\$4,106
<b>Expenditures</b>							
Salaries & Benefits	\$ 187,280	\$ 239,601	\$ 156,302	\$ 166,902	\$ 188,041	\$ 188,041	\$ 21,139
Supplies & Services	31,023	32,050	22,079	20,875	36,094	36,094	15,219
Other Charges	37,519	52,928	64,491	120,141	87,889	87,889	(32,252)
Fixed Assets	0	0	1,550	0	0	0	0
Total Expenditures	\$255,822	\$324,579	\$244,422	\$307,918	\$312,024	\$312,024	\$4,106
<hr/>							
Allocated Positions	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

## **Purpose**

Pursuant to Section 245-1 *et seq.* of the Humboldt County Code, the Purchasing and Disposition Team purchases, rents and/or leases goods and equipment as needed by departments. Purchasing negotiates with contractors for limited services at the best possible price. Purchasing facilitates the re-use of office furniture and equipment before selling or disposing of unusable goods. Purchasing focuses on volume buying and product standardization which creates vendor competition.

## **Recommended Budget**

Purchasing & Disposition Team's recommended budget for FY 2013-14 is \$312,024, a decrease of \$1,045 or less than 1% from the previous year. The decrease is primarily due to the net of a decrease in A87 charges and the increase of salaries and benefit costs. This budget includes a contribution to the Purchasing trust fund of \$29,851 to pay back the drawdown of funds made in prior years. During the recession, fees collected from departments were not increased in order to help balance budgets. Fees are now being incrementally increased to cover the actual cost in order to return to a breakeven level.

## **Personnel Allocation Changes**

For Purchasing & Disposition Team, the total recommended positions are 4.00 with 1.00 FTE frozen. There are no changes from the previous fiscal year.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

The Purchasing and Disposition Team of the County Administrative Office provides internal services to County departments that include procurement, processing of accounts payable and surplus property services.

## **2012-13 Accomplishments**

1. Participated in the Connecting Business to Opportunities Procurement Fair encouraging local vendor registrations with the County. This allowed Purchasing to engage new partners and encourage new local enterprise.
2. Issued and awarded 35% more bids in Fiscal Year 2012-13 than in Fiscal Year 2011-12. This managed resources to ensure sustainability of services.
3. Partnered with the Auditor's Office and Public Works Department to implement a purchase order encumbrance process for capital improvement projects to facilitate an auditable trail. This managed resources to ensure sustainability of services.

## 2013-14 Objectives

1. To institute electronic payments to vendors. This will manage resources to ensure sustainability of services.
2. To finalize a County Purchasing policy. This will foster transparent, accessible, welcoming and user friendly services to departments.
3. To standardize a Vendor Performance process. This will manage resources and ensure sustainability of services while engaging new partners.



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Other Gov't Agencies	\$ 25,733	\$ 30,411	\$ 15,532	\$ 22,896	\$ 22,000	\$ 22,000	(\$896)
Charges for Services	684,094	654,689	872,684	898,200	1,116,931	1,116,931	218,731
Other Revenues	5,669	6,667	8,063	0	8,000	8,000	8,000
<b>General Fund Support</b>	<b>(111,653)</b>	<b>(41,999)</b>	<b>(128,370)</b>	<b>(33,366)</b>	<b>(50,541)</b>	<b>(50,541)</b>	<b>(17,175)</b>
Total Revenues	\$603,843	\$649,768	\$767,909	\$887,729	\$1,096,390	\$1,096,390	\$208,661
<b>Expenditures</b>							
Salaries & Benefits	\$422,004	\$461,872	\$512,572	\$570,899	\$658,904	\$658,904	\$88,005
Supplies & Services	155,740	139,123	186,951	257,105	371,750	371,750	114,645
Other Charges	26,099	48,773	65,459	59,726	52,430	52,430	(7,296)
Fixed Assets	0	0	2,925	0	13,306	13,306	13,306
Total Expenditures	\$603,843	\$649,768	\$767,907	\$887,729	\$1,096,390	\$1,096,390	\$208,661
<b>Staffing</b>							
Allocated Positions	8.00	9.00	9.00	10.00	10.00	10.00	0.00
Temporary (FTE)	1.00	0.90	1.02	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>9.00</b>	<b>9.90</b>	<b>10.02</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>

## **Purpose**

Under the provisions of Penal Code Section 1463.007, the Revenue Recovery Team operates a Comprehensive Collection Program to collect court ordered debt for the Superior Court of Humboldt County. In addition, Revenue Recovery serves as the collection agent for County departments.

## **Recommended Budget**

The recommended Revenue Recovery budget for FY 2013-14 is \$1,096,390, an increase of \$192,417, or 21%, from the previous year. The increase is primarily due to increases in salary, benefit and insurance costs, and an increase in the Franchise Tax Board's Court-Ordered debt collection program (FTB-COD). The budget contributes \$50,541 to the General Fund.

Funding of \$13,306 is recommended for fixed assets; additional detail on the project is available in the Capital Expenditures table. This expense was originally budgeted for FY 2012-13, but has been delayed until FY 2013-14.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

Revenue Recovery's primary function of collecting delinquent court-ordered fines, fees and victim restitution comprises approximately 83% of its business. The remaining 17% is the collection work done for other County departments such as Animal Control, Sheriff's Parking and the Library. Revenue Recovery attempts to collect payment in full; however, many accounts are managed on monthly payment plans. When necessary, Revenue Recovery utilizes resources such as the State Employment Development Department for employment information, the California Franchise Tax Board's tax intercept program to intercept tax refunds, the FTB-COD, as well as an outside collection agency. Other collection tools include requests to Humboldt County Superior Court for Department of Motor Vehicle license holds, abstract recording, wage garnishments, third party levies and small claims court.

At the end of each month, total collections are distributed to specific funds for various departments, programs and providers of service in the community. In addition, a portion of the collections is distributed to the State of California as required by law. Revenue Recovery remits collected victim restitution payments directly to crime victims. Revenue Recovery meets the criteria of a comprehensive court collection program as detailed in Penal Code Section 1463.007. This allows a cost of collection offset, which is the primary means of funding the efforts of the Revenue Recovery Team.

## **2012-13 Accomplishments**

1. Automated referral and entry of Misdemeanor cases from the Humboldt County Superior Court. This has helped enforce laws and regulations to protect residents and better manage resources to ensure sustainability of services.
2. Implemented, in cooperation with the Humboldt County Superior Court, a process by which Revenue Recovery places Department of Motor Vehicle license holds on California Driver Licenses of defendants with qualifying delinquent misdemeanor and felony violations. This helped to enforce laws and regulations to protect residents and better manage resources to ensure sustainability of services.
3. Participated in the first ever Annual Court Fine Distribution training facilitated cooperatively by the State Controller’s Office and the Administrative Office of the Courts, thereby investing in County employees and assisting in the enforcement of laws and regulations to protect residents and better manage resources to ensure sustainability of services

collected by Revenue Recovery. This will manage resources to ensure the sustainability of services.

2. To build enhanced inter-jurisdictional cooperation of services between Humboldt County Superior Court and Revenue Recovery by revising the existing Memorandum of Understanding (MOU).
3. To utilize information provided in the Court Fine Distribution training to analyze Revenue Recovery entry and distribution processes. This will ensure that Revenue Recovery is enforcing laws and regulations to protect residents and managing resources to ensure sustainability of services.



## **2013-14 Objectives**

1. To develop, with the Humboldt County Superior Court, a process for the collection of Civil Fees not previously



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Charges for Services	\$945,504	\$129,592	\$124,563	\$104,256	\$97,300	\$97,300	(\$6,956)
Other Revenues	0	0	0	1,010	0	0	(1,010)
<b>General Fund Support</b>	<b>1,269,421</b>	<b>1,189,048</b>	<b>1,263,355</b>	<b>1,176,682</b>	<b>1,834,619</b>	<b>1,567,262</b>	<b>390,580</b>
Total Revenues	\$2,214,925	\$1,318,640	\$1,387,918	\$1,281,947	\$1,931,919	\$1,664,562	\$382,615
<b>Expenditures</b>							
Salaries & Benefits	\$1,983,702	\$2,113,679	\$2,085,725	\$2,088,856	\$2,478,805	\$2,220,063	\$131,207
Supplies & Services	190,690	168,242	150,620	238,195	173,659	165,044	(73,151)
Other Charges	40,533	38,260	35,380	35,714	35,624	35,624	(90)
Expense Transfer	0	(1,001,541)	(883,807)	(1,080,818)	(756,169)	(756,169)	324,649
Total Expenditures	\$2,214,925	\$1,318,640	\$1,387,918	\$1,281,947	\$1,931,919	\$1,664,562	\$382,615
<hr/>							
Allocated Positions	21.00	21.00	21.00	21.00	21.00	21.00	0.00
Temporary (FTE)	1.00	0.75	0.07	0.20	0.20	0.20	0.00
<b>Total Staffing</b>	<b>22.00</b>	<b>21.75</b>	<b>21.07</b>	<b>21.20</b>	<b>21.20</b>	<b>21.20</b>	<b>0.00</b>

## **Purpose**

Government Code Sections 26529, 27640 *et seq.*, and Humboldt County Board of Supervisors Resolution No. 931, adopted in 1956, establish the Office of the County Counsel in Humboldt County. The Office of the County Counsel is comprised of the attorneys for the County, providing legal services and advice to the Board of Supervisors and all County Officers. Also, upon request, this office is the attorney for the Grand Jury and some special districts.

## **Mission**

The mission of the Office of the County Counsel is to provide the highest quality of legal services to clients and to assist the County in carrying out mandated and discretionary functions relating to health, safety and welfare of County residents. Advisory and some litigation services are furnished to the County departments, boards and agencies in a manner that is cost-effective and promotes excellence in delivery of governmental services to the public, without sacrifice of principles.

## **Recommended Budget**

County Counsel's recommended budget for FY 2013-14 is \$1,664,562, an increase of \$23,272, or 1%, from the previous year. The General Fund contribution is \$1,567,262, which represents a \$44,072 increase from FY 2012-13. The increase is primarily due to changes in benefit and insurance costs.

