

BOARD OF COUNTY COMMISSIONERS

MARCH 3, 2009

A meeting was held at the Murdock Administration Complex in Room 119, Port Charlotte, Florida. The following members were present: Chairman Duffy, Commissioner Loftus, Commissioner Starr, Commissioner Cummings, and Commissioner Skidmore. Also in attendance were County Administrator Baltz, County Attorney Knowlton, and Minutes Supervisor Nice. The following members were absent: None. The meeting was called to order at **1:30 PM** followed by the Pledge of Allegiance.

Chairman Duffy introduced the Supervisor of Elections, Tax Collector, and Sheriff; stated this is the first meeting of the 2009/10 budget process; a lot of staff time and efforts have been expended on innovative ideas to address the shortfall; and everyone is working together and will continue to do so.

1. OPENING COMMENTS - COUNTY ADMINISTRATOR BALTZ

Mr. Baltz reminded the Board of discussion and feedback during a meeting about three weeks ago on developing strategies to meet budget challenges.

2. UPDATE ON REVENUE SHORTFALL - COUNTY BUDGET OFFICER SANDROCK

Mr. Sandrock outlined agenda topics and gave a slide presentation on the forecasted \$48M FY 09/10 revenue shortfall (up from \$40M based on property valuation decreases in the 15% to 20% range rather than 8%, lower than forecasted sales tax revenues, and one-time expenses); the \$48M is not locked since unknown impacts exist that include new legislation limiting property tax revenues and homestead exemption amounts, general economic conditions and impacts on sales and gas taxes, impact fees, and other revenue sources, uncontrollable expense increases of utilities, fuel, property and health insurance, unfunded mandates including a larger portion for juvenile justice programs, employee's COBRA insurance premiums for 18 months, and final property valuations. Mr. Sandrock advised other areas need to be discussed outside of the \$48M shortfall from the General Fund, Capital Projects Fund, and the Health Department; if Conservation Charlotte revenue collections are reduced by 20%, it would be

difficult to meet debt service obligations or \$500,000 decrease in Lighting District revenues. Mr. Sandrock explained the chart showing Constitutional Officers use 51% of ad valorem revenues and the Board uses \$70,634,540 or 49%. Mr. Sandrock enumerated options to reduce the shortfall including cuts to operating budgets, use of fiscal stabilization reserves and beginning fund balances in the General Fund that are \$8M higher than anticipated due to last fiscal year savings, eliminate and delay capital projects, use savings from the current year budget, implement innovative and reorganizational ideas, and exercise roll-back rates. Mr. Sandrock reiterated one-time reductions are problematic and on-going revenue streams need to be identified. Mr. Sandrock advised a roll-back would not produce additional revenues, it would preserve funding for current levels of service and a roll-back in FY 09/10 would necessitate the increase in the millage rate since property valuations are declining. Mr. Sandrock pointed out the proposed FY 08/09 fiscal stabilization reserves (established last year on a 3/2 vote) amounts to \$25,063,148 from the General Fund, Public Safety Fund, Capital Projects Fund, and Health Department Fund revenues and explained rate stabilization revenues could be used over two or three years. Mr. Sandrock suggested reductions be made to address the shortfall comprised of \$8M in fund balances, \$10M in BCC operating departments, \$10M by Constitutional Officers, \$10M from fiscal stabilization reserves, and \$10M from capital projects.

