

**April 12, 2011**  
**FY 2012 BUDGET MARKUP PROCESS**

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## Chairman's Remarks on Mark-Up Package

April 12, 2011

### A Steady Landing

During the years that I've served on this board, I've noted that each budget has its own "personality." Some members of this Board can recall the "Doomsday Budgets" of the early and mid-90's when for the first time in modern history our tax base turned negative.

During the recovery period following, we invested one time Carryover and Third Quarter funds into building up a new Revenue Stabilization Reserve as a hedge against future downturns. We caught up on capital needs for new schools, fire stations, a new police station in the Sully District, and worked with the School Board to begin a phase in of all-day Kindergarten – a phase in that was not completed.

Following the tragedy of September 11, 2001, we enhanced our ability to address Emergency Preparedness with the creation of our Office of Emergency Management and construction of the Elaine McConnell Public Safety and Transportation Operation Center facility.

When this current Board took office in the winter of 2008, we did so to the backdrop of a serious nationwide recession with the failure of financial and lending institutions, plummeting property values nationwide, and rising foreclosures and unemployment. Our Board has responded to **these Great Recession** years by engaging our community and our workforce in the implementation of reorganizational changes, efficiencies and reductions that have allowed us to right-size the cost of services to a vastly reduced revenue stream while maintaining the quality of life Fairfax County residents value.

This budget continues this effort for Fiscal Year 2012.

Over \$20 million in reductions are included in the budget we are about to adopt. This is in addition to \$180 million in reductions that have been taken during the past two fiscal years. Fairfax County government continues to improve efficiency and streamline the delivery of critical services - **the County's ratio of positions**

**per 1,000 residents is currently 11.34 - a 17% decrease from 20 years ago. This budget lowers the real estate tax rate for all Fairfax County homeowners. Since our first budget as a Board in Fiscal Year 2009, we have lowered the average homeowner's tax bill even with the addition of the Stormwater Utility Fee.**

This Board has also successfully encouraged economic development as a means of jump starting our economy – through the work of our Economic Advisory Commission and through our actions to bring redevelopment to Tysons Corner, the Springfield Mall area, and other revitalization areas of the county. Evidence of the success of this strategy is the 3.73% increase this year of commercial property values.

**When thinking of a theme** to this year's budget, I was reminded of a photo that appeared in the news in January 2009 when a plane made an emergency landing in the Hudson River right off the shore of Manhattan. What could have been a catastrophic disaster was avoided by a cool-headed pilot (Chesley "Sully" Sullenberger) and his crew who assisted passengers out of the plane and onto the wings where they waited in an orderly line for lifeboats to arrive.

While comparing Fairfax County's response to this decade's economic downturn to the Hudson River landing may be a stretch, we have averted what could easily have been a severe economic tailspin and have benefitted from some remarkable cool-headed individuals who have worked with this Board and with our community as we begin to see evidence of recovery.

This is **Ed Long's** last budget and I would like to publicly thank him for his always steady, enlightened, and insightful handling of Fairfax County's fiscal matters. He, along with **Susan Datta** and their talented and able staff, have steered us through two major downturns and helped us to achieve and maintain our status as **Best Managed Jurisdiction of our Size in the Nation** – even during these rocky times. Thanks also to former Debt Manager **Len Wales** and of course to **County Executive Tony Griffin**, who will be steering us through one more budget season before retiring next year. I sincerely thank them and all of our staff for bringing us in for a steady landing.



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**Some highlights of the Mark-up Package that our Board discussed at our Budget Committee meeting last Friday include:**

A Tax Rate of **\$1.07**, a decrease of **2 cents** from the Advertised Rate of \$1.09. This rate essentially holds steady the average taxpayer's bill.

**Additional flexibility identified to reduce the tax rate; \$4.7 million** resulting from the FY 2011 Third Quarter Review, **\$350,000** from the County Executive's "Add-On Package," and **\$4 million** identified by the Auditor to the Board.