The revenue estimates in the budget are made using a baseline estimate of funding received in prior years. In FY 2013-14, the estimate is \$20,800 less than what has been collected in FY 2012-13 for property abatement of nuisances. Each year, staff makes a conservative estimate for budget purposes in an effort to avoid year end shortfalls.

## **Supplemental Requests**

The County Counsel's Office submitted two supplemental funding requests totaling \$267,357 to unfreeze a 1.0 FTE Code Enforcement Unit Investigator, and to unfreeze a 1.0 FTE Deputy County Counsel position. Requests are prioritized and outlined as follows:

1. A supplemental request of \$153,835 to unfreeze a 1.00 FTE vacant Deputy County Counsel position. If approved, the primary assignment for this position will be handling litigation, land use issues and code enforcement matters. Filling this position would allow County Counsel to retain more litigation in-house, thereby creating cost savings for the County. The filling of this position will assist the County in enforcing laws and regulations to protect residents, invest in County employees, and help manage its resources to ensure sustainability of services.
2. A supplemental request for \$113,522 to unfreeze a 1.00 FTE vacant Code Enforcement Unit investigator. Filling this position will help County Counsel manage current Code Enforcement cases, and allow the department to open more new cases. The filling of this

position will assist the County in enforcing laws and regulations to protect residents and will invest in County employees.

This supplemental request was not recommended for funding. While the departmental requests have merit, the County Administrative Office proposed to direct the limited financial resources in the General Fund to reserves in accordance with the Board's articulated goals for FY 2013-14.

## Recommended Personnel Allocations

County Counsel's total positions recommended for FY 2013-14 are 21.0 with 4.0 FTE positions frozen. There are no changes from the previous fiscal year.

## Board Adopted

The Board adopted this budget as recommended.

## Program Discussion

The County Counsel's Office is structured around three units:

- The **General Services Unit** provides legal advice to all County departments and, when requested, provides legal advice to the Grand Jury, the Humboldt First 5 program for children's welfare, and some special districts. The representation includes, but is not limited to, the trial of conservatorship cases, mental health writs, Riese hearings

(determination of capacity of mental health patients to give or withhold informed consent for administration of antipsychotic medication), bail bond forfeitures, jail writs, weapons confiscation filings, pitchess motion defense, personnel hearings, election issues, review of contracts/agreements, review of licenses, review of leases, review of Memoranda of Understanding, review of Joint Powers Agreements, review of agenda items, review of procedures and protocols, review of guidelines, review of Requests for Proposals, responses to subpoenas, Public Records Act requests, and other legal demands, including writs of mandate and other litigation. This office is in charge of keeping the County Code updated and maintaining it online.

- The **Child Welfare Services Unit** provides legal services to Child Welfare Services from the trial court to the appellate court level.
- The **Code Enforcement Unit** performs investigation, inspection, abatement and compliance work related to the uses, maintenance and safety of land and structures. This includes zoning, public nuisance, neighborhood preservation, hazardous materials, waste disposal, air pollution, Uniform Codes (Building, Housing, Abatement of Dangerous Buildings), public health and safety, and abatement of abandoned vehicles and related equipment. The Code Enforcement Unit's placement within the Office of the County Counsel gives it the ability to pursue administrative and/or civil remedies, which results in a much more effective compliance capability. The Unit has

the ability to attend community meetings to assist the public in solving neighborhood issues.

Frozen positions and vacancies will result in delays for attorney review on projects with low priority as well as the inability of the office to handle more litigation in-house. Maintaining current staffing levels will also result in a very lean support staff in terms of legal secretaries and investigators, leaving only one code enforcement investigator position filled, when the workload easily requires two investigators.

## 2012-13 Accomplishments

1. Streamlined the Code Enforcement Unit's record keeping through the purchase of the Comcate case management system, which is a web-based application providing more efficiencies to the Unit. This allows the department to manage its resources more efficiently to ensure sustainability of services, and to assist in the enforcement of laws and regulations to protect residents.
2. Helped negotiate the terms of a protocol for collaboration between local tribal entities and Child Welfare Services, which has been adopted by the Juvenile Court as part of a standing court order. This facilitates the building of interjurisdictional and regional cooperation, as well as protecting vulnerable populations, the children of Humboldt County.

3. Processed approximately 600 junk vehicles by the Code Enforcement Unit. The Unit also brought three cases before the Board of Supervisors for abatement hearings, which resulted in abatements throughout the County. This activity assisted in providing community-appropriate levels of service and enforced laws and regulations to protect residents.
4. Provided Court Appointed Special Advocates (CASA) trainings, as well as expanded trainings to various County departments on a variety of legal issues. These ongoing trainings provide for continued investment in County employees and facilitates public/private partnerships to solve problems and to enforce laws and regulations to protect residents.
5. Began updating and modernizing the office's filing system. This increases the office's ability to manage its resources to ensure sustainability of resources.

## 2013-14 Objectives

1. To build a high quality litigation team in the office, as funding permits, to enable the office to handle more litigation in-house. This would facilitate the management of the County's resources to ensure sustainability of services and investment in County employees.
2. To continue to update the index to the County Code and the filing system of the office. This increases the

ability to enforce laws and regulations to protect residents, and to manage the office’s resources to ensure sustainability of resources.

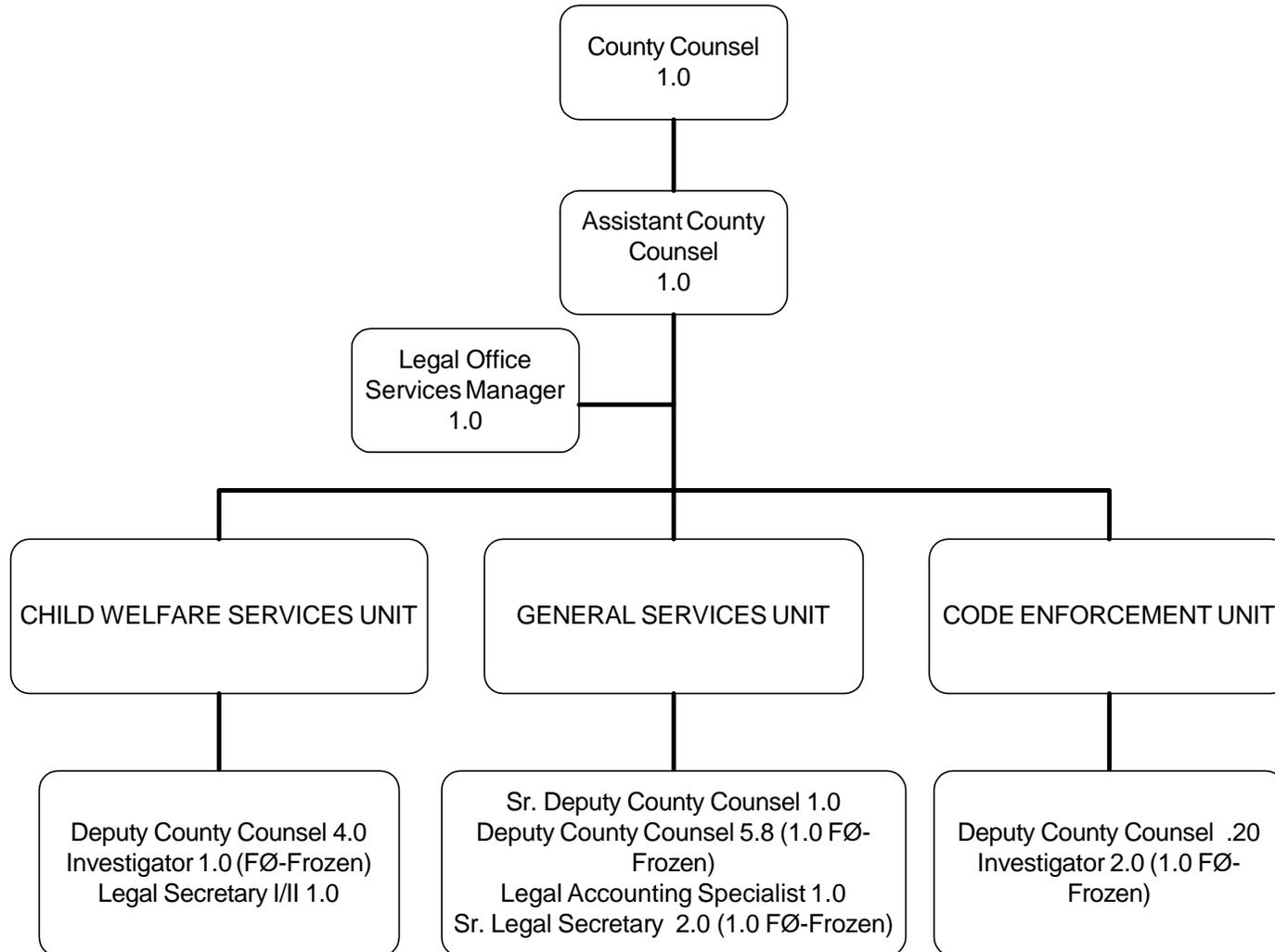
- 3. To adhere to a high standard of professional competence and ethics. This provides for continued investment in County employees and will assist in safeguarding the public trust.

- 4. To interpret the law fairly based on the plain meaning of laws and the rule of reason. This will assist in the enforcement of laws and regulations to protect residents and in safeguarding the public’s trust.
- 5. To be proactive and innovative in delivery of services to clients. This will assist in the enforcement of laws and regulations to protect residents.

### Performance Measures

1. <i>Description of Performance Measure:</i> Percentage of matters and legal documents completed within the required time frames				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
100%	100%	100%	98%	100%
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> The timeliness of the delivery of legal services is essential for success. This allows the office to provide community-appropriate levels of service, by assisting County departments in ways that manage resources to ensure sustainability of services.				
2. <i>Description of Performance Measure:</i> Percentage of cases on appeal where County position was overturned				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
0%	1%	1%	1%	0%
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> The County does not appeal cases frivolously and a loss at the appellate level will have an effect on the delivery of services at the County level. This allows the office to enforce laws and regulations to protect residents.				