Commissioner Skidmore expressed the belief that four Board Members agreed not to use the roll-back rate and the shortfall would be addressed by other means. Mr. Baltz stated use of the roll-back rate is listed as an option but it may be rejected by the Board. **Commissioner Cummings** stated most residents would see an increase even if the millage rate is kept at the same level; in order for taxes not to increase, the millage rate would have to be cut by one-half; and this is not realistic. **Commissioner Starr** agreed with **Commissioner Skidmore**, acknowledged the roll-back is being proposed as an option to address the shortfall, the goal should be to do performance based budgeting and reduce government but still provide a sustainable level in conjunction with Constitutional Officers. **Commissioner Skidmore** opined the roll-back/millage rate option should not be listed as an option. **Chairman Duffy** noted although the roll-back rate is an option, she does not support it and commented on the need to find ways to address the shortfall without using the

roll-up rate. **Commissioner Starr** stated increases in tax bills based on property valuations are not under the Board's control and there should be enough savings in government efficiencies with the cooperation of Constitutional Officers and Fire/EMS to provide the same or a sustainable level of service. **Commissioner Cummings** agreed the goal should be efficient and effective delivery of services which is not the same as keeping the millage rate flat. **Commissioner Starr** stated he intends to look for every dollar that can be cut. **Commissioner Loftus** indicated the budget process needs to move forward, opined Board Members should look at addressing needs in the most cost effective way, and the recession is having very serious impacts. Mr. Baltz called the Board's attention to page 9 of the slide presentation outlining five strategies to address the shortfall without increasing the roll-back rate e.g. the \$8M represents funds not expended last fiscal year; meetings have been held with all departments to identify 10%, 20% and 30% reduction level options; discussions with Constitutional Officers on ways to save \$10M; use of \$10M of Fiscal Stabilization Reserves; and \$10M from delay or elimination of capital projects. **Commissioner Loftus and Commissioner Starr** concurred with the five strategies. **Commissioner Cummings** pointed out \$28M of the \$48M plan represent one-time revenue sources and next year's fiscal year shortfall will increase by \$28M. **Commissioner Starr** related Charlotte County was listed in a newspaper article as being number two in the State for spending money; stated use of one-time revenues will help to reduce the shortfall; and he would like to see the County's operations return to what it was seven years ago.

3. OPENING DISCUSSION - BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS

Chairman Duffy requested suggestions from Constitutional Officers. **Commissioner Skidmore** requested confirmation that there will be 15% reductions. **Commissioner Starr** commented on the difference in 15% reductions e.g. Sheriff Cameron's reduction would be higher than other Constitutional Officers. Mr. Baltz stated nothing has changed and explained he is working towards a \$10M cumulative reduction from all County departments, some department cuts may be more or less than 15%. Mr. Baltz stated the Constitutional Officers are being asked to make a cumulative reduction by 15% or \$10M. Supervisor of Elections Paul A.

Stamoulis questioned if the County's budget is to be cut by one-third, expressed a willingness to cooperate, stated he has held discussions with staff, and requested direction. Clerk of Circuit Court Barbara T. Scott expressed appreciation for the opportunity to discuss budget issues with Board Members; her budget is lower than it was in 2004; the County received an extra \$37M in general revenues during the last four years but none were allocated to the Clerk; during the same time frame, the Clerk returned over \$2M in excess fees to the Board; efficiencies have been implemented and maintained; the office is operating at 85% and the only thing to cut would be services e.g. eliminate audits, delay payroll, or reduce the number of meetings; court fee revenues are declining; Domestic Violence staff, formerly funded by the Board, was shifted to the Court budget; enumerated cuts by staff including the purchase of refillable pens, employees are purchasing drinking water, Traffic Court staff are reusing paper that has already been reused numerous times; reported everything is being done to save as much as possible; and stated the only thing left is to cut services since there are no more money. **Chairman Duffy** requested the number of people that take Board minutes. Ms. Scott advised four individuals who are busy continuously; they transcribe and process paperwork for the Board and Value and Adjustment Board (VAB); she and Chief Deputy Tommy Q. White have discussed possible reductions in the Minutes department; time studies are being done; and offered to look at reductions based on fewer meetings and VAB petitions. **Chairman Duffy** acknowledged the increase in the number of meetings at which Minutes personnel have been in attendance and questioned the necessity of the Clerk's staff attending the meetings in lieu of BCC staff. County Attorney Janette Knowlton expressed understanding that is one of the Clerk's functions. Ms. Scott explained Florida Statutes requires the Clerk to cover meetings if more than one commissioner is present. **Commissioner Skidmore** indicated Minutes staff does not attend pre-agenda meetings. Ms. Scott responded Minutes staff does attend pre-agenda meetings. **Chairman Duffy** recalled discussion with Ms. Scott about the Clerk finding ways for the Board to reduce expenses. Ms. Scott stated she will review expenses with Finance Director Ann Larrivee who can meet with Mr. Sandrock regarding efficiencies and unreasonable expenditures. **Commissioner Skidmore** questioned if pre-agenda meetings are mandated. **Commissioner Cummings** stated no but the meetings were established in order to

