



COUNTY OF INYO

ADMINISTRATOR'S OFFICE
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INDEPENDENCE, CALIFORNIA 93526

FISCAL YEAR 2009-2010

RECOMMENDED BUDGET

BUDGET MESSAGE

Submitted to the
INYO COUNTY BOARD OF SUPERVISORS

From
Kevin D. Carunchio
County Administrative Officer

August 27, 2009
For the Budget Hearings beginning September 8, 2009

***“Just when I thought I was out
-- they pull me back in!”***

Michael Corleone
The Godfather: Part III

INTRODUCTION

Having endured year upon year of fiscal belt-tightening and fund-juggling necessary to eek out a balanced County Budget, the substantial and somewhat sustainable increases in key County revenues last year would typically be expected to provide long-sought financial relief in the preparation of this year’s County Budget. The additional money could have been used to reduce the County’s reliance on Fund Balance to balance its budgets, to start to address the Statements of Underfunding that departments have been including with their budget requests in recent years, fund more deferred maintenance projects, or to meet a myriad of other needs.

Instead, a global recession and a State Budget suffering from the effects of the economic meltdown (as well as systemic and political atrophy) have combined to create yet another challenging budget year for the County; last year’s revenue windfalls are barely sufficient to keep the County solvent. In light of such dire economic circumstances, and the even more severe fiscal impacts falling upon other counties throughout the State, there is a certain sense of relief that comes with being able to present a Recommended Budget that is balanced without substantial reductions in services or programs. However, make no mistake, the Recommended Budget is not without its impacts to the residents, businesses, and employees of Inyo County.

Overall, this year’s budget experience is not unlike that of Michael Corleone’s efforts to escape the clutches of the mob.

The County realized significant growth in property tax revenue last fiscal year as the result of the sale of some highly-valued properties, including the Coso Operating Company, Furnace Creek resort, and Briggs gold mine. However, much of this revenue gain is being eroded by the State’s suspension of voter-approved Proposition 1A. As a result of the suspension, the County will be required to make the State a “loan” equal to 8% of the ad valorem property tax revenue it received in Fiscal Year 2008-2009, including amounts transferred for the Vehicle License Fee Swap and Sales Tax Triple Flip. The CAO Recommended Budget appropriates \$1.5 Million, as an Operating Transfer out of the General Fund, to fulfill this obligation. In the

coming months, your Board will need to consider whether to proceed with making the loan to the State with General Fund monies and wait (up until June 2013) for the State to repay the loan with interest, or to participate in the Proposition 1A Securitization Program and sell its future Proposition 1A “receivable” for up to 100% of the present value, sans any interest.

In addition, property tax revenue is declining from last year’s “peak.” The Coso Operating Company is expected to once again appeal its property tax assessment, and current estimates indicate that its ultimate assessed value will decrease the amount of unsecured property tax the County receives from the company by 30% to 50%. Besides anticipating reduced unsecured property tax revenue, the CAO Recommended Budget is also based on projections that Proposition 8 re-assessments will decrease secured property tax revenue by over \$500,000.

Fiscal Year 2009-2010 also marks the first year that the County must begin disclosing its retiree healthcare liabilities on its audited financial statements. The County’s actuarial liability for current and future retirees is presently calculated at \$39,343,300. The County can, however, reduce its liability by adopting a policy to begin pre-funding its retiree healthcare costs. In the coming months, your Board will be asked to adopt such a policy and approve a funding mechanism, such as placing funds in an irrevocable trust. The Fiscal Year 2009-2010 Recommended Budget includes \$2 Million to begin funding the County’s retiree healthcare liabilities. However, it should be pointed out, the Annual Required Contribution is presently calculated at \$3.3 Million – \$1.3 Million more than is budgeted.

As can be expected in the current environment, besides declining property tax revenues, this year’s Budget must also contend with decreases in revenues collected and disbursed by the State. Vehicle License Fee revenue is expected to decrease by more than \$250,000. Public Safety Augmentation Fund money is being decreased by over \$200,000. Additionally, State funding for Probation programs seems to be decreasing incrementally, as if experiencing death by a thousand cuts. And, line-item vetoes made by the Governor in conjunction with the latest State Budget Revision eliminated more than \$267,000 in critical funding for senior programs effective October 1st. While the Recommended Budget increases the amount of the General Fund Operating Transfer to the Senior Program budget above what was originally requested, it is not sufficient to mitigate all the losses in State funding. The Governor’s blue pencil eliminated all funding (\$186,636) for the Linkages Program and, as a result, the County has been forced to lay off two (2) Senior Services Counselor positions.

Although key State funds are declining, and property tax revenue projections are dropping below last year’s actuals, property tax revenue in the CAO Recommended Budget is still higher than the property tax

projections in last year's Board Approved Budget. The County will also receive full Payment In Lieu of Taxes (PILT) funding from the Federal Government for the next four years – about a \$500,000 a year increase. And, after two consecutive years of strong Hotel Transient Occupancy Tax performance – despite high gas prices and a collapsed economy – HTOT revenue projections are being increased (not without some anxiety) by almost \$500,000 in the CAO Recommended Budget. Overall, the County's General Fund revenues are projected to be almost \$1 Million greater than last year's Board Approved Budget and, as it turns out, this is just barely enough to balance the County Budget amidst mandates to loan the State property tax money, reductions in State funding, the elimination of State programs, and the need to begin funding retiree healthcare liability costs.

While balanced, the Recommended Budget leaves some very real and just needs unfulfilled, and could (and most likely will) be subject to substantial revisions later in the fiscal year. Prior to the end of the year, your Board of Supervisors may still need to consider changes to service levels and the County's fee and rate structures. The Budget is the County's spending plan for the coming year, and plans need to be revisited often and, sometimes, changed. During the Fiscal Year 2008-2009 Mid Year Financial Review, your Board was reminded of Zen koans favored by Alan Watts: "*The menu is not the meal*" and, "*The map is not the terrain*." Both these concepts remain very applicable to both the County Budget and the State Budget.

For all intents and purposes, the State and, by necessary extension, the County have entered into a 12-month budget cycle. The risk posed to the County of Inyo by the State of California's current fiscal crisis extends far beyond what July's State Budget Revision, and the Governor's subsequent blue pencil cuts have already visited upon the County. The State already finds itself having to acknowledge a new \$8 Billion to \$10 Billion budget deficit due to overstated revenues, and the need for the Governor and Legislature to further revise the Fiscal Year 2008-2009 State Budget is practically a foregone conclusion. And, with each revision will come renewed (and new) threats to local government funding and local government programs. Although the State has already suspended Proposition 1A, and health and human services program funding is in tatters, the Governor and Legislature could, and probably will look at taking local transportation and public safety funding to address the State's continuing budget problems. From this perspective, while the County Budget recommended for your consideration may leave much to be desired, it could be much worse.

The preceding Introduction has been intended to provide the reader an overview of the fiscal environment in which the County Budget has been prepared and is being recommended.

SUMMARY

As required by law, the Fiscal Year 2009-2010 County Budget, as recommended by the County Administrative Officer, is balanced. The Recommended Budget totals \$80,500,512 in expenditures and \$74,473,660 in revenues. The General Fund portion of the Recommended Budget is \$49,931,303 in expenditures and \$46,050,894 in revenues, and utilizes \$3,880,409 in Fund Balance from Fiscal Year 2008-2009. In contrast, the Fiscal Year 2009-2010 Department Requested Budget, based on department budget requests, seeks \$80,804,663 in expenditures against \$72,774,249 in revenues, with a General Fund component of \$50,305,905 in expenditures and \$45,140,512 in revenues. (Table 1.)

	Department Requested Budget			CAO Recommended Budget		
	Expense	Revenue	Shortfall	Expense	Revenue	Shortfall
General Fund	\$50,305,905	\$45,140,512	\$(5,165,393)	\$49,931,303	\$46,050,894	\$(3,880,409)
All Funds	\$80,804,663	\$72,774,249	\$(8,030,414)	\$80,500,512	\$74,473,660	\$(6,026,852)

Table 1.

The Fiscal Year 2009-2010 CAO Recommended County Budget is sufficient to:

- Fully fund the County’s debt service obligations.
- Maintain core County services and programs, and avoid major reductions in most other services and programs.
- Fund the 8% property tax “loan” the State imposed on counties (as well as cities and special districts) by suspending the property tax protection provisions of voter-enacted Proposition 1A. The Recommended Budget includes \$1.5 Million to fund the loan.
- At least begin to address the unfunded retiree healthcare liabilities that the County is mandated to begin disclosing this year. (The calculated Annual Required Contribution to fully fund these liabilities is calculated at \$3.3 Million this year, and this Budget manages to identify \$2 Million for this purpose. Nevertheless, this contribution is sufficient to begin to address the size of the County’s liability).
- Fund increases in employee benefit costs that are beyond the County’s control.
- Provide General Fund Operating Transfers necessary to avoid reductions in key Non-General Fund services, including services to senior citizens (beyond the State’s elimination of the Linkages

Program), and enterprise funds; such as Integrated Waste Management Program, and the Laws Water System.

- Maintain funding for the County's Grants-In-Support and Community Project Sponsorship programs at Fiscal Year 2008-2009 levels.
- Provide \$21,444 in General Fund Contingencies.

However, it is also important to recognize that this Budget leaves many County needs unfulfilled. As presented, the Recommended Budget **does not**:

- Provide adequate General Fund Contingencies;
- Maintain the size of the County workforce, or completely avoid staff layoffs. As indicated below, several vacant positions are recommended for deletion from the County's Authorized Staff Report in an effort to begin "right-sizing" the workforce, when possible, through attrition rather than lay-offs. However, it is also necessary to recommend laying-off two positions associated with State programs for which funding is completely eliminated effective October 1, 2009. (There are, however, vacant jobs into which these laid-off employees can transfer.)
- Contemplate any requested Personnel Actions including requests for employee equity adjustments, career ladders, reclassifications, and new positions made by departments during the budget process.
- Funding any cost increases that may result from negotiations that are currently underway with the Deputy Sheriff's Association (DSA). The current Memorandum of Understanding with the DSA expires in December.
- Provide more than token funding (\$30,000) for the more than \$2,500,000 in deferred maintenance projects that have been identified at County-owned facilities. The deferred maintenance projects contemplated in both the Department Requested and Recommended budgets (e.g., roofs at the Bishop Senior Center and the County-owned building at 207 West South Street in Bishop, and fuel spill remediation at the former Big Pine Care Center site) will be funded by Fund Balance in the Deferred Maintenance Budget.
- Dedicate any additional funding to upgrading the electrical system in key County facilities as a means to avoid using debt-financing for this critical project. There is currently \$750,000 in dedicated funding available for this project, however, the actual cost of the project will not be known until the bid process is completed.