Organizational Chart:



Human Resources Summary	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Request	2013-14 Adopted	Increase/ (Decrease)
<b>Revenues</b>							
Use of Money & Property	\$98,045	\$42,841	\$27,544	\$15,911	\$0	\$0	(\$15,911)
Charges for Services	20,533,135	21,811,302	22,280,531	23,780,266	27,004,232	27,004,232	\$3,223,966
Other Revenues	311,559	759,008	1,033,536	1,175,704	2,420	2,420	(\$1,173,284)
General Fund Support	728,931	715,544	539,582	586,126	632,810	632,810	\$46,684
<b>(To)/From Non-GF Fund Balance</b>	<b>499,403</b>	<b>1,716,180</b>	<b>1,312,424</b>	<b>(877,337)</b>	<b>(1,182,455)</b>	<b>(1,182,455)</b>	<b>(305,118)</b>
Total Revenues	\$22,171,073	\$25,044,875	\$25,193,617	\$24,680,670	\$26,457,007	\$26,457,007	\$1,776,337
<b>Expenditures</b>							
Operating Rev & Contribution				\$0	\$0	\$0	\$0
Salaries & Benefits	\$1,202,452	\$1,230,913	\$978,195	\$1,006,574	\$1,105,885	\$1,105,885	\$99,311
Supplies & Services	71,936	62,161	90,843	106,260	125,229	125,229	\$18,969
Other Charges	39,606	99,419	316,949	\$129,113	\$72,536	\$72,536	(\$56,577)
Fixed Assets	0	0	14,769	0	0	0	\$0
Purchased Insurance Premiums	767,577	716,744	583,719	613,393	722,008	722,008	\$108,615
Expense Transfer	0	(3,404)	0	(3,175)	0	0	\$3,175
Self-Insurance Expenses	20,089,769	22,939,438	23,209,142	22,828,504	24,431,349	24,431,349	\$1,602,845
Operating Rev & Contribution	(267)	(396)	0	0	0	0	\$0
Total Expenditures	\$22,171,073	\$25,044,875	\$25,193,617	\$24,680,670	\$26,457,007	\$26,457,007	\$1,776,337
<hr/>							
Allocated Positions	11.00	11.00	11.00	10.00	10.00	10.00	0.00
Temporary (FTE)	0.50	0.00	0.49	0.45	0.45	(0.55)	0.00
<b>Total Staffing</b>	<b>11.50</b>	<b>11.00</b>	<b>11.49</b>	<b>10.45</b>	<b>10.45</b>	<b>9.45</b>	<b>0.00</b>

The Human Resources Department includes the following budget groupings:

Personnel Services

- 1100 130 Personnel

Risk Management Services

- 3520 359 Risk Management Administration
- 3522 352 Employee Benefits
- 3523 353 Workers Compensation
- 3524 354 Liability
- 3525 355 Medical Plan
- 3526 356 Dental Plan
- 3527 357 Unemployment
- 3528 358 Purchased Insurance Premium

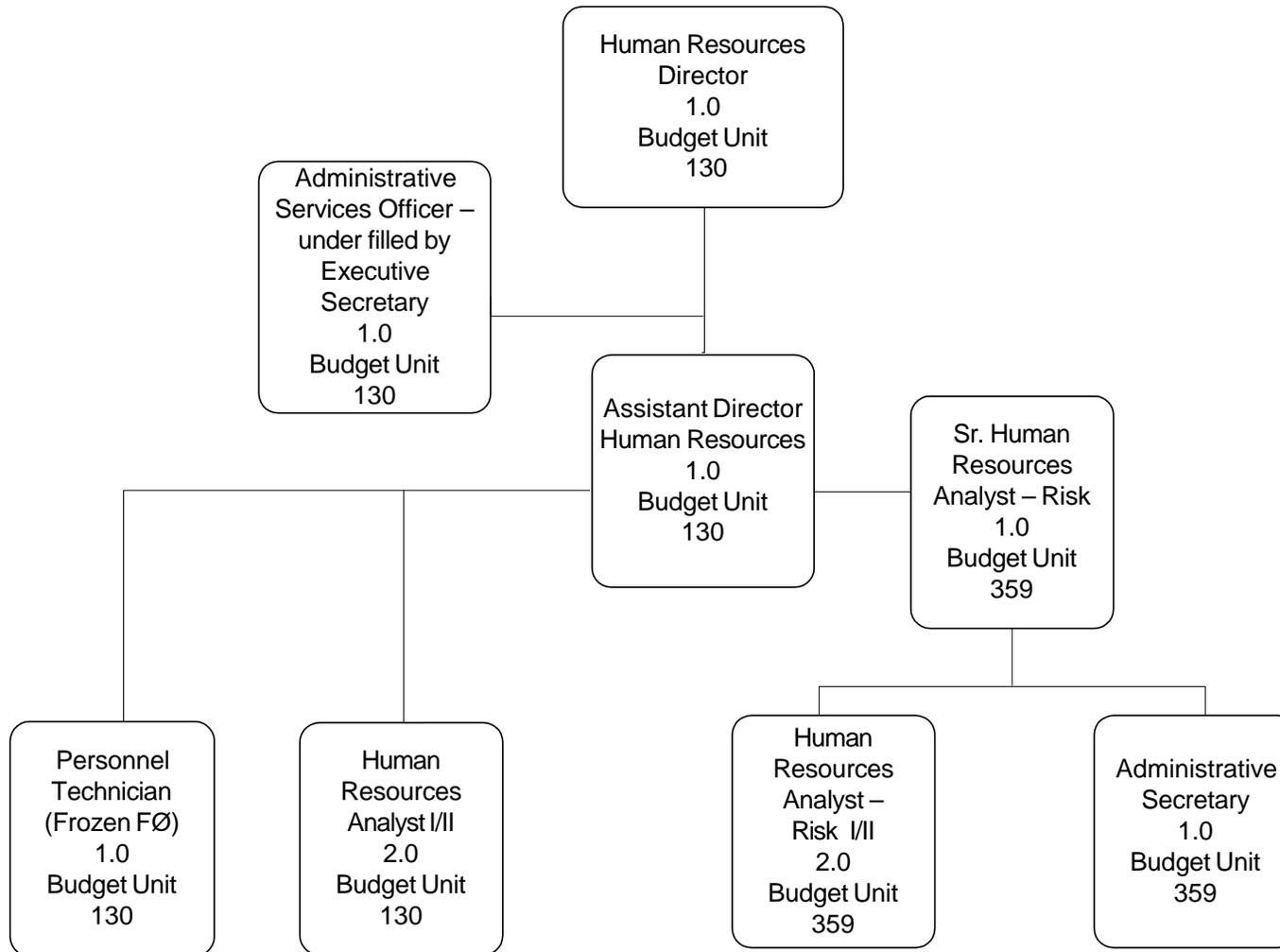


**Performance Measures**

1. <i>Description of Performance Measure:</i> Percentage of time that a list is certified to the department within four working days of receipt of the approved requisition from Payroll, when the eligibility list is in place.				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
98%	99%	99%	99%	99%
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> When departments receive the certified requisition they can begin the interview process. The timely receipt of lists allows departments to fill positions more quickly, facilitating their ability to manage resources and ensure sustainability of services.				

2. <i>Description of Performance Measure:</i> Percentage of time that the requesting department is contacted within ten working days of receipt of the approved requisition from Payroll, when no eligibility list exists.				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
95%	97%	98%	99%	99%
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> The goal of departments is to fill vacancies as quickly as possible. Lists are maintained for classifications in which Personnel anticipates vacancies. For a class with only one position or turnover every few years, Human Resources performs the recruitment upon request. The sooner the recruitment is conducted, the sooner the requesting department can fill the vacancy. Timely development of employments lists allows departments to fill positions more quickly, facilitating their ability to manage resources and ensure sustainability of services.				
3. <i>Description of Performance Measure:</i> Number of vision claims processed in a timely manner				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
1447	1447	1440	1445	1445
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> Timely processing of claims (typically, within one week) reduces the number of contacts with providers and employees on vision claims. This allows the department to create opportunities for increased safety, health and enterprise by investing in County employees.				
4. <i>Description of Performance Measure:</i> Number of liability claims filed				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
71	90	90	95	95
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> The number of claims filed indicates the County’s exposure for liability. Identifying the number and type of claim filed provides us the opportunity to recognize trends and enact preventative measures. This allows the department to create opportunities for safety, health and enterprise by investing in training County employees in loss prevention.				
5. <i>Description of Performance Measure:</i> Number of days off for employees due to work-related injuries				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
N/A	N/A	N/A	150	150
<i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> Reducing the number of days off due to work-related injuries reduces the total amount of temporary disability payments made and also reduces workers’ compensation premiums in future years. This will result in increased safety, health and enterprise by investing in County employees.				

Organizational Chart:



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Charges for Services	\$68,144	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	0	1,363	2,015	2,000	2,000	2,000	0
<b>General Fund Support</b>	<b>728,931</b>	<b>715,544</b>	<b>539,582</b>	<b>586,126</b>	<b>632,810</b>	<b>632,810</b>	<b>46,684</b>
Total Revenues	\$797,075	\$716,907	\$541,597	\$588,126	\$634,810	\$634,810	\$46,684
<b>Expenditures</b>							
Salaries & Benefits	\$742,250	\$687,712	\$508,898	\$529,805	\$569,266	\$569,266	39,461
Supplies & Services	\$42,366	19,882	21,416	50,282	54,253	54,253	3,971
Other Charges	12,459	12,717	11,283	11,214	11,291	11,291	77
Expense Transfer	0	(3,404)	0	(3,175)	0	0	3,175
Total Expenditures	\$797,075	\$716,907	\$541,597	\$588,126	\$634,810	\$634,810	\$46,684
<b>Staffing</b>							
Allocated Positions	6.00	6.00	6.00	6.00	6.00	6.00	0.00
Temporary (FTE)	0.50	0.00	0.49	0.42	0.45	0.45	0.03
<b>Total Staffing</b>	<b>6.50</b>	<b>6.00</b>	<b>6.49</b>	<b>6.42</b>	<b>6.45</b>	<b>6.45</b>	<b>0.03</b>

## **Purpose**

In July 2012, the Personnel Department and the Risk Management Division of the County Administrative Office merged to become the Department of Human Resources. The purpose of the merger was to generate greater efficiency in the use of County resources and to provide more coordinated and effective services.