air questions and get answers prior to or at regular meetings. **Commissioner Loftus** commented on the importance of pre-agenda meetings. **Chairman Duffy** stated she wants pre-agenda meetings to continue and rationalized they provide efficiencies. **Commissioner Skidmore** opined pre-agenda meetings represent a want and not a need. **Commissioner Skidmore** concluded Clerk's staff is to take all BCC minutes in lieu of BCC staff. Attorney Knowlton offered to verify the Florida Statutes requirement. Ms. Scott explained Florida Statutes require minutes taken by Clerk's staff if two or more commissioners are present. **Commissioner Starr** related his understanding that a verbatim record is required under the Sunshine Law. Ms. Scott offered to review the issue. **Chairman Duffy** stated her concern was whether BCC staff could take the minutes. Property Appraiser Frank V. Desguin apologized for being late, advised all of his duties are mandated by State law, under the jurisdiction of the Department of Revenue (DOR); the budget is due June 1st of each year and he has begun preliminary work on it; he personally reviews the budget; increases over the last five years have averaged in 3% to 4%, last year it was a little less than a 3% decrease, and increases for the first two years after Hurricane Charley were 5% due to hurricane damage and the spike in real estate; DOR requires a zero based budget and every line item is justified; he will consider offering early buy outs similar to any approved by the Board; recalled the initial budget last year included a 3% COLA but it was eliminated based on the Board's decision; personnel costs represent a big part of the budget; and any subsequent action may mirror what the Board does. Sheriff William E. Cameron pointed out prior years, the Board and Constitutional Officers worked together and reduced budgets down to core services during the last couple years; last year was the first time the Sheriff's budget went backwards by 1%; current services being delivered are necessities; the jail and courts are two big parts of his \$59M budget; law enforcement and public safety reductions are being made including efficiency exercises during the last six months; commented on the difficulty of Constitutional Officers identifying \$10M in cuts; and even with cuts last year, funds were turned back. **Chairman Duffy** requested the amount returned by the Sheriff last year. Mr. Sandrock offered to provide the data later during the meeting. Tax Collector Vickie Potts questioned inclusion of excess fees reductions in the chart. Mr. Sandrock stated excess fees have not been incorporated. Ms. Potts stated last year's total