- Make any contribution to either the County Economic Stabilization Fund or the General Reserve Fund that are relied on to help smooth-out unexpected decreases in revenues and/or increases in expenditures that cannot be absorbed with budgeted appropriations.
- Set-aside money to minimize the impact of employee retirement cost increases. Next fiscal year, the California Public Employees Retirement System (CalPERS) contribution is expected to increase by 50% which would represent a \$1.95 Million increase in General Fund Expenses and a \$2.65 Million increase overall.
- Identify sufficient staff or fiscal resources to aggressively pursue projects not associated with core County services.
- Begin to address the many department needs, identified in the Statements of Underfunding submitted with this year's budget narratives and not included in the Department Requested budgets.

ARRIVING AT THE RECOMMENDED BUDGET

As presented, this Budget document identifies differences between the Department Requested Budget and CAO Recommended Budget for the Fiscal Year 2009-2010, as well as the steps taken to reduce the amount of the difference, and ultimately submit a balanced Budget. Before proceeding with this analysis, however, it is important to acknowledge the efforts of the departments in attempting to comply with this year's Budget Parameters, which, in part, called for a minimum of a 5% reduction in non-personnel object categories. While it might not have been possible for some departments to make further reductions in expense categories (due to recurring consecutive years of budget belt-tightening), with very few exceptions, the departments refrained from increasing expenses and accepted most CAO Recommended changes to their budgets with grace and understanding. It is also important to recognize that, as part of the departmental budget meetings, many elected and appointed department heads agreed to make reductions to their original Department Requested budgets. These voluntary changes resulted in reducing the gap between income and expense in the Department Requested Budget and, correspondingly, reduced the amount of additional cuts and/or Operating Transfers necessary to balance the CAO Recommended Budget.

As described in greater detail below, the Fiscal Year 2009-2010 CAO Recommended Budget is balanced by several actions that reduce the size of the overall budget deficit from the \$8.03 Million gap in the Department Requested Fund Budget to the \$6.02 Million gap in the CAO Recommended Budget. As in past years, these actions include using a combination of Fund

Balance, Operating Transfers from the Geothermal Royalties Fund, and Criminal Justice Facilities Trust, and savings associated with no personnel actions other than taking salary and benefit savings from currently vacant staff positions.

Unlike last year, however, this year's Recommended Budget does not rely on Operating Transfers from either the AB 443 Trust or the COPS Trust, (other than the \$226,671 in AB 443 Funds identified for funding the five (5) additional Correctional Officer positions agreed to in the Fiscal Year 2007-2008 Budget). One reason for preserving the balances in the AB 443 and COPS Trusts to every extent possible in the Recommended Budget is that, as the State's Budget continues to deteriorate, it will become more likely that future public safety funding from the State will be reduced or eliminated as the Governor and Legislature become more and more desperate to fill the ever-widening budget gap. If this happens, the AB 443 Trust and, to a lesser extent, the COPS Trust will be critical in mitigating the resulting reductions to public safety services.

In summary, the actions taken to balance the Fiscal year 2009-2010 Recommended Budget include:

- Using Operating Transfers from the Geothermal Royalties Fund and Criminal Justice Facilities Trust to off-set specific one-time General Fund costs, as well as certain ongoing costs, and to reduce the amount of General Fund Operating Transfers that would otherwise be necessary for Non-General Fund budgets.
- Identifying \$930,808 in General Fund salary savings based on current vacancies. When salary savings recommended for Health and Human Services positions is excluded from the equation (since it was not taken last year), this amounts to a \$177,144 increase – \$569,308 – from the \$392,164 of General Fund salary savings used to balance last year's Budget. This greater reliance on General Fund salary savings could contribute to lowering the amount of General Fund Balance available at the end of this fiscal year to balance next year's budget.
- Realizing \$30,667 in General Fund savings associated with not considering any of the personnel actions, including new positions, included in Department Requested budgets.
- Reducing services and supplies costs, and other non-personnel costs included in Department Requested General Fund budgets by \$53,313.

As noted earlier, \$3,880,409 in Fiscal Year 2008-2009 General Fund Balance is being used to eliminate the shortfall that remains between

projected General Fund income and expense, after the above actions are applied in the Fiscal Year 2009-2010 CAO Recommended General Fund Budget.

Fund Balance

As part of your Board's adoption of the Final County Budget for Fiscal Year 2009-2010, the Auditor-Controller is expected to certify the General Fund Balance for the Fiscal Year ending June 30, 2009, as \$3,880,409. The Fund Balance is being used to fill the shortfall between projected income and projected expenses in the Fiscal Year 2009-2010 CAO Recommended General Fund Budget.

It is not unusual, in recent years, for the County to rely on using the prior year's General Fund Balance to help balance the current year's budget, and the existence of a prior year's General Fund Balance is, on its own, not a cause for concern. The existence of a General Fund Balance is an indicator that, overall, the County is living within the limits of its spending plan for that year (e.g., under-spending appropriations and/or over-achieving revenues). If a General Fund Balance did not exist at the end of a fiscal year, it would mean that departments matched their budget projections exactly. And, if a negative General Fund Balance exists, it indicates that, as a whole, departments either over-spent appropriations, under-achieved revenues, or both. Applying prior year's Fund Balance to the current year's budget is simply taking savings from one year's budget and applying it to the next. In Non-General Fund budgets, which reside in their own Funds (as opposed to the General Fund), it is common to have Fund Balance and use it to fund appropriations in that budget. So, in addition to using General Fund Balance to balance General Fund budgets, it is also not unusual to use Fund Balances from Non-General Fund budgets to balance those Non-General Fund budgets.

This year's General Fund Balance is \$370,063 higher than the \$3,510,346 Fund Balance used to balance the County's Fiscal Year 2008-2009 General Fund Budget (and \$745,807 higher than the \$3,134,602 used to balance the County's Fiscal Year 2007-2008 General Fund Budget). There are several reasons for the growth in General Fund Balance compared to last year. First, in early January, your Board adopted a set of Extraordinary Budget Control Policies that, to the extent departments complied with the policies, essentially shut down purchasing in the County. Even after the policies were revised as part of the Mid-Year Financial Review, many departments simply continued to severely restrict spending. Also, as part of the Extraordinary Budget Control Policies, your board instituted a hiring freeze – later replaced by the Authorized Position Review Process that remains in effect – that has had the effect of slowing down the hiring process and thereby generating more salary savings than would have otherwise been

realized. Another factor contributing to the high Fund Balance is the fact that, despite the poor economy, Hotel Transient Occupancy Tax revenue once again remained strong all year, despite the recession, and finished the year particularly strong Fourth Quarter; exceeding projections by over \$600,000.

While many components, including accounts receivable, prior years' encumbrances, and claims on cash, factor into the Fund Balance calculation, a simplified analysis shows the County's General Fund Balance can usually be primarily attributed to salary savings, lower-than-anticipated expenditures in other categories of expenses, and achieving budgeted revenues. Although described in previous year's budget messages, for the benefit of the casual reader, it may be worth describing these elements of Fund Balance in detail again in this year's Budget Message.

Salary Savings

Use of anticipated salary and benefit savings, tied to currently vacant staff positions, is routinely employed as part of the budget process to reduce the size of the shortfall that exists between the Department Requested and CAO Recommended budgets. This year, the CAO Recommended Budget relies on \$930,808 in General Fund salary savings to reduce the expense associated with the Department Requested Budget. Last year, \$392,164 in anticipated General Fund salary savings was identified to balance the CAO Recommended Budget and, in Fiscal Year 2007-2008, \$441,461 in salary savings was used to balance the Budget. (Note, that in fiscal years 2007-2008 and 2008-2009, no salary savings was taken from vacant Health and Human Services positions. This year, \$361,500 in salary savings, associated with vacant HHS positions is recommended, due to Health and Human Services' programs being hit extremely hard by the State's Budget Revision.) Without salary savings from the vacant Health and Human Services positions, this year's Budget still relies on \$569,308 in General Fund salary savings, a \$177,144 increase over last year. The current *Position Vacancy Report/Salary Savings Table* is included as Attachment B to this report.

By design, determining the amount of salary savings to include in the CAO Recommended Budget is usually a conservative process. In evaluating current vacancies, recruitment experience and trends are considered on a position-by-position basis to determine a reasonable period of time that the position is likely to remain vacant. Unless fiscal conditions dictate otherwise, positions are usually not required to be kept vacant for a longer period of time than is anticipated as being necessary to successfully recruit a well-qualified candidate. (Note: This year, fiscal conditions are severe enough that, to generate salary savings, some positions are being kept vacant a month or two longer than might be necessary to complete a successful recruitment, and other positions are simply being eliminated.)

Because of the conservative approach usually taken when budgeting salary savings, there will almost always be additional salary savings in the Budget after it is adopted. For example, a position budgeted as providing three months of salary savings may actually take four or five, or even seven months to fill, thereby generating additional savings. Unless this savings is re-appropriated elsewhere in the department's budget during the fiscal year, a practice discouraged by the County Administrator and Auditor-Controller (since salary savings is associated with on-going expense), it will show up as part of the Fund Balance calculation at the end of the year. However, it is important to recognize that the more aggressive use of salary savings in this year's Budget, coupled with the elimination of some positions, may reduce the amount of salary savings that would otherwise be available at the end of the year.