In an effort to provide seamless service to both Personnel and Risk Management customers, it is the goal of Human Resources to develop staff into fully cross-trained, well-rounded professional Human Resources generalists.

The Human Resources Department is divided into two primary functions for budget purposes: Personnel Services and Risk Management Services.

## **Recommended Budget**

The recommended Personnel budget for FY 2013-14 is \$634,810, an increase of \$18,878, or 3%, from the previous year. The General Fund contribution is \$632,810, which represents an \$18,878 increase from FY 2013-14. The increase is primarily due to changes in benefit and insurance costs.

## **Recommended Personnel Allocation**

For Personnel, the total allocated positions are 6.00 with 1.00 FTE frozen. There are no changes from the previous fiscal year.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

The Department of Human Resources is the administrator of the County's centralized personnel system. The personnel functions are mandated by Federal and State laws, Merit System rules, memoranda of understanding (MOU), compensation and benefit plans and other policies as approved by the Board of Supervisors. These services include: recruitment, administration of examinations, maintenance of employment eligibility lists, coordination of equal employment opportunity, coordination of the deferred compensation programs, employer-employee relations, labor negotiations, compliance with the Americans with Disabilities Act (ADA) employment section, and maintenance of employee medical leaves and other employee actions. In addition, the department coordinates the grievance and appeal process for all County departments.

Personnel services are provided to all County departments, including 2,110 current regular and extra-help employees (as of

April 10, 2013). Services are also provided to the citizens of Humboldt County, whether it is those seeking employment, or those referring prospective employees.

## **2012-13 Accomplishments**

1. Continued to provide both County staff and the public with comprehensive personnel and human resource services in the most effective manner possible, fostering transparent, accessible, welcoming and user friendly services.
2. Continued to conduct regular MOU, Americans with Disability Act (ADA) and medical leave training sessions for designated department staff. This investment in County employees assisted the County in promoting the appropriate protection of vulnerable populations.
3. Continued to work with Information Technology (IT) and Payroll staff to complete the implementation of the automated HR module. Implementation of the HR module will allow Personnel and the County as a whole to better manage resources to ensure sustainability of services.
4. Continued to cross-train and develop staff into well-rounded professional personnel/human resource generalists, and promoted the basic principles of succession planning and management. This is an investment in County employees, ensuring a well-

trained staff to manage resources to ensure sustainability of services.

5. Continued the successful merger of the Personnel and Risk Management teams into the Humboldt County Human Resources Department with the goal of making on-boarding of new employees a “one stop” process. The creation of the Human Resources Department has facilitated the more efficient management of resources to ensure the sustainability of services and to foster transparent, accessible, welcoming and user friendly services.

## **2013-14 Objectives**

1. To guide the development of an inter-departmental team, including Human Resources, the Auditor’s Office, County Administrative Office IT and the Department of Health and Human Services to identify and implement the policies and procedures necessary for the County to comply with the laws and regulations of the Affordable Care Act by January 1, 2014. This will help safeguard the public trust, as well as promote the improved health and safety of County employees.
2. To upgrade the County’s online application system, using industry standard software to increase performance and mitigate the burden on County IT for programming needs. Current application software is dated, making future programming and maintenance

difficult and costly. This will provide for and maintain infrastructure to ensure the sustainability of services.

3. To convert personnel files to an electronic format to become more operationally efficient in accessing employee data and recognizing the needs to recover lost or destroyed files in an emergency/disaster. Again, this will provide for and maintain infrastructure to ensure the sustainability of services.
4. To upgrade County policies (pending Board of Supervisor approval) on:
  - Administrative Leave
  - Humboldt County Merit System Rules
  - Salary Resolution
  - Harassment
  - Affordable Care Act and Extra-Help Employment

This is an investment in County employees and will aid in fostering transparency.

5. To continue the transition of the Personnel and Risk Management teams into a seamless Human Resources Department with the goal of making on-boarding of new employees a “one-stop” process. This will facilitate the efficient management of resources to ensure the sustainability of services and foster transparent, accessible, welcoming and user friendly services.



<b>Risk Management Summary</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Use of Money & Property	\$98,045	\$42,841	\$27,544	\$15,911	\$0	\$0	(\$15,911)
Charges for Services	20,464,991	21,811,302	22,280,531	23,780,266	27,004,232	27,004,232	3,223,966
Other Revenues	311,559	757,645	1,031,521	1,173,704	420	420	(1,173,284)
Trust Fund Revenue				360,618	0	0	(360,618)
<b>(To)/From Non-GF Fund Balance</b>	<b>499,403</b>	<b>1,716,180</b>	<b>1,312,424</b>	<b>(1,237,955)</b>	<b>(1,182,455)</b>	<b>(1,182,455)</b>	<b>55,500</b>
<b>Total Revenues</b>	<b>\$21,373,998</b>	<b>\$24,327,968</b>	<b>\$24,652,020</b>	<b>\$24,092,544</b>	<b>\$25,822,197</b>	<b>\$25,822,197</b>	<b>\$1,729,653</b>
<b>Expenditures</b>							
Salaries & Benefits	\$460,202	\$543,201	\$469,297	\$476,769	\$536,619	\$536,619	\$59,850
Supplies & Services	29,570	42,279	69,427	55,978	70,976	70,976	14,998
Other Charges	27,147	86,702	305,666	117,899	61,245	61,245	(56,654)
Fixed Assets	0	0	14,769		0	0	0
Purchased Insurance Premiums	767,577	716,744	583,719	613,393	722,008	722,008	108,615
Self-Insurance Expenses	20,089,769	22,939,438	23,209,142	22,828,504	24,431,349	24,431,349	1,602,845
Operating Rev & Contribution	(267)	(396)	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$21,373,998</b>	<b>\$24,327,968</b>	<b>\$24,652,020</b>	<b>\$24,092,544</b>	<b>\$25,822,197</b>	<b>\$25,822,197</b>	<b>\$1,729,653</b>
<hr/>							
Allocated Positions	5.00	5.00	5.00	4.00	4.00	4.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.57	0.00	0.00	(0.57)
<b>Total Staffing</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.57</b>	<b>4.00</b>	<b>4.00</b>	<b>(0.57)</b>

## **Purpose**

The Human Resource Department’s Risk Management services include identification, analysis and treatment of the County’s exposures to loss; safety and loss-control programs; administration of all employee benefit programs, both self-insured and premium-based; and claims administration of the self-insured liability programs and supervising the County’s third-party administrator for primary workers’ compensation.

Risk Management services include the following budget units:

- 3520 359 Risk Management Administration
- 3522 352 Employee Benefits
- 3523 353 Workers’ Compensation
- 3524 354 Liability
- 3525 355 Medical Plan
- 3526 356 Dental Plan
- 3527 357 Unemployment
- 3528 358 Purchased Insurance Premium

## **Recommended Budget**

The Risk Management recommended budget for FY 2013-14 is \$25,822,197, an increase of \$3,154,986, or 14%, from the previous year. The increase is primarily due to changes in benefit and insurance costs. The changes to individual programs are explained below.

## **Personnel Allocation Changes**

For Risk Management, the total allocated positions are 4.00 with 0.00 FTE frozen. There are no changes from the previous fiscal year.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

The Human Resource Department’s Risk Management services administers the County’s self-insured and premium-based benefits, vision, dental, life insurance, voluntary insurance, health insurance, unemployment benefits, and liability claims, and works with the County’s third-party administrator for the workers’ compensation program.

Risk Management services provide training workshops to County employees on safety, discrimination, ethics, State and federally required training, defensive driving, and disaster compliance with National Incident Management Systems and Standardized Emergency Management Systems. Additionally, staff provides, develops and monitors mandated training programs and skill level improvement workshops. Consultations are provided to departments regarding safety and health issues, and Risk Managements assists in developing loss-prevention programs and policies. Risk Management actively participates with the California State Association of

County's Excess Insurance Authority (CSAC-EIA) in Third Party Administrator contracts and insurance coverage renewals.

Risk Management services administer the County's property insurance by filing any claims related to a property loss and recovering any loss from the County's insurer.

Risk Management coordinates claims involving the airports, medical malpractice, faithful performance and crime bond, watercraft, boiler and machinery, and special insurance programs. Human Resources subrogates to recover the costs for damage to County vehicles, equipment, and property caused by a third party.

Risk Management is also responsible for the County's compliance with the Health Insurance Portability and Accountability Act (HIPAA), Americans with Disabilities Act (ADA), and California Occupational Safety and Health Administration (Cal-OSHA).

**3520 359 Risk Management Administration**

Risk Management is a "closed-end" appropriation budget. All costs associated with Risk Management budgets are cost allocated to appropriate County departments as an expense.

The recommended budget for FY 2013-14 is \$685,000, an increase of \$43,777, or 7%, from FY 2012-13. The increase is primarily due to changes in benefit and insurance costs.

**3522 352 Employee Benefits**

This budget provides funding for vision, life insurance, the employee assistance program and insurance continuation mandated through the federal Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA).

The recommended budget for FY 2013-14 is \$440,680, an increase of \$33,156, or 8%. The increase reflects the projected costs associated with these benefits.

**3523 353 Workers' Compensation**

This budget provides funding for workers' compensation premiums, administration and employee safety expenses.

The recommended budget for FY 2013-14 is \$4,378,120, an increase of \$610,751, or 16%, from FY 2012-13. This is the result of increased charges to departments due to the use of fund balance in previous years.

**3524 354 Liability**

This budget provides funding for Claims for Damages and lawsuits filed against the County, and also funds any investigative costs or expenses associated with existing or potential claims.