revenues out of the tax roll were \$10M of which \$5.4M were returned; her office is governed by the State and most of the costs are paid out of customer services; she has cut staff back to 36-hour work weeks due to the decrease in walk-in customers and revenues; expenditures have been cut based on reductions in fees from licenses, tags, etc.; she suggested consolidating services including mail and courier services; since 2004, her office expenditures have been level; the revenues for the first quarter of this fiscal year were down over \$500,000 and if it stays the same, revenues will be down \$2M by the end of the fiscal year; and she is very committed to keeping a close eye on expenses. **Commissioner Loftus** expressed support for consolidating mail and courier services and stated he has a major problem with every department having SUV's instead of cars. **Commissioner Starr** agreed with consolidating courier services and suggested Constitutional Officers consider vehicular usage, membership fees, subscriptions, and dues should be reviewed and cut, if they are wants. **Chairman Duffy** suggested consolidating Information Technology (IT) staffs; using current County vehicles as replacement vehicles for Constitutional Officers; and utilizing the services of inmates by the Sheriff and other Constitutional Officers. **Commissioner Skidmore** questioned how many vehicles Constitutional Officers have or receive reimbursements for vehicles. Mr. Stamoulis reported two vans to transport equipment used constantly. **Commissioner Skidmore** noted Ms. Potts has been making tax calls due to the increase in volume. **Commissioner Skidmore** suggested consolidating office supply orders. Mr. Desguin recalled the County negotiated a discount with an office supply distributor but his staff has been able to purchase items at a lower cost. **Commissioner Skidmore** recalled a bid for banking courier service. Ms. Scott stated a security organization picks up and transports collections and indicated courier pick-up by the bank could be incorporated into the next bid requirements and pointed out the additional cost needs to be considered. **Commissioner Skidmore** suggested considering local banks. **Commissioner Skidmore** requested an explanation on hot-seating vehicles. Sheriff Cameron stated hot-seating is having one vehicle driven 24-hours e.g. one car for six officers, vehicles are utilized more which increases maintenance expenditures, and it costs more to do hot seating. **Commissioner Skidmore** asked if savings could be achieved in scheduling. Sheriff Cameron stated part-time officers have been hired without benefits, with part-

time and volunteers for marine units, community service aids are being expanded, and retired officers are being utilized for cold case files and volunteers to provide services including non-emergency calls. Ms. Scott advised she does not have a capital projects fund, her budget starts at a zero fund balance with revenue collections based on fees; flextime is being used and overtime has been eliminated; more cross training is being done; cuts have been made over several years on subscriptions, education expenses, meeting attendance, travel, a van was recently turned back; she has been in contact with Ms. Potts regarding sharing of courier services; and the Clerk shares IT staff with several Constitutional Officers and the County in the provision of T-1 lines. **Commissioner Skidmore** questioned the necessity of two private officers and one deputy in the lobby at the Justice Center. Sheriff Cameron explained Justice Center security is regulated by the Court Administrator's Office. **Commissioner Skidmore** questioned the need for so many Sheriff/Fire/EMS personnel at accidents. Sheriff Cameron advised he cannot respond regarding Fire/EMS mandates and systems, deputies respond to incidents with reported injuries with lights and sirens on the vehicle, and a 911 call institutes standards relating to the need for Fire/EMS personnel. **Commissioner Skidmore** commented on a new public safety model that is being worked on the East Coast and questioned the possibility of savings. Sheriff Cameron pointed out numerous public safety models are utilized depending on the demographics of the area or community, cross-trained certified individuals can be used in some instances and small jurisdictions, cited Broward County has consolidated fire/EMS/public safety under the sheriff. Sheriff Cameron commented on the difficulty of comparing apples to apples e.g. Charlotte County that has only one city versus other counties that have more cities and public safety facilities. **Chairman Duffy** questioned the County's policy on flextime in lieu of overtime. Mr. Baltz stated the County uses flextime, cross-training is being strived for, and expressed uncertainty about the percentage of County employees that are cross-trained. **Chairman Duffy** recommended cross-training, concurred about savings from fees and dues, and requested verification on the \$49,000 paid to the Regional Planning Council (RPC). **Commissioner Starr** agreed on the need to research the amount paid to the RPC. **Chairman Duffy** commented on the need to discuss raises for next year; this year was 0% raises; and suggested looking at the requirement for a fire truck and