Additionally, there will always be vacancies that arise later in the year that simply cannot be anticipated at the time the Budget is prepared; employee turnover is simply a reality of the workforce in most organizations. While it is reasonable to anticipate that there will always be additional "unanticipated" or, perhaps more accurately, "unbudgeted" salary savings that accrue due to employee turnover throughout the year, it is not easy to anticipate what the amount of that savings might be, or in which department it might be realized. It is neither practical nor prudent to attempt to guess which departments might experience vacancies after the Budget is adopted and then try to adjust their budgets accordingly in advance. Again, because of this phenomenon, there will always be unbudgeted salary savings in the County Budget at the end of the year – unless the savings is re-appropriated to other expense categories in departments' budgets. The matter of whether this unanticipated salary savings ultimately shows up as Fund Balance is largely dependent on whether departments avoid over-spending their budgets and achieve all of their budgeted revenues.

The General Fund Balance being used to balance this year's Budget benefits from approximately \$2.37 Million in additional salary and benefit savings realized during Fiscal Year 2008-2009 (compared to \$2.8 Million in Fiscal Year 2007-2008, and \$2.4 Million in Fiscal Year 2006-2007). While the practices and realities described above explain how we arrive with salary savings at the end of a budget year, they do not necessarily explain why the dollar amount is so high. In general, when contemplating the amount of money associated with salary savings, and all the variables at work, it is perhaps most useful to consider that the amount of money generated by salary savings is a direct reflection of the fact that personnel costs currently account for 60% of the County's General Fund Budget (or, \$30,085,522). Furthermore, with respect to the amount of salary savings generated in Fiscal Year 2008-2009, it is important to recall that your Board's institution of the Authorized Position Review Process during the second half of the year slowed the County hiring process significantly. Without the Authorized

Position Review Process, it is likely that the amount of additional salary savings contributing to Fund Balance would have been significantly less.

Under-Expenditures

In addition to savings from position vacancies that arise during the year, under-expenditures in non-personnel categories of expenses also contribute to Fund Balance. Based on past analysis, there is rarely a single budget, or a group of budgets that routinely budget far more than they actually spend (to the detriment of tighter, “more realistic” budgets). Rather, analysis reveals that under-expenditures can generally be segregated into two categories: (1) singular, high-priced expenditures – such as a capital improvement, consulting contract or large, one-time purchase – that, for any number of reasons, do not materialize in the year in which they are budgeted; and, (2) many budgets with small savings spread across many expense object codes that, when taken together, add up to significant savings. Under-expenditures in the first category, such as the Lone Pine Substation project budgeted at a cost of \$225,000 in the Fiscal Year 2008-2009 Budget but not completed, are likely to show up again in the following year’s budget.

However, it is the second category of under-expenditure that is usually more prevalent, and usually accounts for greater savings. With very few exceptions, year-in and year-out, most departments manage their budgets effectively, and save money wherever they can. The savings may not be a lot, a couple hundred dollars here, and a thousand dollars some place else. But, considering that the Fiscal Year 2008-2009 Budget included 133 budget units, even a savings of a thousand, or couple thousand dollars (in a budget of a few hundred thousand or even a million dollars) can quickly add-up to a large amount of money when the County Budget is considered as a whole.

These “small but mighty” efforts need to be acknowledged and appreciated, however, (outside of failing to fully realize revenues, or a series of large, unexpected and compulsory expenses) it is this category of under-expenditure that may have the greatest potential to shrink the size of Fund Balance in future years. Unlike salary savings, in most years it is far less certain that the County can always count on a lot of little savings adding up to big savings at the end of the year. Departments continue to operate on very lean budgets, particularly in the Services and Supplies cost category. In general, there is not much, if anything left to cut, a conclusion evidenced by the fact that the CAO Recommended Budget only reduces Department-Requested non-personnel expenditures in the General Fund, which total \$18,272,121, by \$53,313, or .29%. (In comparison, and further evidence of how tight the departments’ non-personnel budgets are, last year’s CAO Recommended reductions in the General Fund Budget totaled \$161,603.) While Services and Supplies expenditures are not being substantially reduced, neither are they being significantly increased. The risk is that,

without reasonable increases in Services and Supplies budgets, departments might simply find it difficult, if not impossible to continue generating the small savings that add up to such a significant portion of Fund Balance.

Last year, another issue that further affected the ability of departments to minimize expenditures and generate Fund Balance (for use in this year's budget process) was the fact that Road Department billings had fallen behind. This year, it is encouraging to report that Road Department billings are more current and, even though an unexpected batch of billings was delivered late in the accrual process (e.g., this week), the budget liability posed by delinquent Road billings is significantly less than last year.

Revenue Realization

Realizing budgeted revenues is a critical factor in determining year-end Fund Balance that cannot be overemphasized. For every dollar of revenue that is budgeted, but not achieved, year-end Fund Balance is decreased by a dollar. In Fiscal Year 2008-2009, actual General Fund revenues were \$981,381 higher than the Board-Approved Budget, and \$1,442,192 less than the Working Budget.

While departments continued, by-and-large, to do a commendable job in achieving budgeted revenue, the overall figures benefit from the fact that under-realized revenues in some budgets are off-set, or masked by higher than anticipated revenues in other budgets. This is especially the case this year, when actual unsecured property tax revenue and the Hotel Transient Occupancy Tax revenue came in much higher than projected in the Board Approved Budget. The County also benefitted from receiving its full Payment In Lieu of Taxes (PILT) funding from the Federal Government.

In other words, the General Fund Balance available to use in this year's budget could have been even higher if all revenue projections in the Fiscal Year 2008-2009 Board Approved Budget had been fully achieved, and much higher if revenue projections were met in addition to the receipt of additional, unbudgeted General Fund revenue. This raises an important issue. A primary purpose of the County's Mid-Year and Third Quarter Financial Review processes is to revise budget projections as necessary. When a department reports that it will not, or it becomes apparent that a department might not achieve budgeted revenues, the Working Budget should be amended to reflect the decrease in revenues AND, pursuant to the County's Budget Control & Responsibility Policy, expenditures need to be decreased accordingly. Failure to do both has the effect of doubling the impact the loss of revenue has on the bottom line.

As always, a key factor to maintaining the integrity of the Fiscal Year 2009-2010 Budget, and not eroding the year-end Fund Balance available for

the Fiscal Year 2010-2011 Budget, is that departments must meet their budgeted revenue projections, and decrease their expenditures by a corresponding amount when they cannot meet revenue projections. This is particularly true this year, because some revenue projections that have been budgeted conservatively in the past, are being increased to reflect recent trends. For example, Hotel Transient Occupancy Tax (HTOT, or TOT), revenue is being adjusted (upward) to reflect a closer approximation to recent years' actual revenues. Similarly, there is less (but still some) guesswork in this year's property tax revenue estimates; the consequence of pending appeals by the owners of properties that generate high property taxes. Coso Geothermal is expected to file another appeal of its property tax assessment. But, we understand, the amount of tax in dispute, while still significant, is much less than last year. While this truing-up to actuals helps to balance this year's budget from a revenue standpoint, because revenue estimates have been refined, it also creates risk in that the revenue might not be realized. And, this less conservative approach to revenue projections will almost certainly reduce the amount of higher-than-budgeted revenue that can be counted upon to offset lower-than-budgeted revenue realization in other budgets at the end of the year.

Geothermal Royalties

Besides Fund Balance, the CAO Recommended Budget also relies on use of Operating Transfers from the Geothermal Royalties Fund and Criminal Justice Facilities Trust to off-set General Fund, and some Non-General Fund expenses.

Pursuant to County policy, Geothermal Royalties Operating Transfers are only made from revenue already received in the Geothermal Royalties Fund, and do not rely on geothermal royalty revenue that is expected, but has yet to be received this fiscal year. The CAO Recommended Budget includes a total of \$558,644 in Geothermal Royalties Fund Operating Transfers, which are used primarily to off-set eligible expenses in the General Fund Budget. However, in addition to increasing the amount of Geothermal Royalties Operating Transfers used to balance this year's Budget, some of the Geothermal Operating Transfers are being used for eligible expenses in Non-General Fund budgets to reduce the amount of General Fund Operating Transfers that would have to be used instead. In addition, Geothermal Operating Transfers are being used, albeit sparingly, to offset certain personnel costs in the Planning and Parks budgets; again, as a means of reducing General Fund expense. (see Table 2.)

RECOMMENDED OPERATING TRANSFERS FROM GEOTHERMAL ROYALITES FUND	
Budget Receiving Transfer - Description	General Fund
Assessor - Geothermal Consultant	\$50,745
CAO-General - Attorney	\$158,071
Planning - General Plan Update	\$150,328
Parks	\$90,500
TOTAL GEOTHERMAL OPERATING TRANSFER	\$449,644

Table 2.

If not for the availability of the Geothermal Royalties money, the General Fund might have been required to fund all of these costs, something that might not be possible without reductions to other County programs and services.

Criminal Justice Facilities Trust

Similar to last year, this year’s Budget recommends using \$286,965 in Operating Transfers from the County’s Criminal Justice Facilities Trust to balance the Fiscal Year 2008-2009 County Budget. It is recommended that an Operating Transfer of \$17,900 be made from the Criminal Justice Facilities Trust into the Public Works department’s Maintenance of Building & Grounds budget to pay for the cost of budgeted maintenance activities at the Jail and Juvenile Hall. An Operating Transfer of \$17,500 to the Juvenile Institutions budget is recommended to fund a commercial washer (added in the CAO Recommended Budget) and the Siemens facility maintenance contract. And, an Operating Transfer of \$26,565 is recommended for the Jail—General budget to pay for the cost of a new freezer (\$5,000) that was added in the CAO Recommended Budget (as opposed to spending \$2,000 to repair an older, continuously breaking down, and energy-inefficient freezer) and for the Siemen’s facility maintenance contract (\$21,565).