The recommended budget for FY 2013-14 is \$1,801,835, a decrease of \$109,730, or 6%, from FY 2012-13. This decrease is the result of a one time supplemental budget of legal

expenses in FY 2012-13. It is anticipated that additional funds for legal expenses will not be needed in FY 2013-14. This budget includes a \$275,752 contribution to reduce the negative fund balance. In previous years, \$100,000 has been contributed to the Safety Fund from this budget. This transfer has been suspended until the negative fund balance can be remedied.

**3525 355 Medical Plan**

This budget provides funding for medical health plan costs and flu shots.

The recommended budget for FY 2013-14 is \$16,503,718, an increase of \$1,258,596, or 6%. This increase is due to the anticipated increase in health plan premiums.

**3526 356 Dental Plan**

This budget provides funding for the County’s self-insured dental expenses and administration.

The recommended budget for FY 2013-14 is \$1,892,028, an increase of \$285,883, or 18%. This is the result of increased charges to departments due to recovery of actual service costs provided.

**3527 357 Unemployment**

This budget provides funding for the self-insured unemployment claims and claims administration.

The recommended budget for FY 2013-14 is \$646,442, an increase of \$136,442, or 27%, from FY 2012-13. This is the result of increased charges to departments due to an increase in unemployment claims in previous fiscal years.

**3528 358 Purchased Insurance Premiums**

This budget provides funding to procure property, medical malpractice, life insurance, airport, crime bond and other special miscellaneous insurance coverage.

The recommended budget for FY 2013-14 is \$656,829, an increase of \$22,574, or 3%, from FY 2012-13. This increase can be attributed to an increase in department specific insurance policy expenses.

**2012-13 Accomplishments**

1. Reorganized and implemented County-wide training through the Loss Prevention Program of the California State Association of Counties – Excess Insurance Authority (CSAC-EIA), resulting in substantial trainer cost savings and reduced County staff time. This investment in County employees helps manage resources to ensure sustainability of services.
2. Implemented strategy and coordinated development of a County multi-department team to effect necessary events and activities to ensure compliance with the January 1, 2014, implementation of the Affordable Care

Act. This helped manage resources to ensure sustainability of services.

3. Improved methods for monitoring and administering employee benefit programs, ensuring greater efficiency, reliability and sustainability of programs. This helped manage resources to ensure sustainability of services.
4. Continued development, training and placement of staff to ensure the effective transition of the Risk Management Division to the Department of Human Resources. This investment in County employees helps manage resources to ensure sustainability of services.

2. To review and upgrade the County's Safety Manual, including the Injury, Illness and Prevention Policy, Emergency Action Plan Policy, Pathogens Exposure Policy and Workplace Security Policy, pending Board of Supervisors approval. Maintaining a current County Safety Manual is an investment in County employees and creates opportunities for improved safety and health.
3. To review and revise the County Risk Manager's Settlement Authority policies and procedures, pending Board of Supervisors approval. This is seen as a good management practice to ensure the sustainability of service.
4. To enhance efforts to prioritize and move Public Works projects forward to comply with the ADA, consistent with the County's agreement with the Department of Justice. This will create opportunities for improved health and safety for both employees and the community.
5. To investigate and analyze potential for on-line employee self-administration of employee benefits. This is an investment in County employees and is potentially an efficient management of resources to ensure sustainability of services.

## 2013-14 Objectives

1. To participate in the development of an inter-departmental team, including Human Resources, the Auditor's Office, County Administrative Office, IT and the Department of Health and Human Services to identify and implement the policies and procedures necessary for the County to comply with the laws and regulations of the Affordable Care Act by January 1, 2014. This will help safeguard the public trust, as well as promote the improved health and safety of County employees.



*Certificates of Participation-Payments (1100 190) Phillip Smith-Hanes, County Administrative Officer*

<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Other Govt'l Agencies	\$302,551	\$283,976	\$329,838	\$325,921	\$354,528	\$354,528	\$28,607
<b>General Fund Support</b>	<u>1,010,702</u>	<u>509,057</u>	<u>458,855</u>	<u>1,037,399</u>	<u>1,022,814</u>	<u>1,022,814</u>	<u>(14,585)</u>
Total Revenues	\$1,313,253	\$793,033	\$788,693	\$1,363,320	\$1,377,342	\$1,377,342	\$14,022
<b>Expenditures</b>							
Other Charges	\$1,313,253	\$793,033	\$788,693	\$1,363,320	\$1,377,342	\$1,377,342	\$14,022
Total Expenditures	<u>\$1,313,253</u>	<u>\$793,033</u>	<u>\$788,693</u>	<u>\$1,363,320</u>	<u>\$1,377,342</u>	<u>\$1,377,342</u>	<u>\$14,022</u>
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Staffing</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*Certificates of Participation-Payments (1100 190) Phillip Smith-Hanes, County Administrative Officer*

**Purpose**

This budget includes debt service payments on Certificates of Participation (COP) issued to finance the Library, Jail Phases I and II, the Regional Juvenile Facility, the Animal Shelter, Juvenile Hall, Earthquake Repairs and Airport Hangars. .

- \$103,905 1996 Jail Phase I Project
- \$126,688 1996 Jail Phase II Project
- \$172,260 1996 Jail Phase II Public Safety Project
- \$258,816 2004 Animal Shelter Project
- \$180,470 2012 Juvenile Hall & Earthquake Repairs
- \$168,861 2012 Airport Hangars

**Recommended Budget**

The recommended budget for FY 2013-14 is \$1,377,342, an increase of \$14,022, or 1%, from the previous year. The General Fund contribution is \$1,022,814, which represents a \$15,872 decrease from FY 2012-13.

The 1994 COP financed the Eureka Library and Jail Phase I. It also included remodeling the ground floor of the Courthouse after the Eureka Police Department moved out. The Library budget includes an additional \$75,861 paid toward the Library debt service; the above amount represents that portion allocated to the General Fund.

**Board Adopted**

The Board adopted this budget as recommended.

The 1996 COP financed modifications to Jail Phase I resulting from the decision to construct the second phase of the Jail, the Jail Phase II project, and the Juvenile Regional Facility. A portion of this debt service payment, \$273,054, is paid from sales taxes dedicated to public safety purposes.

**Program Discussion**

This budget funds long-term debt payments on the County’s capital improvement projects. The budget of \$1,377,342 includes funding in the following amounts:

- \$ 65,429 1994 Library Project
- \$258,968 1994 Jail Phase I Project
- \$ 41,945 1996 Regional Juvenile Center Project

The 2004 COP financed construction of the Animal Care Shelter Facility in McKinleyville. This was a variable rate debt service.

*Certificates of Participation-Payments (1100 190) Phillip Smith-Hanes, County Administrative Officer*

In FY 2011-12, the Board authorized the Treasurer/Tax Collector to refinance the 2003 and 2004 COP's into a single debt obligation. This has resulted in savings to the County as a result of the low interest rates available. The refinance did not increase the term of the debt.

In 2012, the Board also authorized the issuance of new debt to provide the financing needed for local matching funds for the January 9, 2010, earthquake damage repairs, building the new Juvenile Hall facility, and for new hangars at the Eureka/Arcata Airport.



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
<b>General Fund Support</b>	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000
Total Revenues	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000
<b>Expenditures</b>							
Supplies & Services	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000
Total Expenditures	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00

## Purpose

The General Fund Contingency Reserve budget provides funds to meet unforeseen expenditures in countywide operating budgets.

## Recommended Budget

A Contingency Reserve of \$1,000,000 was recommended based on other funding needs in the General Fund.

## Board Adopted

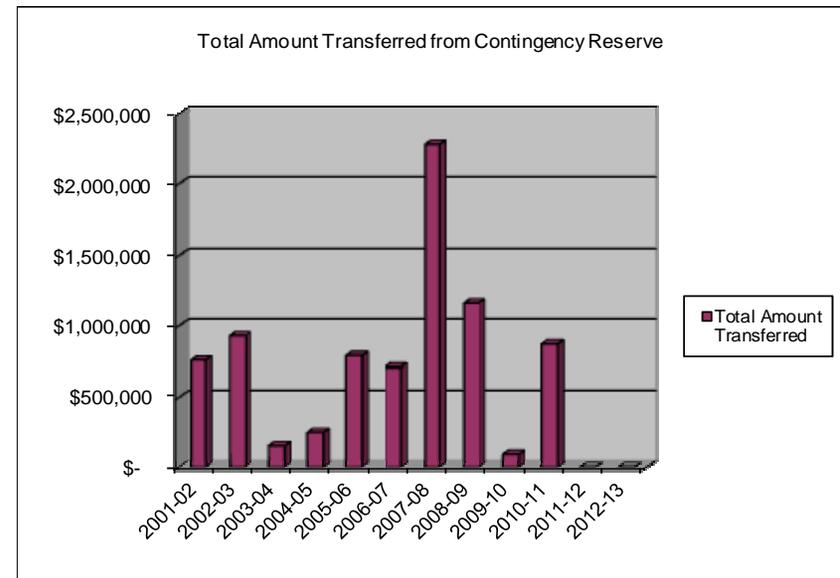
The Board adopted this budget as recommended with one amendment. The Board approved reducing the contribution to contingencies to provide \$65,897 to Water Management (budget unit 251) for the Blue Lake Levee, ASBS Stormwater Monitoring, and staff support on Klamath River issues.

## Program Discussion

The Reserve for Contingencies budget is for unanticipated requirements occurring in all County operations during the fiscal year. While State statutes provide that up to 15% of the total of all other appropriations can be placed in reserve, the amount historically reserved for the County's budget has been at a much lower level. The recommended contingency amount for FY 2013-14 represents 1.0% of total General Fund revenues. The proposed \$1,000,000 contingency reserve is far

less than the 6% target in the Board policy on Contingencies and Reserves. While 1.0% is a very low contingency percentage, past practice in Humboldt County has provided contingency amounts of less than \$1 million during periods of fiscal distress.

This budget serves as an additional appropriation from which funds can be transferred to operating units for needs not anticipated at the time of budget adoption.



The chart above shows the historical trend of the amounts transferred from the Contingency Reserve. In FY 2007-08, the transfers from the reserve peaked with \$2.28 million in transfers. In recent years, however, the need for contingency funds has diminished.



