

Question # 1. Can we work with the SO? Question # 2. What's our plan if the tax levy fails?

1. Yes, we can work with the SO, but we remain deeply concerned about the lack of financial control and lack of attention to budget issues over the mid-range and long-range. The cost drivers have become delinked with the available revenue. This is not a criticism of anyone at the County. It is a statement of fact. Without strict controls and oversight, we fear that the shelter will fail.

2. If we are selected to manage the shelter, we will immediately build the donation-based revenue and control spending at the shelter as we have described (per the draft agreement). If the tax levy fails in 2014 or 2019, this will enable us to reduce staff and operations without closing the shelter. Private funding will then be used, but on a sustainable basis. From that point, a sustainable financial plan would be implemented at a much lower service level.

If we are not selected to manage the Shelter, our plan is to continue to build revenue reserves (excluding spay-neuter costs) for the possibility of a levy failure in 2014 or 2019. If it fails, we would suggest having a plan in place (by agreement) with the County about a transition from tax-based support to private support. We also suggest that the County aggressively build a reserve starting now by strict controls on costs and generation of revenue. This might enable the County to reduce staff and operations without closing the shelter (for a limited time) in 2014 or 2019. From that point, a sustainable financial plan would be implemented at a much lower service level. This might include the institutional transitions, as well, in order to ensure sustainability. FOLCAS would use its reserves in accordance with the agreement, as long as strict financial and cost-controls were in place (by agreement).

Thank you,

Bill Humes for the FOLCAS Board