ambulance at every accident. **Commissioner Starr** requested the number of accidents that Sheriff's vehicles go to that involves fires. Sheriff Cameron advised deputies' vehicles are equipped with fire extinguishers. **Chairman Duffy** commented on the need for advanced technical support staff on fire/EMS vehicles. **Commissioner Skidmore** requested the number of directors. Sheriff Cameron advised there are 640 employees and him as CEO. Ms. Scott reported 6 directors and about 140 employees. Ms. Potts estimated 1 director to 10 in her office. **Commissioner Skidmore** estimated the County is 1 director to 8 employees based on 14 departments in this building, opined a lot more efficiencies can be achieved by eliminating and consolidating services. **Commissioner Cummings** questioned Constitutional Officers and Mr. Baltz on implementing savings discussed today and whether on-going expenses will be reduced by 33%. Mr. Baltz responded negatively. Mr. Stamoulis suggested Constitutional Officers look at cuts first rather than increasing taxes; requested a less formal meeting to discuss the nuts and bolts of budgeting; advised there is no overtime in his office and no raises; commented on the need to continue working together as a team; and requested direction on an equitable plan. **Commissioner Cummings** stated he does not disagree but he is concerned that cost savings expectations are not realistic. **Chairman Duffy** requested clarification on cost savings expectations. **Commissioner Cummings** explained it is not realistic to reduce taxes and maintain the same level of service on a long-term basis; stated this same discussion occurred last year; recalled aggravation with staff on a \$3M cut to the jail project that resulted in a bad mistake. **Commissioner Skidmore** commented on miscommunications on cuts regarding the jail expansion and suggested cuts concerning the work week and salaries; pointed out various departments do press releases in addition to those don by the Communications and Marketing Department; he wants to make sure peoples' tax bills will not increase; the Board has agreed on a 4/1 vote not to increase the millage rate; and more efficiencies need to be implemented. **Chairman Duffy** disagreed with **Commissioner Cummings'** remarks by noting that government for the people is still being provided even though cuts have been done; commented on the need to work as a team to not increase taxes; and concluded this has not been a good beginning to the budget process. **Commissioner Loftus** stated at least four Board Members want a more effective government that will consider needs not wants. **Commissioner**

Cummings recalled Board direction to make cuts but Members did not want to hear about adverse impacts of keeping the millage at the same rate and stated the Board is getting ready to do the same on a County-wide basis as was done with the jail. **Chairman Duffy** requested comments. Mr. Baltz stated he wants to double check the number of staff on fire engines e.g. four versus two. Mr. Baltz advised he is developing a plan to address the shortfall; a balanced budget is produced every year with accountability and discipline; and stated strategies will be implemented to address the shortfall. **Commissioner Loftus** stated Constitutional Officers need to understand the need for them to cooperate in addressing the budget shortfall.

RECESS: 3:30 PM - 3:40 PM

Mr. Sandrock reported excess fees returned by the Sheriff totaled \$823,000, Property Appraiser returned \$202,000, Supervisor of Elections returned almost \$1.3M and the monies were placed in the fiscal stabilization fund increasing the total to \$30M. **Commissioner Skidmore** concluded a significant portion of the \$30M was from excess fees returned. Mr. Sandrock reiterated the total is \$30M with the addition of these excess fees, the prior \$25M amount was part of the adopted budget that reflected the rollback, and advised about \$8M in balances on the Board side is incorporated in the \$30M. Mr. Baltz referenced the slide on Fiscal Stabilization Reserves and the \$10M reduction in Fiscal Stabilization Reserves on the slide 9. **Commissioner Skidmore** stated \$30M is more palatable for use over three to four years. **Commissioner Cummings** requested the amount of excess fees returned in the prior year. Mr. Sandrock reported \$4.4M and \$2M and \$3M in excess fees were returned in prior years. **Commissioner Cummings** stated the \$9.4M should not be treated as new money, excess fees are returned every year as does the Board with unused budgeted funds in year-end fund balances for carry over in the subsequent year. **Commissioner Starr** recalled the Supervisor of Elections was given \$2M to purchase voting machines, the remaining \$1.5M was returned, and this did not represent the normal situation.