It is also recommended that a Criminal Justice Facilities Trust Operating Transfer of \$225,000 once again be made to the Lone Pine Sub-Station budget, and be used to complete that project. Recall that, last year, the recommendation to use Criminal Justice Facilities Trust money to pay for the Lone Pine Sub-Station was linked to the recommendation to also recognize an additional \$100,000 in AB 443 Trust revenue in the Sheriff – Safety budget. This “trade-off” stemmed from the reality that, without the use of Criminal Justice Facilities Trust funding to pay for the Lone Pine Sub-Station, AB 443 funding would be required to pay for the facility or, unless other General Fund money could be identified, the project would need to be postponed. This year, the use of Criminal Justice Facility Trust money is

once again being recommended (without an AB 443 offset in the Sheriff's budgets) in recognition of the need to preserve the Fund Balance in the AB 443 and COPS trusts to mitigate future cuts that can be anticipated in State public safety funding.

The Inyo County Board of Supervisor's created the Criminal Justice Facilities Trust, by resolution, in 1982 for the purpose of acquiring, rehabilitating, constructing, financing and leasing suitable criminal justice facilities, including all facilities necessary or incidental to the operation of such criminal justice facilities. The Trust currently holds approximately \$981,873, including \$79,447 in new revenue received in Fiscal Year 2008-2009. Current law (California Government Code Section 76103) permits the funds to be used for "county criminal justice facilities" which "includes, **but is not limited to**, jails, women's centers, detention facilities, juvenile halls, and courtrooms. (**Emphasis** added.)" The Sheriff's Lone Pine Sub-Station falls within this definition. The Criminal Justice Facilities Trust should not be confused with the Courthouse Construction Trust that exists to provide funding for the acquisition, rehabilitation, construction and financing of court facilities and, due to recent legislation, falls under the control of the State Administrative Office of the Court.

AB 443 Trust

The Fiscal Year 2009-2010 CAO Recommended Budget includes a \$226,671 Operating Transfer from the AB 443 Trust. This is to provide funding to facilitate the transitioning of five (5) Sheriff's Deputies from the Jail to patrol duties in accordance with the Fiscal Year 2007-2008 agreement to add five (5) new Correctional Officer positions using funding from AB 443 to offset the added expense. This is \$147,118 more than the \$79,553 in AB 443 Operating Transfers included in the Department Requested Budget, and reflects the full cost of the five (5) positions (minus the personnel costs associated with the Deputy assigned to INET and funded with CalMmet funds, as previously agreed). The department had only included AB 443 Operating Transfers for filled Correctional Officer positions, which would have resulted in leaving three (3) positions vacant all year.

Unlike last year, when the Recommended Budget proposed using an additional \$100,000 in AB 443 funding to provide the Sheriff's Department with funding for surveillance activities, this year's Recommended Budget does not contemplate such a transfer. Rather, the emphasis in this year's Budget is to preserve AB 443 Trust funds for future use if, and when the State further reduces public safety funding and/or the temporary vehicle license fee increases being used to fund current public safety subventions, which expire in 2010.

COPS Trust

The Fiscal Year 2009-2010 Department Requested and CAO Recommended budgets only include the use of \$20,800 in funds from the COPS Trust as requested by the department. Similar to the use of the AB 443 funds, and unlike last year, every effort is being made to preserve the Sheriff's COPS Trust funds for future needs.

Personnel Actions

The current fiscal climate necessitates recommending no personnel adjustments – career ladders, equity adjustments, or reclassifications – and no new positions in the CAO Recommended Budget. Departments were apprised that no personnel adjustments would be considered in the CAO Recommended Budget during this year's Budget Kickoff Meeting. To the extent that some department heads have included personnel adjustments and new position requests in their Department Requested budgets, as they are permitted to do under the Budget Act, their budget narratives – and not this report – should be relied upon to identify the requested personnel adjustments and new position requests.

When the salary savings in the Fiscal Year 2009-2010 CAO Recommended Budget, and position adjustments and new positions not being recommended in the Fiscal Year 2009-2010 CAO Recommended Budget are combined, the resulting savings in General Fund expenses is \$961,475 compared to the Department Requested Budget.

The *County of Inyo Manpower Report* (Attachment C) identifies, by department, authorized staffing levels (full-time and B-PAR employees) as of July 1, 2009. (Note: The *Manpower Report* identifies authorized staffing at the department-level, but not (yet) at the budget unit level.) Because the Health and Human Services department has numerous employees spread across multiple budgets, a table showing the Department's Authorized full-time and B-PAR staff, and how they are allocated among various programs, is also provided (Attachment D) to guide your Board in its review of the Health and Human Services budgets.

Salary Savings

Some departments have proposed some salary savings, associated with vacant staff positions, in their Department Requested budgets. Additionally, the CAO Recommended Budget includes recommendations for additional salary savings. Most of the savings being recommended by the CAO, \$930,808 (\$569,308 when vacant Health and Human Services positions are excluded) occurs in the General Fund, while, Non-General Fund budgets recognize \$291,484 in salary savings (but only \$6,711 when vacant HHS

positions are excluded). For comparison, the Fiscal Year 2008-2009 CAO Recommended Budget relied on \$392,164 (excluding HHS vacancies) in General Fund salary savings, and embraced \$4,215 in salary savings in Non-General Fund budgets (again, excluding HHS).

As noted above, the calculation of CAO Recommended salary savings is usually intentionally conservative. However, the increase in anticipated salary savings from Fiscal Year 2008-2009 to Fiscal Year 2009-2010 is directly attributable to this year's fiscal challenges. Similarly, the decision to Recommend salary savings in Health and Human Services positions is directly related to State reductions in HHS program funding.

The *Position Vacancy/Salary Savings Table* (Attachment B) identifies salary savings by department and staff position, and includes the earliest date that the position can be filled to realize the anticipated salary savings. Very few positions recommended for salary savings have a fill date beyond January 2010. However, similar to last year, a caveat is offered that, if viable candidates for certain critical positions, such as the vacant Deputy County Administrator position (with a salary savings fill date of January 2010), are identified prior to the fill date, your Board will be asked to consider appropriating the necessary additional funding.

Position Adjustments

As noted above, this year's CAO Recommended Budget includes no personnel adjustments. Please refer to department budget narratives for a discussion of any personnel adjustments that may have been made in individual Department Requested budgets.

As in any County budget, the availability of adequate revenue to fund requested personnel adjustments is always a factor in evaluating which adjustments to recommend to the Board for inclusion in the Approved Budget. This year, the County's funding constraints and the State's fiscal challenges preclude considering any personnel actions. Furthermore, considering personnel adjustments at this point would unduly deprive departments that complied with the requested budget parameters with the opportunity to seek personnel adjustments for their staff or new positions.

New Positions

Again, as noted above, this year's CAO Recommended Budget includes no new positions. Please refer to department budget narratives for a discussion of any new positions that may have been made in individual Department Requested budgets.

Deleted Positions

The CAO Recommended Budget also takes the unusual step of recommending the deletion of vacant positions. (See Attachment E). Most of the 20 positions recommended for deletion from the Manpower Report, effective October 1, 2009, were identified for deletion in the Department requested budgets as well. Recognizing that reduced revenue is probably the new norm, and not an exception, this year's recommendation to begin eliminating vacant positions is a first step in "right-sizing" the County's workforce. Although difficult when departments endeavor to maintain historical levels of service, it is preferable to eliminate positions when they are vacant, through attrition, rather than eliminate the position as part of a lay-off.

Unfortunately, the CAO Recommended Budget also must recognize the impacts of the Governor's inexplicable line vetoes to senior and children services funding. As a result, the personnel expenses in the IMAAA budget have been adjusted in the Recommended Budget to reflect the fact that, as of October, there will be no State funding to pay salary and benefit costs for the two (2) Senior Services Counselor positions that implemented the now-eliminated Linkages Program. These positions are in the process of working through the lay-off procedure, however, as a result of the vacancies that your Board – in conjunction with the active participation of the departments – has been able to maintain, the employees filling these positions are expected to be able to transfer to other positions with the County.

FISCAL OVERVIEW

As might be expected in this fiscal climate, the Fiscal Year 2009-2010 CAO Recommended Budget projects a total decrease in revenues of \$3,406,639, from \$77,880,299 in Fiscal Year 2008-2009 Board Approved Budget to \$74,473,660 in this year's Recommended Budget.

The Recommended General Fund Budget projects an increase in revenues of \$712,031 (1.57%); from \$45,338,863 in projected General Fund revenue in the Fiscal Year 2008-2009 Board Approved Budget to \$46,050,894 in projected General Fund revenue in Fiscal Year 2009-2010 Budget. When Operating Transfers into the General Fund are subtracted from both years' revenue projections – there were \$760,630 in Operating Transfers to the General Fund in the Fiscal Year 2008-2009 Board Approved Budget and there are \$614,430 in Operating Transfers to the General Fund in this year's Recommended Budget – projected revenues have increased from last year's Board Approved Budget by \$913,231.

Any increase in revenue is positive, especially in the current economy. However, the \$712,000 increase (\$900,000 without Operating Transfers factored in) is, nevertheless, somewhat disappointing considering (1) how much the County's revenues increased last fiscal year, and (2) that these increased revenues were used to establish a new baseline for this year's revenue projections. In other words, a lot more money has been brought into this year's Budget, but it is almost swallowed-up by equally large decreases in revenue elsewhere in the budget. Examples abound. Fueled by the settlement of the Coso property tax appeal, following the sale of the power plant, unsecured property tax revenue increased \$1,257,538 over projections in the Fiscal Year 2008-2009 Budget. Similarly, the County received the first of five (5) years of full Payment In Lieu of Taxes (PILT) funding from the Federal Government, adding an additional \$600,000 annually to the County's revenue stream. And, despite the economic crash – which followed a year in which local gasoline prices topped \$5 per gallon – the County's Hotel Transient Occupancy Tax revenue exceeded \$2.3 Million for the second straight year, generating an additional \$669,799 in revenue in Fiscal Year 2008-2009. Most of this additional unbudgeted revenue (\$2.3 Million) was transferred to the Economic Stabilization Fund as part of the Fiscal Year 2008-2009 Third Quarter Financial Review. It seems reasonable to expect that adjusting Fiscal Year 2009-2010 revenue projections to reflect last year's growth in these revenue codes – even allowing for an estimated 30% to 50% decrease in the Coso property tax assessment (which is again the source of contention) – would result in an increase in General Fund revenue projections far greater than \$712,000 (or, \$900,000 without Operating Transfers factored in) . . . everything else being equal. The fact that this year's revenue projections are only increasing \$712,000 from last year's Board Approved Budget is an indication of just how much other General Fund Revenues are projected to decrease in Fiscal Year 2009-2010.