**\$2.3 million** included in the County Executive's Budget for **Information Technology Communication Enhancement** and for renovations to a **fourth courtroom** in the Jennings Building **is deferred**.

**Reduce the Personal Property Tax Rate to \$0.01** per \$100 of assessed value for one vehicle for fully disabled veterans. This is in addition to the real estate tax exemption on the primary residents of fully disabled veterans and their spouse as included in the County Executive's Add On Proposal. The cost for both of these tax reductions is \$3.6 million.

**A Reserve of \$2.3 million** is set aside as a hedge against potential State and Federal reductions

**The School Transfer is maintained at the FY 2011 level with the following exception:**

- Consistent with widespread community input the Board strongly supports the School Board's implementation of the full phase in of **Full Day Kindergarten** and provides the following assistance toward making that happen:
  - Savings of \$500,000 in the SACC program that would be realized from implementation of FDK will be added to the School Transfer.
  - Additional cable funding of \$641,904 has been identified for the School's use that can be used for FDK.
  - More flexibility is identified in the \$1.9 million in funding for the School Nurse Health Program. This funding would otherwise be sent by the Schools to the County's Health Department for this purpose but is returned to the School with the flexibility for using it for FDK.
  - The School Board has been advised that additional flexibility is allowed in the potential re-prioritization of Cable programming funds.

**All County employee compensation** has been frozen during the past two fiscal years. In this package, direction is given to the County Executive to analyze the County's fiscal condition at the end of FY 2011 and based on this review to identify funding to provide **County employees with a market-rate adjustment estimated to be 1.12%** based on the inflation-based formula advocated for by the EAC and employee unions. This increase would be effective in mid-October.

The Board of Supervisors **urges the School Board to treat compensation adjustments for School employees in a manner that is equitable** to General County employee compensation adjustments.

**\$1.5 million** is included for the Fire and Rescue Department to support an (ALS) **Advanced Life Support Incumbent Training**. This is necessary to provide adequate levels of certified personnel to support minimum staffing requirements.

As recommended by the **Human Services Council**, an increase in funding of **\$1.3 million** for high school graduates with Intellectual Disabilities, as well as the Medical Detoxification and the Diversion to Detoxification programs.

**\$175,000** to provide **liability insurance** for the Office of the Sheriff recognizing services provided outside of the Office's state mandate.

**\$120,000** from the County's Pest Management Fund for the 4 Poster Program aimed at reducing the occurrence of Lyme disease. This is at no additional cost to the General Fund.

The contribution for the **Herndon Visitors Center** will be provided directly to the Town of Herndon for tourism-related uses.

Staff has identified existing resources to continue the **homeless youth initiative**. Staff is also directed to review funding requirements for the **Housing Blueprint** for FY 2012 and identify flexibility in Fund 319 generated from program income/savings from the Crescent refinancing and grant opportunities and report to a future Housing Committee so that necessary funding adjustments may be addressed at Carryover.

In this package the Board of Supervisors accepts the County Executive's recommendation that the **increased School Bond program of \$155 million a year (or \$125 million in increased capacity over the 5 period of the CIP) be maintained**. Additionally, the Board is supportive of the School's proposed program for accelerating construction projects in order to take advantage of the favorable construction market by using short-term financing alternatives for energy-related improvements. **The savings from this program is anticipated to**

**provide the Schools with additional capacity by as much as \$30 million.**  
Approval of the program will come back to this Board.

Board Guidance includes a number of recommendations regarding benefits including a **review of our retirement benefits**. In conjunction with this, our Board is directing the County Executive to include at the FY2011 Carryover Review funding for a reduction in the Social Security offset from 30% to 25% for **service-connected disability retirees** in the Uniformed and Employees' Retirement System and to return to the Board with Code changes needed for implementation.

Additional details can be found within the Mark-up Package and Guidelines attached and were discussed at our Budget Committee Meeting on Friday.