4. UPDATE ON PERFORMANCE BASED BUDGETING - ASSISTANT COUNTY ADMINISTRATOR SHOEMAKER AND COUNTY BUDGET OFFICER SANDROCK

Ms. Shoemaker commented on the process to be followed during each of the 19 remaining workshops, significant reductions are being made by County departments that are in final review with Administration, core services have been linked to BCC strategic goals identified in the goal setting session, and the goal is to identify \$10M or 15% in reductions. Mr. Sandrock referenced the 14-page data on the Budget Office as an example of the what would be provided at each workshop and stated the Board would be provided a packet, in addition to a power point presentation, for each department including detailed information on line item budgets, organizational charts, core services, results and measurements, decision points on reductions, outsourcing, and revenue opportunities. Mr. Sandrock stated every department should first present its Mission Statement and used the Budget Office as the example, the mission is to provide the foundation to ensure sound fiscal stewardship and sustainability through budgeting analysis and consultation to the public and policy makers. Mr. Sandrock reviewed the Core Service #1 description e.g. budget development and special projects, linkage to strategic goals, and pointed out Revenues include Central and Indirect at \$342,511 and General Revenue of \$156,615. Mr. Sandrock outlined the types of fees included in General Revenue. **Chairman Duffy** questioned the use of charge outs of Central and Direct making more work for the Budget Office. Mr. Sandrock advised it is a universally utilized system, all counties checked with use the system to accurately reflect costs with activities like a cost accounting system used in private industry, and it is a valuable tool. **Commissioner Loftus** agreed the private sector uses such a system. **Commissioner Skidmore** agreed on the use of the system for billing from the County Attorney's Office, referenced the bid for the Charlotte Harbor banners, and wondered if such cost accounting for central and direct drives up costs and work justification. Mr. Sandrock reported more information regarding central and indirect charge outs would be provided during the March 30, 2009 budget workshop and agreed to look at possible reductions. **Commissioner Skidmore** commented on cross-training to achieve better efficiencies in the MSB system and the workforce. **Commissioner Loftus** agreed a full explanation is needed regarding central and indirect costs and charges to eliminate idleness. **Commissioner Cummings** pointed out the total budget is increased by double accounting of money; revenues and expenditures realistically account for significantly less than the \$893M budget; suggested consideration be given

to administrative and support costs relative to contracts as part of privatization and utilizing consultants; if costs are not distributed across various departments and revenue funds, the only flexible funding source would be the General Fund e.g. ad valorem and franchise fees. Mr. Sandrock added the State shared sales tax. **Commissioner Cummings** concluded a greater burden would be placed on ad valorem if cost accounting is not performed. Mr. Sandrock reviewed Core Service #1 Results A through D, defined mandatory, critical, and/or discretionary compliance, and time allocations for each result. Mr. Baltz stated identification of the necessity of core services has been interesting and informative e.g. State, contractual, Comprehensive Plan, zoning compliance. Commissioner Cummings commented on mandatory for concurrency purposes versus discretionary relevant to the Capital Improvement Program.

Ms. Shoemaker reported presented details relating to Core Service #2 on Special Projects, advised other departments may have numerous core services, referenced slides on pages 17 and 18 of the packet reflecting revenues, expenditures, and employee time along with Results A through E, mandatory, local mandate, critical, and discretionary with time allocations. Ms. Shoemaker advised each department packet would include decision points listing staff recommendations for specific reductions to reach the 15% target as well as additional reductions and an update at the beginning of each workshop session. **Commissioner Cummings** requested clarification of the 100% reflected for each of the two core services in relation to the total budget. Mr. Sandrock referenced the slide on the Core Service #2 expenditures listed at \$319,114 (page 17) and the time allocations of the 3.5 employee time distributed on page 18 under Results A through E. **Commissioner Cummings** noted the correction in the expenditures on Core Service #1 to \$499,126 and questioned the total departmental budget. Mr. Sandrock explained the department's total budget would be the total of core services #1 (\$499,126) and #2 (\$319,114). **Commissioner Cummings** questioned where the results fit in. Mr. Sandrock stated total budgets can be listed in the slide presentation, specific levels of service must be provided for mandatory service versus discretionary items and savings, and advised a lot of detail will be included in the packets on decision points on savings and impacts. **Commissioner Cummings** opined graph and chart formats are a good method.