As noted during this years Budget Workshop, although secured property tax revenue appears to be increasing, the City of Los Angeles Department of Water and Power (LADWP) property tax payment of about \$4.8 Million – which accounts for approximately 48% of the secured property tax roll – tends to overshadow decreases in revenue stemming from Proposition 8 reassessments. Homes sold since 2004 account for about 23% of the County's secured property tax roll, and it is estimated that they have decreased in value by about 25%. As a result, The CAO Recommended Budget includes estimated Proposition 8 reductions of over \$500,000. However, this decline in revenues is masked by the fact that LADWP's payment increased by 4%, and houses sold prior to 2004 are still increasing in assessed value by 2% per year. Of greater concern, however, is next fiscal year when LADWP's tax payment, calculated using the Phillip's formula, is expected to decrease as a result of declining assessed values statewide.

As noted above, based on actual growth in recent fiscal years, projected revenue in certain revenue codes is being increased relative to the new baseline. However, despite the new, higher baseline in certain revenue codes, a conservative approach is still – to the extent practical – being employed in preparation of the Recommended Budget, particularly with respect to revenues. As noted earlier, despite the stronger-than-expected revenue performance in Fiscal Year 2008-2009, overall the County still under-achieved General Fund revenues by \$1.4 Million compared to the Fiscal Year 2008-2009 Working Budget. In light of the stagnant, if not still-declining housing market, increasing property tax contentions, increasing fuel prices, general economic malaise and uncertainty, and continued State Budget chaos, there is little reason to be anything but conservative in this year's approach to revenue projections. Some of the assumptions associated with this year's revenue projections include:

- A 30% to 50% percent decrease in unsecured property tax revenue related to the anticipated appeal of the Coso property tax assessment. Note: a 50% reduction would result in this revenue code being overstated by more than \$250,000 of revenue.
- Receiving \$2.20 Million in Hotel Transient Occupancy Tax revenue. In Fiscal Year 2007-2008, the County realized \$2.31 Million in TOT revenue despite \$5 per gallon gasoline prices and, in Fiscal Year 2008-2009, the County received \$2.44 Million in TOT despite the collapsing economy.
- Vehicle License Fee revenue decreasing by more than \$250,000.
- Public Safety Augmentation Fund (PSAF or Proposition 172) revenue decreasing by more than \$200,000.
- Sales tax decreasing slightly.
- No revenue being received from the sale of County-owned property.
- Appropriate use of realignment funds to provide maximum benefit to the County. (To accomplish this, minor adjustments to the Health Realignment budgets – Health, Environmental Health, and Animal Services – may be presented to your Board as part of the Final Budget, or during the Mid-Year Financial Review.)

- No future geothermal royalty payments have been projected in the Recommended Budget. Pursuant to current County policy, any geothermal royalty payments that may be received in Fiscal Year 2009-2010 will be treated as unanticipated revenue.

The following graph, *General Fund Revenues by Category*, Figure 1., illustrates the sources of General Fund revenues in the Fiscal Year 2009-2010 Recommended Budget.

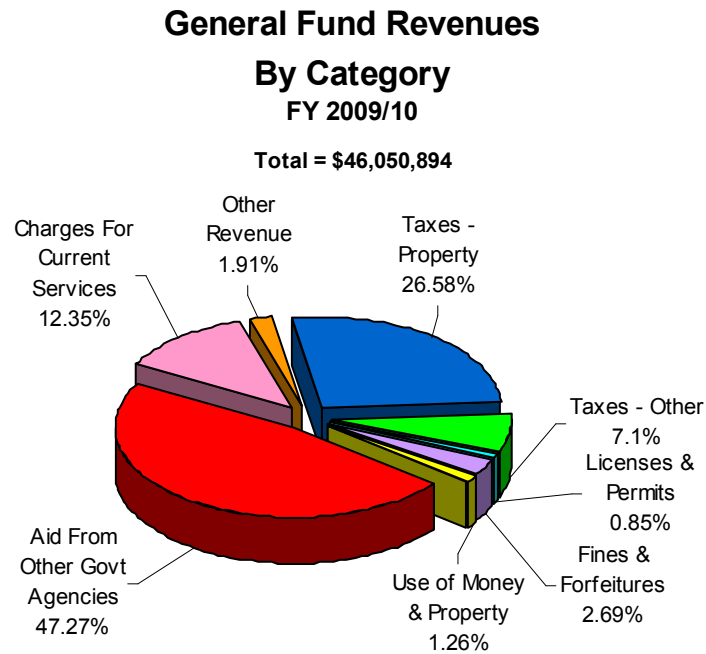


Figure 1.

The sheer number of Operating Transfers that have been made in and out of the General Fund in recent years makes a comparison of changes in revenues and expenditures from one fiscal year to the next very difficult. A cursory review seems to indicate that increases in revenues are beginning to surpass increases in expenditures, especially in light of last year’s dramatic increase in unsecured property tax revenue, full PILT funding, and steadily increasing Hotel Transient Occupancy Tax revenue. Despite this strong revenue performance, however, the reality is that the County still must rely on reductions in discretionary expenses to maintain fiscal solvency. Costs beyond the control of departments continue to rise.

When changes in Board Approved General Fund expenses are compared between fiscal years 2008-2009 and 2009-2010, the increase in costs appears to be about 2.22% (inclusive of Operating Transfers out). When

an effort is made to exclude Operating Transfers out from the calculation, it appears that expenses in this year’s Recommended Budget have increased about 1.01% from Fiscal Year 2008-2009.

Changes in General Fund expense categories between Fiscal Year 2008-2009 and costs in Fiscal Year 2009-2010, are shown in Table 3.

CHANGE IN GENERAL FUND EXPENDITURES BY CATEGORY OF EXPENSE				
Expense Category	FY 2008-09 Board Approved	FY 2009-10 CAO Recommended	Difference	Percent Change
Salaries & Benefits	30,122,088	30,085,522	(\$36,566)	-0.12%
Services & Supplies	8,696,308	7,883,379	(\$812,929)	-9.35%
Internal Charges	2,478,486	2,518,552	\$40,066	1.62%
Other Charges	4,458,157	6,251,562	\$1,793,405	40.23%
Fixed Assets	660,665	363,080	(\$297,585)	-45.04%
Other Financing Uses	2,260,318	2,797,764	\$537,446	23.78%
Reserves	173,187	31,444	(\$141,743)	-81.84%
TOTAL	\$48,849,209	\$49,931,303	\$1,082,094	2.22%

Table 3.

CAO Recommended Budget

The total Fiscal Year 2009-2010 CAO Recommended Budget is \$80,500,512, and represents a \$2,698,598 or a 3.24% decrease over the Fiscal Year 2008-2009 Board Approved Budget of \$83,199,110. (In Fiscal Year 2008-2009, the Board Approved County Budget increased 4.67% compared to Fiscal Year 2007-2008. And, in Fiscal Year 2007-2008, the Board-Approved County Budget increased 5.65% compared to Fiscal Year 2006-2007.)

The following graph, *Total County Expenditures*, Figure 2., below, demonstrates the categorical division of the Budget, as recommended.

**Total County Expenditures
by Function
FY 2009/10**

Total = \$80,500,512

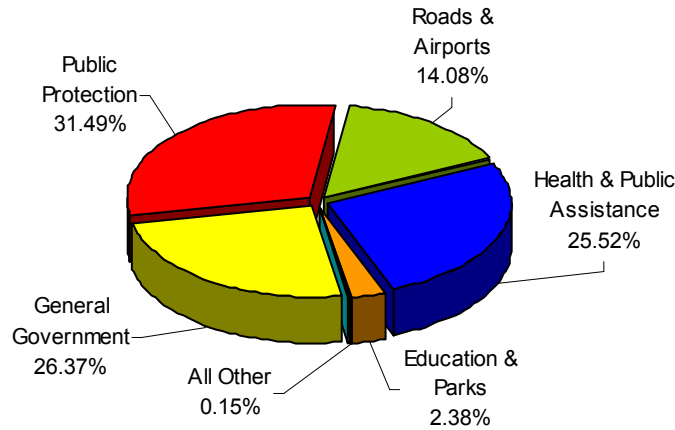


Figure 2.

Non-General Fund Budget

The Fiscal Year 2009-2010 Recommended Non-General Fund Budget totals \$30,569,209 in expenditures and \$28,422,766 in revenues. The deficit in Non-General Fund budgets is \$2,146,443; almost \$391,000 more than last year’s Non-General Fund funding gap. Including recommended Operating Transfers, there is sufficient Fund Balance in these budgets to cover the gap between revenues and expenditures, however, the increase in the size of the gap points to a greater reliance on Non-General Fund Balances and Operating Transfers to balance the Budget. Table 4. shows the Operating Transfers being recommended for Non-General Fund budgets.

OPERATING TRANSFERS TO NON-GENERAL FUND BUDGETS		
Transfer To	Source	Amount
Auditor Trust (SRAF obligation)	General Fund	\$1,500,000
Network & Financial System Projects (<i>debt service</i>)	General Fund	\$291,435
Senior Program (IMAAA)	General Fund	\$341,726
Solid Waste (<i>structural deficit requiring subsidy</i>)	General Fund	\$608,879
Water Systems (<i>subsidy</i>)	General Fund	\$6,772
TOTAL		\$2,748,812

Table 4.

General Fund Budget

The Fiscal Year 2009-2010 Recommended General Fund Budget totals \$49,931,303 in expenditures and \$46,050,894 in revenues. General Fund expenditures represent an increase of \$1,082,094, or 2.22% over the Fiscal Year 2008-2009 Board Approved General Fund Budget of \$48,849,209. (In Fiscal Year 2008-2009, the Board Approved General Fund Budget increased 4.55% compared to Fiscal Year 2007-2008.)