With that, Madam Chairman, I move approval of the separate motions for the FY2011 Third Quarter Review and the FY2012 Mark up.

## **FY 2011 Third Quarter Review**

I move approval of the *FY 2011 Third Quarter Review* including approval of Supplemental Appropriation Resolution AS 11123 and Amendment to the Fiscal Planning Resolution AS 11901 which includes the revenue, expenditure and transfer adjustments and grant awards and adjustments and associated reserve adjustments contained in the County and School's Third Quarter Review and Supplemental Appropriation Resolution AS 10193 which reflects final FY 2010 audit adjustments.

As a result of this action, there is a balance of \$4,722,358.

## **FY 2012 Budget Mark-Up**

- I will now move approval of the FY 2012 Mark-Up budget proposal, and approval of the Code amendments described below in order to implement the fee changes advertised by the Board. As the Board is aware, this budget:
  - Sets the real property tax rate at **\$1.07 per \$100 of assessed value**. As a result of this action, the real property tax rate for FY 2012 will decrease by \$0.02 from the real property tax rate for FY 2011 of \$1.09 per \$100 of assessed value.
  - Amends Chapters 2, 61, 101, 104, and 112 of the Fairfax County Code to adjust **fees charged by Land Development Services** for FY 2012,
  - Amends Section 18-106 of the Fairfax County Zoning Ordinance to increase **Zoning Filing fees**,
  - Amends the Fairfax County Code, Chapter 67.1, Article 10, Section 2, Subsection (d) Service Charges to change the **sewer service charges** on a multi-year

basis as included in the ordinance amendment. The effect of this approval for FY 2012 is a sewer service charge rate of **\$6.01 per 1,000 gallons**. This is an increase from the FY 2011 service charge of \$5.27 per 1,000 gallons.

- Amends the Fairfax County Code, Chapter 67.1, Article 10, Section 2, Subsection (a) Availability Charges to maintain the **availability charges** on a multi-year basis as included in the ordinance amendment. As a result of this motion, the availability fee for a single family residence **remains at \$7,750**.
- Amends the Fairfax County Code to adjust **connection charges** to assist in the funding of the County's Extension and Improvement program for extension of sanitary sewers to properties with failed onsite sewage disposal systems within the approved sewer service area. The connection charge is increased from \$6.00 per foot to **\$152.50 per foot** as identified in the March 29, 2011 Board Item.
- Approves the County Executive's recommendations for the **FY 2012 Advertised Budget Plan**, as Advertised with FY 2012 revenue and administrative adjustments as identified in the FY 2012 Add-on memo dated March 31, 2011, and with adjustments outlined in the Board of Supervisors' "Adjustments to the FY 2012 Budget Proposal" package which follows.

## Adjustments to the FY 2012 Budget Proposal

1. Use the **\$30.25 million** balance identified by the County Executive as part of the FY 2012 Advertised Budget, the **\$4.7 million** balance resulting from the *FY 2011 Third Quarter Review*, and the **\$0.35 million** in net revenues included in the FY 2012 Add-On Package, which includes a reserve of \$2.3 million for potential federal/state revenue reductions. **It should be noted that the balances identified at both the FY 2012 Advertised budget and the FY 2011 Third Quarter Review include more than \$20 million in additional reductions/ savings/ efficiencies on top of the almost \$180 million in savings and the elimination of nearly 500 positions over the last two fiscal years. The County's ratio of positions per 1,000 residents is currently 11.34 – a 17 percent decrease from 20 years ago.**
2. Add additional resources of **\$4.0 million** as identified by the Auditor to the Board of Supervisors.
3. Defer the Information Technology Communication Enhancement Project and the renovations to a fourth courtroom in the Jennings Building totaling **\$2.3 million**.