Chairman Duffy referenced Core Service #2 with projected expenditures of \$319,114 relevant to Results A through E and concluded denial of the 10% discretionary items would reduce the \$319,114 by 10%. Mr. Sandroock concurred. **Commissioner Skidmore** requested clarification on reducing the employee time allocation under that scenario. Mr. Sandroock explained Result A may be accomplished by doing things differently. Ms. Shoemaker stated the results are tied in with positions and tasks in relation to expenditures. **Commissioner Skidmore** concluded a variety of outcomes could be achieved. Mr. Sandroock advised he would approach it from a business standpoint in a realistic manner to deliver the savings and maintain an acceptable level of service. **Chairman Duffy** questioned if the \$319,114 includes the 15% or 10% reduction. Mr. Sandroock stated the recommendation proposed would be for a 15% reduction and continued the presentation for Other Areas for Discussion including revenue opportunities, current year savings, current outsourcing, new outsourcing opportunities based on a priority format and time lines, and reverse outsourcing opportunities.

Mr. Sandroock related he attended a workshop on how to address budget shortfalls, where seven counties were represented, and learned that all of the counties were targeting community outreach efforts primarily by website surveys and newspaper ads on the top five services and commented on the use of focus groups and outreach to employees for input. **Commissioner Cummings** stated prioritizing services and infrastructure the community wants is more important than input on internal operations. Mr. Sandroock stated the larger counties have very unique matrix programs for rating programs and services. **Commissioner Loftus** agreed on the importance of reaching out to the community and providing costs for programs. Ms. Shoemaker acknowledged the Board's wishes for consolidating global operations throughout the County including Constitutional Officers and this information will be brought back at a future workshop. **Commissioner Cummings** stated a 15% reduction represents only one-half of what is needed to maintain the current millage rate. **Commissioner Skidmore** commented on the "real base" savings relating to Fire/EMS and questioned if the overtime and other real base savings are being implemented right away. Mr. Sandroock responded affirmatively. Mr. Shoemaker recalled the helicopter item was brought to the Board right way to achieve the savings now instead of waiting for the budget review. **Commissioner Skidmore** stated

reductions and savings should be done expeditiously. **Chairman Duffy** complimented staff's efforts, performance based budgeting is a much better approach than what has been previously utilized, and expressed concern about only looking at cuts by percentages but services and programs that can no longer be offered. Mr. Sandrock stated the Budget Office is personnel driven so it would be very difficult to eliminate services without cutting positions whereas more flexibility exists to reduce and cut services, programs, facilities, and hours of operation in Parks, Recreation & Cultural Resources although there may still be impacts on manpower. **Commissioner Cummings** expressed understanding that **Chairman Duffy** wants to optimize efficient and effective delivery of services and infrastructure by implementing changes now that can save more in the long term and referenced the wide impact of Health Department services for indigents.

Mr. Sandrock reviewed the upcoming workshops e.g. Public Safety, Animal Control, Emergency Management, and Fire/EMS on March 13; Ad Valorem CIP reviews on March 18 and 20; there are \$22M of CIP projects for which recommendations will be made for delay or elimination that are considered one-time instead of on-going solutions; Environmental Services on March 23; and Central & Indirect and Public Information on March 30. **Chairman Duffy** requested the end of the budget workshops. Mr. Sandrock stated budget workshops have been scheduled though May 18, 2009. **Chairman Duffy** reminded the Board that workshops will be scheduled on Comprehensive Plan amendments.

ADJOURNED: 4:35 PM

Signature on file in Commission Minutes
Chairman

ATTEST:
BARBARA T. SCOTT, CLERK
OF THE CIRCUIT COURT AND
EX-OFFICIO TO THE BOARD
OF COUNTY COMMISSIONERS

By: Signature on file in Commission Minutes
Deputy Clerk

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