The Auditor-Controller is expected to certify the Fund Balance in the General Fund to be \$3,880,409, and this amount is used to balance the Fiscal Year 2009-2010 Recommended General Fund Budget.

The following graph, *General Fund Expenditures by Function*, Figure 3., demonstrates the categorical division of the General Fund Budget, as recommended.

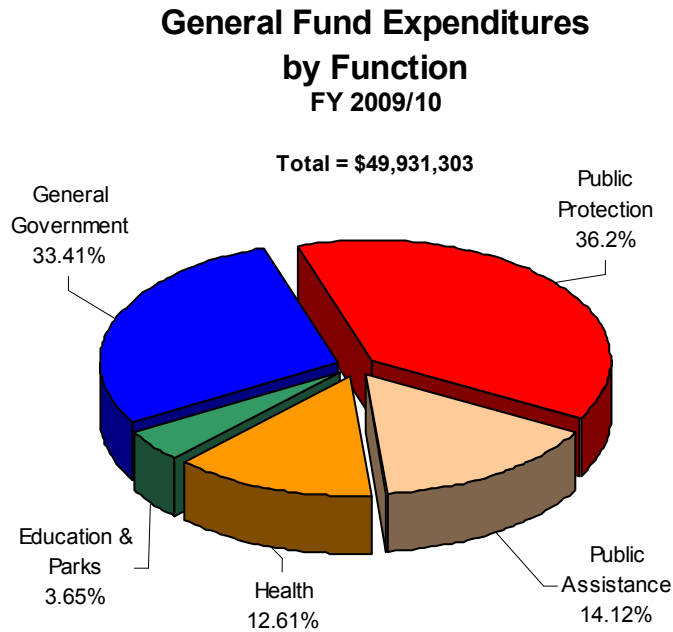


Figure 3.

The CAO Recommended Budget includes the following Operating Transfers from the General Fund (Table 5.)

RECOMMENDED GENERAL FUND OPERATING TRANSFERS	
Transfer To	Amount
Auditor Trust - SRAF Proposition 1A	\$1,500,000
Network & Financial System Projects (debt service)	\$291,435
Senior Program (IMAAA)	\$341,726
Solid Waste (operating subsidy)	\$608,879
Water Systems Rate Setting Consultant	\$6,772
TOTAL	\$2,748,812

Table 5.

RECOMMENDED CHANGES TO DEPARTMENT REQUESTED BUDGETS

In addition to the differences already discussed, the CAO Recommended Budget differs from the Department Requested Budget as follows. This section of the report will also be used to identify key issues in certain budgets that have not already been discussed.

Medical insurance costs have been reduced in all General Fund budget units by 4%, for a savings of \$157,000 from the Department Requested Budget. When the Personnel Module was created last April, medical insurance costs were unknown. Based on previous years' increase an estimated increase of 12% (for six-months) was incorporated in the Personnel Module. The County recently received confirmation that there will be an increase of approximately 3% on January 1, 2010 that will affect medical insurance costs for non-safety employees and safety employees.

Additionally, the County's contribution rates for CalPERS have increased effective July 1, 2009. Contributions for Miscellaneous employees increased from 11.755% to 12.123%, and the contribution for Safety employees increased from 27.144% to 27.658%. Salary and Benefits object codes have been revised accordingly in the Fiscal Year 2009-2010 Department Requested, as well as the Fiscal Year 2009-2010 CAO Recommended budgets.

Non-General Fund Budgets

Deferred Maintenance

Although not included in the Department Requested Budget, the CAO Recommended Budget includes a \$30,000 Operating Transfer into the Deferred Maintenance budget from the Geothermal Royalties Trust. The Fund Balance for this budget unit is sufficient to meet the projects identified for completion during Fiscal Year 2009-2010 in the Department Requested Budget, including: re-roofing projects at the Bishop Senior Center and County-owned building at 207 West South Street in Bishop; and, remediation of the fuel spill at the former Big Pine Care Center site. The \$30,000 Operating Transfer added in the CAO Recommended Budget will provide contingency funding for emergency projects like HVAC repairs/replacement at County buildings. Alternately, your Board could designate this funding for other deferred maintenance projects like improvements to the Lone Pine Library or replacement of the suspended ceiling in need of repair in the Water departments offices.

Eastern Sierra Regional Airport

On a positive note, the Eastern Sierra Regional Airport budget ended Fiscal Year 2008-2009 with a positive Fund Balance, and this budget does not require any General Fund Operating Transfers to make up for budgeted shortfalls. However, the CAO Recommended Budget does include a \$29,000 Operating Transfer into this budget unit from the Geothermal Royalties Trust for the purchase of a fuel truck. The airport currently leases the fuel truck, and the department has determined its purchase to be a cost-effective alternative. The rationale for using the geothermal royalty funds to make the fuel truck purchase is that it will preserve Fund Balance in this budget unit. In addition to for paying for ongoing expenses at the Eastern Sierra Regional Airport, this budget's Fund Balance can be used to make loans to other airport budgets affected by the elimination of State aeronautical grant funds.

Economic Stabilization Fund

Although desirable, unlike last year, the CAO Recommended Budget includes no Operating Transfer to the County's Economic Stabilization Fund. The County maintains the Economic Stabilization Fund

“to be used for unexpected decreases in revenues and/or increases in expenditures which cannot be absorbed with the existing County budget appropriated for that fiscal year, including any appropriation for contingency funds.”

If the State Budget situation and/or economy worsens this year, the County could very well find itself needing to use Economic Stabilization Funds for their intended purpose.

IMAAA

The IMAAA Governing Board has proposed a Fiscal Year 2009-2010 budget for its administrative and direct services contracts with Inyo County that has a \$300,800 deficit, and requires a \$23,875 grant match. Combined with the loss of HICAP funding (\$24,000), and the Governor's draconian blue pencil cuts to senior citizen program funding, most notably the elimination of the Linkages Program (\$186,636), CBSP Administration reimbursement (\$26,099), Respite Care (\$337), and Adult Day Care funding (\$26,099) – all of which occurred after the Department Requested Budget was submitted – the CAO Recommended Budget includes a General Fund Operating Transfer of \$341,276 in an effort to maintain as many senior services as possible in this years budget. However, the Recommended Budget must also, unfortunately, make reductions to expenses tied directly to the reduction and elimination in State funding. The Recommended Reductions include eliminating two (2) full-time Senior Services Counselor positions, as recommended by the department following submittal of its Requested Budget.

As noted earlier, the Recommended Budget also includes eliminating one vacant Senior Counselor III position, and one vacant Social Worker Supervisor II position. This recommendation is part of a restructuring of the County's Senior Services Program, in the midst of being developed, that will enhance services in the faces of budget deficits and the specter of additional cuts in State funding.

Motor Pool

The Motor Pool budget is based on the Motor Pool Rate that was revised in the middle of last fiscal year; an average of \$0.5036 per mile, based on 2 million miles traveled. Since the cost of fuel continues to fluctuate, County departments have been apprised that the Motor Pool Rate could increase before the end of the fiscal year.

Road

The Recommended Budget reduces the Maintenance of Equipment and Travel object codes by \$15,000 and \$3,832 respectively based on historical usage and the need to save funds against possible deferrals and take-backs.

Solid Waste

As in recent years, the Integrated Waste Management Program requires an Operating Transfer to meet its operating expenses. The department's current sources of revenue, primarily sales tax and disposal fees, are simply insufficient to fund the current levels of service being provided, and maintain compliance with ever-changing and expanding regulatory requirements.

Outside of personnel costs associated with day-to-day operations totaling \$1,037,312, the major cost component in this budget is the Professional and Special Services object code from which the County's hauling contracts and landfill engineering services contracts are paid. Hauling contracts are approaching \$300,000 per year, and \$310,000 is included for landfill engineering services (the same amount budgeted last year). While increasing regulatory requirements are coinciding with anniversary dates for certain existing testing and reporting mandates (like five-year water quality sampling) and result in consulting costs remaining high, staff is implementing measures intended to stabilize and, hopefully, lower consulting costs in the future and, hopefully, this fiscal year. The landfill engineering services contract is being competitively bid, and attracting interest from several firms, and the County has created and is in the process of recruiting for a Managing Landfill Engineer position.

Another major cost included in this year's budget is \$160,000 for the installation of new Perimeter Landfill Gas and Structures Monitoring systems at Lone Pine and Bishop-Sunland landfills as required by a change in law. While staff continues to try to minimize the cost of complying with these regulations, through the development and submittal of alternate plans, the County will ultimately have to install new landfill gas monitoring wells. It has already been instructed by the California Integrated Waste Management Board to do so for the Lone Pine Landfill.

In addition to recommending Operating Transfers totaling \$658,000, the CAO Recommended differs from the Department Requested Budget in that the Recommended Budget eliminates \$130,000 requested for a new dual-purpose roll-off/dump truck necessary to begin complying with new emissions requirements. Instead, the Recommended Budget adds \$100,000 in funding, in the Contingencies object code, for the Bishop Sunland Landfill gatehouse

project. The funding for the gatehouse installation can be viewed as a placeholder until actual project needs and costs are refined consistent with Board direction. Since the \$100,000 in funding for this project sits in the Contingencies object code, it will require your Board's approval prior to expenditure. The Recommended Operating Transfer includes a \$50,000 Operating Transfer from the Geothermal Royalties Trust, is intended to pay for at least some of the cost of the gatehouse. The rest of the Operating Transfer recommended for this budget (\$608,000) comes from the General Fund. In addition to the gatehouse, the Recommended Budget is sufficient to:

- Maintain current hours of operation at County solid waste facilities;
- Fund the purchase and installation of one (1) diesel particulate filter (\$25,000) necessary to comply with air quality mandates;
- Maintaining dust control treatments (\$20,000)
- Litter fencing in Darwin (\$5,000)
- Fund required upgrades to certain landfill gas monitoring systems.