As a result of these actions, **\$41.7 million is available** for the following adjustments:

4. Reduce the Real Estate Tax Rate by 2 cents to \$1.07 per \$100 of assessed value. The cost of this reduction is **\$38.6 million**. At the rate of \$1.07 the average residential taxpayer's annual bill is essentially held steady (an approximate \$20 annual increase in the average tax payer's bill).

5. Reduce the Personal Property Tax Rate to \$0.01 per \$100 of assessed value for one vehicle for fully disabled veterans at a cost of **\$100,000**. (This reduction is in addition to the Real Estate tax exemption on the primary residence of fully disabled veterans and their spouse as included in the County Executive's Add-On Package at a cost of \$3.5 million.)
6. Consistent with widespread community input, the Board of Supervisors strongly supports the implementation in FY 2012 of Full Day Kindergarten (FDK) countywide. The Board wishes to work with the School Board to achieve this community priority.

To assist the School Board in funding FDK and reprioritizing its resources to accomplish implementation, the Board of Supervisors will provide the savings from the elimination of the Kindergarten SACC program (\$500,000), which will no longer be necessary if all Fairfax County Public Schools have Full Day Kindergarten. In addition the Board of Supervisors has identified additional Cable funding of \$641,904 that can be added to the School Budget. More flexibility is identified in the \$1.9 million in funding for the School Nurse Health Program that is being returned from the County to the School Budget. Without this action, this \$1.9 million would have reverted to the County to offset its existing School Health expenses in the Health Department. Lastly, as a result of the Board Auditor's work, there may be additional flexibility within the Cable programming funds which go to the Schools. To be available, this would require a reprioritization by Schools of this funding.

7. The Board of Supervisors continues to appreciate the excellent work of County employees especially during these difficult times. The FY 2012 Advertised budget does not

include pay increases for the County workforce. The Board wholeheartedly supports the need to provide fair compensation to our workforce. The County Executive is directed to analyze the County's fiscal condition at the end of FY 2011. Based on this review of the economy and taking into consideration the value of the market rate adjustment calculated for FY 2012 and advocated by the EAC, the County Executive is directed to identify available balances for the purpose of providing an increase for County employees at the *FY 2011 Carryover Review*. This increase would be effective mid-October 2011.

8. The Board urges the School Board to treat compensation adjustments for School employees in a manner that is equitable to the General County employee compensation adjustments.
9. Increase funding by **\$1.5 million** for the Fire and Rescue Department to support an ALS Incumbent School. This is necessary to provide adequate levels of certified personnel to support minimum staffing requirements.
10. As recommended by the Human Services Council, an increase in funding of **\$1.3 million** is included for the Community Services Board (CSB). This increase is anticipated to be sufficient for the CSB to address FY 2012 needs for Intellectual Disability graduates as well as the Medical Detoxification and the Diversion to Detoxification programs.
11. A funding increase of **\$175,000** is necessary to provide liability insurance for the Office of the Sheriff, recognizing that there are services provided outside of the Office's state mandate.

12. At no cost to the General Fund, funding of \$120,000 is provided through Fund 116, Integrated Pest Management, for the 4 Poster Program aimed at reducing the occurrence of Lyme Disease by monitoring and reducing tick populations in key locations in the County.
13. The contribution for the Herndon Visitors Center will be provided directly to the Town of Herndon for tourism-related uses.

As a result of the adjustments I have just discussed, and having provided public notice and conducted a public hearing as required by Virginia law, I move approval of the FY 2012 Budget as Advertised, with the changes to Revenue and Administrative Adjustments included in the FY 2012 Add-On Package dated March 31, 2011, the Real Property Tax Rate, the Land Development and Zoning Fee increases, the Sewer Service Charge, Availability Fee, and Connection charge increases and the Board Adjustments outlined in the "Adjustments to the FY 2012 Budget Proposal" package, and required Managed Reserve adjustments. The tax and fee increases become effective on and after July 1, 2011. These actions result in a balanced budget for FY 2012.