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Other Govt'l Agencies	\$191,144	\$126,647	\$164,035	\$164,419	\$247,199	\$247,199	\$82,780
<b>General Fund Support</b>	<b>4,981,116</b>	<b>4,783,357</b>	<b>4,774,102</b>	<b>6,630,679</b>	<b>5,347,868</b>	<b>5,329,005</b>	<b>(1,301,674)</b>
Total Revenues	\$5,172,260	\$4,910,004	\$4,938,137	\$6,795,098	\$5,595,067	\$5,576,204	(\$1,218,894)
<b>Expenditures</b>							
Other Charges	\$5,172,260	\$4,910,004	\$4,938,137	\$6,795,098	\$5,595,067	\$5,576,204	(\$1,218,894)
Total Expenditures	\$5,172,260	\$4,910,004	\$4,938,137	\$6,795,098	\$5,595,067	\$5,576,204	(\$1,218,894)
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Purpose

This budget unit is comprised of various allocations and required contributions of General Fund money to support specific programs that operate out of other funds.

## Recommended Budget

The recommended budget for FY 2013-14 is \$5,595,067, a decrease of \$509,736 from the previous year. The General Fund contribution is \$5,595,067, which represents a \$533,966 decrease from FY 2012-13. This decrease is primarily due to a one-time contribution to the Liability Fund of \$670,000 in FY 2012-13 for outside counsel costs. Other changes are detailed in the Program Discussion section.

## Board Adopted

The Board adopted this budget as recommended.

## Program Discussion

This budget unit is used to account for transfers from the County General Fund to other operating funds within the County, and to several veterans' organizations located throughout the County.

The allocations are as follows:

- \$1,544 Special district benefit assessment (no change from previous year)
- \$17,219 Communications expense for administering utilities for General Fund departments (no change from the previous fiscal year)
- \$33,891 Contributions to veterans' organizations located in Arcata, Eureka, Ferndale, Fortuna, Garberville, McKinleyville, and Rio Dell (no change from the previous fiscal year)
- \$34,132 Local Agency Formation Commission (includes a decrease of \$33)
- \$191,949 Independent fire protection districts (an increase of \$38,175, due to Proposition 172 revenue growth and the recommendation to increase the fire districts' share of this revenue source from 1.8% to 2.0%)
- \$250,000 Contribution to General Reserve (a decrease of \$250,000 from the previous fiscal year)

*Contributions to Other Funds (1100 199)*

Phillip Smith-Hanes, County Administrative Officer

- \$302,675 County Library System, (includes base funding of \$153,000; \$8,000 for the Hoopa Library; and the General Fund’s obligation for the County Librarian position of \$141,675; an overall increase of \$14,483 from the previous fiscal year)
- \$394,899 Mental Health (includes base funding of \$43,803 plus \$256,073 for contribution for Jail and \$95,023 supplement for Jail Mental Health services; no change from the prior fiscal year)
- \$55,885 Deferred Maintenance Trust Fund (a decrease of \$97,765 due to one-time funding in the previous year of \$100,000 for the Public Defender’s office)
- \$673,661 Public Health (includes base funding of \$591,126 plus \$65,000 for tobacco education, an increase of \$17,535 to subsidize hazardous materials program fees for agriculture producers)
- \$3,339,212 Social Services (including Public Guardian and Veterans Services, includes an increase of \$152,137)
- \$300,000 Information Technology contribution for the purchase of the California Law Enforcement Telecommunications

System upgrade as required by the Department of Justice and the Federal Bureau of Investigations





<b>1420 - Courthouse Construction Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
<i>Dept 242 - Courthouse Constr.</i>	\$250,695	\$250,695	\$241,573	\$223,525	\$219,596	\$219,596	(\$3,929)
<b>(To)/From Non-GF Fund Balance</b>	63,841	60,240	68,147	86,195	90,124	90,124	3,929
Total Revenues	\$314,536	\$310,935	\$309,720	\$309,720	\$309,720	\$309,720	\$0
<b>Expenditures</b>							
<i>Dept. 190 - COP Payments</i>	\$314,536	\$310,935	\$309,720	\$309,720	\$309,720	\$309,720	\$0
Total Expenditures	\$314,536	\$310,935	\$309,720	\$309,720	\$309,720	\$309,720	\$0
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00

## **Purpose**

The Courthouse Construction Fund is used for the acquisition, rehabilitation, construction and financing of courtrooms or of a courtroom building containing facilities necessary or incidental to the operation of the justice system.

## **Recommended Budget**

The recommended budget for FY 2013-14 is \$309,720, which represents a decrease from the previous fiscal year. Revenues from parking fines continue to come in lower than budgeted and are recommended to be decreased by \$1,500 for FY 2013-14 to reflect actual experience.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

In 1982, pursuant to California Government Code Section 76100, the Board of Supervisors established the Courthouse Construction Fund. The revenues in the Courthouse Construction fund come from a surcharge of \$2.50 that is added to every parking penalty imposed by the Superior Court for violations occurring within Humboldt County. This amount is in addition to the \$2.50 surcharge that is dedicated to the Criminal Justice Facilities Construction Fund.

The expenditures shown on the previous page represent the Certificates of Participation (COP) long-term debt financing associated with the Courthouse Remodeling project that was completed in December 2004.

When the debt service is retired, any remaining funds will go to the Administrative Office of the Courts (AOC) under the terms of the Trial Court Funding Act. However, the fund currently has a negative balance.



<b>1410 - Criminal Justice Construction Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
<i>Dept 242 - Courthouse Constr.</i>	\$389,052	\$381,762	\$366,184	\$332,621	\$328,242	\$328,242	(\$4,379)
<b>(To)/From Non-GF Fund Balance</b>	<b>(275,792)</b>	<b>(269,097)</b>	<b>206,326</b>	<b>670,044</b>	<b>650,571</b>	<b>650,571</b>	<b>(19,473)</b>
Total Revenues	\$113,260	\$112,665	\$572,510	\$1,002,665	\$978,813	\$978,813	(\$23,852)
<b>Expenditures</b>							
<i>Dept. 190 - COP Payments</i>	\$113,260	\$112,665	\$557,226	\$112,665	\$113,813	\$113,813	\$1,148
Other Charges	0	0	15,284	890,000	865,000	865,000	(25,000)
Total Expenditures	\$113,260	\$112,665	\$572,510	\$1,002,665	\$978,813	\$978,813	(\$23,852)
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## **Purpose**

The Criminal Justice Facility Construction Fund is used for construction and financing of various criminal justice facility projects.

## **Recommended Budget**

The recommended budget for FY 2013-14 is \$978,813, a decrease of \$23,852 from the previous year. This is primarily due to a reduction in funds budgeted for construction of a new Juvenile Facility. For FY 2013-14, \$865,000 is included for this project.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

In 1982, pursuant to Government Code Section 76101, the Board of Supervisors established the Criminal Justice Facilities Construction Fund. The revenues in the Criminal Justice Facilities Construction Fund come from a surcharge of \$2.50 that is added to every parking penalty imposed by the Superior

Court for violations occurring within Humboldt County. The Criminal Justice Facilities Construction Fund can be used for the construction, reconstruction, expansion, improvement, operation, or maintenance of county criminal justice and court facilities, and for improvement of criminal justice automated information systems.

Criminal justice facilities include buildings such as the County Jail, Juvenile Hall, the Juvenile Regional Facility, and courthouses. Any new jail, or additions to an existing jail that result in the provision of additional cells or beds, must be constructed in compliance with the “Minimum Standards for Local Detention Facilities” regulations promulgated by the California Corrections Standards Authority.

The expenditures in this budget unit represent the Criminal Justice Facilities Construction Fund’s contribution to the 1994 and 1996 COP payments associated with the Jail and Juvenile Regional Facility Construction projects (see COP Payments 1100 190 for more details). This budget also includes a contribution to the General Fund for construction of a new Juvenile Facility (see Capital Projects 1100 170 for more details). The total amount allocated for the Juvenile Facility is \$900,000. The funds are transferred as expended with the remaining balance being rolled forward into the next budget year.

<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Taxes	\$41,510,398	\$40,569,290	\$41,196,890	\$44,217,948	\$42,853,390	\$42,853,390	(\$1,364,558)
Licenses & Permits	0	0	0	3,072	0	0	(\$3,072)
Use of Money & Property	281,697	201,773	210,512	169,476	198,000	198,000	28,524
Other Govt'l Agencies	599,377	796,570	1,019,032	1,015,570	804,130	804,130	(211,440)
Charges for Services	2,220,690	19,873	778,065	841,834	696,591	696,591	(145,243)
Other Revenues	2,128,851	841,485	285,305	94,383	71,200	71,200	(23,183)
Intrafund Transfers	0	2,724,353	2,797,058	1,834,058	2,261,190	2,261,190	427,132
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Revenues	\$46,741,013	\$45,153,344	\$46,286,862	\$48,176,341	\$46,884,501	\$46,884,501	(\$1,291,840)

## **Purpose**

This budget unit is comprised of a variety of revenues that are deposited into the County's General Fund, the County's primary source of discretionary revenue.

## **Recommended Budget**

The recommended budget for FY 2013-14 is \$46,884,501, an increase of \$834,053 from the previous year. This increase is primarily due to increased property tax and A-87 cost reimbursement.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

The majority of the County's revenues are program-specific; that is, the revenues received are dedicated for a specific purpose. In contrast, the County's General Purpose Revenues are the discretionary revenues over which the Board of Supervisors has control. Even though General Purpose Revenues comprise only 15% of the total County budget, they are the primary source of funding for core County departments

such as the Board of Supervisors itself, the Assessor, the Treasurer-Tax Collector's Office, the Sheriff, the District Attorney, and the Agricultural Commissioner/Sealer of Weights and Measures. In addition, a significant portion of General Fund revenue is contributed to the Department of Health and Human Services in accordance with maintenance-of-effort requirements for Health, Mental Health, and Social Services programs.