However, the Recommended Budget is not sufficient to:

- Pay for all required retrofits and replacement of equipment necessary to comply with air quality mandates,
- Provide for capital improvements beyond installing the gatehouse in Bishop and perimeter fencing in Darwin, and some that required new gas monitoring wells;
- Fund other regulatory compliance issues that are deferred year-after-year due to lack of funding, such as relocating the shop at the Bishop-Sunland Landfill
- Fencing for the Bishop-Sunland Landfill
- Roll-off bins required for a treated wood waste program.

Staff is in the process of preparing a series of community meetings to garner input from residents relative to their preferences, if any, between possible fees increases and/or reductions in the days and hours of facility operation.

Water Department

The only recommended change to the Water Department budget is to reduce the Department Requested Travel expense from \$13,750 to \$3,750, which is still over twice the amount the department required last fiscal year.

While the Department Requested budget creates a budget surplus to continue building Fund Balance, it should be noted that if the department's currently authorized strength, excluding the positions recommended for deletion in this Budget, was fully implemented, the department would be

unable to fund all of the positions and the non-personnel appropriations currently being requested without using undesignated Fund Balance.

Laws Water System

The Laws Water System budget requires a \$6,772 General Fund Operating Transfer to cover a year-ending negative Fund Balance (\$1,900) and a projected operating shortfall (\$4,872) in this year's budget.

General Fund

Agricultural Commissioner

The Recommended Budget proposes a reduction of \$4,341 in the Salary and Benefits object category (which includes the aforementioned across-the-board reduction in employee medical costs). As discussed previously, the CAO Recommended Budget does not support any personnel adjustments or new position requests submitted with the Fiscal Year 2009-2010 Department Requested Budget. In addition, the Recommended Budget makes reasonable decreases, totaling, \$5,700 to the General Operating Expense, Professional & Special Services, Travel, and Motor Pool object codes.

Animal Services

The Recommended Budget reduces Utilities expense by \$2,000 to be more consistent with historical usage while leaving some funding to offset potential price increases.

Assessor

The CAO Recommended Budget includes a \$50,745 Operating Transfer from the Geothermal Royalties Fund to pay for the portion of the mineral appraisal consulting contract cost associated with the assessment of geothermal properties.

The CAO Recommended Budget proposes a reduction of \$10,900 in the Salary and Benefits object category (which includes the aforementioned across-the-board reduction in employee medical costs). As discussed previously, the CAO Recommended Budget does not support any personnel adjustments submitted with the Fiscal Year 2009-2010 Department Requested Budget. The Recommended Budget also reduces Travel expense by \$500 to better match last year's actual expense in this object code.

Auditor-Controller

The Recommended Budget reduces the requested Travel expense by \$1,000 even though the department already reduced expenditures by 20%.

Building & Safety

The Recommended Budget reduces General Operating Expense, Travel, and Motor Pool costs by a total of \$3,300 in recognition of the reduction of revenues in the budget and historical expense.

CAO

The Recommended Budget includes a \$159,070 Geothermal Royalties Operating Transfer to fund Fiscal Year 2008-2009 encumbrances for the balance of the contracts for the tax attorney and geothermal appraisal consultant (separate from the consulting contract in the Assessor's Budget), as well as a Fiscal Year 2009-2010 contract amendment for the tax attorney hired to assist the Assessor and County Counsel in matters related to the Coso property tax assessment.

County Clerk - Recorder

Real Property Transfer Tax revenues continue to decline in this budget unit (from in \$70,247 in actual revenue last year to a projected \$43,000 in this year's Requested Budget) and, while corresponding reductions in expenses are not proposed in the Recommended Budget at this time, reductions may need to be contemplated if the County's budget situation worsens. In the meantime, Administration will work with Clerk-Recorder to examine ways in which the department's budget can be adjusted to reflect the decrease in office activities associated with reductions in the number of recordings being filed.

The CAO Recommended Budget proposes a reduction of \$5,477 in the Salary and Benefits object category (which includes the aforementioned across-the-board reduction in employee medical costs). As discussed previously, the CAO Recommended Budget does not support any personnel adjustments submitted with the Fiscal Year 2009-2010 Department Requested Budget. The Recommended Budget also reduces Travel and Motor Pool object codes by a total of \$650.

County Counsel

The Recommended Budget reduces the Department Requested Travel expense by \$2,000 while still providing additional funding compared to last year for increased travel associated with increased meeting expense.

D.A. - General

The District Attorney has been in frequent communication with Administration regarding the disposition of several important criminal cases currently being tried by his office. The complexities of the murder and embezzlement cases could result in the need to amend the departments Professional & Special Services object code to pay for expert witnesses, such as a forensic accountant, and other specialized services. To provide for such contingencies, the Recommended Budget only relies on three-months of salary savings associated with the vacant Welfare Investigator position (in District Attorney – Safety budget) rather than keeping the position vacant longer as would otherwise be warranted. This is to provide sufficient funds in the District Attorney – Safety budget to allow the District Attorney to request your Board approve a budget amendment to move funds from the Salaries and Benefits object category in the District Attorney – Safety budget to the Professional and Special Services object code in the District Attorney – General budget.

The Recommended Budget decreases the Requested Maintenance of Equipment, Maintenance of Equipment – Materials, Professional & Special Services, Travel object codes to better approximate the two-year average expenditure in these areas of expense. With respect to Travel expense, the Department Requested Budget has been decreased by \$4,250, from \$14,250 to \$10,000 of even though last year the department exceeded its approved Travel appropriation by \$4,550. Based on a review of the itemized Travel expense provided by the department, it appears that there is room to achieve cost savings by managing employee transportation between Bishop and Independence, by having employees carpool in one of the department's four (4) motor pool vehicles, etc.

D.A. - Safety

As noted above, the Recommended Budget only relies on three-months of salary savings associated with the vacant Welfare Investigator position, rather than keeping the position vacant longer as would otherwise be warranted, in order to provide contingency funding should the District Attorney need to hire specialized consultants relative to pending criminal cases.

Elections

Although the Recommended Budget makes no reduction to the Elections Expense object code, the department indicates that it is possible to save up to \$25,000 in elections expense by administering an “all mail ballot” similar to how the department conducted the Special Election in May. The department has been requested to schedule a discussion with your Board regarding this option but, for now, the department’s requested \$90,000 for Election Expense remains in the budget to provide your Board and the Clerk with maximum latitude in considering options for conducting this year’s elections.

Contingencies

The Recommended Budget includes providing \$21,444 in the General Fund Contingencies Budget; significantly less than the \$163,187 budgeted last year.

Jail CAD/RMS

The Recommended Budget recognizes \$20,000 in Other State revenue, reimbursed for prior year’s expenses associated with the 911 system, to offset the cost of the CAD/RMS software license agreement.

Jail – General

As discussed above, the Recommended Budget includes \$26,565 in Operating Transfers in from the Criminal Justice Facilities Trust. In addition to funding the Jail facility maintenance contract with Siemens (\$21,565) included in the Department Requested Budget, the CAO Recommended Budget also includes \$5,000 from the Criminal Justice Facilities Trust for a new freezer, which results in recommending the Maintenance of Equipment object code be reduced by \$2,000.

The amount of the Operating Transfer from the AB 443 Trust has been increased, with concurrence from the department, by \$147,188 to \$226,671 to more fully fund the cost of the arrangement agreed to in Fiscal Year 2007-2008 as part of adding five (5) new Correctional Officer positions as a means of increasing the number of Deputies on patrol.

The Recommended Budget also reduces General Operating Expense by \$2,000 based on historical trends, and reduces Travel expense by \$38,400 since it does not appear the County will receive Federal Stimulus funds to hire a new deputy who would need to be sent to the academy. (Should the

County later be notified that the Federal authorities have changed their recommendation to fund a deputy position, the County may need to identify appropriate training funds prior to accepting the stimulus money).

Jail – Safety

In consultation with the department, the Recommended Budget reduces Overtime expense by \$26,489 to reflect anticipated savings in overtime costs associated with changes in operations implemented by the Sheriff. The Recommended Budget also increases the Other Benefits object code in anticipation of pay-out expenses with retirements identified after the Department Requested budget was prepared.

Juvenile Institutions

The Recommended Budget includes a \$17,500 Operating Transfer in from the Criminal Justice Facilities Trust. In addition to funding the Juvenile Hall facility maintenance contract with Siemens (\$7,500) included in the Department Requested Budget, the CAO Recommended Budget also includes \$10,000 from the Criminal Justice Facilities Trust for a new commercial washer that has been needed for several years but was not included in the Department Requested Budget.

The Recommended Budget reduces salary and benefit costs in the amount of \$135,626 in conjunction with the personnel cost savings associated with the department reorganization just approved by your Board. (This figure includes the aforementioned across-the-board reduction in employee medical costs.)

The Recommended Budget also reduces the General Operating Expense, Travel, Utilities object codes by a total of \$14,600 compared to the Department Requested Budget based on past expenditure levels and demonstrated need. This still leaves adequate funding in the General Operating Expense object code to fund the purchase of new assessment software the department is requesting.

Library

The Department Requested Budget eliminates all funding for salary and benefit costs associated with a vacant full-time Librarian I, a vacant full-time Central Librarian, and a vacant part-time Library Specialist. In light of the long-term economic outlook, the CAO Recommended Budget recommends

deleting a vacant Librarian I position as a means of beginning to “right size” the library in the era of reduced revenues.

Lone Pine Sub-Station

The Requested Budget seeks a \$225,000 General Fund appropriation to purchase a modular extension, make parking lot improvements, and install landscaping, fencing and an alarm system necessary to complete the Lone Pine Sub-Station project. In the past, the department budget has requested using AB 443 Fund monies for the Project, but last year the Recommended Budget replaced the use of AB 443 monies with funds from the Criminal Justice Facilities Trust. Rather than generate General Fund savings by postponing the project, or use AB 443 funds (that need to be preserved for future State cuts), the Recommended Budget again proposes using Criminal Justice Facilities Trust monies to complete the project this fiscal year.