## Adjustments to the FY 2012 Budget Proposal

|   | <u><b>Total Available</b></u> |
|---|-------------------------------|
| Balance identified in <u>FY 2012 Advertised Budget Plan</u>   | \$30,249,733                  |
| Balance identified in <i>FY 2011 Third Quarter</i>  | \$4,722,358                   |
| Net Revenues identified at Add-On   | \$350,000                     |
| Balances identified by the Auditor to the Board   | \$4,040,000                   |
| Defer IT Communication Enhancement Project  | \$2,000,000                   |
| Defer renovations to a fourth courtroom in the Jennings Building  | <u>\$307,405</u>              |
| <br><b>Subtotal of Available Balances</b>   | <br><b>\$41,669,496</b>       |
| <br>Recommend Real Estate Tax Rate of \$1.07  | <br>(\$38,600,000)            |
| Personal Property Tax Exemption for Disabled Veterans   | (\$100,000)                   |
| Support for Full Day Kindergarten by providing Schools the \$500,000 savings from elimination of Kindergarten SACC which will no longer be necessary with Full Day Kindergarten in all County Schools | \$0                           |
| Direction to the County Executive to identify resources at year end for an across the board increase for County employees to be funded at Carryover.  | \$0                           |
| ALS Incumbent School  | (\$1,500,000)                 |
| Portion of funding for IDS Graduates  | (\$637,500)                   |

## Adjustments to the FY 2012 Budget Proposal

|  | <u><b>Total Available</b></u> |
|--|-------------------------------|
| Portion of funding for Medical Detoxification and Diversion to Detoxification (including 4 positions)  | (\$637,500)                   |
| Fund liability insurance for the Office of the Sheriff on recognizing that there are services provided outside of the Office's state mandate | (\$175,000)                   |
| 4 Poster Program funded from Fund 116, Integrated Pest Management Program  | \$0                           |
| Contributions for Herndon Visitors Center to be provided directly to the Town of Herndon for tourism-related uses                            | \$0                           |
| Managed Reserve Adjustments  | <u>(\$19,496)</u>             |
| <b>Subtotal of Recommendations</b>   | <b>(\$41,669,496)</b>         |
| <b>Balance</b>   | <b>\$0</b>                    |

## BOARD MOTIONS

### Budget Guidance for Fiscal Year 2012 and Fiscal Year 2013

At a regular meeting of the Board of Supervisors of Fairfax County, Virginia, held in the Board Auditorium of the Fairfax County Government Center on Tuesday, April 12, 2011, I move Board approval of the following Budget Guidance for FY 2012 and FY 2013:

#### **FY 2013 Budget Development**

##### *Forecast*

**The Board directs the County Executive to provide a financial forecast for FY 2013 by Fall 2011** to assist Board of Supervisors' decision-making as it relates to guidance to the County and the Schools on the strategic priorities and the budgetary support for programs and services in FY 2013. This forecast shall include revenue projections with a focus on the real estate market and disbursement requirements for FY 2013 and the next several years. Special focus should also be given to the longer term capital requirements of the County.

**The Board of Supervisors directs the County Executive to prepare an FY 2013 budget proposal that continues to consider the affordability of taxes** for our residents and businesses and attempts to keep taxes steady with FY 2012.

##### *County and School Collaboration*

During FY 2012, the Board of Supervisors would like to continue the successful pursuit of opportunities for collaborations that can result in efficiencies, reductions and improvements. Some of the areas that we may want to explore are in the areas of security, transportation and human services.

To build on the increased collaboration between the Schools and County resulting from several recent initiatives, including the Community School Linked Services and Promise Neighborhoods pilot projects, the Board directs County staff to work with School staff to develop a process whereby the BOS and the FCPS School Board adopt a shared vision for an integrated service delivery system that creates greater opportunities for academic success and improved well-being for children, youth and families and creates a policy framework that maximizes resources, minimizes duplication and enhances overall effectiveness.