The General Purpose Revenues budget unit collects revenues from a variety of sources, including property taxes, sales tax and transient occupancy (hotel/motel) tax; interest on investments; reimbursements from the State and federal governments; and A-87 charges to other County funds. A-87 charges are reimbursements to the General Fund for providing centralized services (such as accounting, building maintenance, and personnel services) to other funds. They are named after the number of the federal circular that regulates how the charges are computed. A-87 reimbursements are charged two years in arrears, so FY 2013-14 revenues are based on actual expenditures in FY 2011-12.

Based on information from the County Assessor, property taxes are projected to increase by 1.7% for FY 2013-14. Sales tax is estimated to increase by \$142,333, or 2%. Timber yield taxes are estimated to decrease by 30%, or \$170,000. Overall, most discretionary revenue has been slow to recover from the economic downturn.

<b>Departmental Summary Table</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Taxes	\$125,222	\$149,644	\$145,981	\$148,882	\$155,500	\$155,500	\$6,618
Licenses & Permits	61,244	60,961	62,371	63,817	64,000	64,000	184
Charges for Services	323,361	312,164	291,888	259,317	250,680	250,680	(8,637)
Other Revenues	200,089	215,734	165,492	170,491	304,646	304,646	6,745
<b>General Fund Support</b>	<b>374,440</b>	<b>295,026</b>	<b>301,026</b>	<b>380,704</b>	<b>330,389</b>	<b>330,389</b>	<b>(119,428)</b>
Total Revenues	\$1,084,356	\$1,033,529	\$966,758	\$1,023,209	\$1,105,215	\$1,105,215	(\$114,518)
<b>Expenditures</b>							
Salaries & Benefits	\$704,104	\$616,640	\$607,895	\$625,383	\$649,735	\$649,735	(\$91,648)
Supplies & Services	\$277,151	\$294,106	\$267,947	\$299,868	\$291,349	\$291,349	(\$14,477)
Other Charges	\$101,943	\$102,140	\$99,567	\$101,300	\$101,131	\$101,131	(\$121)
Fixed Assets	\$1,158	\$27,490	\$0	\$1,890	\$63,000	\$63,000	\$55,610
Expense Transfer	\$0	(\$6,847)	(\$8,651)	(\$5,231)	\$0	\$0	\$5,231
Total Expenditures	\$1,084,356	\$1,033,529	\$966,758	\$1,023,209	\$1,105,215	\$1,105,215	(\$114,518)
<hr/>							
Allocated Positions	9.00	9.00	9.00	9.00	8.00	8.00	(1.00)
Temporary (FTE)	1.70	1.70	0.77	0.74	1.00	1.00	0.26
<b>Total Staffing</b>	<b>10.70</b>	<b>10.70</b>	<b>9.77</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>(1.00)</b>

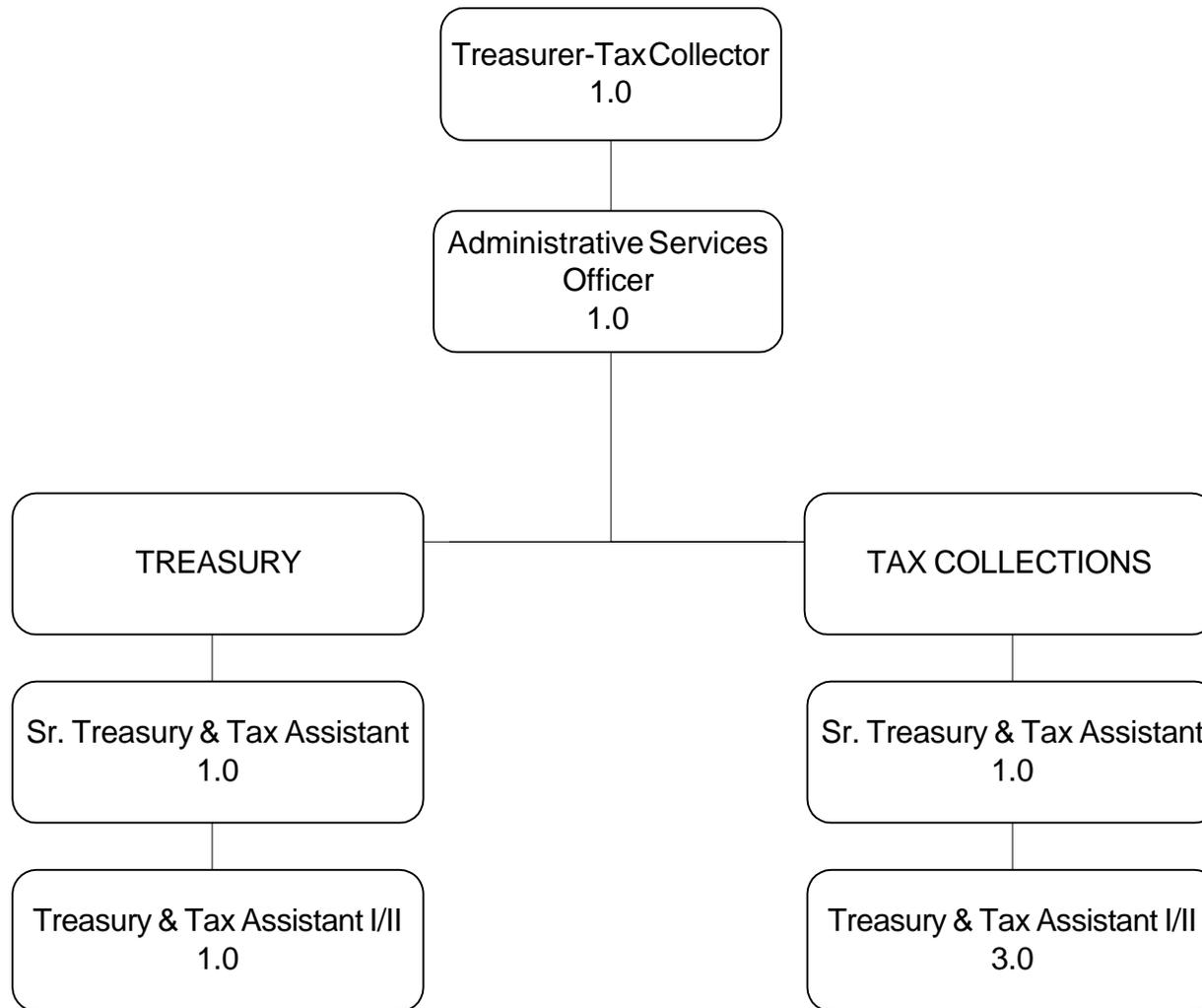
The Treasurer's Office includes the following budget units:

- 1100 112      Treasurer Tax Collector
- 1100 109      Treasury Expense

## Performance Measures

1. <i>Description of Performance Measure: Number of user hits on the web page</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
9,070	23,901	30,900	60,000	80,000
<p><i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> The number of visits is an indication of tax payers using electronic means for finding information and paying their property tax bills online versus phoning or coming to the department for information or making payments. Website use frees up staff time previously spent on the telephone or dealing directly with the tax payers, and allows the Department to manage resources more efficiently. In addition, online payments go directly into the tax operating system without staff actually handling the payment, or inputting the payment data, but instead just receipting the money as another transaction to be reconciled with the bank. This supports sustainability of services.</p>				
2. <i>Description of Performance Measure: Secured property tax collection percentage</i>				
<i>FY 2009-10 Actual</i>	<i>FY 2010-11 Actual</i>	<i>FY 2011-12 Actual</i>	<i>FY 2012-13 Projected</i>	<i>FY 2013-14 Estimate</i>
94.5%	95.5%	96.2%	96.3%	96.5%
<p><i>Describe why this measure is important and/or what it tells us about the performance of this department:</i> Tax collection is essential for County general operations and the fulfillment of its core public responsibilities. The County disburses secured property taxes billed but not yet collected through the Teeter Plan, which means that any decrease in taxes collected adds to the workload of the department by increasing the amount of delinquent taxes it is still charged to collect. The increase in percentage collected indicates economic conditions may have improved for some of those citizens who have had difficulty making payments in the last couple of years. The Department will continue to pursue increased productivity by managing staff time as efficiently as possible and by purchasing additional electronic payment processing technologies when cost-effectiveness relative to current methods is proven. This ensures sustainability of services.</p>				

**Organizational Chart:**



<b>1100 - General Fund</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Request</b>	<b>2013-14 Adopted</b>	<b>Increase/ (Decrease)</b>
<b>Revenues</b>							
Taxes	\$125,222	\$149,644	\$145,981	\$148,882	\$155,500	\$155,500	\$6,618
Licenses & Permits	61,244	60,961	62,371	63,817	64,000	64,000	\$184
Charges for Services	323,361	312,164	291,888	259,317	250,680	250,680	(\$8,637)
Other Revenues	46,253	38,174	28,305	33,255	40,000	40,000	\$6,745
<b>General Fund Support</b>	<b>383,774</b>	<b>295,026</b>	<b>315,374</b>	<b>380,704</b>	<b>330,389</b>	<b>330,389</b>	<b>(119,428)</b>
<b>Total Revenues</b>	<b>\$939,854</b>	<b>\$855,969</b>	<b>\$843,919</b>	<b>\$885,974</b>	<b>\$840,569</b>	<b>\$840,569</b>	<b>(\$114,518)</b>
<b>Expenditures</b>							
Salaries & Benefits	\$704,104	\$616,640	\$607,895	\$625,383	\$533,735	\$533,735	(\$91,648)
Supplies & Services	133,807	119,546	145,331	162,826	148,349	148,349	(\$14,477)
Other Charges	101,943	102,140	99,344	101,106	100,985	100,985	(\$121)
Fixed Assets	0	24,490	0	1,890	57,500	57,500	\$55,610
Expense Transfer	0	(6,847)	(8,651)	(5,231)	0	0	\$5,231
<b>Total Expenditures</b>	<b>\$939,854</b>	<b>\$855,969</b>	<b>\$843,919</b>	<b>\$885,974</b>	<b>\$840,569</b>	<b>\$840,569</b>	<b>(\$114,518)</b>
<hr/>							
Allocated Positions	9.00	9.00	9.00	9.00	8.00	8.00	(1.00)
Temporary (FTE)	1.70	1.70	0.77	0.74	1.00	1.00	0.26
<b>Total Staffing</b>	<b>10.70</b>	<b>10.70</b>	<b>9.77</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>(1.00)</b>

## **Purpose**

The Treasurer-Tax Collector's office provides county-wide services to other County departments and also to other local government agencies not under the control of the County Board of Supervisors. Tax collections are performed for all taxing agencies, including the County, cities, school districts and various special districts. The Treasurer-Tax Collector also safeguards and invests the monies for the County, school districts and most of the special districts in Humboldt County.