Maintenance – Building & Grounds

In addition to Operating Transfers from the Criminal Justice Facilities Trust to fund maintenance of the Jail and Juvenile Hall, the Recommended Budget differs from the Department Requested Budget with respect to reducing expense in the Employee Physicals, Professional & Special Services, Utilities and Motor Pool object codes based on historical trends and needs.

Parks

In an effort to reduce General Fund expenditures, the CAO Recommended Budget proposes a \$90,500 Operating Transfer from the Geothermal Royalties Fund to fund eligible park operation and maintenance costs including: contracts for facility repairs and improvements (\$22,000); tree trimming (\$10,000); fish planting (\$8,500); and, general administration and maintenance (\$50,000). In addition, whereas the Recommended Budget includes funding for one seasonal worker to assist in boat inspections at Diaz Lake, the Recommended adds a second seasonal worker to assist in performing park and campground maintenance and improvement work during the busy summer season. For comparison, in the past, the department has sometimes had four to six seasonal workers during the summer.

Planning

The CAO Recommended Budget provides a \$150,328 Operating Transfer from the Geothermal Royalties Fund to pay for eligible expenses

associated with the update of the General Plan and Zoning Ordinance (\$55,612), preparation of the Housing Element (\$8,538), non-reimbursed staff time administering the General Plan and Zoning Ordinance (\$52,000) and, funding for possible additional coordination contract services (\$34,178). This latter cost, for contract coordination services, is not included in the Department Requested Budget but is included in the CAO Budget – as both a Operating Transfer revenue and Professional & Special Services expense – to provide your Board with flexibility in how to proceed with implementing the coordination mandate.

The Recommended Budget concurs with and acknowledges the department's request to eliminate several vacant positions (see Attachment E). The Recommended Budget also reduces the General Operating Expense object code by \$1,000 based on experience and demonstrated need.

Probation

The Recommended Budget reduces salary and benefit costs in the amount of \$156,950 in conjunction with the personnel cost savings associated with the department reorganization just approved by your Board. (Again, this figure includes the aforementioned across-the-board reduction in employee medical costs)

The Recommended Budget also reduces the Office & Other Equipment < \$5,000, Professional & Special Services, Travel object codes by a total of \$10,600 compared to the Department Requested Budget based need.

Public Works

The Recommended Budget recognizes \$66,511 of salary savings from existing vacancies (including the reduction in medical health costs described earlier).

The CAO Recommended Budget generates savings in several object codes for which the department could not substantiate the essentiality of the requested increase in appropriations. Reductions are recommended to the following object codes: Personal & Safety Equipment (\$250); Maintenance of Equipment (\$500); Office Equipment < \$5,000 (\$5,000); Advertising (\$400); General Operating Expense (\$5,000); Travel Expense (\$4,000); and, Utilities (\$300).

Sheriff – General

In consultation with the department, the Recommended Budget reduces Overtime expense by \$28,466 to reflect anticipated savings in overtime costs associated with changes in operations implemented by the Sheriff. The Recommended Budget also decreases requested Travel expense by \$16,272 commensurate with the previous year's expenses, and reduces Utilities by \$3,000. The Other Benefits object code is increased to ensure funding for vacation time pay-outs associated with anticipate retirements.

Sheriff – Safety

In consultation with the department, \$7,000 is added to the Other Benefits object code to cover costs associated with a pending retirement.

Treasure-Tax Collector

The Recommended Budget reduces the requested General Operating and Travel expense by \$1,660 and \$1,806 respectively to more closely mirror historical costs while still providing funding to address increased costs.

ASSUMPTIONS, KNOWN CHANGES, AND OUTSTANDING ISSUES

The Recommended Budget is based on certain assumptions and not without certain risks.

Assumptions

Balancing this Budget relied on the following assumptions:

- No Highway Users Tax Account or Proposition 42 “takeaways” from the State.
- No reductions in public safety subventions.
- (Albeit unlikely since the State is already projecting a new \$8 Billion to \$10 Billion Budget Deficit) No “new” cuts in State funding as the result of future revisions to the State Budget.
- Departments will meet or exceed their revenue projections, and manage their expenditures within the appropriation limits established by your Board.

- Receiving no new geothermal royalty payments.
- The Authorized Position Review Process will remain in effect, and vacant positions will not be filled prior to the identified fill date (Attachment B) to achieve the recommended savings.
- No costly litigation decisions adverse to Inyo County.
- No homicide prosecutions requiring a change of venue.
- Department heads will carefully monitor their Board Approved budgets, and the State budget, and promptly inform your Board and the County Administrator of reductions, or anticipated reductions in revenues, and propose implementing corresponding reductions in expenditures.
- Continuing to pay a disproportionate amount of undesignated court fee revenue to the State.
- No new revenue streams being created.
- No loss of grant funding for existing projects.

Known Changes

Following are possible changes that have been identified as likely needing to be made in the Final County Budget adopted by your Board, or shortly thereafter as amendments to the Fiscal year 2009-2010 Board Approved Budget.

Health and Human Services

The Health and Human Services department continues to review the impacts of the last State Budget Revision, and Governor's subsequent line item vetoes, on the Health and Human Services budget, including the Senior Program budget. It is likely that changes to some of these budgets could be forthcoming as information emerges.

CREST Property Tax Software System Replacement Funds

The CAO Recommended Budget intended to recommend a \$20,000 Operating Transfer from the General Fund (using 5% of the supplemental property tax assessment) to begin setting aside money to pay for the pending

replacement of the CREST property tax software system. This Operating Transfer was inadvertently not included in the CAO Recommended Budget but may be presented to your Board during the Mid Year Financial Review if sufficient savings can be achieved.

Tecopa Sewage Lagoon

The Public Works and Parks departments are working to complete an action plan for the Tecopa Sewage Lagoon project as a precursor to receiving a lease from the Bureau of Land Management and proceeding to drawing down Proposition 40 grant funds to fully fund this project. Once the BLM lease is procured, amendments to the Public Works and Parks budgets will be necessary.

Outstanding Issues

- Using recent increases in the actual revenue received in certain revenue codes (e.g., Transient Occupancy Tax) to develop new baselines, this Budget relies on more aggressive, but still relatively conservative, revenue projections. As a result, there is less room for error since there could be less additional revenue available at the end of the year to make up for shortfalls stemming from under-achieved revenue in other areas of the Budget. This could affect Fund Balance available to balance next year's Budget.
- Extraordinary criminal prosecutions currently in progress could result in the need to increase expenses in the District Attorney's budget and/or the Public Defender budget.
- Discussions need to commence with the Clerk-Recorder regarding elections expense and the pros and cons of going to an all mail ballot.
- Potential policy issues and impacts of suspended State mandates need to be evaluated on a department-by-department basis and, if warranted, discussed with your Board.
- Several departments have or will be applying for various grants stemming from the Federal Stimulus package and, if received, these grants could offset ongoing costs or reduce the cost of implementing one-time projects.
- Your Board will need to consider whether to precede with making the Proposition 1A loan to the State with General Fund monies and wait to be repaid, or to participate in the Proposition 1A Securitization

Program and sell its future Proposition 1A “receivable” to get the money back now.

- The County needs to develop strategies to reduce the amount of future General Fund monies that are required to support its Enterprise Funds and programs funded with categorical monies, such as the Solid Waste Program and Eastern Sierra Regional Airport.
- The County is in contract negotiations with the Deputy Sheriff's Association and, if increases in salaries or benefits are agreed to, funds will need to be identified to pay the cost.
- Your Board will be asked to consider adopting a policy regarding funding its retiree healthcare costs, and approve a funding mechanism, such as placing funds in an irrevocable trust.
- As State and Federal funding becomes more scarce, and costs continue to increase, the County needs to revisit its own schedule of fees to ensure that they cover a reasonable portion of the cost of providing services.
- This Budget provides no additional funding to pay for essential electrical system upgrades. Once the project costs are known, it may be necessary to identify additional funds to implement the project.
- This Budget provides little funding to make significant headway in implementing the Deferred Maintenance Program.
- Rising fuel costs and the downturn in the economy may still impact visitation to the county, or continue to boost it (as appears to have been the experience so far).

CONCLUSION

Preparing the County Budget is a long and, sometimes, arduous process. Challenging decisions have to be made. Submitting a balanced County Budget could not be accomplished without the support, cooperation, and understanding of all County departments, and especially not without the untiring and dedicated support of the CAO's Budget Analyst, Randi Chegwiddden, and Leslie Chapman the Auditor-Controller, her staff, and staff in the County Administrator's Office. Thank you.

I want to close by encouraging the Board to adopt the CAO Recommended Budget, which is balanced, maintains all of the Board priorities, does not call for any layoffs, and maintains existing service levels.

SUMMARY OF RECOMMENDATIONS

1. Adopt the Fiscal Year 2009-2010 Budget as Recommended by the County Administrator.
2. Set adoption of the Final Budget for September 15, 2009

(Note: The September 15, 2009, date for approval of the County Budget is dependent on completion of the Budget Hearings by September 10th. If Budget Hearings last longer, or result in substantial changes that need to be implemented, the Fiscal year 2009-2010 County Budget will need to be adopted at a Special Meeting of the Board of Supervisors scheduled before the end of the month.)

3. Authorize the County Administrator to sign all the Grants-in-Support Program contracts, contingent upon the appropriate county signatures being obtained, for the programs and amounts approved by your Board.

Submitted by:

Budget Officer

ATTACHMENTS

- Attachment A – INYO COUNTY ORGANIZATIONAL CHART
The organizational chart is provided for information purposes.
- Attachment B – POSITION VACANCY REPORT/SALARY SAVINGS TABLE
- Attachment C – COUNTY OF INYO, MANPOWER REPORT
(As of July 1, 2009) The Manpower Report reflects the authorized full time equivalent positions by department and part-time (BPAR) positions in the County.
- Attachment D – HEALTH & HUMAN SERVICES STAFFING TABLE
- Attachment E – POSITIONS RECOMMENDED FOR ELIMINATION
- Attachment F – COUNTY OFFICE HOURS