##### *Budget Process*

The Board of Supervisors recognizes the hard work of its various district budget committees in providing analysis and recommendations on the FY 2012 budget and directs staff to continue to support these groups during their work on the FY 2013 process. The work of these groups was extremely valuable in assisting the County navigate the FY 2012 budget process as well as the last several years. Individual supervisors have used a variety of approaches in establishing their committees or

identifying key budget advisors within their districts, which has greatly enhanced the public input process. In addition, the ability of committee chairs to share their ideas and research with other groups provided for a robust exchange of ideas in the best tradition of citizen involvement in Fairfax County government and the budget process.

## **Fairfax County Public Schools (FCPS)**

The Board of Supervisors acknowledges the continued spirit of cooperation and collaboration demonstrated by the FCPS School Board and staff in working through the significant budget challenges during the last several years.

The Board is extremely supportive of the School Board efforts to fully implement Full Day Kindergarten within existing school resources in FY 2012. As we heard overwhelmingly during our meetings on the budget, Full Day Kindergarten is a community issue and clearly the Board of Supervisors would, if it could, approve the expansion of Full Day Kindergarten to all remaining elementary schools in the County. To assist the School Board with funding and re-prioritizing its resources to accomplish implementation of Full Day Kindergarten countywide, the Board of Supervisors will provide the savings from the elimination of the Kindergarten SACC program (\$500,000), which will no longer be necessary if all Fairfax County Public Schools have Full Day Kindergarten. In addition the Board of Supervisors has identified additional Cable funding of \$641,904 that can be added to the School Budget. More flexibility is identified in the \$1.9 million in funding for the School Nurse Health Program that is being returned from the County to the School Budget. Without this action, this \$1.9 million would have reverted to the County to offset its existing School Health expenses in the Health Department. Lastly, as a result of the Board Auditor's work, there may be additional flexibility within the Cable programming funds which go to the Schools. To be available, this would require a reprioritization by Schools of this funding.

The Board of Supervisors endorses the County Executive's recommendation that **the increased School Bond program of \$155 million a year (or \$125 million in increased capacity over the 5 year period of the CIP) be maintained.**

In addition, during the current budget process, the Schools approached the County with a proposal for **accelerating construction projects** in order to take advantage of the favorable construction market by using short-term financing alternatives for energy-related improvements. To accomplish this, County staff is directed to work very closely with the FCPS staff to identify short-term financing alternatives for energy improvements which are anticipated to result in significant energy savings. The savings can be used to pay off the short term debt. **As a result it is anticipated that the FCPS capital program will gain additional capacity by as much as \$30 million.**

The Board of Supervisors encourages the Fairfax County School Board to establish an independent auditor position that would report directly to the School Board. The Board of Supervisors has had an independent auditor since the 1990s and their work has saved millions of taxpayer dollars and resulted in more efficient delivery of services.

## **Available Balances**

The Board of Supervisors directs that remaining balances made available at the Carryover and Third Quarter Reviews that are not required to support critical requirements be held in reserve to address FY 2013 budget challenges and requests that the School Board also reserve available balances for FY 2013 requirements. Recognizing that with the slow economic recovery and the budgetary reductions taken by agencies that have reduced their flexibility it is more important than ever that the County maintain adequate reserve funding for unforeseen requirements.

## **County Staff**

The Board of Supervisors has a strong and consistent record of meeting our financial obligations relative to retirement. **The Fairfax County Retirement Systems are sufficiently funded to meet all benefit payments into the foreseeable future. Even though our systems, as with all systems nationwide, have experienced significant challenges related to the financial crisis in FY 2009, our systems have had exceptional investment returns, with the Employees' system placing first and the Police Officers system placing second in the nation among all corporate, public and endowment plans.**

The Board of Supervisors looks forward to reviewing the study on County retirement benefits once completed which will include a comprehensive understanding of the long term liabilities of the retirement system, recommended options for system affordability and benefits and specific programs. In addition, the Board directs that staff include as part of this discussion a review of the concept of a health insurance opt-back-in for retirees, a review of health savings accounts, i.e. Voluntary Employees Beneficiary Associations (VEBAs), and further changes to the employee contribution to Police retirement.