The Treasurer-Tax Collector's office is divided into two primary functions: Tax Collections (1100 112) and Treasury (1100 109).

## **Recommended Budget**

The Treasurer-Tax Collector's recommended budget for FY 2013-14 is \$840,569, a decrease of \$114,518, or 12%, from the previous year. The General Fund contribution is \$330,389, which represents a \$59,731 decrease from FY 2012-13. The primary reason for the decrease in budget is the transfer of personnel costs associated with the Treasury Expense budget (1100 109). This transfer has not occurred in previous years. Funding of \$57,500 is recommended for fixed assets; additional detail on the equipment is available in the Capital Expenditure table.

The revenue estimates in the budget are made using prior year's collections. Many fees are not due until the end of the

fiscal year, making estimates of delinquency hard to predict. Each year, staff makes a conservative estimate for budget purposes in an effort to avoid year end shortfalls.

## **Personnel Allocation Changes**

Total allocated positions for the Treasurer-Tax Collector for FY 2013-14 are 8.00 FTE with 0.00 FTE frozen. This includes the dis-allocation of 1.00 FTE Treasury & Tax Assistant. The dis-allocation of this vacant position was recommended because recently acquired technology has led to more efficient operations, thereby requiring less staff.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

Tax collection responsibilities include servicing taxpayers, title companies, and realtors, various governmental agencies including the State of California, the County, school districts, special districts, cities, commissions, and other local government entities.

Tax collection staff is responsible for secured and unsecured property and Transient Occupancy Tax (TOT) collections, the Tourism Business Improvement District (TBID) assessments (this revenue is included in the General Fund Revenue budget

(1100 888), and the processing of all business license applications and renewals. Staff corresponds with taxpayers, state and local agencies, and business owners to fulfill their responsibilities in conforming to state and local ordinances. The State and local government entities, including the County, rely heavily on property tax revenue to finance their programs. To provide this tax revenue on a timely basis throughout the year, the County has entered into agreements with taxing agencies to pay them 100% of the tax levy through the Teeter Plan, even though all taxes have not yet been collected. This increases the importance to the County that delinquent taxes are collected as it has already paid out the amount of taxes billed for the year. Per California Revenue and Taxation codes, the County then adds delinquent penalties and interest to the tax payment owed until it is received.

The California Supreme Court recently decided that the County needed to remove the triple flip elements from the calculation of the Property Tax Administration Fee (PTAF); which means that this budget unit will receive roughly 20% less funding from this revenue source.

The County General Fund receives roughly 15% of every property tax dollar collected. Of the remaining 85%, the State receives 63% for education, leaving only 22% for all other local government entities; including County Roads, County Library, special districts, and cities in the County.

## 2012-13 Accomplishments

1. Expanded the use of new business license software. This new software allows for efficient storage and retrieval of data and helps to expedite the business license approval process, helping to support business and workforce development.
2. Increased the accessibility of tax bills and related information, including property maps through the website. This has fostered a more transparent, accessible and user friendly environment for the services provided. In addition, it promotes more self reliance of citizens, reduces costs for staff time helping citizens, and is a valuable tool for managing resources.
3. Implemented TOT and TBID assessment software, which has help optimize collections and manage collection data more efficiently. It also helps staff to enforce laws and regulations for the benefit of the public good.
4. Continued cross training departmental personnel to provide community-appropriate levels of service regardless of workload or personnel changes. Cross training also supports the Board's Strategic Framework by investing in County employees.
5. Mailed corrected tax bills to all secured property taxpayers in order to adhere to property tax information

requirements. Staff provided community-appropriate levels of service.

## 2013-14 Objectives

1. To hone delinquent unsecured tax collection seizure techniques to increase collections. This will help enforce laws and ensure that the enforcement is focused on the appropriate taxpayer.
2. To ramp up TOT collections by enforcement of Vacation Rental by Owner (VRBO) rentals not currently paying TOT. The additional TOT and TBID assessment funds captured through this research and enforcement will in turn support tourism business and workforce development.
3. To use the sealed bid sales process to neighboring parcels in Shelter Cove to bring currently delinquent parcels back current on the tax roll. This process serves the public good through the collection of currently delinquent taxes, and helps manage resources to ensure sustainability of services.
4. To facilitate the use of the business license software program by other departments involved in the approval process to decrease processing time thereby supporting business and workforce development.
5. To ensure no errors occur during the property tax rollover process leading up to the annual billing cycle.

This will be done through cooperation with other County departments involved in the tax statement calculation and mailing. Correcting any errors prior to mailing will help build public trust and manage resources to ensure sustainability of services.



<b>1100 - General Fund</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>Increase/</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Proposed</b>	<b>Adopted</b>	<b>(Decrease)</b>
<b>Revenues</b>							
Other Revenues	\$ 153,836	\$ 177,560	\$ 137,187	\$ 137,236	\$ 264,646	\$ 264,646	\$ 127,410
<b>General Fund Support</b>	<b>(9,334)</b>	<b>0</b>	<b>(14,348)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Revenues	\$144,502	\$144,502	\$122,839	\$137,236	\$264,646	\$264,646	\$127,410
<b>Expenditures</b>							
Salaries & Benefits	\$0	\$0	\$0	\$0	\$116,000	\$116,000	\$116,000
Supplies & Services	143,344	174,560	122,616	137,042	143,000	143,000	5,958
Other Charges	0	0	223	194	146	146	(48)
Fixed Assets	1,158	3,000	0	0	5,500	5,500	5,500
Total Expenditures	\$144,502	\$177,560	\$122,839	\$137,236	\$264,646	\$264,646	\$127,410
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Staffing</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## **Purpose**

This budget represents costs related to all banking transaction and reconciliation services, and includes transaction and custodial service expenses for portfolio investments. This budget unit tracks and segregates all treasury costs. These costs are fully reimbursed to the General Fund.

## **Recommended Budget**

The Treasury Expense recommended budget for FY 2013-14 is \$264,646, an increase of \$120,146, or 83%, from the previous year. The primary reason for the increase from last year is the reimbursement of staffing costs. The Treasury staff is allocated to the Treasurer-Tax Collector budget and in previous years the staffing costs were paid by the General Fund. Beginning in FY 2013-14, staffing costs associated with the Treasury Expense functions will be transferred to this budget and be paid from the interest generated from Treasury funds. This is reflected as increased Salaries and Benefits costs in the budget table. Transferring the salary expense reduces the burden on the General Fund and allocates personnel costs to the appropriate funding source.

Funding of \$5,500 is recommended for fixed assets; additional detail on the equipment is available in the Capital Expenditure table.

## **Personnel Allocation Changes**

All Treasury Expense positions are allocated to the Treasurer-Tax Collector budget (1100 112) and costs are transferred to this budget until after payroll has been paid. There are no staffing changes to the Treasury staff from the prior fiscal year.

## **Board Adopted**

The Board adopted this budget as recommended.

## **Program Discussion**

Treasury staff receipt, deposit, disburse, and invest the funds of the County and most local government agencies in the County. The funds are deposited and invested with various financial institutions to accommodate the diversified investment holdings of the County while ensuring adequate liquidity to meet daily cash requirements. Staff transfers funds as necessary to facilitate money flow for the County and the agencies it serves; and calculates interest apportionment to all those agencies with funds in the County portfolio as well as satisfying all reporting obligations as required by State law.

Receipts and disbursements now exceed \$1 billion each year with average daily transactions in excess of \$4 million; including over 150,000 checks processed annually. The Treasury portfolio and liquidity reserves vary between \$220 and \$300 million throughout the year. In addition to the voluminous receipts and deposits reconciled with the bank each

day, many other banking activities take place including positive pay, wire transfers, stop payments, currency and coin exchange, and Automated Clearing House (ACH) transactions.

data needed to reconstruct where the difficulties began. This work further builds interjurisdictional cooperation.

## 2012-13 Accomplishments

1. Enhanced treasury procedural operations with bank counterparts, ensuring faster reconciliation of transactions. This facilitates the public/private partnership for staff to solve problems.
2. Cross-trained treasury staff on electronic data transfer programs to ensure competence with reconciliation techniques. The investment in County employees helps to ensure the sustainability of services.
3. Cross-trained new treasury staff to maintain the County portfolio management software program and be able to run the quarterly interest apportionment fund allocation program. This investment in County employees ensures timely completion of Treasury responsibilities, and helps manage resources.
4. Supported the tax collection division during heavy workload timeframes- thereby reducing the wait time for property tax payers who came to the office to make their payments. This provides community-appropriate levels of service.
5. Researched and reconciled receipt reporting problems from another government agency and helped with the

## 2013-14 Objectives

1. To continue cross-training and planning for staffing changes in order to continuously maintain treasury operations and safeguard public trust.
2. To update all treasury policies and procedures to ensure they are reflective of current operations and newly established technology. This will help manage resources proficiently and ensure the stability of treasury operations into the future.
3. To continue supporting tax collection operations during peak tax payment times. This will facilitate tax collections and create a more welcoming environment with faster service.
4. To upload and operate cash management software update modules without any slow-down in treasury operations; and to use those updates to increase productivity. This will help manage resources and free up staff time for other responsibilities.
5. To implement a new image based payment processing application. This application will link tax payments, the tax operating system, and bank deposits into one system, thereby eliminating several steps currently needed between the receipt of a tax payment and that

payment being deposited in the bank. This will help manage resources to ensure sustainability of services.