In conjunction with this analysis, the Board directs the County Executive to include at the *FY 2011 Carryover Review* funding for a reduction in the Social Security offset from 30% to 25% for service-connected disability retirees in the Uniformed and Employees' Retirement Systems. The Board also directs the County Executive to take necessary action to seek amendments to the Fairfax County Code reflecting this change. This will continue the previous commitment to reducing the offset for these retirees which we have been unable to fund during the most recent budget difficulties.

Staff is directed to continue to monitor the impact of the reductions in public safety overtime, especially for Police, and report back to the Board any necessary changes or unanticipated impacts that need to be addressed during FY 2012.

Staff is directed to complete its work on changes to the Pay for Performance program for Board approval at an upcoming Personnel Committee meeting so that any funding implications can be included in the FY 2013 budget. The changes already approved by the Board for FY 2013 include the implementation of a single anniversary date for

performance reviews for non-public safety employees and endorsement of a revised pay for performance system that will include a market rate adjustment increase and a variable rate increase based on performance. Both of the increases would be dependent on funding availability.

## **Human Services**

In its testimony on the FY 2012 budget, the Human Services Council commended the budget's support of the safety net we have worked so hard to establish and maintain. There were a number of recommendations made by the Council, many of which have been resolved through adjustments to County revenues or included in the Board's budget proposal. In addition, staff has identified FY 2012 resources to continue the **homeless youth initiative** which was begun using ARRA funding, and the Board directs that this service be considered within the County's homelessness and housing planning processes as well as the funding pool process in the future. Staff is also encouraged to continue working on leveraging County funds with the private sector to maximize the ability of the community to combat homelessness. Finally, in light of potential federal budget reductions to key services to County residents including Head Start and CDBG, staff is directed to monitor and quantify the impacts and identify options for potential offset of these service reductions.

Staff is also directed to review funding requirements for the Housing Blueprint for FY 2012 and identify flexibility in Fund 319 generated from program income, savings from the Crescent refinancing and grant opportunities, and report to the Housing Committee at an upcoming meeting so that any necessary funding adjustments may be made at Carryover.

Direct staff to work with our community stakeholders to review the Ending Homelessness Strategic Plan and develop a framework for providing a full continuum of supports that address the root causes of homelessness. The Housing Blueprint and the Preventing and Ending Homelessness Strategic plan are excellent foundations for addressing homelessness and the availability of adequate affordable housing resources, but to ensure positive and sustainable outcomes, we must work to enhance the capacity of our system to provide support services for those most in need. Our strategy must include new housing resources but also the full continuum of housing supports including customized employment services, affordable health care and childcare in an effort to prevent homelessness and end the cycle of chronic homelessness.

## **SAFER Grant**

The Fire Chief is directed to evaluate SAFER Grant funding opportunities to enhance the local fire departments' abilities to comply with staffing, response and operational standards

A Copy Teste:

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Nancy Vehrs,  
Clerk to the Board of Supervisors

## BOARD MOTIONS

### Approval of the FY 2012-2016 Capital Improvement Program (with future fiscal years to 2021)

- I move Board approval of the FY 2012-FY 2016 Capital Improvement Program (with future fiscal years to 2021) with the following amendments:
  - Make all necessary adjustments to reflect actions taken during the Board's decision on the FY 2012 Adopted Budget Plan that impact the CIP.
  - Staff will return to the Board of Supervisors for approval of the details related to the Fall 2012 and Fall 2014 bond referenda. The Fall 2014 referendum for roads and transit will be based on an evaluation of transportation projects countywide.